


## Strategic Management Model as a Driver of Creative Industry Performance and Innovation

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Article Info	ABSTRACT
<p><b>Keywords:</b> Strategic Management, Performance, Innovation, Creative Industry.</p>	<p>The creative industry plays a strategic role in driving economic growth and creating added value based on creativity and innovation. However, uncertain market dynamics, the development of digital technology, and high levels of competition require creative industry players to implement adaptive and sustainable strategic management. This study aims to analyze strategic management models as drivers of creative industry performance and innovation, and to identify challenges faced in their implementation. This study used a qualitative approach with descriptive methods, through the collection of primary and secondary data. Primary data were obtained through in-depth interviews with creative industry players, while secondary data came from government policy documents, creative industry reports, and related literature. Data analysis was conducted qualitatively through data reduction, data presentation, and conclusion drawing. The results indicate that a strategic management model encompassing the stages of performance, programming, design, implementation, and marketing plays a crucial role in integrating creative ideas into sustainable economic value. Furthermore, the implementation of Digital Business Model Innovation, Blue Ocean Strategy, ecosystem strengthening, and Intellectual Property Rights protection have been shown to support improved creative industry performance and innovation. However, this study also identified various challenges, such as limited human resource capacity, access to technology and data, weak IPR protection, and market uncertainty. This research is expected to provide theoretical contributions to the development of strategic management studies in the creative industry and serve as a practical reference for business actors and policymakers in formulating strategies for developing a competitive and sustainable creative industry.</p>
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### INTRODUCTION

The creative industry is a new driving force in the global economy, based on human knowledge, ideas, and creativity. In the increasingly competitive digital economy, this sector plays a strategic role in creating added value through innovation and originality (Aysa, 2020). With a broad spectrum of fields spanning crafts, fashion, culinary arts, music, film, and digital applications, the creative industry serves as an integrative platform for art, technology, and business, possessing both economic potential and high cultural value (Syafitri & Nisa, 2024). The creative industry is a priority sector in national economic development due to its

contribution to economic growth, job creation, and strengthening the nation's cultural identity (Purnomo, 2016).

In Indonesia, the creative industry is a crucial component of national economic development, oriented toward improving public welfare through the empowerment of creativity, local wisdom, and technology (Krisna, 2024). The Ministry of Tourism and Creative Economy defines the creative economy as the process of creating added value derived from human ideas and creativity as its primary assets. The Indonesian government has consistently positioned the creative industry as a new economic driver, as reflected in various strategic policies, including the National Medium-Term Development Plan (RPJMN) and the strengthening of the creative economy ecosystem through relevant institutions (Siregar et al., 2025). The Indonesian government, through the Creative Economy Agency (Bekraf) and subsequently the Ministry of Tourism and Creative Economy, has grouped 16 creative industry subsectors: architecture, interior design, product design, visual communication design, fashion, film and animation, photography, crafts, culinary arts, music, publishing, interactive games, advertising, performing arts, fine arts, and television or radio. Each subsector has its own characteristics, but all share a commonality in being based on ideas and creativity as a source of value (Umrund et al., 2019).

Based on government data, the creative industry contributes significantly to gross domestic product (GDP) and employment, particularly among the younger generation. This sector contributes approximately 7.4% of Indonesia's Gross Domestic Product (GDP) and is expected to employ more than 17 million people by 2022 (Khumair & Yazid, 2025). According to Wulansari et al. (2023), the craft and fashion subsectors are the largest contributors to the national creative industry due to their strong cultural roots and broad market demand both domestically and internationally. Crafts, for example, utilize local wisdom such as batik, weaving, and woven fabrics as superior regional products, while fashion serves as a modern adaptation medium that combines traditional elements with global trends. However, the creative industry still faces various structural challenges, such as limited managerial capacity, low competitiveness of small and medium-sized creative enterprises, and suboptimal utilization of innovation and technology. This situation indicates that the success of the creative industry is determined not only by product creativity, but also by organizational management capabilities and effective business strategies (Shaddiq, 2025).

The government, through various policies and programs, such as developing creative entrepreneurship, facilitating access to financing, human resource training, and business digitalization, strives to encourage improved performance and innovation in the creative industry (Nisa et al., 2025). However, the implementation of these policies at the business level often faces obstacles, particularly in terms of implementing structured and sustainable strategic management. This creates a gap between government policy objectives and actual conditions on the ground.

According to Susanto (in Arifudin, 2021), strategic management is a process for determining the long-term direction and goals of an organization, along with selecting methods to achieve them through the development of strategic formulations and systematically planned implementation. According to Hadar Nawawi (in Shavab, 2021),

strategic management is future-oriented planning established as fundamental decisions to ensure the organization operates effectively in producing goods or services and providing quality service, with optimal direction toward achieving organizational goals and objectives.

In the creative industry, the application of strategic management models is crucial due to the high level of competition, market uncertainty, and the demand for continuous innovation. The increasing number of business actors has resulted in increasingly fierce competition to attract consumers, while rapidly changing trends and market tastes demand adaptive and flexible strategies (Heryani et al., 2020). Furthermore, the success of the creative industry depends heavily on the ability to continuously generate new, relevant and compelling ideas. Therefore, strategic management is necessary to direct creativity and innovation to sustainably improve competitiveness and business performance (Aisyah et al., 2020).

Creative industry performance is measured not only financially but also encompasses non-financial aspects such as product quality, customer satisfaction, brand reputation, and business sustainability (Cahyono, 2019). Furthermore, innovation is a key element determining the creative industry's ability to survive and thrive amidst global competition. Sustainable innovation requires the support of a management system capable of encouraging idea exploration, collaboration, and organizational learning (Aryanti et al., 2023).

In practice, many creative industry players still run their businesses intuitively and have not yet systematically implemented strategic management models. Limited managerial knowledge, business experience, and access to strategic information are factors contributing to the low effectiveness of creative business management. This situation demonstrates the need for more in-depth studies to understand how strategic management models are applied and perceived by creative industry players in real-world contexts.

## METHOD

This research uses a qualitative approach with descriptive methods to deeply understand the application of strategic management models as drivers of performance and innovation in the creative industry. A qualitative approach was chosen because it can explore the meaning, experiences, and perspectives of creative industry players regarding strategic management practices applied in their business activities (Satori & Komariah, 2009). The research data consists of primary and secondary data. Primary data were obtained through in-depth interviews with creative industry players and related parties, while secondary data were obtained from government policy documents, creative industry reports, and literature relevant to the research topic.

Data collection techniques used interviews, observations, and documentation studies to obtain a comprehensive picture of the phenomenon under study. Data analysis was conducted qualitatively through the stages of data reduction, data presentation, and conclusion drawing. Data validity was maintained through triangulation of sources and methods, so that the research results are expected to provide a deep and accurate understanding of the role of strategic management models in improving performance and innovation in the creative industry.

## RESULT AND DISCUSSION

The strategic management model for Indonesia's creative industry in 2026 serves as an adaptive framework capable of integrating creative ideas into sustainable economic value. This model no longer serves merely as an administrative tool in organizational management, but rather as a key driver of innovation and business performance. Through the formulation of strategies responsive to technological changes, market dynamics, and government policies, strategic management encourages creative industry players to optimize resources, strengthen collaboration, and create value-added products and services. The following are the main components of the model that drive the industry:

### **Components of the Creative Strategic Management Model**

Based on the latest formulation, strategic management in creativepreneurship encompasses five main processes:

#### 1. Performance

The performance component of the creative strategic management model serves as the primary foundation for directing creative business development. Performance at this stage is measured not only by financial achievements but also by the extent to which the business's vision and mission represent the values of creativity, innovation, and the uniqueness of the products or services offered. Reviewing the vision and mission is a strategic step to ensure that creative business objectives align with changes in the business environment, technological developments, and dynamic market trends and needs.

Furthermore, reviewing the vision and mission within the context of creating a new creative business serves as a guideline for determining long-term strategic direction. A clear and adaptive vision and mission enable creativepreneurs to measure performance more comprehensively, including aspects of sustainability, competitiveness, and the resulting creative economic impact. Thus, the performance component not only drives the achievement of business results but also ensures that creative businesses develop consistently and are oriented towards long-term value.

#### 2. Programming

The programming component in the creative strategic management model is the stage of formulating a basic business concept, which is structured in a planned and systematic manner. At this stage, creative ideas from creative industry players are translated into an initial design that encompasses business objectives, product or service concepts, target markets, and unique value propositions. Programming ensures that creative ideas have a clear direction and are relevant to market needs and the business environment.

Furthermore, programming emphasizes the feasibility of the business concept for implementation. Concept formulation is carried out by considering resource availability, operational capabilities, potential risks, and future development opportunities. With a well-developed and realistic basic concept, creative industry players can minimize uncertainty in business implementation and increase the chances of success in turning creative ideas into sustainable business activities.

### 3. Designing

The designing process is a stage of creative imagination that focuses on visualizing new ideas in a distinctive and innovative way, both from an aesthetic and technical perspective. At this stage, creative industry players develop concepts into more concrete designs, such as product designs, prototypes, service flows, or other visual models. The designing process demands a high level of creativity to create differentiation that differentiates a product or service from competitors in the market.

In addition to creativity, designing also considers the technical and functional feasibility of the ideas being developed. Visualizations of ideas must be tailored to production capabilities, available technology, and consumer needs and preferences. Thus, the designing stage plays a crucial role in bridging creativity and technical reality, enabling innovative ideas to be realized effectively and with clear added value.

### 4. Implementation

The implementation stage is the process of realizing creative ideas that have been designed into a tangible form. At this stage, the developed concepts and designs are implemented logistically, functionally, and rationally through production activities, resource organization, and work process management. Implementation requires good coordination between organizational elements to ensure that creative ideas can be realized according to established plans.

Furthermore, implementation also involves testing and adjustments to the resulting product or service. Creative industry players need to ensure that the implementation results meet quality standards, efficiency, and market needs. This stage is crucial because successful implementation will significantly determine business performance and the sustainability of the innovation being developed.

### 5. Marketing

The marketing stage is the process of commercializing creative ideas with the aim of generating economic value and profit. At this stage, creative products or services are introduced to the market through appropriate marketing strategies, such as pricing, promotion, distribution, and brand communication. Marketing plays a crucial role in building product image and attracting consumer interest amidst increasingly fierce competition in the creative industry.

In addition to being sales-oriented, marketing also serves as a means of building long-term relationships with consumers. Through effective marketing strategies based on an understanding of consumer behavior, creative industry players can increase customer loyalty and expand market share. Thus, the marketing phase not only generates profits but also supports the sustainability and ongoing growth of creative businesses.

## **Driving Innovation through Digital Transformation**

By 2026, innovation will become the strongest predictor of business success in this sector. Strategic models now focus on:

### 1. Digital Business Model Innovation (DBMI)

By 2026, innovation will become the strongest predictor of business success in the creative industries sector, along with the acceleration of digital transformation and changes

in consumer behavior. Strategic management models will no longer be solely oriented toward operational efficiency, but will instead focus on technology-based value creation and customer experience. In this context, Digital Business Model Innovation (DBMI) has emerged as a strategic approach that enables creative industry players to redesign how they create, deliver, and capture economic value sustainably.

DBMI emphasizes the adoption of platformization, namely the development of digital platform-based business models that enable multi-party interactions between producers, consumers, and business partners. Through digital platforms, the creative industry can expand its market reach, accelerate product distribution, and create a collaborative ecosystem that encourages open innovation. Platformization also provides flexibility for creative businesses to adapt to market changes more quickly and efficiently.

Furthermore, DBMI also integrates the concept of servitization, a shift in focus from solely selling products to creating value based on services and customer experiences. In the creative industry, servitization enables businesses to offer more personalized, interactive, and sustainable experiences, thereby increasing customer satisfaction and loyalty. This approach places user experience at the core of business strategy, not merely as a complement to products.

Furthermore, DBMI utilizes a data-driven personalization approach as the basis for strategic decision-making. Leveraging consumer data enables creative industry players to gain a deeper understanding of market preferences, behaviors, and needs. With accurate data analysis, organizations can develop more relevant and targeted products, services, and marketing strategies. Overall, Digital Business Model Innovation is a key element in the strategic management model for the creative industry in 2026 because it can drive innovation, improve business performance, and create sustainable competitive advantage.

## 2. Blue Ocean Strategy

Blue Ocean Strategy is a strategic approach focused on creating new, untapped market space, eliminating the need for businesses to compete in saturated markets, also known as red oceans. In the context of the creative industry, particularly for creative MSMEs, this strategy is relevant because limited resources often make it difficult for them to compete directly with established larger businesses.

The implementation of Blue Ocean Strategy encourages creative MSMEs to develop innovative value through product differentiation, services, or experiences that are unique and not yet offered by competitors. This innovative value can be realized through the combination of creativity, local culture, digital technology, and a deep understanding of consumer needs. Thus, creative MSMEs can create new value propositions that can attract previously underserved market segments.

Furthermore, Blue Ocean Strategy helps creative MSMEs reduce price competition pressures and increase potential profitability. By creating new markets, businesses need not compete directly on price or volume, but rather on the uniqueness and added value they offer. This strategy also promotes business sustainability because creative MSMEs can build a strong and relevant brand identity, while simultaneously expanding growth opportunities amidst the ever-evolving dynamics of the creative industry.

## Manajemen Strategis sebagai Pendorong Kinerja

This model improves industry performance through three key factors:

### a. Human Capital Capacity

Strategic management plays a crucial role in driving creative industry performance by strengthening human capital capacity. In the creative industry, human resources are a key asset because individual creativity, knowledge, and skills are key factors in determining business success. Therefore, the strategic management model prioritizes human capital development to improve operational performance and industry competitiveness.

Digital skills development is a crucial aspect in enhancing human capital capacity. The ability to utilize digital technologies, such as digital platforms, social media, data analysis, and technology-based production tools, enables creative industry players to work more efficiently and adaptively. Digital skills also support the innovation process, from product creation to distribution and marketing, significantly improving operational performance.

In addition to digital skills, creative literacy is also a crucial element in strengthening human capital. Creative literacy encompasses the ability to develop ideas, understand industry trends, and transform creativity into products or services with economic value. Through the implementation of strategic management oriented toward learning and human resource development, creative industry players can improve performance quality, strengthen innovation, and ensure long-term business sustainability.

### b. Ecosystem Strengthening

Ecosystem strengthening is a key factor in strategic management that plays a role in driving creative industry performance. Within the context of Dynamic Capabilities Theory (DCT), organizations are required to have the ability to integrate, build, and reconfigure internal and external resources to respond to dynamic environmental changes. For the creative industry, ecosystem strengthening is crucial because limited internal resources are often insufficient to support innovation and sustainable growth.

Through strategic partnerships and collaborations with various parties, such as the government, creative communities, educational institutions, digital platforms, and the private sector, creative industry players can expand access to knowledge, technology, financing, and markets. This collaboration enables the exchange of ideas and mutual learning, driving increased innovation capacity and operational efficiency. Within the DCT framework, the ability to build networks and collaborate is a form of dynamic capability that strengthens an organization's adaptability.

Furthermore, ecosystem strengthening through the integration of internal and external resources helps the creative industry create added value and sustainable competitive advantage. By leveraging a collaborative ecosystem, creative businesses can more quickly respond to changing market trends, develop innovations based on consumer needs, and improve overall business performance. Thus, strengthening the ecosystem not only supports short-term success but also ensures the long-term sustainability of the creative industry.

### c. Intellectual Protection

Intellectual protection is a crucial factor in the strategic management of the creative industry because it is directly related to the protection of the results of creativity and

innovation. Intellectual Property Rights (IPR), such as copyrights, trademarks, patents, and industrial designs, serve as legal instruments that provide certainty and protection for creative works from imitation or misuse. In the context of the creative industry, strengthening IPR regulations serves as a strategic foundation for maintaining the economic value of the ideas and innovations generated.

In addition to providing legal protection, IPR is also viewed as a strategic asset capable of creating competitive advantage. IPR ownership enables creative industry players to build product differentiation, enhance brand reputation, and strengthen their bargaining position in the market. With strong IPR protection, businesses are more encouraged to continue innovating because their work has economic value that is recognized and legally protected.

Furthermore, strengthening regulations and strategic use of intellectual property rights (IPR) contributes to the sustainability of the creative industry. IPR can be utilized as a source of revenue through licensing, collaboration, or commercialization of works, thereby improving long-term business performance. Therefore, integrating intellectual property protection into strategic management is a crucial step to encourage innovation, increase competitiveness, and create sustainable growth in the creative industry.

### **Challenges of Strategic Management Models as Drivers of Creative Industry Performance and Innovation**

Challenges in implementing strategic management as a driver of creative industry performance and innovation can be seen from various structural, resource, and policy aspects. In general, the main challenges faced are as follows:

a. Limited Human Resource Capacity

Limited human resource capacity is one of the main challenges in implementing strategic management in the creative industry, particularly among MSMEs. Many creative business actors still face limitations in managerial skills, digital literacy, and understanding of strategic planning and decision-making. This condition causes business management to tend to be carried out intuitively and short-term, without the support of systematic analysis and planning. As a result, the potential for creativity and innovation cannot be optimally optimized to improve business performance and create a sustainable competitive advantage.

b. Limited Access to Technology and Data

Limited access to technology and data is a significant challenge in implementing strategic management in the creative industry. Digital transformation requires business actors to utilize digital technology and data as the basis for strategic decision-making, from product development to marketing. However, not all creative industry players have adequate technological infrastructure, access to digital platforms, or the ability to process and analyze data. These limitations hamper the implementation of digital-based innovation and slow down businesses' ability to respond quickly and appropriately to market changes, thus impacting the performance and competitiveness of the creative industry.

c. Weak Protection and Utilization of Intellectual Property Rights

Weak protection and utilization of Intellectual Property Rights (IPR) is a significant challenge in the development of the creative industry. Although IPR is a strategic asset that can provide legal protection and competitive advantage, awareness and understanding of the

importance of IPR registration and management among creative industry players remains relatively low. Furthermore, the registration process, perceived as complicated, time-consuming, and costly, often poses a barrier for businesses, particularly creative MSMEs. As a result, many creative works are vulnerable to imitation and misuse, reducing incentives to innovate and impacting the economic value and sustainability of creative businesses.

d. Market Uncertainty and Rapidly Changing Trends

Market uncertainty and rapidly changing trends are key challenges in implementing strategic management in the creative industry. Changing consumer tastes, lifestyle developments, and the influence of media and digital technology make market trends dynamic and difficult to predict. This situation requires creative industry players to have strategies that are adaptive and responsive to change. However, in practice, many business actors struggle to adjust their strategies quickly and accurately due to limited market information, analytical capabilities, and organizational flexibility. As a result, market opportunities are often not optimally utilized, impacting the performance and competitiveness of creative businesses.

e. Limited Access to Financing

Market uncertainty and rapidly changing trends are crucial challenges in implementing strategic management in the creative industry because the characteristics of this sector are heavily influenced by the dynamics of consumer tastes, lifestyle developments, and the flow of information accelerated by media and digital technology. Constantly changing trends make market conditions difficult to predict and require creative industry players to have strategies that are adaptive, flexible, and based on continuous market monitoring. However, in reality, many business actors still face limitations in obtaining accurate market information, trend analysis capabilities, and organizational agility in making strategic decisions. These limitations cause a slow response to market changes, so that opportunities for innovation and product development are often missed, which ultimately results in a decline in performance and weakening of the competitiveness of creative businesses.

## CONCLUSION

Strategic management plays a crucial role in driving performance and innovation in the creative industries. Facing increasingly complex business environments, strategic management serves as an adaptive framework capable of systematically integrating creativity, resources, and business development direction. Effective strategic management enables creative industry players to formulate visions, missions, and strategies aligned with technological changes, government policies, and market needs. The creative strategic management model, which encompasses the stages of performance, programming, design, implementation, and marketing, demonstrates that the success of the creative industry is determined not only by creative ideas but also by the ability to manage and realize those ideas in a planned and sustainable manner. Furthermore, strategic approaches based on Digital Business Model Innovation, Blue Ocean Strategy, and strengthening the ecosystem and protecting Intellectual Property Rights are crucial factors in creating competitive advantage and increasing the economic value of the resulting innovations. However, the implementation of strategic management in the creative industries still faces various challenges, such as

limited human resource capacity, access to technology and data, weak IPR protection, and market uncertainty and rapidly changing trends. These challenges indicate a gap between the enormous potential of the creative industry and the ability of business players to manage strategies optimally. Therefore, sustainable efforts are needed through increasing human capital capacity, strengthening ecosystem collaboration, implementing policy support, and utilizing digital technology more inclusively.

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