

THE ROLE OF INNOVATION AND CREATIVITY IN BUSINESS MANAGEMENT TO ENHANCE SME ECONOMY IN THE CREATIVE INDUSTRY

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Abstract. SMEs are the backbone of Indonesia's economy, contributing significantly to employment and the Gross Domestic Product. The creative industry holds immense potential in driving economic growth, especially in the digital era. This research aims to analyze the role of innovation and creativity in business management to enhance SME economy in the creative industry. The research method employed is a literature review using a qualitative approach. Data were gathered from articles published on Google Scholar between 2013 and 2024. The study findings indicate that the creative industry has become one of Indonesia's most dynamic and rapidly growing economic sectors, with Micro, Small, and Medium Enterprises (MSMEs) playing a vital role as engines of local economic growth, innovation sources, and creativity. Innovation and creativity are key to maintaining competitiveness, developing new products and services, and reaching broader markets. Through innovation, SMEs can develop unique and compelling products, enhance operational efficiency through technology adoption, and optimize marketing strategies and branding. Creativity in product design and customer experience is crucial for attracting consumer interest and distinguishing oneself from competitors.

Keywords: Innovation, Creativity, Business Management, SME Economy.

Abstrak. UMKM merupakan tulang punggung perekonomian Indonesia, menyumbang sebagian besar lapangan kerja dan kontribusi signifikan terhadap Produk Domestik Bruto. Industri kreatif memiliki potensi besar dalam menggerakkan ekonomi, terutama di era digital. Penelitian ini bertujuan untuk menganalisis peran inovasi dan kreativitas dalam manajemen bisnis untuk meningkatkan ekonomi UMKM di industri kreatif. Metode penelitian ini adalah tinjauan pustaka yang menggunakan pendekatan kualitatif. Data diperoleh dari artikel-artikel yang dipublikasikan melalui Google Scholar dalam rentang waktu 2013-2024. Hasil studi menunjukkan bahwa industri kreatif telah menjadi salah satu sektor ekonomi yang paling dinamis dan berkembang pesat di Indonesia, dengan Usaha Mikro, Kecil, dan Menengah (UMKM) memainkan peran vital sebagai motor penggerak ekonomi lokal dan sumber inovasi serta kreativitas. Inovasi dan kreativitas menjadi kunci untuk mempertahankan daya saing, mengembangkan produk dan layanan baru, serta menjangkau pasar yang lebih luas. Melalui inovasi, UMKM dapat mengembangkan produk yang unik dan menarik, meningkatkan efisiensi operasional melalui teknologi, dan mengoptimalkan strategi pemasaran serta branding.

Kata Kunci: Inovasi, Kreativitas, Manajemen Bisnis, Ekonomi UMKM.

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INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a vital role in Indonesia's economy, serving as the main pillar supporting a large portion of employment in the country and making significant contributions to Gross Domestic Product (GDP) (Subagja et al., 2022). According to Kominfo, currently, there are 64.2 million MSMEs that contribute 61% to Indonesia's GDP. In terms of labour, MSMEs are also able to absorb 97% of the total workforce in the country or around 119.6 million people. Given the importance of this sector, deep attention is needed to enhance its competitiveness and economic sustainability to continue contributing optimally to national economic stability and growth (Sutrisno et al., 2024).

The creative industries hold tremendous potential in driving the economy, especially in the rapidly evolving digital era. This sector encompasses various diverse fields including arts, design, music, film, and technology, each requiring high levels of innovation and creativity to achieve success. In the context of the digital economy, the creative industries contribute to creating new jobs and fostering economic growth through the development of innovative products and services (Zhao et al., 2024).

MSMEs in the creative industries face several complex challenges, including limited capital, restricted market access, and a shortage of quality human resources (Ausat et al., 2022). To overcome these barriers and achieve sustainable growth, innovation and creativity are key elements. Transformation and adaptation to dynamic technological changes and market trends require a strategic approach that includes capacity building, partnership networking, and exploring new opportunities in digital marketing (Rathore, 2019). Innovation in business management encompasses various crucial aspects such as developing new products, improving operational processes, and adopting the latest technologies. Each of these elements plays a crucial role in driving the sustainability and growth of micro, small, and medium enterprises (MSMEs). The ability of MSMEs to innovate continuously determines their competitiveness and resilience in an increasingly competitive business environment (Ausat & Suherlan, 2021). Developing new products allows MSMEs to meet the evolving market demands and offer added value to consumers (Ausat & Peirisal, 2021). Improving operational processes, such as production efficiency and supply chain management, helps reduce costs and enhance the quality of services or products (Madhani, 2020). Meanwhile, adopting the latest technologies, including digitalization and automation, strengthens MSMEs' capabilities to respond to challenges and opportunities in the era of Industry 4.0 (Kurniawati et al., 2021).

Creativity plays a crucial role in helping Micro, Small, and Medium Enterprises (MSMEs) create added value and differentiate unique products in the market. MSMEs can develop

products and services that meet consumer needs and offer uniqueness that distinguishes them from competitors through creative thinking (Az Zahrah, 2024). This process stimulates the emergence of innovative ideas that can be applied in business strategies, ultimately aiming to attract more customers and increase profits. Harnessing creativity in various operational aspects, from product design to marketing, enables MSMEs to reach broader and more diverse market segments (Sutrisno et al., 2024).

One successful example of MSMEs through innovation and creativity is Eiger Adventure. Founded in 1989 in Bandung, West Java, Eiger has grown into a leading brand in the outdoor equipment industry in Indonesia. They continue to develop innovative products, employ creative designers, adopt the latest technology, and use effective digital marketing strategies. Eiger's success provides inspiration and guidance for other MSMEs to adopt best practices in their business management. The government's role in creating an ecosystem that supports innovation and creativity is crucial. The Indonesian government implements laws that provide strong protection for copyrights, patents, and trademarks. An example is PT. Batik Nusantara, an MSME that successfully protects their unique batik designs. This protection enables PT. Batik Nusantara to maintain the exclusivity of their designs in domestic and international markets, driving their business growth. Furthermore, the Ministry of Finance provides low-interest KUR loans for MSMEs in various sectors, including the creative industries. An example is PT. Musik Kreatif, an MSME producing traditional musical instruments. By utilizing KUR assistance, PT. Musik Kreatif can expand their production capacity and enhance the distribution of their products across Indonesia. Additionally, the Ministry of Tourism and Creative Economy conducts training and business mentoring programs for MSMEs in the creative sector. A concrete example is PT. Film Kreatif Indonesia, an MSME focused on producing short films. Through this program, PT. Film Kreatif Indonesia receives training on modern film production techniques and digital marketing. This support helps them improve production quality and reach a wider market, both domestically and internationally.

In essence, enhancing MSMEs' economy through innovation and creativity impacts income and welfare of business owners, job creation, and improving quality of life for communities. This, in turn, can drive overall economic growth and reduce unemployment and poverty rates. Therefore, this research aims to analyze the role of innovation and creativity in business management to enhance the MSME economy in the creative industry, as well as identify effective strategies to promote growth and sustainability of MSMEs in this sector.

METHOD

This research method is a literature review using a qualitative approach to delve into the role of innovation and creativity in business management of MSMEs in the creative industry. Data were obtained from articles published through Google Scholar between 2013 and 2024. Initially, a search was conducted using relevant keywords such as "MSME innovation," "business creativity," and "creative industries." From the initial search results, approximately 50 articles meeting inclusion criteria were found. After a rigorous selection process based on direct relevance to the research topic, depth of analysis, and methodology used, 25 high-quality and most relevant articles were selected for further analysis. Data from the selected articles were then analyzed using a descriptive approach to depict major findings, identify patterns and trends, and summarize key conclusions from the reviewed literature. The results of this analysis were interpreted to develop a deeper understanding of how innovation and creativity can be applied to enhance performance and sustainability of MSMEs in the creative industry. Figure 1 below encapsulates the adopted research flowchart.

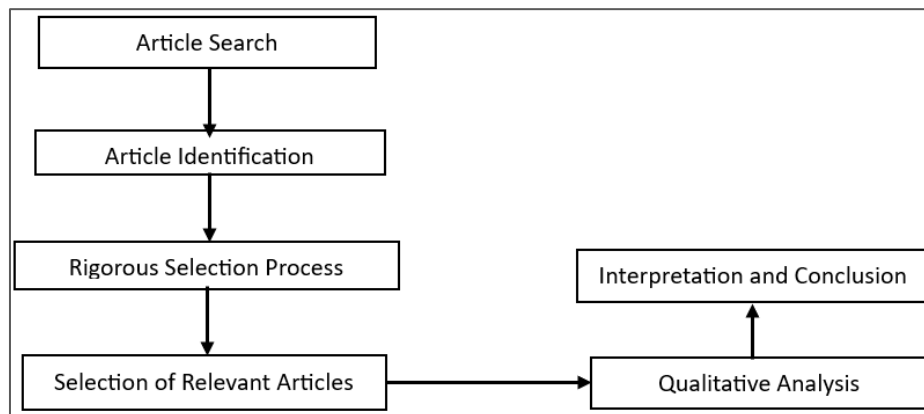


Figure 1. Methodology flowchart

RESULTS

Innovation and creativity involve the ability to generate new ideas and unprecedented solutions, as well as to effectively implement these ideas in a business context or value creation. Innovation often entails the development or use of new technologies, more efficient production methods, or revolutionary business models (Diawati et al., 2023). On the other hand, creativity relates to the ability to produce original ideas and connect disparate concepts in unconventional ways, often transcending conventional thinking boundaries (Diawati et al., 2023). Both play crucial roles in driving progress across various economic sectors, including the creative

industries, where the ability to innovate and create is key to differentiation, meeting evolving market demands, and creating significant added value.

Business management encompasses a series of activities and practices conducted to manage the resources and operations of a company or organization with the aim of achieving predefined goals (Fitriani et al., 2023). It includes strategic planning, organizing human and material resources, monitoring operational activities, and decision-making to ensure efficiency, productivity, and long-term sustainability of the company (Longenecker & Moore, 2010). Business management is not only limited to internal aspects such as production and finance but also involves interaction with markets, customers, and other external environments to understand and respond to existing dynamics. Its primary goal is to create value for shareholders and other stakeholders while maintaining operational sustainability and growth in a competitive and ever-changing business environment.

The MSME economy is a sector dominated by Micro, Small, and Medium Enterprises (MSMEs). MSMEs are a crucial pillar in a country's economy, characterized by smaller operational scales compared to large corporations, yet they significantly contribute to economic growth, job creation, and income distribution (Kussudyarsana et al., 2023). MSMEs often serve as locomotives for innovation, creativity, and local economic sustainability due to their flexibility in responding to market changes and consumer needs (Arifin et al., 2021). Generally, the MSME economy encompasses various industrial sectors including manufacturing, trade, services, and agriculture, collectively creating a strong and diverse economic network in driving inclusive and sustainable economic growth.

The creative industries refer to an economic sector comprising various fields based on creativity, skills, and economic potential of creative individuals or groups (Mayasari Ginting et al., 2019). This sector includes various sub-sectors such as performing arts, graphic design, advertising, film and television, music, architecture, video games, fashion, and publishing (Mayasari & Chandra, 2020). The uniqueness of the creative industries lies in their ability to produce content, products, or services that add value based on artistic, cultural, or intellectual skills. The creative industries play a role not only in job creation and income generation but also in promoting local cultural identity, technological innovation, and tourist attraction (Widjajanti et al., 2023). Creativity, which is the primary focus in this industry, plays a key role in differentiating products and services from competitors and in capturing an increasingly competitive and rapidly changing global market.

DISCUSSION

The creative industry is one of the economic sectors experiencing rapid growth and high dynamics in many countries, including Indonesia. In this context, Micro, Small, and Medium Enterprises (MSMEs) play a significant role as primary drivers of the local economy and as centers of innovation and creativity. The presence of innovation and creativity is essential to maintaining competitiveness, developing new products and services, and expanding market reach. MSMEs in the creative industry drive local economies and contribute to economic diversification and job creation (Tarigan & Mawardi, 2024). Innovations produced by MSMEs often act as catalysts for the overall development of the creative industry, enabling synergy among various economic actors. The growth of this sector underscores the importance of sustained policies and support to foster MSME and creative industry growth in general.

Innovation provides opportunities for MSMEs to create unique products and services that appeal to consumers. In the creative industry, the presence of fresh and original products and services is highly valued by the market. For example, a fashion designer consistently developing new designs based on current trends has the potential to attract new customers and retain loyal ones. Uniqueness and originality are key factors in winning competition and building a strong reputation in the creative industry. Innovation serves as a tool to meet evolving market needs and as a crucial strategy in building sustainable competitive advantages (Nuragita & Nursyamsiah, 2024). A designer who can produce designs that resonate with trends while maintaining their original identity is more likely to capture consumer interest. Sustained efforts in innovation make MSMEs more adaptive to market changes and industry trends, ultimately solidifying their position within the creative industry ecosystem.

Technology and innovation in business processes have the potential to help MSMEs operate more efficiently. For instance, the use of inventory management software offers solutions to manage stocks more effectively, thereby reducing operational costs and increasing profit margins. This efficiency impacts operational aspects and the ability of MSMEs to adapt more quickly to dynamic market demands. The adoption of modern management technology allows MSMEs to monitor inventory in real-time, mitigate the risk of overstocking or understocking, and enhance customer service quality. This technology also enables deeper data analysis, aiding better evidence-based strategic decision-making. Innovation in business processes can also include automating routine tasks, freeing up time and resources to focus on more strategic and creative activities. The combination of technology and innovation in MSME operations strengthens competitiveness and enables sustainable growth in an increasingly competitive business environment (Sastradinata et al., 2024).

Innovation in marketing and branding strategies plays a crucial role in the creative industry. Leveraging social media and digital platforms allows MSMEs to reach a wider audience effectively and efficiently. Through creative marketing campaigns, MSMEs can build brand awareness and customer loyalty at relatively low costs (Sutrisno et al., 2024). Digital platforms offer various tools and analytics that enable MSMEs to target specific audiences, monitor customer responses, and adjust their strategies in real-time (Wisnujati et al., 2023). Creative marketing, such as compelling visual content, strong brand storytelling, and direct customer interaction via social media, can enhance brand appeal and strengthen customer relationships (Cheung et al., 2020). Innovative marketing strategies help MSMEs stand out in a competitive market, develop a strong brand identity, and build a loyal and engaged customer base (Zulfikar, 2023). Ultimately, this contributes to the growth and sustainability of MSMEs in the creative industry.

Creativity in product design is a fundamental element for achieving success in the creative industry. Products that highlight unique and aesthetic designs have the ability to attract consumer interest and differentiate themselves from competitors. Unique design enhances visual appeal and adds intrinsic value to the product. For example, a craftsman producing handmade crafts with attractive designs and high artistic value has the potential to garner international market attention. Success in creating innovative and aesthetic product designs reflects the craftsman's ability to understand market trends and appreciation for art and culture. Excellent product design integrates function and aesthetics, creating a profound experience for consumers. This creativity also reflects the skill and dedication of craftsmen in producing high-quality works that can compete globally (Kang, 2020). Ultimately, creative product design strengthens MSMEs' position in the creative industry and opens up opportunities for expansion into broader markets, driving local economic and cultural growth.

On the other hand, it is equally important to talk about service design in the context of "Creativity in product design", which is a holistic approach to creating functional and aesthetic products. The first step is to understand the market and consumer trends to create a suitable design. Collaboration between designers, artisans and consumers through co-creation methods can lead to innovative ideas. Once the design concept is developed, prototypes are made and tested to ensure quality and aesthetics. A unique and aesthetically pleasing design adds to the intrinsic value of the product through quality materials and artistic touches that reflect culture and art. User experience is also a key focus to create a comfortable and satisfying product. Creative design should be supported by effective branding and marketing strategies, telling the story behind the product and using digital platforms to reach international markets. Creativity

in design includes continuous innovation to keep products relevant to market and technology trends. Service design also supports skills development and training for artisans and involves consumer feedback for product iteration and refinement. With these principles, products with creative and aesthetically pleasing designs can attract the attention of international markets, increase competitiveness, and contribute to the growth of local economies and cultures, such as Tokopedia and Gojek in Indonesia.

Creativity plays a central role in creating unforgettable and captivating customer experiences. MSMEs can develop inviting store atmospheres, provide exceptional customer service, and host special events that directly engage customers. These positive experiences enhance customer loyalty and drive effective word-of-mouth promotion. Various creative initiatives add value for consumers in the form of personal satisfaction and strengthen the emotional bond between the brand and customers. For instance, a store capable of creating a pleasant and personalized atmosphere leaves a deep impression and helps build a strong brand identity. Well-customized experiences can create valuable moments for customers, increase retention rates, and support long-term growth of MSMEs in competitive markets (Rane et al., 2023).

Creativity in forging partnerships and collaborations with others holds great potential for opening new doors for MSMEs. Through collaborations with artists, designers, or other companies, MSMEs can explore opportunities to create innovative products and services that have strong market appeal. Such collaborations facilitate the exchange of new ideas, knowledge, and resources needed to deliver more holistic and targeted creative solutions. For example, partnerships between MSMEs and local designers can produce products with unique designs reflecting local values while integrating attractive modern elements. Additionally, partnerships with technology companies or social media platforms can help MSMEs significantly expand their market reach, leveraging existing digital infrastructure to enhance product visibility and accessibility. Collaboration is about creating new products and opening opportunities for long-term growth and sustainability in a dynamic business ecosystem (Rohrbeck et al., 2013).

One successful example of innovation and creativity in the creative industry is Tokopedia, Indonesia's largest e-commerce platform. Tokopedia has significantly supported creative MSMEs through various innovative initiatives. Tokopedia actively runs training programs and partnerships with creative MSMEs aimed at enhancing digital skills and business capabilities. Through these trainings, MSMEs gain knowledge on leveraging technology to improve operational efficiency and effective marketing strategies. Tokopedia also provides a platform

that allows MSMEs to showcase their products in appealing and creative ways, where features like customizable store pages, data-driven marketing campaigns, and logistical support help MSMEs reach customers across Indonesia. Moreover, Tokopedia implements innovations in payment systems and logistics by offering various payment options and efficient logistics solutions, facilitating quick and secure transactions and product deliveries for MSMEs.

Furthermore, Gojek, an on-demand service platform, has played a significant role in transforming culinary MSMEs in Indonesia through technological innovation and creativity. GoFood, its food delivery service, enables culinary MSMEs to reach a wider customer base without having to open physical branches, providing greater market access and boosting their sales. Additionally, Gojek encourages culinary MSMEs to adopt cashless payments through GoPay, which not only enhances transaction efficiency but also provides convenience for customers. Data collected from transactions can also be used for business analysis and more effective marketing strategy planning. Moreover, Gojek frequently holds creative campaigns and promotions with culinary MSMEs to attract more customers, such as special discount campaigns or loyalty programs that can boost sales and customer loyalty.

Lastly, Erigo, an Indonesian fashion brand, has successfully penetrated international markets through innovation in design and creative marketing strategies. Erigo continues to develop attractive and distinct fashion designs, blending local cultural elements with global fashion trends, which helps Erigo capture consumer attention both domestically and internationally. Erigo also utilizes social media and digital platforms to market its products, with creative and interactive marketing campaigns on Instagram, Facebook, and YouTube helping Erigo build brand awareness and attract new customers. Additionally, Erigo often collaborates with influencers and celebrities to promote its products, where such collaborations not only increase brand visibility but also expand Erigo's market reach to a broader audience. Innovation and creativity play crucial roles in managing MSME businesses in the creative industry sector. These elements are not only key to developing new products and services but also in enhancing operational efficiency and creating unique and satisfying customer experiences. Examples from companies like Tokopedia, Gojek, and Erigo highlight how digital platforms, innovative technology, and creative marketing strategies collaborate to support the growth of creative MSMEs. These collaborations not only provide access to broader markets but also strengthen the competitiveness of MSMEs in a competitive business environment. Through continued emphasis on innovation and creativity, MSMEs in the creative industry can expand their market reach, increase their contribution to sustainable economic growth, and have a significant positive impact on the overall national economy.

Table 1. Key findings on the role of innovation and creativity in the growth of SMEs within the creative industry in Indonesia

| No | Key Points | Description |
|----|---|--|
| 1 | Role of SMEs | SMEs play a vital role in the creative industry as drivers of the local economy and sources of innovation and creativity |
| 2 | Product and Service Innovation | Innovation enables SMEs to develop unique and attractive new products and services for consumers. Example: fashion designers constantly developing new designs based on current trends |
| 3 | Operational Efficiency | Technology and business process innovation help SMEs operate more efficiently, reduce operational costs, and increase profit margins. Example: using inventory management software |
| 4 | Marketing and Branding Strategies | Innovation in marketing and branding is crucial. Social media and digital platforms can be used to reach a wider audience at a low cost. Example: creative marketing campaigns on social media |
| 5 | Product Design | Creativity in product design is key. Products with unique and aesthetic designs can attract consumer interest and differentiate from competitors. Example: handcrafted items with attractive designs and high artistic value |
| 6 | Customer Experience | Creativity in creating a unique customer experience can increase customer loyalty. Example: appealing store atmosphere, exceptional customer service, special events involving customers |
| 7 | Partnerships and Collaboration | Creativity in establishing partnerships and collaborations can open new opportunities. Example: collaboration with artists, designers, or other companies |
| 8 | Case Study: Tokopedia | Tokopedia supports creative SMEs through training programs and partnerships, innovative platforms, and efficient logistics solutions |
| 9 | Case Study: Gojek | Gojek aids the transformation of culinary SMEs through GoFood and GoPay, along with creative campaigns and promotions that boost sales and customer loyalty |
| 10 | Case Study: Erigo | Erigo successfully penetrated the international market through innovative designs and creative marketing strategies, including using social media and collaborations with influencers |
| 11 | Importance of Innovation and Creativity | Innovation and creativity are crucial in SME management in the creative industry for developing products, increasing efficiency, and creating unique customer experiences. Examples: Tokopedia, Gojek, and Erigo |
| 12 | Contribution to National Economy | Creative industry SMEs with innovation and creativity can enhance competitiveness, achieve sustainable |

economic growth, and contribute more significantly to the national economy

CONCLUSION

The creative industry has become one of the most dynamic and rapidly growing economic sectors in Indonesia, with Micro, Small, and Medium Enterprises (MSMEs) playing a vital role as drivers of local economies and sources of innovation and creativity. Innovation and creativity are key to maintaining competitiveness, developing new products and services, and reaching broader markets. Through innovation, MSMEs can develop unique and appealing products, enhance operational efficiency through technology, and optimize marketing and branding strategies. Creativity in product design and customer experience is crucial for attracting consumer interest and distinguishing oneself from competitors. Case studies of Tokopedia, Gojek, and Erigo illustrate how support from digital platforms, technological innovation, and creative marketing strategies can help creative MSMEs grow and thrive. For example, Tokopedia has provided significant support through training initiatives and partnerships that enhance digital skills and business capabilities of MSMEs. Gojek, through GoFood and GoPay, has adopted technological innovations that help culinary MSMEs reach wider markets and improve transaction efficiency. Erigo, through innovative design and creative marketing strategies, has successfully penetrated international markets.

RECOMMENDATIONS

Based on the findings of this research, the following recommendations can be made. **Strengthening Digital Ecosystems:** The government and private sector should collaborate to continually develop digital ecosystems that support creative MSMEs. This can be achieved through adequate technological infrastructure, digital training, and access to e-commerce platforms. **Business Incubators and Accelerators:** Programs focused on creative MSMEs should be expanded. These programs can help MSMEs develop innovative ideas, access financing, and expand their business networks. **Financial Support and Tax Incentives:** The government should provide financial support such as soft loans and tax incentives for creative MSMEs. This will help them develop new products, expand markets, and increase production capacity. **Collaboration and Partnerships:** Encourage collaboration between MSMEs and large companies, educational institutions, and creative communities to create innovative products and services. Such collaborations can also open new market opportunities and enhance MSMEs' innovation capacity.

Utilization of Data and Market Analysis: Empower MSMEs with knowledge of data utilization and market analysis to design more effective business strategies. Training and access to market analysis tools can help MSMEs understand consumer trends and optimize marketing strategies. Brand Strengthening and Creative Marketing: MSMEs should continue developing creative marketing strategies and building strong brands. The use of social media, influencer marketing, and innovative digital campaigns can help enhance product visibility and attractiveness. Development of Sustainable Products: Encourage MSMEs to develop sustainable and environmentally friendly products. This will not only enhance competitiveness but also meet the demands of consumers increasingly concerned about environmental issues. Improvement of Product Quality and Standards: MSMEs should be encouraged to continuously improve the quality and standards of their products to compete in international markets. Certification and product quality training can help MSMEs achieve global standards. By promoting innovation and creativity, MSMEs in the creative industry can enhance their competitiveness, achieve sustainable economic growth, and make a greater contribution to the national economy.

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