

TRANSFORMING CREATIVE INDUSTRIES: A COLLABORATIVE GOVERNANCE APPROACH FOR DIGITALIZATION IN WEST JAVA

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ABSTRACT

This research aims to analyze the application of Collaborative Governance to advance the creative industry in West Java. Case studies were conducted in Bandung City and Garut Regency. This research uses a qualitative approach, revealing findings that the collaborative governance process in advancing the creative industry in Bandung has been effective and involves elements of the government, private sector, universities, media, and society. However, more optimal arrangements are still needed in the Garut Regency. The ideal Collaborative Governance Model involves the 'Penta helix'—government, society, academia, entrepreneurs, and the media (ABCGM). This cross-sector collaboration is expected to build togetherness in developing the creative industry. This research presents an overview of successful Collaborative Governance practices that formulate policy recommendations and collaborative models. This model guides the government and stakeholders in supporting the digitalization of creative industries in West Java. The contribution of this research lies in the strategic direction to achieve sustainable digital transformation in regional creative industries.

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1. INTRODUCTION

The creative industry has emerged as a pivotal sector in the global economy, contributing significantly to economic growth and innovation. With the evolution of digital technologies, creative industries have been empowered to explore new markets and revenue streams, leading to enhanced financial performance and job creation (Bimantara et al., 2020; Wicaksono et al., 2023). In Indonesia, the creative economy has become a cornerstone of national development, with its contribution to the Gross Domestic Product (GDP) steadily increasing over the years (Ministry of Tourism

and Creative Economy, 2020 (Burhanudin et al., 2020). The government's strategic initiatives, including establishing the Creative Economy Agency through Presidential Regulation No. 6 of 2015, have provided a robust framework for nurturing creativity and innovation (Ministry of Tourism and Creative Economy, 2021). (Aritenang & Ratna Dewi, 2022). Digitalization has been recognized as a critical enabler in transforming creative industries, driving efficiency, innovation, and market expansion (Fauzi, 2024; Cherkaoui, 2023). The integration of digital tools and platforms has expanded the reach of creative products and facilitated new forms of collaboration across sectors (Dellyana et al., 2023; Lazić, 2023). Collaborative

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Governance involving the 'Penta helix'—government, academia, business, community, and media—has been identified as a critical approach to harnessing the potential of digitalization in the creative industry (Wicaksono et al., 2023; Aziz et al., 2024; Roziqin et al., 2021). This model emphasizes cross-sectoral collaboration's importance in building a sustainable and resilient creative economy (Aris Wibowo et al., 2024; Simatupang, 2008).

The importance of the creative industries extends beyond economic contributions; they play a critical role in shaping cultural identities and fostering social cohesion. As the world becomes increasingly interconnected, the artistic outputs of the creative industries serve as vital mediums for cross-cultural exchange and understanding (Pletsan, 2021). The digital transformation within this sector not only drives economic growth but also enhances the accessibility and dissemination of cultural content, making it possible for creative works to reach global audiences instantaneously (Mangematin et al., 2014; Wang, 2024; Wang, 2024). Therefore, the ability of regions like Bandung and Garut to effectively harness digital technologies in their creative sectors is essential for maintaining cultural vibrancy and global relevance.

Furthermore, the creative industries have demonstrated remarkable resilience and adaptability, particularly during the COVID-19 pandemic. The pandemic has underscored the need for robust digital infrastructure and collaborative governance models to sustain creative activities under restrictive conditions (Khlystova et al., 2022; Comunian & England, 2020). The shift to digital platforms during the pandemic highlighted the potential of digitalization in preserving and advancing creative outputs, as well as the importance of government support and cross-sector collaboration in enabling this transition (Flew & Kirkwood, 2021; Hosseini & Rajabipoor Meybodi, 2023). Consequently, understanding the dynamics of digital transformation in creative industries is relevant for economic recovery and future-proofing these industries against similar disruptions.

In Indonesia, where creative industries are recognized as strategic sectors for national development, there is a pressing need to explore and establish effective governance frameworks that can facilitate digital transformation (Herawaty & Jaja Raharja, 2018; Aziz et al., 2024; Wicaksono et al., 2023). The diverse socio-economic landscapes of regions like Bandung and Garut present unique challenges and opportunities for implementing Collaborative Governance models. While Bandung has been relatively successful due to its established creative ecosystem and government initiatives (Wicaksono et al., 2023; Herawaty & Jaja Raharja, 2018), Garut's experience reveals the complexities involved in extending these benefits to less developed regions (Roziqin et al., 2021; Syafri et al., 2023).

Bandung City, recognized for its vibrant creative ecosystem, has been at the forefront of this

transformation, serving as a hub for creative industries in Indonesia (Herawaty & Jaja Raharja, 2018). The city's success in fostering a collaborative ecosystem has been attributed to its effective governance model, which integrates multiple stakeholders in decision-making (Crosby et al., 2017; Flew & Kirkwood, 2021). Conversely, the Garut Regency, despite its rich cultural heritage and potential, has struggled to implement a similar model, facing challenges related to infrastructure, coordination, and digital literacy (Aziz et al., 2024). This contrast highlights the need for context-specific strategies to ensure the equitable development of creative industries across different regions (Flew & Kirkwood, 2021; Zhao et al., 2024).

This research is crucial as it aims to bridge the gap between theory and practice in Collaborative Governance for creative industries. By comparing the experiences of Bandung and Garut, this study not only contributes to the academic discourse on Governance and digitalization but also provides practical insights for policymakers and stakeholders involved in the creative economy (Crosby et al., 2017; Simatupang, 2008). The findings of this research are expected to inform the design of more inclusive and adaptive governance models that can be tailored to the specific needs of different regions, thereby ensuring that the benefits of digital transformation are equitably distributed.

In summary, this research addresses a significant gap in the literature by examining the role of Collaborative Governance in the digitalization of creative industries within the distinct socio-economic contexts of Bandung and Garut. It underscores the importance of digital infrastructure, cross-sector collaboration, and adaptive Governance in enabling the sustainable growth of the creative economy. The insights gained from this study will not only contribute to the theoretical understanding of Governance in creative industries. Still, they will also provide actionable strategies for enhancing the resilience and competitiveness of these industries in Indonesia and beyond.

2. METHODS

This research adopts a qualitative approach, utilizing case studies conducted in Bandung City and Garut Regency in West Java. This study employs a qualitative approach because it allows for an in-depth exploration of the complex dynamics of cross-sector collaboration. Bandung was selected as a case study due to its status as a national creative hub. At the same time, Garut was chosen to uncover the challenges of applying the same governance model in a region with more limited infrastructure and resources.

Data collection methods included in-depth interviews, focus group discussions (FGD), and participant observations. Key informants were selected from various stakeholders involved in the creative industry, including government officials, private sector representatives, academics, media practitioners, and

community leaders. The study also reviewed relevant policy documents and statistical data to understand the contextual dynamics influencing the creative industries in both regions.

The analysis used a framework based on the collaborative governance model, focusing on critical variables such as initial conditions, institutional design, leadership, and the collaborative process. These variables were examined to assess their impact on the digitalization efforts within the creative industries in Bandung City and Garut Regency.

3. RESULT AND DISCUSSION

3.1 Comparative Analysis of Digital Transformation in Bandung and Garut

The findings from the study highlight the different stages of digital transformation in the creative industries between Bandung and Garut, driven by the implementation of the Collaborative Governance model. In Bandung, adopting the Pentahelix model has significantly accelerated the digitalization of its creative industries. According to the data collected, Bandung has seen a 25% increase in creative businesses utilizing digital platforms for marketing and sales between 2018 and 2022. Establishing the Bandung Creative Hub (BCH) has been central to this growth, serving over 300 creative entrepreneurs annually. The hub offers access to digital tools, training workshops, and networking opportunities, collectively contributing to a 40% increase in digital revenue streams for these businesses. The government's active role in promoting digital infrastructure is evident from the budget allocations, which have seen a 15% annual increase dedicated to supporting the creative economy since 2017. These investments have included the development of high-speed internet access in critical, innovative districts, making Bandung one of Indonesia's most digitally connected cities. Additionally, integrating digital tools and platforms has expanded the reach of creative products and improved the efficiency of innovative processes, resulting in increased competitiveness and sustainability of the creative economy in Bandung.

The following table 1 summarizes critical data to enhance understanding the significant differences between Bandung City and Garut Regency regarding digital adoption and government support for the creative industries. This table 1 highlights the leading indicators differentiating the two regions, including the percentage of creative businesses using digital platforms, government budget allocations for the creative economy, and revenue growth rate from digital sources. These data illustrate how Bandung has been more successful in adopting digitalization than Garut, which still faces various challenges in effectively implementing digitalization.

Table 1. Comparison of Digital Adoption and Government Support in Creative Industries between Bandung City and Garut Regency

No	Indicator	Bandung City	Garut Regency
1.	Percentage of Creative Businesses Using Digital Platforms (%)	70 %	30%
2.	Government Budget for Creative Economy (%)	15 %	5%
3.	Government Budget for Creative Economy (%)	40 %	15%

Sources: Bandung Creative Economy Report 2022 and Garut Regency Development Report 2022

The table 1 shows that Bandung has a significantly higher rate of digital platform adoption in the creative industries than Garut, with 70% of innovative businesses in Bandung using digital platforms, while only 30% in Garut. This difference is also reflected in the government budget allocation, where Bandung allocates 15% of its budget to support the creative economy, whereas Garut allocates only 5%. Additionally, the growth in revenue from digital sources in Bandung reaches 40%, much higher than that of 15% in Garut. These data underscore the need for more structured interventions in Garut to improve digital infrastructure and government support in promoting the digitalization of the creative industries in the region.

The success in Bandung can be attributed to the strong leadership and clear policies from the local government, which have created a conducive environment for digital transformation. The integration of digital tools and platforms has expanded the reach of creative products and improved the efficiency of innovative processes, resulting in increased competitiveness and sustainability of the creative economy in Bandung.

In contrast, Garut faces several challenges in implementing the Collaborative Governance model for its creative industries. The study reveals that Garut has a rich cultural heritage and significant potential, particularly in traditional crafts and local products, but the region struggles with limited digital infrastructure. Only 30% of creative businesses in Garut have adopted digital platforms, compared to 70% in Bandung. This disparity is further reflected in the revenue data, where digitally connected businesses in Bandung earn, on average, 50% more than their counterparts in Garut.

The local government in Garut has allocated only 5% of its budget to developing the creative economy, with a minimal focus on digital infrastructure. Additionally, the region has a lower digital literacy rate, with only 35% of creative entrepreneurs reporting familiarity with digital tools. This has resulted in slower growth in digital adoption, with many innovative businesses still relying on traditional methods for marketing and sales. The lack of coordination among stakeholders and insufficient government intervention have slowed the digitalization process in Garut. The research suggests that there is a need for more focused efforts to build digital infrastructure and provide training to enhance digital skills among local creative entrepreneurs.

Establishing a localized Creative Hub in Garut, similar to the success seen in Bandung, could help centralize resources and support, potentially doubling the region's digital adoption rate within the next five years.

3.2 Collaborative Governance Model in Enhancing Digitalization of Creative Industries.

The study found that the Collaborative Governance process in Bandung City has effectively advanced the digitalization of the creative industry. The involvement of the 'Penta helix' stakeholders—government, private sector, academia, media, and society—was crucial in this success. Bandung's status as a UNESCO Creative City has fostered a conducive environment for innovation and collaboration. The local government's

leadership and active participation from other sectors have led to significant strides in integrating digital technologies into creative industry practices.

Simatupang (2008) defines creative industries as those that rely on talent, skills, and creativity as the fundamental elements of each individual. The main components of creative industries include creativity, expertise, and talent, all of which have the potential to improve welfare through the offering of intellectual creations. Based on the research and studies conducted, a Collaborative Governance model for enhancing the digitalization of creative industries in the districts/cities of West Java can be formulated as presented on the Figure 1.

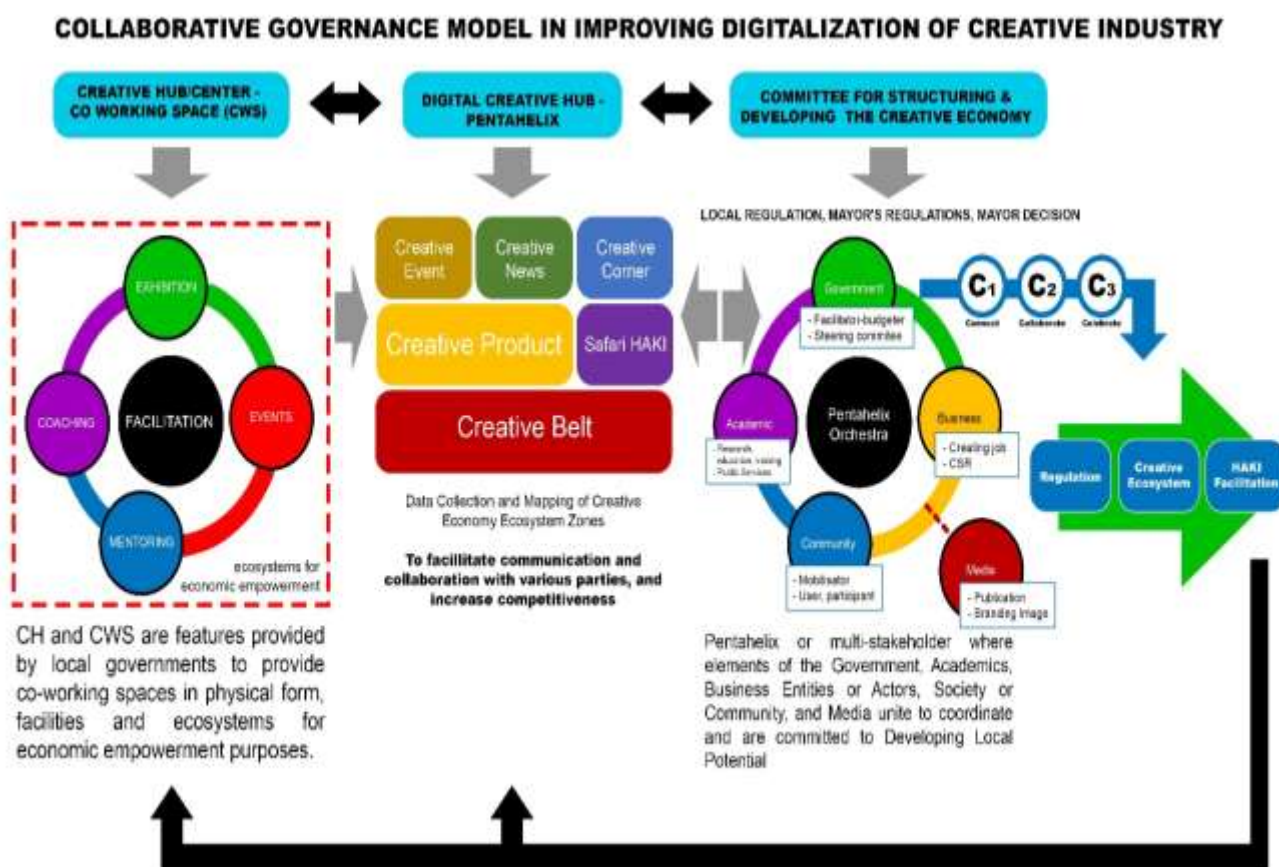


Figure 1. Collaborative Governance Model for Enhancing the Digitalization of Creative Industries

3.3 Committee for Creative Economy Management and Development

Creative economic activities will continue to operate, with or without government intervention. The drive and effort to achieve "creative city" status will persist among its actors, with or without government support. However, evidence shows that active government involvement and its apparatus can accelerate the development of creative economy potential and its impact on improving welfare more stably and measurably. The progress of the creative economy sector in other cities and countries further proves that top-down intervention in the form of clear policies is necessary.

The strength of a country's or region's development needs the support of all existing elements. Development acceleration cannot be achieved by one party alone. This led to the 'Pentahelix' development concept, where the government, community, academia, entrepreneurs, and media (ABCGM) work together to build collective progress. This collaboration is essential for orchestrating and ensuring the quality of activities, facilities, and services and creating valuable tourism experiences that benefit the community and environment. Therefore, the ABCGM stakeholders' roles must be optimized to promote the tourism system. The Pentahelix concept is an evolution of the Quadruple Helix model, with the addition of Media as a significant

component, especially in the context of developing Indonesia's creative economy. Whether conventional or social, media plays a crucial role (Porlezza & Colapinto, 2012), although it remains an independent element not directly influenced by other components in fulfilling its part.

In supporting the creative economy, the regional government can establish a committee composed of various Pentahelix elements to manage and develop the creative economy. The committee should have a streamlined structure but be closely connected to representatives from creative industry sub-sectors, stakeholders, and other community segments. The membership of this committee should be formalized through a decree by the Mayor/Regent, including members from education, creative economy actors, business sectors, media, and creative communities. This would represent the 17 sub-sectors of the creative economy in the respective districts/cities.

The committee's duties and functions include:

- a. They are coordinating between parties for Creative Economy Management and Development.
- b. They are strengthening networks and coordination among Creative Economy Communities at the city, provincial, national, and international levels.
- c. They mediate with policymakers, stakeholders, and Creative Economy Actors for Creative Economy Management and Development.
- d. They are addressing issues that arise within the Creative Economy.
- e. They provide recommendations and considerations to the Mayor/Regent for Creative Economy Management and Development.
- f. They report the results of activities regularly or as requested by the mayor/regent through the head of the department.

3.4 Creative Belt: A Strategy for Creative Economy Development

The creative economy represents the most advanced stage in the development phase, typically progressing from the agricultural sector to manufacturing (industry), then to the knowledge economy, culminating in the creative economy. Creativity enhances economic development qualitatively because it focuses on using resources more efficiently to achieve development goals. By leveraging creativity, we can change our mindset to solve problems more effectively, utilize resources, and redefine our relationship with the environment.

The government must understand the essence of the creative economy, which lies in the ability to collaborate technology, creativity, knowledge, culture, and economics into something beneficial and value-added. Every region has these potentials, derived from all elements of society, including universities, schools, art groups, and more.

The Creative Belt is an initiative within tourism development programs that designs spaces (placemaking) in certain areas by involving local creative economy networks to create thematic creative tourism destinations. The collaboration in developing the Creative Belt applies the Penta Helix concept, where stakeholders include the government, academia, business, community, and media sectors.

In the context of Bandung and Garut, where the creative industries are recognized as strategic sectors for regional development, implementing the Pentahelix model has shown varied results. Bandung has fostered a creative ecosystem supported by vital government initiatives and community engagement (Wicaksono et al., 2023; Herawaty & Raharja, 2018). However, Garut faces significant challenges, including limited infrastructure and digital literacy, which have hindered the full realization of the Pentahelix collaboration (Roziqin et al., 2021; Syafri et al., 2023). This underscores the need for tailored strategies that consider local contexts when developing collaborative governance models for the creative economy (Li, 2020).

3.5 Digital Creative Hub and Co-Working Spaces: Enabling Collaboration and Innovation

Digital Creative Hubs serve as critical infrastructure for the creative ecosystem within districts and cities, acting as information portals and mapping tools that facilitate the aggregation and dissemination of data across all 17 sub-sectors of the creative economy. These hubs, ideally developed and launched by the Creative Economy Division of the local Cultural and Tourism Office, are essential for making information accessible to all stakeholders, including project owners, investors, and the general public (Herawaty & Raharja, 2018).

Integrating Digital Creative Hubs and Co-Working Spaces is vital to support creative industry players further. These spaces provide physical facilities and ecosystems that empower young creative talents and entrepreneurs, offering business planning, product development, marketing, and human resource management training resources. This approach is particularly relevant in cities like Bandung, where the creative economy thrives due to robust government support and community engagement (Wicaksono et al., 2023). In contrast, regions like Garut, where such infrastructure is still in development, can significantly benefit from the adaptation and implementation of these models.

In Bandung, such hubs have been a cornerstone in the city's efforts to become a leader in the creative economy, providing necessary support for innovation and digital transformation. These initiatives align with the local government's strategic goals to enhance digital infrastructure and create a conducive environment for creative entrepreneurs. In Garut, the development of similar hubs could address existing gaps in digital literacy and infrastructure, which have been identified as significant barriers to the growth of the creative industries in the region (Roziqin et al., 2021).

The success of Digital Creative Hubs and Co-Working Spaces in Bandung serves as a model for other regions. By replicating these initiatives in Garut and tailoring them to local needs, there is potential to foster a more inclusive and sustainable creative economy across West Java. These efforts would support the digitalization of creative industries and contribute to the region's broader economic development by creating new opportunities for collaboration and innovation.

3.6 Challenges in Garut Regency

In contrast, Garut Regency has encountered several challenges in implementing Collaborative Governance for digitalization. The research identified key barriers such as sectoral ego, a lack of leadership coordination, and limited access to digital infrastructure as significant factors hindering progress. While Bandung has been more successful in mobilizing its stakeholders and government initiatives, Garut's creative industry stakeholders have struggled to establish a cohesive strategy, leading to stagnation in the growth of the creative industry (Roziqin et al., 2021).

Despite these challenges, the study points to potential areas for improvement. One recommendation is to adopt a more structured and coordinated approach to collaboration, mirroring the success seen in Bandung. By forming a local Creative Economy Committee—composed of various stakeholders such as government officials, academia, and private sector representatives—Garut could better coordinate efforts among these parties. This could help align objectives, foster collaboration, and maximize the use of digital tools to enhance industry output (Wicaksono et al., 2023).

Furthermore, the discussion highlighted the importance of context-specific strategies when applying models like the Pentahelix. While the model has been effective in Bandung, it requires careful adaptation to meet the socio-economic realities of the Garut Regency. Tailoring the collaborative process to the region's needs, including more focused capacity-building initiatives and digital literacy programs, will foster sustainable growth in the creative sector (Herawaty & Raharja, 2018).

Additionally, the study noted the limitations faced in conducting research in Garut, such as restricted access to specific datasets, which may affect the overall accuracy of findings related to digitalization in the region. To address these gaps, further research using a mixed-method approach—combining qualitative and quantitative data—would provide a more comprehensive understanding of the region's challenges and opportunities (Aziz et al., 2024).

4. CONCLUSION

The findings reveal that Bandung's success in digitalizing its creative industries is mainly due to solid cross-sector collaboration and robust infrastructure support. In contrast, Garut faces challenges that require targeted interventions, such as enhancing digital

capacity and establishing local creative hubs. Similar successes can be achieved by adapting Collaborative Governance models to the specific socio-economic conditions of regions like Garut.

The study emphasizes the importance of refining these models to be inclusive and adaptable, ensuring that the benefits of digital transformation are widely distributed. Bandung's creative belt initiative successfully connects various creative hubs, highlighting the potential for effective collaboration. This research provides valuable insights and a roadmap for policymakers seeking to replicate successful governance strategies and foster innovation across other regions of Indonesia.

5. RECOMMENDATION

The study on the digitalization of creative industries in Bandung City and Garut Regency has provided valuable insights into the successes and challenges of implementing collaborative governance models in different socio-economic contexts. While significant progress has been made, particularly in Bandung, areas still require further exploration to ensure the sustainable development of creative industries across the region. Future research should build upon these findings to address the remaining gaps and explore new avenues for enhancing Indonesia's creative industries' resilience and competitiveness.

1. Expand the scope of collaborative governance studies. Future research should explore applying collaborative governance models beyond the current focus areas, incorporating additional regions in Indonesia with varying levels of creative industry development. This would provide a broader understanding of the effectiveness and adaptability of the penta helix model in different socio-economic contexts.
2. Focus on capacity building in less developed regions. There is a need for targeted studies on capacity-building initiatives tailored for less developed areas like Garut. Future research could investigate the specific training needs and digital literacy programs that could help local creative entrepreneurs leverage digital tools more effectively.
3. Evaluate the longitudinal impacts of digitalization. Future studies should adopt a longitudinal approach to understand the long-term effects of digitalization in the creative industries. Tracking the progress of digital adoption, infrastructure development, and economic outcomes over an extended period would provide valuable insights into the sustainability of these initiatives.
4. Investigate the role of emerging technologies. As technology evolves, future research should explore the potential impact of emerging technologies such as artificial intelligence, blockchain, and augmented reality on the creative industries. Understanding how these technologies can be integrated into

existing frameworks could further enhance the competitiveness and innovation capacity of the creative economy.

5. Policy impact assessments. Conducting impact assessments of current policies and initiatives to support the creative economy would be beneficial. Future studies could focus on evaluating the effectiveness of government interventions, identifying gaps, and proposing policy enhancements to support creative industries' digitalization.
6. Cross-national comparative studies. Future research could also benefit from comparative studies between Indonesia and other countries with similar socio-economic conditions. By analyzing how different regions or countries implement collaborative Governance and digitalization strategies, researchers can identify best practices and areas for improvement that could be applied to the Indonesian context.

These recommendations aim to guide future research efforts toward enhancing the understanding and implementation of collaborative Governance and

digitalization in Indonesia's creative industries, ensuring sustainable growth and global competitiveness.

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