

Erialsr makeup artist service business development strategy

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ABSTRACT

Keywords:

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The purpose of the study is to identify core competencies through internal and external factors, analyze internal and exterior environmental factors that affect the business model of Erialsr Makeup Artist services, and formulate priority strategies for Erial's make-up artist service business. The research used a qualitative descriptive approach method. The primary data were obtained from questionnaires and in-depth interviews selected by purposive sampling. The results of this study show a number of factors of the internal environment of management, namely, market penetration, market development, and product development. The key factors in the form of (6) strengths and (6) weaknesses and (5) opportunities and threats, are obtained. The strategies that can be applied by the internal management are market penetration (PT), market development (PD), product development (SP), and market development strategies. The main strategies are making a PT, diversifying online makeup course programs that can reach various market segments in various cities in Indonesia and diversifying offline makeup course program materials that have not yet appeared on the market, registering HAKI for products owned, and obtaining professional certification to increase customer confidence in services and teaching.

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INTRODUCTION

Creative economy is one of the growing sectors in Indonesia due to global economic growth (Karim, 2020; Sabil et al., 2022; Sadikin et al., 2022; Verico & Pangestu, 2021). Formed due to the development of the cultural industry, where in the community environment that is increasingly active in processing talent and imagination into a work that inspires and meets the needs of the community, so that many people are willing to pay for the work which in the end can open many jobs. The creative economy is mentioned as a concept in the new era that intensifies information and creativity by relying on ideas and knowledge from human resources as the main production factor (El Hasanah, 2018; Mashdurohutun et al., 2021; Purnamasari, 2020; Scuotto et al., 2023; Zhao et al., 2020). The development of the creative economy cannot be separated from the development of the creative industry because the development of the creative economy requires support from the creative industry (Hasan, 2018; Jaelani et al., 2020; Khlystova et al., 2022; Mellander & Florida, 2021; van Laar et al., 2020). The pressure points in the creative industry are ideas, talents, and creativity which are vital elements, innovative human data sources become capital for the development of the creative industry (Ausat et al., 2023; Cerisola & Panzera, 2021; Priambodo et al., 2021; Shofa & Nugroho, 2009; Štreimikienė & Kačerauskas, 2020). Indonesia's creative economy is now developing, according to BPS 2021 data, the creative economy workforce in Indonesia reached 21.90 million people and the export value of creative products in 2021 reached 23.9 billion USD.

According to BPS (2022), the creative economy in Indonesia has a contribution of 1134.9 trillion to the national GDP. Kemenparekraf establishes 17 subsectors of the creative economy, namely: architecture, interior design, fine arts, game developers, product design, fashion, film and animation, visual communication design, television and radio, culinary, crafts, performing arts, publishing, applications, music, photography, and advertising. There are 7 sectors in the creative industry that require a group of creative talent behind the scenes, one of which is the makeup artist profession, namely: music, fashion, performing arts, photography, advertising, TV and radio, as well as film, animation and video (BPS, 2021).

Bogor City has 62 makeup artists who are active on social media and recorded on Instagram searches. Erialsr Makeup Artist is one of Bogor's reputable makeup artists. Erialsr is the stage name of Sarah Erial, the makeup artist and CEO of her business line. Erialsr became a makeup artist who opened the first makeup studio in Bogor City with the address Jl. Kol. Ahmad Sham no. 42, RT. 05/RW.10, Bogor City, West Java. It has five members of internal management who act as CEO or main makeup artist, manager, social media specialist, project manager, and hairstylist. With the increasing need for makeup artists and increased business competition in this field, it is good to provide Erialsr management input in the form of recommendations for the best strategy for the smooth running of its business processes.

The purpose of the study is to identify core competencies through internal and external factors, analyze internal and external environmental factors that affect the business model of Erialsr Makeup Artist services, and formulate priority strategies for Erialsr Makeup Artist service business. For Erialsr's Makeup Artist service business, this research is expected to be an alternative business strategy. For readers and institutions, this research is expected to become new literature and knowledge to be used in business activities and research references.

METHOD

This research was conducted at the location of Erialsr's Makeup Artist business practice, namely Erialsr Makeup Studio with the address Jl. Kol Ahmad Syam no.42, Kec. Bogor Utara, Bogor City. Location selection is chosen intentionally or purposively with the consideration that the business has the potential to be developed by its business. The study will be conducted in June-December 2023. The research used a qualitative descriptive approach method. This descriptive approach is through the process of data collection, data analysis, and data interpretation. The author's purpose of using the qualitative descriptive approach method is so that the author can analyze internal and external management factors so as to produce a systematic description or picture.

The types of data used in this study are primary and secondary data. Primary data were obtained from questionnaires and in-depth interviews selected by purposive sampling. Secondary data are obtained from management documents related to research, literature studies, publications, scientific journals, as well as research results relevant to the problem under study. The source of internal respondent data consists of 5 people, namely: founder (main makeup artist), manager, project manager, social media specialist, and hairstylist. As well as external data sources consisting of twenty-six people, namely: 1 person Makeup Artist Association (10 years experience), senior makeup artist (traditional bridal specialist, 14 years experience), 1 experienced makeup artist (makeup editorial specialist, 7 years experience), 1 experienced makeup artist (also as a macro influencer, 7 years experience), 1 experienced makeup artist (regular and bridal makeup specialist, 6 years experience), 1 cosmetic brand stakeholder (Artisan Professionel), 10 Erialsr course students, and 10 Erialsr makeup clients.

RESULTS AND DISCUSSION

Internal Factor Analysis

Analyzing VRIO

VRIO is a tool to identify a company's internal strengths and internal weaknesses (Barney and Hesterly 2015). Financial condition is one of the important sources for growth and operational management. The current cash flow condition of the management is good, but so far it has no investors. Management also has an agenda to attract external investors to invest in its business. The first major management income comes from online makeup courses. Second, the results of other creative roles (MUA Influencer, KOL, creative consultant), this creative role as a public figure is one of Erialsr's strategies to increase her brand awareness as a makeup artist. Third, is makeup services to clients.

The facilities and infrastructure owned by Erialsr are complete and crowded, there are only a few that are not privately owned, but it does not matter because the management is still able to pay the contract with the existing profit, considering the strategic location on one of the arterial roadsides of Bogor City so that it can reach other prospective clients who do not explore on social media.

All human resources owned by Erialsr management are able to support operational activities. The Erialsr Management Team is considered capable of reading social media engagement, analyzing and creating new trends that are trending, especially on Instagram and Tiktok, to be covered by several articles. Erialsr's management also has distinctive techniques in makeup. The management also makes variations of material on its course programs that are rarely owned by competitors, and are marketed through offline and online classes so that it can attract wider enthusiasts not limited to the Jabodetabek area. However, management does not hire a core team with special abilities and education.

Citra Erialsr is considered good in the field of makeup artist profession because she is professional in carrying out work and vocal in providing education on social media. Consumers and colleagues are also aware

of the Erialsr brand because of its work in the makeup artist profession, not only providing services, but also being a resource person at various makeup workshops in Indonesia, as well as being a KOL when launching cosmetic products in various local makeup brands.

Core Competencies

Core competencies are an integrated set of skills and technologies that benefit a business's competitive success. To have core competencies, companies must have 3 criteria, namely: value to customers, competitive differentiation, and expandability. Erialsr's capabilities and resources that meet VRIO elements and become its competitive advantage become the core competencies of Erialsr Makeup Artist management. The four core competencies of Erialsr are, distinctive makeup techniques, having a diverse makeup course program, having a good image so as to create brand awareness on social media, and having the ability to create a trend.

Analysis of External Factors

Analyzing Porter's Five Force

The Threat of Newcomers

Vendors in the makeup artist industry are very diverse, of course, the presence of new entrants can be a threat to management. Capital to enter a relatively large industry can be an opportunity because it is not easy to build a large business without large capital as well. However, the recruitment of suitable human resources in the industry is also a threat because the management budget is not too large. The condition of creating differentiation of services and products and price differentiation with those offered by competitors can also be a threat, because it can make prospective customers have more choices of services.

The Threat of Substitution Products

Competition in the makeup artist industry is certainly influenced by the presence of competitors in the market and the diverse tastes of prospective customers. There are several things that can be a threat regarding substitution products, namely: the entry of senior makeup artists with competing characteristics to the capital, the price of new makeup artist services is cheaper, the availability of new makeup artist vendors is easy to find, and the potential development of gadget technology and social media supports the development of makeup artists new. The level of customer loyalty can also be measured from the data-based collected management, In addition to products, prices have a great influence on consumer satisfaction and loyalty.

Buyer's Bargaining Power

Consumer bargaining power is one of the things that must be considered, because if not considered it will become a threat to management. The existence of sensitive consumers to the prices offered and consumer dominance makes a threat to management. While broad consumer knowledge of the products offered and high consumer tastes can be an advantage for management.

Suppliers' Bargaining Power

The availability of raw materials in the makeup artist industry is very diverse. The existence of price competition between suppliers and alternative suppliers and alternative suppliers is an advantage for management because it can choose the most affordable price option to produce the best results. However, what can be the main threat is if the management's flagship product offered by the supplier has been discontinued and the quality of the commonly used product is different in terms of composition and specifications.

Competition in a Similar Industry

The rapid growth of the industry can be a boon for management, as well as the cost of entry of large industries especially to achieve the benchmark characteristics of Erialsr's competitors, alleviating management's concerns as it is not easy for competitors. The benchmark characteristics that are Erialsr's competitors are in addition to working as a makeup artist, also being a makeup artist influencer, active on social media and having more than twenty thousand followers, marketing makeup and hairdo services, having soft and natural makeup genres, domiciled in Jakarta and Bogor City, having makeup class programs, and the target market is millennial and gen z. If not there is differentiation of products offered from competitors and Erialsr this can be a threat to management.

PEST Analysis

Judging from political factors, the government supports the development of the creative economy as stated in press release HM.4.6/201/SET. M.EKON.06/3/2023. The boycott of pro-Israel products due to the war, including cosmetic and skincare products used by makeup artists, makes some prospective clients sensitive, requiring research on the use of substitute products. In economic factors, there are opportunities for the development of the makeup artist industry which can be seen from the increase in people's purchasing

power, an increase in the offering of makeup artist services, and the existence of new substitute cosmetic products so that makeup artists have alternatives in choosing raw materials for the best results. In social factors, it seems that there is a threat to this industry with changes in people's lifestyles to do self-makeup at regular events and the ease of accessing makeup tutorial videos on social media, can be factors that reduce the level of use of makeup artist services. However, with the development of prospective client knowledge of a makeup trend, it becomes an advantage for the makeup artist business. In the technological factor, with the development of technology in the creation of cosmetic formulas and also gadget technology makes profits for makeup artists. The development of social media algorithms that must be mastered as marketing media, as well as ownership of cosmetic brands or makeup tools can be an added value. However, if there is a flagship product discontinued or no longer produced it can be a threat to business continuity.

Internal Factor Evaluation Matrix (IFE)

The identification results show a number of factors of the internal environment of management. Based on discussions and ratings by respondents who are strategic decision makers of Erialsr Makeup Artist. On the results determined each of the five most important and influential modifiers of internal environmental factors. These modifiers are both strengths and weaknesses of Erialsr Makeup Artist's management. The calculation results of the IFE Matrix are presented in Table 1.

Tabel 1. Internal Factor Evaluation Matrix Erialsr

No.	Internal Strategic Factors	Weight Rating Score		
Strength				
1.	Have distinctive makeup techniques	0.13	4	0.50
2.	Has a diverse makeup course program	0.13	4	0.50
3.	Management ability in making trends	0.13	4	0.50
4.	Have an attractive portfolio on social media	0.09	3	0.28
5.	Erials's image is good in the field of MUA profession	0.09	3	0.28
6.	The biggest revenue achievement from makeup class	0.13	4	0.50
Total				2.56
Weaknesses				
1.	Do not have professional certification from BNSP	0.03	1	0.03
2.	Does not have a team of makeup artists and hairstylists who are exclusively contracted	0.06	2	0.13
3.	No investors	0.06	2	0.13
4.	No professional training of employees	0.03	1	0.03
5.	Not using gadgets with the most updated technology	0.06	2	0.13
6.	Does not have an office or branch studio in DKI Jakarta (Capital City)	0.06	2	0.13
Total				0.56
Total IFE		1	3.13	

External Factor Evaluation Matrix (EFE)

Based on the identification results of Porter's five forces analysis which shows a number of factors of management's external environment with discussion and rating by internal management respondents, each of the five most important and influential external environmental factors is determined. These modifiers are the most important and influential opportunities and threats for Erialsr Makeup Artist. The calculation results of the EFE Matrix are presented in Table 2.

Tabel 2. External Factor Evaluation Matrix Erialsr

No.	External Strategic Factors	Weight	Rating	Score
Opportunity				
1.	The magnitude of the influence of brand awareness on social media	0.11	3	0.32
2.	The rapid growth of the makeup artist industry	0.14	4	0.57
3.	Alternative means (products used) in diverse businesses	0.11	3	0.32
4.	High consumer tastes	0.07	2	0.14
5.	Strong relationships with relevant stakeholders (brands)	0.14	4	0.57
Sum				1.93

Threat			
1. Distinctive features of the makeup technique are easy to imitate	0.11	3	0.15
2. Flagship products discontinued	0.11	3	0.15
3. Consumers are price sensitive	0.07	2	0.15
4. Price competition between similar competitors	0.07	2	0.15
5. Newcomers are more updated in technology	0.07	2	0.15
Total			1.07
Total EFE			1
			3.00

Matrix IE Analysis

Internal and external matrices (IE matrices) are tools for determining the position of an organization in a schematic diagram or can also be called a portfolio matrix. The IE matrix determines the position of an organization in an industry to determine the strategy that should be developed for that organization (David 2015). The value from the IFE table is 3.13 while the value from the EFE table is 3.00. The results of combining IFE and EFE scores in the IE matrix show the company's position in cell I. According to David (2015) cell I is the company's position to carry out intensive strategies (market penetration, market development, and horizontal integration). The strategies that can be applied by Erialsr's internal management are market penetration, market development, and product development of all Erialsr *Makeup Artist business lines*. The results of the Internal - External Matrix are presented in Table 3.

Table 3. Internal-External Matrix of Erialsr Makeup Artist

	Strong 3.0 - 4.0	Medium 2.0 - 2.99	Weak 1.0 - 1.99
Strong 3.0 - 4.0	I (Grow and Build)	I (Grow and Build)	III (Hold and Maintain)
Medium 2.0 - 2.99	IV (Grow and Build)	V (Hold and Maintain)	VI (Harvest or Diverst)
Weak 1.0 - 1.99	VII (Hold and Maintain)	VIII (Harvest or Diverst)	IX (Harvest or Diverst)

SWOT Analysis

SWOT analysis is made by determining SO, WO, ST, and WT strategies for each important factor of the internal and external environment of Erialsr Makeup Artist. As for the alternative strategies made, it refers to the objectives of market penetration, market development, and product development. The results of strategy formulation using the SWOT Matrix resulted in thirteen strategies presented in Table 4 as follows.

Table 4. Matrix of SWOT Erialsr Makeup Artist

		Strength	Weakness
Internal External	S1	Have a characteristic with W1 makeup techniques that attract the audience (S1)	Do not have professional certification from BNSP
	S2	Has a diverse makeup course W2 program	Does not have a team of makeup artists and hairstylists who are exclusively contracted
	S3	Management ability in making W3 trends	No investors
	S4	Have an attractive portfolio on W4 social media	No professional training of employees
	S5	Erialsr's image is good in the W5 field of MUA profession	Not using gadgets with the most updated technology
	S6	The biggest revenue W6 achievement from makeup class	Does not have a studio or branch office in DKI Jakarta or the current capital city
Opportunity		Strategy S - O	Strategy W - O
O1	The magnitude of the influence of		

	brand awareness on social media		
O2	The rapid growth of the makeup artist industry	• Diversification of offline makeup course program materials that have not yet appeared on the market (S1, S2, S3, S6, O1) • Analyze makeup trends that occur in Indonesia and abroad and create new makeup trends (S3, S4, S5, O1, O2) • Diversification of online makeup course programs that can reach various market segments in various cities in Indonesia (S1, S2, S6, O1)	• Diversification of services in Bogor City and Jakarta City (W2, W6, O1, O2) • Improve service quality by providing professional training of employees with the standards needed by the growth of related industries today (W2, W4, O2) • Create a tour class with the concept of seminars or group classes in various cities (W6, O1, O2) • Opening a studio or branch office in DKI Jakarta or the current capital (W6, O1, O2) • Conduct an approach to prospective investors and give confidence to the program accompanied by mature HR preparation (W3, O2, O5)
O3	Alternative means (products used) in diverse businesses		
O4	High consumer tastes		
O5	Strong relationships with relevant stakeholders (brands)		
Threat		Strategy S - T	Strategy W - T
T1	Distinctive features of the makeup technique are easy to imitate	• Improve marketing strategies with advertising on social media, collaborating with brands, and participating in exhibitions (S1, S4, T3, T4)	• Obtain professional certification to increase customer confidence in service and teaching (W1, T4)
T2	Flagship products discontinued	• Expanding cooperation links with bridal vendors, photographers and brand stakeholders for wider exposure (S4, T4, T5)	• Upgrading technology to the gadgets used (W5, T5) • Creating a PT (W3, W4, T1)
T3	Consumers are price sensitive		• Register HAKI for products owned (W1, W5, T1, T4)
T4	Price competition between similar competitors		
T5	Newcomers are more updated in technology		

QSPM Analysis

The Quantitative Strategic Planning Matrix (QSPM matrix) is a way to determine the most attractive strategy for a company to implement from all possible strategy alternatives. The following is a table of Total Attractive Score calculations of thirteen alternative strategies needed by Erialsr Makeup Artist. The main strategy development focuses on the top five strategies. The results of the Erialsr Makeup Artist Strategy Alternative Analysis are presented in Table 5.

Table 5. QSPM Results Table Alternative Strategy Erialsr Makeup Artist

Rank	Alternative Strategy	TAS
1	Creating a PT	6,08
2	Diversification of online makeup course programs that can reach various market segments in various cities in Indonesia	5,98
3	Diversification of offline makeup course program materials that have not yet appeared on the market	5,64
4	Register HAKI for products owned	5,62
5	Obtain professional certification to increase customer confidence in service and teaching.	5,09
6	Diversification of services in Bogor City and Jakarta City.	4,95
7	Approach potential investors and give confidence in the program accompanied by careful human resource preparation.	4,65
8	Improve service quality by providing professional training of employees with the standards needed by the growth of related industries today	4,60

9	Improve marketing strategies with advertising on social media, collaboration with brands, and participating in exhibitions.	4,52
10	Make a new makeup trend back and implement it as a new signature	4,45
11	Expanding cooperation links with bridal vendors, photographers and brand stakeholders for wider exposure	4,22
12	Upgrading technology to the gadgets used	4,22
13	Opening a studio or branch office in DKI Jakarta or the current capital	4,15

Managerial Implications

Represents a number of activities selected and needed to implement the previously established strategic plan. Ranking one to five top strategies is the foundation of management to grow its business. The managerial implications that can be applied to management focus on the top four strategic priorities, namely:

- 1) Prepare the complete documents, as well as the draft budget to create a PT (Limited Liability Company), funds can be obtained from management cash or incoming investors. The benefits of establishing a PT for management are legal certainty, creating boundaries between personal and company finances, and building trust from customers. This is in line with the steps to maintain Erialsr Makeup Artist's core competency, namely a good image.
- 2) Developing makeup course program materials that competitors do not yet have, for example: skin match foundation class, mature skin makeup class, facelift makeup for mature class, color theory class for advanced, character building class, attitude and recognizing client segments and markets, tips and tricks class, mastering social media algorithms for makeup artists, class Groom Makeup for Beginner, Eyebrow Guide Class, and Eyelash Guide for Pro Class.
- 3) Determine the diversification of service services according to customer needs, especially in Bogor City and Jakarta City. In Bogor City, which incidentally the market segment is graduation and wedding clients, Erial can collaborate on makeup, photo, and attire packages with designer and photographer vendors. In Jakarta, Erialsr can form a makeup team consisting of students whose domicile is not far from Jakarta and register as a makeup artist vendor for fashion shows.
- 4) Make recordings of online makeup class materials, and sell them in softfile form, and register them as IPR. This is so that the makeup class material can be maximized both in terms of detailed material explanation and visual presentation using qualified studio equipment, and Erialsr does not need to always repeat the same material and explanation every month. Customers can buy existing recordings but cannot be pirated or distributed without permission because the existing video recordings are legal. This is in line with the steps to maintain Erialsr Makeup Artist's core competencies, namely distinctive makeup techniques and having a diverse course program.
- 5) Enroll makeup artists in management to take professional certification, in order to obtain legal certainty in carrying out its business activities, especially services and teaching. Certification shows credibility and legal recognition by the state for the competence possessed.

CONCLUSION

The core competencies possessed by Erialsr Management are having the characteristics of makeup techniques, having a diverse makeup course program, having high brand awareness on social media, and having the ability to create a trend. Based on the results of the IFE Matrix, internal key factors in the form of (6) strengths and (6) weaknesses and external key factors in the form of (5) opportunities and (5) threats, are obtained. In the IE matrix, Erialsr's management position is in quadrant I, namely Grow and Build.

Market penetration, product development, and market development strategies that can be carried out by the management of Erialsr Makeup Artist include making a PT, diversifying online makeup course programs that can reach various market segments in various cities in Indonesia, diversifying offline makeup course program materials that have not yet appeared on the market, registering HAKI for products owned, and obtaining professional certification to increase customer confidence in services and teaching.

Based on the results of this study, the advice given to the management of Erialsr Makeup Artist is to implement the strategies that have been generated from this study and evaluate their effect on the performance of Erialsr Makeup Artist. And the management team of Erialsr Makeup Artist can analyze makeup trends and characters that have not yet appeared in Indonesia or common abroad to be adopted to Indonesia by adjusting the character of Indonesian consumers and analyzing the role of algorithms on social media on the internet as the main pace for promotion. In the next study, it is expected to be able to analyze factors that can affect consumer satisfaction and loyalty to the use of makeup artist services.

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