

# Implementation of Strategic Management Model in Increasing the Competitiveness of Creative Industries

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## Abstract

The creative industry has unique characteristics that require a special strategic approach to deal with market dynamics, technological developments, and changing consumer demands. This study aims to analyze the implementation of strategic management models in the creative industry as an effort to improve competitiveness and business sustainability. This study uses a qualitative method with a descriptive qualitative approach to describe the process of planning, implementing, and evaluating strategies in the context of the creative industry. The results of this study indicate that the implementation of effective strategic management in the creative industry can improve competitiveness and strengthen the position of industry players in the global market. Several key factors that influence the success of this strategy include developing human resource competencies, improving product quality, efficiency in the use of materials, and marketing management integrated with digital technology. In addition, the main challenges faced are limited resources and dependence on individual talent, which can be addressed through policies that support access to financing, incentives, and sustainable training. Overall, the implementation of strategic management based on innovation, collaboration, and regular evaluation can contribute to the sustainable growth of the creative industry in Indonesia. The findings of this study are expected to be a reference for the development of strategic management policies and practices in the creative industry sector.

**Keywords:** Strategic Management, Creative Industry, Innovation, Sustainability, Competitiveness

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## 1. Introduction

The creative industry in Indonesia is a strategic sector that plays an important role as a driver of national economic growth. With its significant contribution to Gross Domestic Product (GDP) and employment, this sector is one of the main pillars in creating a sustainable economic ecosystem (Mulyana, 2014). The demands of a more efficient and dynamic modern economy drive the need for continuous innovation in various aspects, including technology, products, and services. In response to this challenge, the concept of a creative economy was developed to integrate creativity, culture, and technology in creating high added value (Ananda & Susilowati, 2017).

The creative industry encompasses a variety of subsectors, each of which has a significant contribution to economic growth and cultural development. Currently, there are 14 main subsectors in the creative industry, namely advertising, architecture, art and antiques market, crafts, fashion design,

video, film, and photography, music, performing arts, publishing and printing, computer and software services, television and radio, research and development, and culinary (Hidayat, 2015). Each subsector has unique characteristics and potential that can be developed according to market needs and local cultural richness. For example, fashion design and crafts often rely on creativity based on local traditions, while subsectors such as computer and software services, television, and radio are growing rapidly along with technological advances (Saksono, 2012). Meanwhile, sub-sectors such as culinary and performing arts are not only cultural promotion tools but also attract domestic and international tourists. The integration of creativity, technology, and culture in each of these sub-sectors creates great opportunities to increase Indonesia's competitiveness at the global level, while strengthening national identity (Syahsudarni, 2019).

The creative economy not only answers the need for efficiency and innovation, but also provides a great opportunity to raise local potential, strengthen cultural identity, and increase Indonesia's competitiveness in the global market (Ginting et al., 2018). By utilizing digital technology and cross-sector collaboration, the creative industry is able to present innovative solutions that are relevant to consumer needs and encourage the creation of new jobs. This industry covers various fields such as art, design, music, film, media, and technology. Its main characteristic is its reliance on creativity and innovation, which makes it unique compared to other sectors (Etty Indriani et al., 2020). Therefore, the development of this sector requires appropriate management strategies, government policy support, and collaboration between various stakeholders to optimize its role in driving national economic growth (Danar Paramita et al., 2021).

In order to compete and develop amidst increasingly competitive global competition, creative industry players need to implement effective and sustainable strategic management. Strategic management is an integrated process that involves planning, implementing, and evaluating strategies to ensure that organizational goals can be achieved efficiently (Lesmana, 2024). In the creative industry, the strategies designed must be able to accommodate various market dynamics, including changes in consumer preferences, technological advances, and developments in global trends. With the increasing number of players in this sector, the competition to capture market attention is getting tighter. Therefore, the ability to understand the market, identify competitive advantages, and quickly exploit opportunities is a determining factor for success (Wijiharjono, 2021).

In addition, market uncertainty in the creative industry, which is often influenced by changing trends, requires flexible and adaptive strategies. Creative industry players are required to continue to innovate, because success in this sector depends on the ability to create new ideas that are relevant and attractive to consumers. Innovation is the core of competitive advantage, whether in the form of products, services, or unique business models (Setiawan, 2020). Thus, developing a strategy that focuses on innovation, supported by the use of technology and in-depth market analysis, will help creative industry players to remain relevant, expand market reach, and achieve sustainability amidst the challenges of global competition (Suryadharma et al., 2023).

Strategic management analysis in the creative industry plays an important role in identifying and evaluating various key factors that influence the growth of this sector. One of the key elements is the implementation of a product differentiation strategy that enables industry players to create unique added value in their products and services. By offering something different and relevant to consumers, such as design innovation (Elsandra & Yulianto, 2013), personalization features, or technology integration, the creative industry can increase customer appeal and loyalty. In addition, effective marketing is a crucial aspect to reach a wider market. The use of digital platforms, such as social media and e-commerce, facilitates more targeted and interactive promotions, allowing industry players to communicate directly with their target audiences (Heryani et al., 2020).

On the other hand, supply chain management in accordance with halal principles is becoming an increasingly relevant concern, especially in meeting the needs of domestic and international markets that prioritize this standard. Good supply chain management not only ensures operational efficiency but also reflects a commitment to quality and sustainability (Khairunnisa). By integrating a planned and sustainable strategic approach, creative industry players can strengthen their competitiveness in the global market. This not only contributes to increasing market share, but also to strengthening the creative economy as an important pillar in national economic development. Thus, a comprehensive strategy that focuses on innovation, efficiency and sustainability can be the key to driving sustainable growth of the creative industry.

## **2. Research Design and Method**

The method used in this research is a qualitative research method, which aims to understand social phenomena or symptoms that occur in the field in depth. Qualitative research focuses on the analysis of data that is natural and not contaminated by experimental interventions conducted in the laboratory (Moleong, 2016). This approach allows researchers to explore information in a more holistic and contextual context, considering that social phenomena often occur in complex and dynamic environments. The main purpose of qualitative research is to provide a deeper understanding of a problem or symptom through clear and detailed descriptions, which can ultimately produce new theories or concepts that are relevant to the object of research. In this study, the data used is secondary data. Obtained through existing sources, such as documents, reports, and related literature that can support further understanding of the research topic. Data collection techniques used in this study include direct observation and documentation as a means of collecting evidence that can describe the phenomenon comprehensively (Sugiyono, 2011). This approach is expected to provide a clearer picture of the social phenomena being studied and produce findings that are useful for the development of science in relevant fields.

## **3. Results and Discussion**

Implementation of strategic management models in the creative industry requires careful adjustment to the unique characteristics of each organization, considering that this sector relies heavily on creativity, innovation and rapidly changing market dynamics. Each organization in the creative industries has a different culture, structure and resources, which require a flexible and adaptive strategic approach. Therefore, the strategic management model applied must consider factors such as the company's vision and mission, innovation capacity, and ability to adapt to market trends and new technologies. In addition, creative organizations often face challenges in managing human resources that have different characteristics from other sectors, such as more flexible and creative roles for workers. Thus, effective strategic management in the creative industry must create an environment that supports innovation, provides space for experimentation, and leverages competitive advantages through product and service differentiation that appeals to consumers.

Several steps that can be taken in implementing strategic management in an effort to increase the competitiveness of the creative industry include: The first step in implementing strategic management to increase the competitiveness of the creative industry is to conduct an in-depth market analysis. Understanding market trends and consumer needs is an important step in determining the direction of relevant product or service development. In the creative industry, where trends often change rapidly, an accurate understanding of consumer preferences and changes in consumption patterns is essential to creating products that not only meet market needs but also attract attention. This involves collecting data

through market surveys, analyzing consumer behavior, and monitoring competitors that can provide insights into what the audience is interested in and wants.

In addition, market analysis also includes identifying external opportunities and threats that can affect the competitiveness of the creative industry. For example, new technological developments, government regulations related to the industry, and social and cultural changes can have a significant impact on the demand for products or services. By understanding these external factors, creative industry players can be better prepared to respond to market changes and adjust their strategies to stay relevant. The use of digital technologies, such as social media platforms and data analytics tools, can strengthen the process of understanding market trends in real time and in depth, allowing companies to be more responsive to evolving consumer needs.

Finally, in implementing market analysis, it is also important to dig deeper into the market segments that can be reached by the products or services offered. Segmentation, targeting, and positioning (STP) is a strategic tool that is useful for understanding more specific markets, ensuring that limited resources can be used effectively to reach consumers who have the appropriate needs and preferences. With this approach, creative industry players can increase their competitiveness by being more focused and targeted, and ensuring that the products they create are truly relevant and attractive to the target audience.

The second step in implementing strategic management to improve the competitiveness of the creative industry is to build effective team collaboration . Integrating strategic vision with a creative work culture is essential to create synergy between organizational goals and the creative potential within the team . In the creative industry, where innovative ideas often emerge from collaboration between individuals with different backgrounds, it is important to ensure that each team member understands and supports the company's strategic vision. Good collaboration can encourage team members to work together, share ideas with each other, and explore various creative solutions that can meet market needs and achieve organizational goals.

The importance of a creative work culture in supporting team collaboration cannot be ignored. An open, inclusive, and experimental work culture will provide space for new ideas to develop without fear of failure. In this context, strategic management needs to facilitate the creation of a work environment that prioritizes creativity and collaboration between departments or teams with different expertise. By creating a work culture that supports open conversations, productive brainstorming, and flexibility in executing ideas, organizations can integrate strategic vision with the innovative power that exists within their teams .

To ensure optimal collaboration, there needs to be a clear division of roles while still giving individuals the freedom to express their creative ideas. Team collaboration does not only occur within the company's internal environment, but also involves cooperation with external partners such as designers, manufacturers, or even consumers themselves. By building close collaboration, creative teams can produce more innovative solutions, improve product quality, and produce more effective marketing strategies. Therefore, the integration of strategic vision with a creative work culture will provide a strong foundation for the creative industry to grow and compete in the global market.

The third step in implementing strategic management to improve the competitiveness of the creative industry is to conduct regular monitoring and evaluation of the performance and impact of the strategy that has been implemented. Monitoring is a continuous process of monitoring the implementation of the strategy, both in terms of achieving short-term and long-term goals. By monitoring performance regularly, companies can identify whether the implemented strategy is running according to plan and whether there are significant changes in the market or internally that affect the desired results.

Evaluation, on the other hand, aims to assess the effectiveness and impact of the strategies that have been implemented. This process involves a thorough analysis of the results achieved compared to the initial goals that have been set. This evaluation includes not only financial aspects, such as increased sales or profits, but also other factors such as customer satisfaction, sustainability of innovation, and competitiveness in the market. By conducting regular evaluations, companies can find out whether the strategies implemented are successful in meeting expectations or whether adjustments or changes to the strategy need to be made to achieve better goals.

Regular monitoring and evaluation enables organizations to remain flexible and adaptive in the face of unexpected market changes or external situations. In the creative industry, where consumer trends and preferences can change rapidly, it is important to constantly update strategies to stay relevant and competitive. In this way, organizations can identify areas for improvement, explore new opportunities, and ensure that existing resources are used efficiently. Overall, monitoring and evaluation provides the foundation for continuous improvement, which is essential for growth and sustainability in the competitive creative industry.

However, there are several challenges faced. The first challenge faced by creative industry players is limited resources, especially for small-scale companies or newly developing creative businesses. Many creative industry players face financial constraints that limit their ability to invest in the latest technology, infrastructure, or training to increase team capacity. These limited funds often make it difficult for them to compete with larger companies that have wider access to resources. In addition, limitations in terms of access to technology and adequate production equipment can hinder innovation and slow down the product development process, thereby reducing their competitiveness in an increasingly competitive market.

The second challenge is the reliance on individual talent, which is often a major factor in the success of a creative product. In many cases, the quality and uniqueness of a creative product is highly dependent on the skills, vision, and creativity of a particular individual on the team. This creates significant risk for the company, especially if there is a change in personnel or if the talent leaves the organization. High reliance on a particular individual can cause disruptions in the production process and potentially reduce the quality of the product or service produced. Companies need to find ways to mitigate this risk by developing collective team capacity and documenting the creative process that can be transferred to other team members.

In addition, reliance on individual talent can also hinder the development of a more inclusive and collaborative organizational culture. When too many strategic decisions or creative ideas are dependent on one person or group of people, innovation within the organization becomes limited and tends to focus on a particular perspective. To overcome this challenge, it is important for companies in the creative industry to create systems that encourage collaboration between team members and strengthen continuous skill development. By involving the entire team in the creative process and creating an environment that supports the exchange of ideas, companies can reduce dependence on specific individuals and strengthen the foundation for long-term growth.

Effective strategic management to increase the competitiveness of the creative industry must begin with the development of human resource (HR) competencies. The creative industries rely on innovative ideas and high technical skills, so it is important for industry players to ensure that the workforce involved has skills that are in line with the latest trends and technology. Human resource competency development can be done through training, workshops, and educational programs aimed at improving technical skills, creativity, and understanding of efficient business management. By improving the quality of human resources, the creative industry can produce more innovative products that meet market demand, while increasing overall competitiveness.

In addition to human resource development, strategies to increase competitiveness also include improving product quality. In the creative industry, product quality does not only cover technical aspects, but also aesthetic aspects, functionality, and product relevance to consumer needs. Improving product quality can be done through research and development (R&D), the use of high-quality raw materials, and design innovations that can attract market attention. By continuously improving product quality, creative industry players can maintain customer loyalty, attract new customers, and strengthen their brand position in a competitive market.

Increasing material efficiency is also one way to increase the competitiveness of the creative industry. Efficient management of material resources will help industry players reduce production costs, increase profitability, and optimize production processes. One way to achieve material efficiency is to utilize technology that can reduce waste, such as the use of design software that optimizes material utilization, and the application of circular economic principles that allow the reuse of materials or products that are no longer used. By increasing material efficiency, creative industry players can produce high-quality products at lower costs, thereby increasing profit margins.

In order to create a conducive ecosystem for the development of the creative industry, it is important to improve the quality of facilities and infrastructure that support the production process. Adequate infrastructure, such as comfortable workspaces, modern production equipment, and easy access to technology and markets, can increase productivity and product quality. The government and private sector need to collaborate in providing supporting facilities and infrastructure, including creating special zones for the development of creative industries that allow industry players to innovate freely and efficiently. Providing access to scholarships for education personnel and creative people can also be an important strategy to produce a new generation with high competence in the creative field. By providing adequate financial incentives and legal protection, and preparing investors to participate, well-planned strategic management can significantly increase the competitiveness of the creative industry.

One way to develop the creative industry is to develop product promotion and marketing more strategically. In an increasingly connected world, effective promotion is essential to attract consumer attention and create brand awareness. Creative industry players must utilize various digital marketing platforms, such as social media, e-commerce, and influencer marketing, to introduce their products to a wider audience. In addition, integrated marketing development with a creative approach, such as an attractive visual campaign or collaboration with other brands, can create added value for the product and strengthen its appeal in the global market. With the right promotional strategy, creative products can be more easily recognized and recognized by consumers.

Apart from promotion, the financing aspect also plays an important role in the development of the creative industry. Many creative industry players, especially those on a small and medium scale, face challenges in accessing the financial resources needed for expansion or product development. Therefore, it is important to create a more inclusive financing system, such as funding from private investors, low-risk loans, or support from financial institutions that understand the dynamics of the creative industry. In addition, the government can provide incentives or subsidies to creative industry players, such as tax incentives or adequate financing programs, to encourage more innovation and investment in this sector.

The preparation of a creative economy roadmap is also crucial in mapping out the strategic steps that must be taken by this industry in the long term. This roadmap serves as a guide that can help creative industry players understand the development of the creative sector in the future, plan supportive policies, and identify existing opportunities. The roadmap must also consider various factors such as technology trends, consumer behavior, and international market potential. With a creative economy roadmap, industry players will find it easier to determine the direction of their business development, while anticipating changes and challenges that may arise.

Holding creative economy training is an important step to increase human resource capacity in this sector. This training not only focuses on technical skills, but also covers business aspects, such as marketing, financial management, and business development strategies. Through continuous training, creative industry players can hone their skills to face greater challenges, as well as enrich their insights into emerging market trends. By strengthening HR capabilities, the creative industry will be better able to create innovations and products that are in line with market needs.

In addition, direct selling can improve direct relationships with consumers and provide a deeper understanding of their preferences and needs. Direct selling allows creative industry players to introduce their products in a more personal and interactive way, which can create a better experience for consumers. This method can also help build stronger customer loyalty, as they feel more connected to the product and brand.

Finally, conducting strict quality control to maintain the neatness and quality of the product is very important in the creative industry. A product that does not meet quality standards can damage the brand image and reduce consumer confidence. Therefore, an effective quality control system must be implemented at every stage of production, from the selection of raw materials to the packaging of the final product. By maintaining product quality consistently, the creative industry can maintain its competitiveness and ensure that the products produced always meet consumer expectations.

#### **4. Conclusions**

The development of creative industries in Indonesia requires the implementation of holistic and adaptive managerial strategies to increase competitiveness in the global market. Steps such as developing human resource (HR) competencies, improving product quality, material efficiency, and adequate infrastructure are very important in creating an ecosystem that is conducive to the growth of this industry. In addition, effective promotional and marketing strategies, development of financing aspects, and the creation of a creative economy roadmap are also determining factors in expanding market reach and increasing competitiveness. By strengthening human resource capacity through appropriate training and implementing strict quality control, the creative industry can maintain the quality of the products produced. However, the challenges faced by creative industry players, such as limited resources and dependence on individual talent, must be overcome with supportive policies, both from the public and private sectors. Government involvement in providing incentives, legal protection, and adequate financing is essential to encourage innovation and investment. With planned strategic management and the implementation of appropriate measures, the creative industry in Indonesia can continue to grow, compete in the global market, and contribute to sustainable economic growth

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