


Community Empowerment Through Creative Economic Entrepreneurship in Fish Farming in Pandeglang Regency

Eva Latifah¹, Pryo Handoko², Trisna Sonjaya³, Ihin Solihin⁴, Rizal Bahtiar⁵
Business Administration Science, Banten Institute of Administrative Sciences, Indonesia

Article Info	ABSTRACT
<p>Keywords: Community Empowerment, Entrepreneurship, Creative Economy, Fish Farming, Pandeglang</p>	<p>This research aims to analyze community empowerment through the development of creative economic entrepreneurship based on fish farming in Pandeglang Regency. The method used is a descriptive qualitative approach with data collection techniques including observation, in-depth interviews, and documentation of fish farmers and relevant institutions. The research results show that most people still practice fish farming conventionally and have not yet developed many creative and innovative aspects in their businesses. Nevertheless, various forms of creative economic enterprises have emerged, such as fish floss, fish skin crackers, and other processed products, which are largely driven by youth and women's groups. This business has proven capable of increasing community income and independence. However, its development still faces various constraints, such as limited capital, low entrepreneurial literacy, narrow market access, and suboptimal farmer institutions. Therefore, strategies that can be implemented include digital marketing and business management training, strengthening local branding, triple helix collaboration, business digitalization, and establishing a creative house for fishing villages. The conclusion of this study confirms that community empowerment through creative economic entrepreneurship in fish farming has great potential to be a solution for improving community welfare if supported by targeted, collaborative, and sustainable strategies.</p>
<p>This is an open access article under the CC BY-NC license</p> 	<p>Corresponding Author: Eva Latifah Sekolah Tinggi Ilmu Administrasi Banten eva.latifah@stiabanten.ac.id</p>

INTRODUCTION

The contribution of fisheries sector development to efforts to improve the Indonesian economy can be considered a key issue given Indonesia's significant fisheries potential, which has not yet been optimally utilized. (Dwi Nugroho et al., 2017). The contribution of fisheries sector development to efforts to improve the Indonesian economy can be considered a key issue given the vast potential of Indonesia's fisheries sector. (Annastya, 2021). In accordance with the Minister of Marine Affairs and Fisheries Regulation Number 49/PERMEN-KP/2014, it is explained that Regional Governments have the authority to provide fish farming services in an effort to meet community needs. With freshwater fish production figures continuing to rise, Banten Province has very promising prospects for freshwater fish farming. Production from grow-out aquaculture in Banten in 2023 increased by 1.71% compared to the previous year, reaching 113,337 tons. This figure is even

projected to increase again in 2024, when the Banten Provincial Marine and Fisheries Service (DKP) targets total fish production from capture and aquaculture to reach 220,000 tons. This goal is slightly higher than the results in 2023, which reached approximately 190,000 tons. One of the districts that supports the production of freshwater fish in the province is Pandeglang Regency.

Pandeglang Regency itself has great potential for fisheries resources, both freshwater and marine. However, this potential has not been optimally utilized to improve community welfare. With the large number of freshwater fish farmers in Pandeglang Regency, spread across almost all sub-districts in Pandeglang Regency, production should be able to be optimized as shown in the table below.

Table 1. Number of Freshwater Fish Farmers in Pandeglang Regency

NO	SUBDISTRICT	TYPE OF CULTIVATION	TOTAL
1	Labuan	Freshwater Fish	17
2	Sumur	Freshwater Fish	12
3	Cibaliung	Freshwater Fish	17
4	Cikeusik	Freshwater Fish	35
5	Cikedal	Freshwater Fish	20
6	Munjul	Freshwater Fish	22
7	Menes	Freshwater Fish	28
8	Cadasari	Freshwater Fish	11
9	Cipeucang	Freshwater Fish	22
10	Saketi	Freshwater Fish	69
11	Koroncong	Freshwater Fish	3
12	Mandalawangi	Freshwater Fish	4
13	Kaduhejo	Freshwater Fish	2
14	Pulosari	Freshwater Fish	2
15	Cisata	Freshwater Fish	2
16	Karang Tanjung	Freshwater Fish	2
17	Pagelaran	Freshwater Fish	3

(Data source: Pandeglang District Fisheries Service, 2025)

The great potential of fish farming has not yet been fully utilized as a means to improve welfare and economic independence. Because there are still many problems and challenges to be faced in developing creative economic empowerment based on freshwater fish in Pandeglang Regency. Even though Pandeglang Regency has many strategic locations for freshwater fish farming, its management is still far from what was targeted, as shown in the image below of a freshwater fish farming site in Pandeglang Regency.



Figure 1. Location of Freshwater Fish Farming in Pandeglang Regency
(Data source: Processed by the researcher, 2025)

The problem faced is not just about whether or not there are fish in the pond or waters, but is deeper than that. And one of the most frequently encountered challenges is the lack of technical knowledge and skills among the public. Many people want to start or develop a fish farming business, but they don't yet understand the more efficient and profitable modern methods. From how to maintain water quality, to choosing the right feed, and how to handle fish diseases that can ruin the entire harvest. Unfortunately, training or mentoring related to these things is still difficult for the general public to access. Additionally, capital and market access issues are also significant constraints. Not all communities have the initial capital to start a cultivation business, and even if there are assistance programs, the process is often complicated or not targeted correctly. On the other hand, their harvest is difficult to market outside the region due to a lack of networks and marketing strategies. As a result, the selling price of fish at the farmer level is often low and does not cover production costs, making this business less economically attractive. Another problem is the lack of innovation and creativity in fish farming management. Most fish are still sold raw without further processing. In fact, if processed into value-added products like fish crackers, shredded fish, or frozen foods, the price could be much higher.

In fact, if managed well, these products could support the local tourism sector through the concepts of culinary tourism or fishing agrotourism. Unfortunately, not many business owners have received support and training to develop ideas like this. The last but not least important problem is the weakness of institutions and cooperation networks among cultivators. Although there are groups or associations, their functions are often not yet operating optimally. There are still many farmers who work independently, without collective support in procuring seedlings, feed, or marketing. In fact, cooperation and collaboration are very important for creating business efficiency and strengthening bargaining power in the market. Through a deeper understanding of these various challenges, this research is expected to provide a clear picture of the on-the-ground conditions and offer practical solutions. By combining a community empowerment approach with the spirit of creative

economy entrepreneurship, fish farming in Pandeglang Regency can become a sector that is not only economically promising but also capable of sustainably improving community welfare.

In an effort to boost the fisheries sector, particularly freshwater and ornamental fish farming, the Pandeglang District Government, through Pandeglang District Regulation Number 102 of 2022, stipulates that the Government will establish a Technical Implementation Unit (UPT) to carry out technical and operational activities in the field of fish farming in a more professional and concentrated manner. This effort is one of the strategies that can be developed in the development of creative economic entrepreneurship based on fish farming. This approach is not only production-oriented but also focuses on creativity, product innovation, and the added value generated from the production process to marketing.

Thus, the purpose of this study is to determine the current state of community empowerment in the fish farming sector in Pandeglang Regency. Additionally, this research also aims to determine the extent to which the development of creative economy entrepreneurship can help improve community independence and well-being. The research will also analyze various obstacles faced and methods that can be used to improve community empowerment. This research is also expected to contribute both theoretically and practically. Theoretically, the results can serve as a scientific reference for the development of research on community empowerment based on the creative economy in the fisheries sector. Meanwhile, practically, this research aims to provide policy recommendations to local governments for building and implementing more efficient and sustainable empowerment programs. Additionally, this research is expected to encourage the growth of local entrepreneurs who can utilize the potential of fisheries in innovative and creative ways. Thus, they will be able to help drive the economy of the Pandeglang Regency community.

Literature Review

Community Empowerment

Community empowerment through community development is one of the important strategies for creating an independent and effective generation, involving the active participation of all elements of society (Novi Umami Nur Aeni, 2024). The community empowerment model based on food self-sufficiency plays an important role in poverty reduction at the village level, through the optimization of local potential and collaboration among residents (Afriansyah et al., 2024). Strengthening community institutions is a key factor in driving innovation and sustainable well-being in local communities (Akbar et al., 2024). The existence of higher education institutions in empowering women in society is becoming increasingly necessary to foster capacity and independence by strengthening access, participation, and control in decision-making (Yeby Ma'asan Mayrudin et al., 2024). Community empowerment through Village-Owned Enterprises (BUMDes) makes a real contribution to improving residents' economic conditions and encouraging the emergence of independent businesses at the village level (Afifudin, & M., Hardjati, S, 2024). Community participation in empowerment programs can ensure sustainability and significantly enhance socio-economic impact. Market trader adaptation strategies to technological challenges and traditional market revitalization are an important part of community economic

empowerment (Azulfa Arivah & Grendi Hendrastomo, 2024). The role of stakeholders is crucial to the success of agro-silvo-pastoral-based economic and social empowerment programs in rural areas (Siti Nor Kasanah et al., 2024). Maximum social empowerment is achieved when there is strong cross-sectoral collaboration and an integrated program evaluation system. (Faris Labib & Muhtadi Muhtadi, 2024). Implementing community-based community empowerment programs can improve the quality of life and strengthen social cohesion (Muhammad Reza Fahlepi Daulay et al., 2024).

Entrepreneurship

The combined role of family and entrepreneurship education shapes entrepreneurial interest, which is key to human resource development and unemployment reduction in Indonesia (Akhmad, Rahayu, & Setiawan, 2024). Entrepreneurship and digital marketing training significantly improve entrepreneurial performance in the digital age by utilizing social media as a business platform (Hetty, et al., 2023). Entrepreneurship from an Islamic perspective emphasizes providing value-added products with courage and innovation in the digital era (Fahrurrozi, 2025). Entrepreneurial development shows differences in characteristics between workers and entrepreneurs that can be used for new business development strategies (Research Team, 2023). Entrepreneurship serves as the main driving force for economic growth, with access to capital, innovation, and training being key factors in developing entrepreneurs (Firmansyah, 2023). Entrepreneurial strategies that are adaptable to the era of globalization and Industry 4.0 are very important to win business competition in 2023 and beyond (Hidajat, 2023). Entrepreneurial knowledge supported by government policies, training, and mentoring is vital in building an innovative and sustainable business ecosystem (Wijayanto et al., 2023). Digital branding has a positive impact on innovation, competitiveness, and revenue for SMEs in the new normal era, increasing the potential for digital-based entrepreneurship (Susilo & Hartono, 2023). Entrepreneurship education in Indonesia teaches various knowledge and skills that equip students to develop creative and innovative businesses (Suharto, 2023). Developing a national entrepreneurship ecosystem is key to increasing young people's interest in entrepreneurship and driving inclusive economic growth (Ministry of Cooperatives and SMEs, 2024).

Creative Economy

According to (Nugraha, 2021) A region is said to be experiencing economic growth when it considers development aspects and indicators. These indicators are marked by increased competitiveness, productivity, and efficiency. The creative economy has rapidly grown as a major sector driving global economic growth, with inclusive and sustainable contributions through digitalization and the strengthening of creative ecosystems (Masri, 2025). Indonesia's creative economy sector has the potential to become a major source of economic growth, especially during the pandemic, supported by the culinary, game development, and television media subsectors (Prastowo et al., 2025). Digital transformation is becoming a key factor in turning ideas into income within the creative economy, with the culinary, fashion, and craft subsectors being major contributors to GDP (Nugroho & Putri, 2024). The development of a creative economy strategy in Palangkaraya City can be done through five main pillars: supporting resources, industry, financing, marketing, and technology

(Yusuf, 2023). The creative economy's contribution to national GDP contracted during the pandemic but has recovered and is projected to continue increasing until 2024, with the digital sector as the main driver (Adnyana & Krisnanta, 2024). The creative economy is capable of driving income generation, job creation, and social inclusion, but creative productivity between provinces is still low and the quality of human resources needs to be strengthened (Suprayogi et al., 2023). A strategy for inclusive creative economy development must accommodate sustainability and multi-stakeholder collaboration to promote equitable economic growth (Masri, 2025). Digital branding is very important for SMEs in the creative economy sector to increase competitiveness, innovation, and income in the post-pandemic era (Susilo & Hartono, 2023). The development of the national creative ecosystem must prioritize government support, human resource training, infrastructure, and access to capital as its main pillars (Ministry of Tourism and Creative Economy of the Republic of Indonesia, 2024). The culinary, fashion, craft, and digital gaming subsectors have shown significant growth in Indonesia's creative economy, providing export and innovation opportunities (Nugroho & Putri, 2025).

RESEARCH METHOD

In research, the research design is better structured to obtain good results. The purpose of research is a scientific way to obtain data with specific goals and uses. Based on this definition, there are four things that need to be understood further scientifically: data, goals, and uses. Meanwhile, the research design encompasses all the necessary processes in planning and conducting research, stating that: "The research is carried out in a scientific manner, so its steps are systematic. To make the research direction clearer, the researcher needs to theorize according to the scope of the problem," based on scientific characteristics, namely rational, empirical, and systematic. Rational means that the research activities are carried out in a logical manner, making them accessible to human reasoning. Empirical means that the methods used can be observed by human senses. Systematic means that the processes used in the research employ specific, logical steps. Primary data is data obtained directly from respondents or the objects being studied, or that is related to the objects being studied. Which is directly asked by the researcher to the informant. This information source provides data directly for live broadcasting, and the data is original. This data is the primary data used by the author to gather information for analyzing community empowerment through creative economic entrepreneurship in fish farming in Pandeglang Regency, using direct observation techniques and conducting interviews, as well as secondary data sources obtained through written evidence (documentation), journals, articles, the internet, and literature studies related to this research. Similarly, according to (Sugiyono, 2011). "secondary data sources are data sources that do not directly provide data to the data collector. Secondary data sources include reference books, notes from lectures, documents, applicable laws and regulations, as well as other readings from various disciplines related to this research."

In this study, the researcher used triangulation to assess data validity. According to Wilersma in (Sugiyono, 2019). Triangulation in this test is defined as checking data from

various sources in various ways and at different times. Thus, there is source, technique, and time triangulation. And using the Interactive Model data analysis technique according to Miles and Huberman (1984) in (Sugiyono, 2011). By collecting data, reducing data, presenting data, and drawing conclusions as shown in the image below:

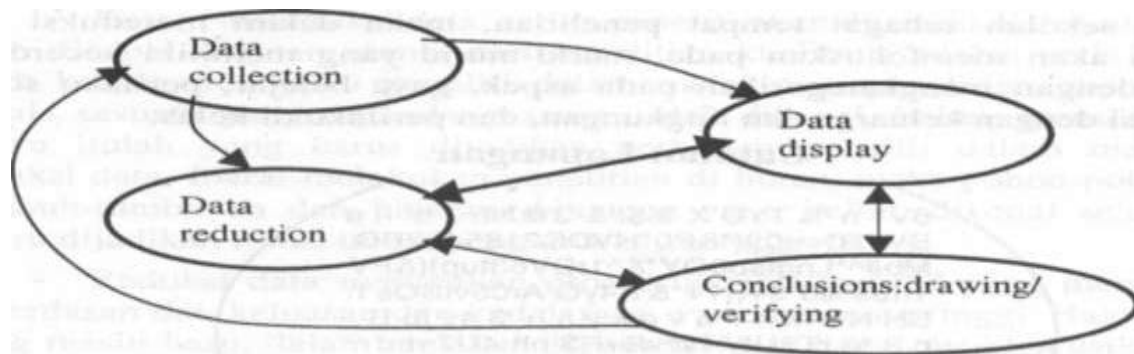


Figure 2. Components in Data Analysis (Interactive Model)
 Data source: Milles And Huberman in (Sugiyono, 2011).

The research was conducted in Pandeglang Regency, Banten Province, where the policy is located at the Pandeglang Regency Fisheries Service, freshwater fish farming business actors, freshwater fish farming groups, and freshwater fish sellers in the Regency.

RESULTS AND ANALYSIS

Community Empowerment Conditions

Based on interviews, field observations, and documentation conducted in various areas of Pandeglang Regency, it is known that most fish farming activities carried out by the community are still conventional. This means that cultivation activities are only carried out as a form of additional income without any market-oriented business development efforts. Society tends to focus on technical aspects such as pool maintenance and feeding, but not many people have thought about developing added value from the fish products produced.

Empowerment programs implemented by the Pandeglang District Fisheries Service, such as fish seed assistance, basic cultivation training, and limited feed distribution, have been carried out. However, the approach provided still doesn't touch on important aspects such as business management, product innovation, and marketing skills. As a result, society has not fully embraced an entrepreneurial mindset and tends to rely on government assistance.

Emerging Forms of Creative Economy

Despite this, initiatives are starting to emerge from several community groups, especially young people and housewives, who are trying to develop creative economy businesses based on fish farming. For example, processing fish into value-added products such as catfish floss, fish skin crackers, fish nuggets, and packaged smoked fish. Some groups have also begun to understand the importance of attractive packaging and are utilizing social media to promote their products.

These creative economic ventures typically thrive in environments that already have access to external training from universities or NGOs, and are supported by active

communities. These innovations, although still limited in scale, prove that the people of Pandeglang have great potential to develop local creative entrepreneurship if they receive the right support.

Impact on Welfare

Creative economic efforts based on fish farming undertaken by the community have proven capable of increasing family income, although on a small to medium scale. Business owners who have processed their products tend to have higher profits compared to those who only sell raw fish. Besides income, other benefits include increased self-confidence, especially among women, and the growth of a collaborative spirit in the surrounding environment.

Some business owners have even successfully marketed their products outside of their sub-district or city, such as Serang and Tangerang, both directly and through digital platforms. This proves that with the right strategy, small businesses based on fish farming can be a pillar of family economy while also promoting community independence.

Constraints and Challenges

Despite positive developments, society still faces a number of quite complex challenges. First, many aquaculture farmers still lack access to business capital, especially for procuring production equipment or expanding distribution networks. Loans or capital assistance from financial institutions are often difficult to obtain due to limited collateral or information.

Second, access to a wider market still remains a barrier. Many business owners have not yet mastered digital marketing techniques or do not have a strong sales network, so their products are only sold within a limited scope. Third, entrepreneurial and innovation literacy is still low. This makes business owners less able to compete in terms of product quality, differentiation, and business sustainability.

Fourth, the lack of synergy among development actors, such as local governments, universities, the business world, and local communities, has prevented the creative entrepreneurship ecosystem from being built optimally. Some programs are running partially and are not well-coordinated, making their impact unsustainable. On the other hand, local institutions such as farmer groups or cooperatives have not yet been able to play a maximum role in strengthening community businesses.

Strengthening Strategies

Based on field findings, there are several strategies that can be implemented to overcome these challenges and promote community empowerment through creative economy based on fish farming:

1. Needs-Based Training and Applied Technology

Advanced training is needed that not only focuses on the technical aspects of cultivation but also covers business management, product innovation, digital marketing strategies, and financial management. Simple, practical technology-based training will be very helpful for people with limited access to information.

2. Strengthening Local Branding and Products

Local governments and relevant agencies can facilitate the development of local brands with a distinctive Pandeglang cultural touch. Products like shredded meat, crackers, or

other fish-based products can be attractively packaged with strong local labels and identities, making them more competitive in both regional and national markets.

3. Cross-Sector Collaboration (Triple Helix)

A collaborative model needs to be built between the government, the education sector (academics), and business actors (private sector) in the form of fisheries-based entrepreneurial incubation. This model allows for a more systematic transfer of knowledge, intensive mentoring, and assistance with funding and promotion.

4. Establishment of Creative Houses in Fishing Villages

Central cultivation villages can have creative spaces as centers for training, joint production, product promotion, and community development. This creative house serves as an incubator for MSMEs in the fisheries sector and a gathering place for creative ideas from the community.

5. Business Digitalization and Online Market Access

Community empowerment cannot be separated from digital transformation. Local governments can partner with local e-commerce platforms or marketplaces to help people sell processed fish products online, and provide training on using social media as an effective marketing tool.

6. Institutional Strengthening and Networking

There needs to be a revitalization of farmer groups to make them more active and function as organizations capable of assisting their members in procuring production inputs, accessing training, and marketing. Strong institutions will be an important foundation for building a sustainable business system.

CONCLUSION

The research results indicate that creative economic entrepreneurship in fish farming in Pandeglang Regency has great potential to improve the welfare and economic independence of the community, especially in rural and coastal areas that have historically been considered economically weak. Although most people still cultivate conventionally, various initiatives have emerged from youth and women's groups to develop innovative and creative fish processing businesses, such as shredded fish, crackers, and other ready-to-eat products, and they are starting to use social media to promote their businesses. However, the growth of the creative economy still faces a number of challenges. This includes capital limitations, poor access to digital markets, low levels of entrepreneurial literacy, sub-optimal institutional functions of farmers, and a lack of cooperation between involved stakeholders from government, the private sector, academia, and the community. Therefore, strengthening various sectors needs to be achieved through an integrated strategy that involves entrepreneurship and digital marketing training, strengthening local institutions, triple helix collaboration, business digitalization, and the establishment of creative houses in fishing villages as centers for promotion and innovation. Branding local products based on Pandeglang culture is also important to increase competitiveness in the wider market. Empowering communities through creative economic entrepreneurship in the field of fish farming is considered to be able to drive local economic growth by creating new jobs,

increasing productivity, and enhancing community economic independence. This can be achieved by using an integrated and sustainable approach. It is hoped that this research will help local governments and various relevant parties formulate more targeted, inclusive, and widely impactful empowerment policies for economic development in the wake of the pandemic.

REFERENCES

- Dwi Nugroho, B., Hardjomidjojo, H., & Ma'mun Sarma, D. (2017). Business Development Strategies for Freshwater Edible Fish and Freshwater Ornamental Fish Breeding in the Posikandu Partner Group, Bogor Regency D. *IKM Management*, 12(2), 127–136. <http://journal.ipb.ac.id/index.php/jurnalmpi/>
- Annastya Eka Mayasari, The Role of Freshwater Fish Farming in Improving the Economy of the Lenek Village Community, Lenek District, East Lombok Regency, Sharia Economics Study Program, Faculty of Islamic Economics and Business, State Islamic University of Mataram (2021). *Pharmacognosy Magazine*.
- Nugraha, M. C. W. and J. (2021). STRATEGIES FOR SUSTAINABLE LOCAL ECONOMIC DEVELOPMENT IN MINAPOLITAN AREAS (A Study on Fish Farming in Gondosuli Village, Gondang District, Tulungagung Regency). *Journal of Economics*, 1, 158–177.
- Novi Ummi Nur Aeni, Esa Septian, Rupiarsieh Rupiarsieh. (2024). *Community Empowerment Through Community Development: The Independent Young Entrepreneurship Community Development Program. Journal of Community Empowerment*, 12(2), 152-165.
- Afriansyah, Afdhal, Mustanir, A., Faried, A. I. (2024). Community Empowerment Model Based on Food Independence for Poverty Alleviation in Matfa Village. *Journal of Community Empowerment*, Al Azhar Indonesia University, 11(2), 118-129.
- Yeby Ma'asan Mayrudin, Ika Arinia Indriyany, M. Dian Hikmawan, Luki Oka Prastio. (2024). The Existence of Higher Education in Empowering Women in the Kadumerak Village, Pandeglang, Banten. *Community: Journal of Community Service*, 4(1), 85-96.
- Akbar, T., Ikhsan, M., Ismail, I. E. (2024). Strengthening Community Institutions for Sustainable Welfare. *Journal of Civil Society Empowerment*, 9(1), 125-137.
- Afifudin, M., Hardjati, S. (2024). Community Empowerment Through the Village-Owned Enterprise Mangga Klonal 21. *Indonesian Community Empowerment Journal*, 5(1), 88-98.
- Azulfa Arivah, Grendi Hendrastomo. (2024). Adaptation Strategies of Muntilan Market Traders in Facing Revitalization and the Rise of E-commerce. *Journal of Community Empowerment*, 12(2), 136-151.
- Siti Nor Kasanah, Ahmad Suprastiyo, Cahya Lukita. (2024). Analysis of Stakeholder Roles in Economic and Social Empowerment Programs Through the Agrosilvopastura System in Ngasem District, Bojonegoro Regency. *Journal of Community Empowerment*, 12(2), 112-122.
- Faris Labib, Muhtadi Muhtadi. (2024). Sustainability Strategy for the Hydroponic Farm Program at RPTRA. *Journal of Community Empowerment*, 12(2), 176-186.

- Muhammad Reza Fahlepi Daulay, Naila Elfira Sari, Lili Pratiwi, Khairunnisa Nasution, Muhammad Anas Kautsar, Pradipa Nasywa Syukri, Muhammad Farouq Ghazali Matondang. (2024). Implementation of Community-Based Empowerment Programs. *Journal of Community Empowerment*, 12(2), 166-175.
- Akhmad, R., Rahayu, S., & Setiawan, T. (2024). The role of family and entrepreneurial education on entrepreneurial interest. *Maranatha Journal of Management and Business*, 17(1), 13-25.
- Hetty, S., Hendra, M., & Yulianti, F. (2023). Entrepreneurship in the digital era improves entrepreneurial performance. *Journal of Management and Entrepreneurship*, 6(1), 13-25.
- Fahrurrozi, F. (2025). Entrepreneurship in an Islamic perspective in the digital era. *Indonesian Muamalat Journal*, 5(1), 718-730.
- Research Team. (2023). Entrepreneurship development and the differences between workers and entrepreneurs. *Journal of Entrepreneurship Empowerment*, 3(2), 45-56.
- Firmansyah, D. (2023). The role of entrepreneurship in advancing the Indonesian economy. *Journal of Business Research Dynamics*, 4(3), 78-89.
- Hidajat, K. (2023). The role of entrepreneurial strategies in preparing for 2023. *Nusantara Empowerment Journal*, 7(1), 10-22.
- Wijayanto, G., Nursanti, A., Pramadew, A., Fitri, F., Rifqi, A., Roesdi, R., & Pratiwi, D. (2023). Entrepreneurial knowledge in creating an ecosystem: Government policies, training, and mentoring. *West Science Service Journal*, 2(7), 605-615.
- Susilo, B., & Hartono, D. (2023). Digital branding as an optimization for increasing innovation, competitiveness, and income of SMEs in the new normal era. *Journal of Creative Industries and Entrepreneurship*, 6(2), 125-137.
- Sugiyono. (2011). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Suharto, R. (2023). Implementation of entrepreneurship education in Indonesia. *Journal of Entrepreneurship and Business*, 27(2), 130-140.
- Ministry of Cooperatives and SMEs of the Republic of Indonesia. (2024). The importance of the ecosystem for developing national entrepreneurship. *National Entrepreneurship Strategy Report*, 5-15.
- Masri. (2025). Strategies for Inclusive and Sustainable Creative Economy Development in Sikka Regency. *Journal of Economic Development Dynamics*, 8(1), 1-15.
- Prastowo, B., Putra, M., & Santoso, H. (2025). The Role of the Creative Economy in the Indonesian Economy During the Pandemic. *Indonesian Economic Journal*, 13(3), 249-271.
- Nugroho, S., & Putri, A. (2024). Indonesia's Creative Economy: Digital Transformation Turns Ideas into Income. UNNES website, 1-9.
- Ministry of Tourism and Creative Economy of the Republic of Indonesia. (2024). *National Creative Economy Strategy Report*, 5-15.
- Yusuf, M. (2023). Development of Creative Economy Strategies in Palangkaraya City. *Dinamika: Journal of Public Administration Science*, 10(2), 330-345.

- Adnyana, I. M. & Krisnanta, E. A. (2024). The Role of the Creative Economy in Indonesia's Economic Growth. *Journal of Islamic Economics*, 11(3), 242-263.
- Suprayogi, D., Wulandari, Y., & Hidayat, T. (2023). Measuring the Performance of Indonesia's Creative Economy. *Journal of DPR RI Studies*, 1-20.
- Susilo, B., & Hartono, D. (2023). Digital Branding as an Optimization for Enhancing Innovation and Revenue of SMEs in the New Normal Era. *Journal of Creative Industries and Entrepreneurship*, 6(2), 125-137.
- Central Bureau of Statistics & Creative Economy Agency (2023). Report on Indonesian Creative Economy Statistics.
- Nugroho, S., & Putri, A. (2022). Analysis of Creative Economy Growth in the Digital Subsector. BEKRAF Report.