

INDONESIAN CREATIVE ECONOMY 2025: CREATIVE INDUSTRIES MSMEs COMPETITIVENESS STRATEGY TOWARDS INTERNATIONAL MARKETS THROUGH SOAR ANALYSIS

¹Muhammad Syahbudi, ²Sri Ramadhani, ³Elida Elfi Barus
^{1,2}UIN Sumatera Utara, Indonesia
³STAI Al Islahiyah, Indonesia

Corresponding author:
bode.aries@uinsu.ac.id

Abstract

Purpose

This research aims to formulate a Creative Industries Development Strategy towards the International market as an economic driver in Indonesia.

Design/methodology/approach

This paper is carried out with a qualitative approach through the SOAR method, which is a strategic planning method used to evaluate strengths, opportunities, aspirations and results in the development of creative industries in Indonesia.

Findings

The result shows that producing the start-up S-A is a strategy obtained between Strengths (strengths) and Aspirations (aspirations).

Research limitations/implications

The limitation of this study is the use of SOAR analysis which only focuses on evaluate strengths, opportunities, aspirations and results rather than weaknesses or threats.

Originality/value

This study analyzes the strengthening of the Creative Industry Sector Market in Facing Creative Economy 2019-2025.

Keywords: Creative Industry, SOAR, Ekraf

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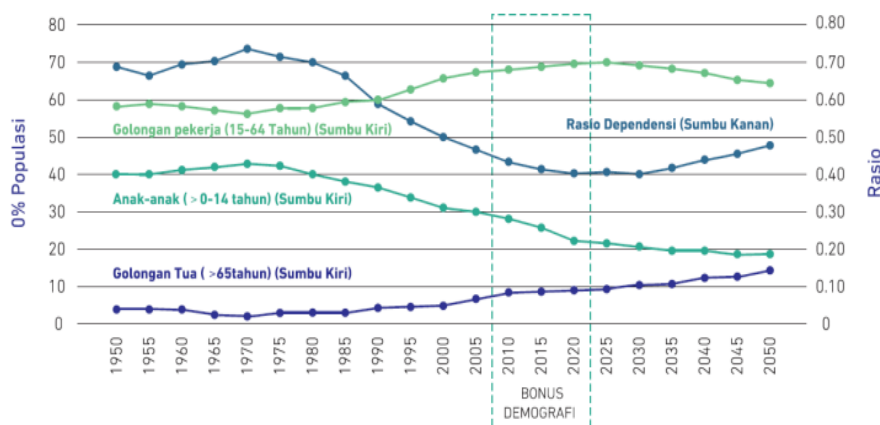
1. INTRODUCTION

Creative industries are one of the sectors that are currently expected to encourage Indonesia's economic growth and innovation in practice. In order to support development planning, it is necessary to prioritize the activities of the economic sector, especially the creative industries sector which is believed to be a new driver of sustainable economic growth. The economic sector is essentially related to each other with the potential of creative people who are the basic capital of creative economic development. According to Richard Florida, creative people have strata called creative classes that can create new forms that have meaning.

Based on the large number of Indonesian population and demographic bonuses with the proportion of the productive age population reaching 70% of the total population is a great potential in the development of Indonesia's creative economy. Until 2030, Indonesia will still have a high number of productive population, which is above 60% and 27% of them are youth, residents with an age range of 16-30 years. The younger generation is a great resource for the development of Indonesia's creative industries in the future and should not only be directed at sectors with low added value, but should be more directed to sectors with high productivity and added value so that this younger generation becomes more productive and competitive with the growth picture of Indonesian creative people until 2050 below:

Figure 1. Demographic Profile of Indonesian Residents

From upstream to downstream and also over several collaboration processes with



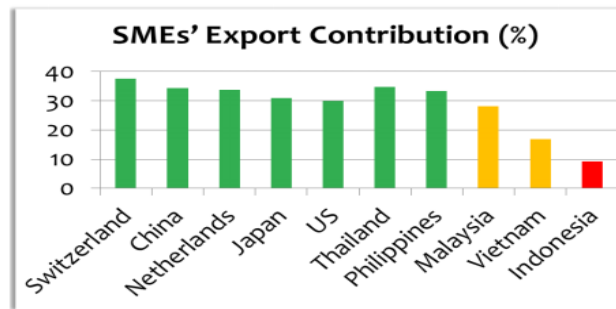
many elements so that growth targets can be achieved, so that it can have an impact on the progress of the economy in aggregate. In order to provide a measure of the interconnectedness of the creative industry sector with other sectors, the multiplier effect to find out the creative industry sector that can be a driver of the national economy in the priority of the creative industry 2005-2025 is "Creative industries as a driver of the creation of a competitive Indonesia and a quality society"

The development of technology in industry 4.0 is increasingly rapid, and has an impact on changes in information governance, export trade patterns of kreatif industry products, because the role of creative industry MSMEs has the potential to contribute the first 99.99% of total business entities, both account for 97% employment opportunities, third 50% investment and fourth contribute about 56-59% of GDP. But the current problem is that the proportion of Indonesian MSMEs is centered in small and micro businesses, but the largest export potential is in medium-sized businesses.

Such dynamic changes are also fueling the development of a new economy that is

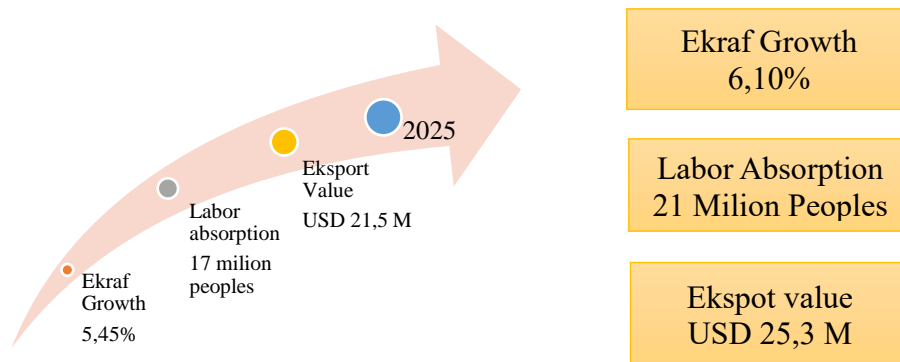
increasingly competitive, full of creativity, innovation and sustainable. Today, many developed and developing countries are relying on new economic activities that rely on ideas and creativity and technological support to improve people's well-being and create jobs, known as the creative industries. The problem in the contribution of MsMEs to direct exports is less than 10% and this contribution rate is also lower than msme in developed countries or other developing countries described in the graph below:

Figure 2. MsME Export Contribution



Based on the picture above that there is still a small level of Indonesian MSME exports. The creative industry in MSMEs needs to be improved both in terms of quantity and quality, because it is proven that the creative industry can contribute in solving economic development problems, among others:

Figure 3. RPJMN Creative Industry Development Target 2020-2025



Source : Bappenas 2019

Based on the above data that the target and performance of the Creative Industries in 2019 and the target of 2025 with the following results:

- In 2019 the growth of the creative industries contributed 5.45% and the 2025 target was 6.10%.
- Can create jobs so as to reduce unemployment by 17 Million and the 2025 target is 21 Million.
- Can increase the growth of other related industries, especially export activities in 2019 reached USD 21.5M and targeted in 2025 can reach USD 25.3M.

Therefore, a strategy formula is needed in the development of exports of creative industry MSME products towards going international towards 2019-2025 with soar method through qualitative approach by stakeholders (pentahelix) namely academics, msme actors, governments, escorts and creative communicués.

2. LITERATURE REVIEW

2.1 Creative Industries

Creative industry is an industry derived from the utilization of creativity, skills and talents of individuals to create welfare and employment through the creation and utilization of the creation power and creativity of the individual. The Ministry of Trade of the Republic of Indonesia (2008) formulated the creative economy as an effort to sustainably develop the economy through creativity with a competitive economic climate and have renewable resource reserves. The creative industries are closely related to the creative industries, but the creative economy has a wider scope of the creative industries. The development of the Creative industries, one of the pioneers of the legal foundation that first put creative industries on the national economic stage and needs to be developed because of the advantages depicted in the figure below:

Figure 4. Benefits of Creative Industries



Creative industries are ecosystems that have interdependence relationships between creative value chains; nurturance environment; market (market) and archiving (archiving). Creative industries are not only related to the creation of added value economically, but also the creation of added value socially, culturally and environmentally. Therefore, the creative industry in addition to improving competitiveness, can also improve the quality of life of the Indonesian nation.

When the strength of the economic industry is identified, the preparation of the creative industry development model using the SOAR approach (for each sub-sector of the creative industry in each stakeholder), as well as the role of each in accordance with the type of creative industry strength in each region. Implementation and action plans, then compiled in activities or programs that can be a prototype of a creative industry development model towards 2019-2025. The development of international sense local entrepreneurship based on the potential of MSMEs Go International creative industries will be appointed as one of the focus of this research. The development of the creative economy is reviewed from modern times, namely in the Enlightenment era as the origin of modern world thinking until the 21st century today. According to John Hartley in his Asia-Pacific weeks proceedings "The Evolution of Creative Industries-Creative Cluster, Creative Citizen and Social Network Market" charts that evolution in four acts, the chapters shown in the table below:

Table 1. Evolution of the Creative Industries

	Age of Enlightenment (1700-1850)	of Industrialization Era (1850-1995)	First Industries (2005)	Creative (1995-2025)	New Industries (2025)	Creative (2005-2025)
Economics Context	Market/Mercantilism	Industries/First Capitalism	Information/ Global Capitalism	Global	Creative/Global	Global Capitalism
Type	Art and Rationality	Industry and Media	Global market		Culture and science	
Value	Talent	Industry Scale	Intellectual property		User	
Agent	Civil Humanism	Culture Industry	Creative Groups and Services		Public	
Orientation	Glory	Competition	Competition		Growth and Inovation	
Incubation	Education	Entrepreneurships	Branding		Start Up	

Source: Jhon Hartley, 2007

In the modern era, the development of the creative economy began with the appointment of rational creativity in the era of enlightenment (1650–1850), which was characterized by the inclusion of rational humans as the main subjects of the world's driving force. The next development of the creative economy was the period of creativity industrialization in the industrial era (1850–1995). Entering the late 19th century, industry and mass media began to grow rapidly. The development of the creative economy is further characterized by the globalization of creativity as a creative industry (post 1995). The development of the world's information and communication technology and increasingly affordable transportation systems are delivering the world in the era of globalization. The creative economy continues to grow as information technology develops resulting in global collaboration and new equality in the new creative industries era (post 2005). Entering the 21st century, with the advent of Web 2.0 or a two-way Internet has allowed people to not only consume but also produce works and information through it and now what is growing is the star up industry in accordance with the era of digitization.

2.2 Pentahelix Theory

The ideal type of stakeholder relationship when establishing cooperative relationships in running a different program. Collaboration is the highest level of cooperation. Where cooperation is officially by exchanging information for mutual benefit, changing activities, sharing resources and increasing the capacity of others to achieve common goals is called collaboration. Extensive time commitment and high level of trust among stakeholders. In collaboration there are also activities to share resources, risks, responsibilities, and rewards. But not all types of relationships must reach the level of collaboration, because it has not guaranteed optimal cooperation. The type of relationship is determined according to the necessary needs. Here is an exposure to the types of relationships between stakeholders, namely ABCGM (academic, Business, Community, Government and Mentoring).

3. RESEARCH METHODS

This paper is carried out with a qualitative approach through the SOAR method, which is a strategic planning method used to evaluate strengths, opportunities, aspirations and results in the development of creative industries in Indonesia. With SOAR, the center of attention is on the organization and enlarges what is currently well done, rather than concentrating on the threats/weaknesses faced. SOAR analysis starts by conducting an analysis on the external and internal environment as well as the industry to look for what opportunities are available. Then all the opportunities and strengths you have will be incorporated into soar analysis to then produce aspirations and results. This analysis was chosen because SOAR has advantages where the applied approach focuses on opportunities and strengths rather than weaknesses and threats. (Adelia Alfama Zamista, 2020).

Table 2. SOAR Matrix

	Internal	Strength	Opportunities
		List of internal power factors	List of External Opportunities
External			
Aspirations		S-A Strategy	O-A strategy
List of expectation factors from internally		Create strategies that use power to achieve your aspirations	An aspiration-oriented strategy that is expected to take advantage of opportunities
Results		SR strategy	O-R strategy
List of measurable results to realize		Create a strategy based on strength to achieve measurable results	An opportunity-oriented strategy to achieve measurable results

Source : Asili 2017

Reference in this activity is a map of the creative industries ecosystem of the Creative Industries Agency that contains groups of stakeholder or academic components, business people, communities, governments and mentors.

4. FINDINGS

4.1 Result

Based on data and participants collected from various documents and information, here is soar analysis. Based on data and information collected from various documents and information, here is an analysis of strength, opportunities, activity and result potential of creative industries. (Asili, 2017). The following is a breakdown of the strengths, opportunities, aspirations and results obtained from interviews with Mr. Indra as the owner of the creative industries business: Based on soar analysis of the internal and external environments described in the table below:

Table 3. SOAR Results Matrix

Internal Factors Analysis (IFAS)

Strength	Value	Rating	Value*Rating
Huge number of Creative Industries Human Resources heading global	0.1530	3	0.458964
Physical distribution channels such as global markets, creative industries galleries supported by KITE programs and creative industries or PLUT	0.1199	4	0.479797
The availability of increasingly sophisticated and user friendly creative industry support software for Go Global	0.1298	4	0.519374

The uniqueness, biodiversity and abundance of Indonesia's natural resources is a competitiveness that is not owned by many countries.	0.1922	4	0.768771
Government support in the form of policies, human rights and rules for the development of creative industries	0.0985	3	0.295645
Sub Total (Strength)			2.522550
Opportunities			
Potential, talent & brain circulation of Indonesian creative industries in foreign countries facilitated	0.0347	4	0.138968
Appreciation of foreign markets is better in terms of originality, art, culture and creative design	0.0778	3	0.233349
The demand for ICT is growing at home and abroad	0.0471	3	0.141226
Potential development of creatively packaged local content for overseas markets	0.1103	2	0.220661
The rise of CSR that can be used as an alternative as a form of assistance for creative industries so that it can go global	0.0365	4	0.146190
Sub Total (Opportunities)			0.880394
Total IFAS		1.00	3.402945

External Factors Analysis (EFAS)

Aspirations	Value	Rating	Value*Rating
Indonesia has local resources that are competitive, dynamic, growing, developing, quality and sustainable.	0.1094	3	0.328310
Indonesia has a conducive environment that captures creativity in national development with stakeholder involvement.	0.1257	3	0.377229
Increased purchasing power of the community that encourages increased demand for products that have a high income elasticity including creative work. In addition, the development of technology has made the price of some creative works more affordable.	0.1792	4	0.716880
Today, consumers of creative work not only become passive users, but also become part of the creative work itself because consumers become co-creators of creative works.	0.1155	4	0.461970
Increasing the number of people is a potential for the marketing of creative work. The openness of information makes creative work an integral part of people's lives of all ages.	0.0647	3	0.193986
Sub Total (Aspirations)			2.078375
Result			
The establishment of the MSME community rose in class both by the Cooperative And SME Office (Diskop and UKM) and Kamar Dagang and Industry (KADIN)	0.0502	3	0.150645
The establishment of a local Creative Buying Program such as "Buy Creative Lake Toba in North Sumatra" by	0.1064	3	0.319253

Kemenparekraf / Baperekraf			
The establishment of e-KITE application (Ease of Import export destination) by the General of Customs and Excise (Bea Cukai)	0.0676	3	0.202692
Providing community service services in the form of education and advocacy of HAKI for the wider community, for example: the use, management and resolution of problems related to HAKI.	0.0788	3	0.236378
The intellectual role encourages the birth of indonesia's creative generation in a piker pattern that supports the growth of karsa and work in the creative industry.	0.1025	3	0.307369
Sub Total (Result)			1.216337
EFAS Total	1.00		3.294712

Based on the results of the analysis that the strategy used is the start-A is a strategy obtained between Strengths (strengths) and Aspirations (aspirations). This strategy is created by utilizing all the strengths to achieve the aspirations expected by the Creative Industries. With this strategy, it is expected that the power possessed by the Creative Industries will be able to be channeled optimally to achieve aspirations.

- a. The large number of Indonesian creative human resources and the government support is optimized and supported that Indonesia has a conducive environment that fosters creativity in national development with stakeholder involvement so that Indonesia's creative human resources are competitive, dynamic, growing, developing and sustainable in the openness of information that has the potential for marketing creative works (S1, S5 A1, A2 and A5)
- b. Optimize physical distribution channels such as global markets, creative industries galleries supported by KITE and PLUT programs Unique creative industries, biodiversity and abundant natural resources are competitiveness that many countries do not have in increasing people's purchasing power which encourages increased demand for products that have high income elasticity including creative works. In addition, technological developments have made the price of some creative works more affordable (S2, S4 A3).
- c. Provide increasingly sophisticated and user friendly creative industry support software for Go Global so that creative work consumers not only become passive users, but also become part of the creative work itself because consumers become co-creators of creative works (S3 and A4)

4.2 Discussion

From the table above, the author gave a proposal in improving the strategy of developing creative industry MSMEs towards going Global until the expected achievement of the Indonesia Creative Industries 2025 program is "Strengthening the Creative Industries Sector Market in the Face of Ekraf 2019-2025" with the strategic target of international go-to-international development in 2019-2025 can be formulated is "Increasing High Value Added Exports and Strengthening Domestic Content Levels (TKDN)" The target of the startegis can be formulated is "Increasing High Value Added Exports and Strengthening Domestic Content Levels (TKDN)" The target of the startegis can be formulated is "Increasing High Value Added Exports and Strengthening Domestic is spelled out in the strategic target performance indicator as described in the image below:

Figure 5. Creative Industries Development Goals Go International 2020-2025

Based on the results of the above analysis, the formulation of the direction of the international development policy of Ekraf Go 2020-2025, the policy includes:

- a. Strengthening global markets/exports
- b. Strengthening domestic market
- c. Increased cooperation
- d. Supply chain strengthening
- e. Increase and strengthening of ekraf product brands
- f. HKI

The above policy direction is the formulation of a development strategy focused on the priorities of achieving the goals and objectives of implementing the development mission. Policy strategy and direction will determine a comprehensive planning formulation, synchronous, consistent, and in harmony with development goals and objectives. In addition, strategy and policy direction are a means to transform, reform, and improve government performance in carrying out every program of activities both internal and external, service and administrating, as well as planning, monitoring, and evaluation.

This is in accordance with the RPJMN (National Medium Term Development Plan) 2019-2025 mandating for the development of the creative industries sector, explicitly included in the target of increasing added value, employment, investment, exports and economic competitiveness. The target is further spelled out in the indicator and its target. Specifically for the development of creative industries from indicators in the direction of special export policy target 2020 reached USD 21.5-22.6 billion and targeted in 2024 reached USD 24.5 billion.

5. CONCLUSION(S)

Based on the results and discussions above shows that producing the start-up S-A is a strategy obtained between Strengths (strengths) and Aspirations (aspirations). This strategy is made by utilizing all the strengths to achieve the aspirations that Indonesia's

creative industries is **Strengthening the Creative Industries Sector Market in the Face of Ekraf 2019-2025**" with the strategic target of international go-to-international development in 2019-2025 can be formulated is **"Increasing High Value Added Exports and Strengthening Domestic Content Levels (TKDN)"**.

Based on the conclusions of research and analysis results on Creative Industries MSMEs in Indonesia above, the researchers provide the following recommendations:

- a. Create a Creative Industries Committee whose members consist of Pentahellix representatives to be poured in the instructions of President Jokowi.
- b. Conducting MOU with Creative City Network such as ICCN (Indonesia Creative City Networking) or UCCN (Unesco Creative City Networking)
- c. Determining Sub Creative Focus as Creative District Branding
- d. Encourage Indonesia Creative Hub, Be Kraf, PLUT Cooperatives and SMEs, Kemenparekraf and Disperindag more active and can transform the method from the Committee of Creative Industries after its establishment into MSMEs Rise In Class.

From the phenomenon of SDA that is abundant in Indonesia but we know that SDA is not renewable, therefore build narrative and awareness in government to start thinking about how SDA is converted into Human Resources.

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UU No 24 Tahun 2019 tentang Industri creative

Nota Kesepahaman (MoA) Baand Pariwisata and Industri creative and Kementrian Koperasi and UKM Tentang Pengembangan Koperasi and UMKM Biandg Pariwisata and Industri creative

Lampiran Pidato Presiden RI Pada Siandg Tahunan MPR and Siandg Bersama DPR RI and DPD RI dalam Rangka HUT ke 75 Proklamasi Kemerdekaan RI , Jakarta 14 Aguatus 2020. <https://www.bappenas.go.id/>