

STRATEGY OF THE DEPARTMENT OF CULTURE AND TOURISM BOJONEGORO IN INCREASING CREATIVE INDUSTRY IN GEN-Z

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ABSTRACT

This study aims to analyze the strategies used by the Bojonegoro Regency Culture and Tourism Office to increase the interest and participation of Generation Z in the creative industry. This research method uses qualitative descriptive research. Data collection techniques consist of primary data sources and secondary data. Primary data is obtained through interviews and observations, while secondary data is obtained through documentation studies. This study uses purposive sampling techniques to identify informants. Data validity techniques use source triangulation techniques. The results of this study indicate that the Bojonegoro Regency Culture and Tourism Office has empowered the younger generation through training programs, art festivals, and competitions. However, better policies and continued support are needed to address the key issues of Generation Z's interest in the creative industry. This study found that the Bojonegoro Regency Culture and Tourism Office can increase Generation Z's involvement in the creative industry by utilizing local cultural potential and providing access to technology. So, the Bojonegoro Regency Culture and Tourism Office can increase Generation Z's participation in the creative industry and help sustainable local economic growth by implementing a comprehensive strategy and gaining support from the government and local communities.

Keywords: *Strategy; Creative Industry; Gen-Z*

INTRODUCTION

The creative industry has become a very dynamic sector in the global economy. The creative industry is a key element in driving the growth of the creative economy sector which makes a positive contribution to the lives of society and the country (Nuraini & Nasri, 2017). The creative industry in Indonesia has a significant contribution to economic growth (Mulyana, 2015). Gen Z, which is known to have wide access to technology and information, has great potential in the creative industry. However, their interest in the industry is still low.

The creative industry, especially in today's digital era, has developed into a very important component of the economy. The creative industry has great potential to drive local economic growth and increase employment opportunities in Indonesia, including Bojonegoro. As one of the regencies in East Java, Bojonegoro has quite a large potential

for the development of the creative industry. With its rich culture, art, and abundant natural resources, Bojonegoro can be used as a center for the creative industry that is attractive to Gen Z.

Law Number 24 of 2019 concerning the Creative Economy, was formed to provide a basis for legal certainty to the Government and Regional Governments in creating and developing a creative economic ecosystem. The regional government, especially the Bojonegoro Culture and Tourism Office, has an important role in overcoming challenges in the development of the creative industry. By understanding what Gen Z is interested in, the right strategy can be developed to help them participate in this industry. Support from the central and regional governments through clear policies is also very much needed to support the development of the creative industry.

The creative industry is a business sector that focuses on the creation and innovation of the community (Fatmasari & Irmayana, 2023). Currently, this sector has great potential to be developed because Indonesia has a wealth of culture and traditions that can be a source of inspiration for creativity (Widodo et al., 2022). In addition to providing economic contributions, this sector plays an important role in strengthening cultural identity and increasing competitiveness. Along with advances in technology and digitalization, the creative industry is experiencing changes that allow industry players to reach a wider market and develop innovative products and services.

Previously, researchers have found out about previous research related to this topic. First, research by (Agus Wahyudi et al., 2024), this study proposes a development strategy that includes identifying superior subsectors, increasing competitiveness and innovation, and targeted government policies and support. Second, research from the (Santosa et al., 2020), this study uses a SWOT analysis. The results of the study show that there are aspects of strength, namely local resources are very supportive, the basis of national cultural/ethnic wealth, production facilities and infrastructure are available. Third, research from (Kartika et al., 2022), this study explains that the development of the creative economy cannot be separated from the younger generation as a warehouse of creativity. The more young people are involved in the world of entrepreneurship, the more productivity is produced. The SWOT analysis conducted resulted in young entrepreneur development activities in the creative economy based on the progress of the times through training, development, and capitalization programs. Fourth, research from (Yasniasari, 2015) prove that the strategy implemented by the Department of Industry and Trade with several programs and activities in developing the creative industry in the marble craft sector is a collaboration carried out with the collaboration of three actors, namely the government, business actors, and the community.

Gen-Z is a generation that is closely related to technology because they grew up with technological advances and have easier internet access than previous generations (Gao, 2024). However, there are problems faced especially among Gen-Z, which is the age group born from 1997 to 2012 (Subhaktiyasa, 2023). The main problems faced are the low interest and participation of Gen Z in the creative industry and the skills gap. They are less enthusiastic about getting involved in the creative industry which is considered a traditional activity. In addition, there is a significant skills gap, many Gen Z feel unprepared to explore their potential in this field.

According to Geoff Mulgan, "Public strategy is the systematic use of public resources and powers, by public agencies, to achieve public goods". The strategy presented by Geoff Mulgan emphasizes more on the approach aimed at policy-making organizations, especially the government (Mulgan, 2009). Geoff Mulgan describes the strategy into five indicators, namely: Purposes, Environment, Direction, Action, and Learning. This is the background for researchers to use the theory and indicators put forward by Geoff Mulgan, where from the theory and the five indicators above, it has an approach in the field of politics and government that is useful for designing and implementing strategies in public service. Researchers chose to use this strategy theory to analyze in this study to answer research questions related to what strategies can be carried out by the Bojonegoro Culture and Tourism Office to increase Gen Z's interest and participation in the creative industry. Researchers analyzed to find research novelty (novelty) using Vos viewer software.

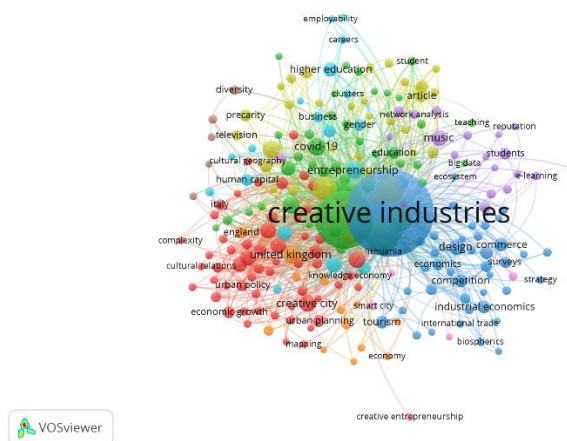


Figure 1. Network Visualization
Source: VosViewer, 2024

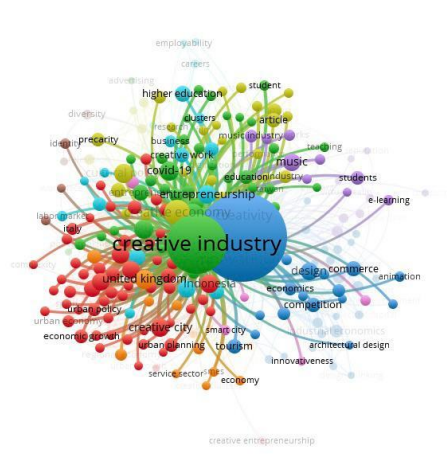


Figure 2. Strength of keyword network “creative industry, generation-z, strategy” by Scopus Database
Source: VosViewer, 2024

Based on Figure 2 above shows the results of network visualization, where the network shows that the keywords "creative industry" have no network with the keywords "generation-z" and "strategy". In fact, the keyword has not shown the emergence or absence of nodes (circles) that display the keyword. This could indicate the novelty of the research because the keywords used by researchers today have never been used or connected to previous research. Researchers have explored the fact that Gen Z lacks interest and participation in the creative industry, this is an interesting research topic to study, because it provides insight to industry players. The researcher is interested in conducting this study with strategy theory Geoff Mulgan to see how the strategy used by the Bojonegoro Culture and Tourism Office increased Gen Z's interest in the creative industry.

RESEARCH METHOD

This type of research is qualitative descriptive research. Qualitative research is a research method based on the philosophy of postpositivism which is usually used to research in natural objective conditions where researchers act as key instruments (Creswell, 2014; Sugiyono, 2019). This study chose to use a qualitative method because this research procedure will produce descriptive data in the form of written words according to the focus or social phenomena and participant perceptions (Moleong, 2017). This type of research is a case study, researchers focus on a particular context, namely Bojonegoro Regency, and analyze the strategies implemented in detail. Researchers chose this research location because Bojonegoro Regency has a fairly large Gen Z population, which is an important asset for the development of the creative industry.

The focus of the study uses the strategy theory according to Geoff Mulgan, which is described into five indicators, namely: Purposes, Environment, Direction, Action, and Learning. Data collection techniques consist of primary data sources and secondary data. Primary data is obtained through interviews and observations, while secondary data is obtained through documentation studies. This study uses a purposive sampling technique to identify informants. The purposive sampling technique is a technique for selecting informants or sources selectively based on the specific objectives of the study (Pria et al., 2024). The sample selection criteria are:

1. The informant was part of the Bojonegoro Regency government
2. Informants have resources and knowledge regarding the creative industry.

The profile of each research informant is shown in the following table:

Table 1. Research Informant Profile

Group	Definition	Stakeholder
Government	The party that manages the creative industry in Bojonegoro	1. Department of Culture and Tourism of Bojonegoro Regency
Public	Parties involved in the creative industry	1. Creative industry players 2. Generation Z

Source: Empirical data processed by researchers, 2024

Based on the table above, the number of people who will be informants in this study is 5 people. In this study, the data validity technique uses the source triangulation technique, data was collected from interviews with the Bojonegoro Regency Culture and Tourism Office, creative industry players, and Gen Z by comparing the results from various sources. The data analysis method uses the Miles and Huberman Model data analysis (Huberman, 2015), namely data analysis techniques consisting of data reduction, data presentation, and drawing conclusions or verification.

RESULT AND DISCUSSION

Creative Industry in Bojonegoro Regency

The creative industry is a key element in driving the growth of the creative economy sector which provides positive contributions to the lives of society and the country. The creative industry in Bojonegoro shows significant development, driven by the richness of culture and abundant local potential. The results of the study show that various types of creative industries receive attention from the community and government. This shows an awareness of the importance of the creative sector in the regional economy, as well as its contribution to the preservation of local culture. The Bojonegoro Regency Culture and Tourism Office plays an active role in supporting the development of this sector through organizing training, workshops, and art festivals aimed at improving the creative industry. These programs not only provide knowledge but also encourage creativity and innovation among business actors.

Table 2. Data on Creative Industry Subsectors of the Culture and Tourism Office of Bojonegoro Regency

No.	Subsector	Amount
1	Apps & Games Developer	21
2	Architecture	2
3	Interior Design	8
4	Visual communication design	6
5	Product Design	3
6	Fashion	159
7	Films, Animations and Videos	1
8	Photography	1
9	Craft	192
10	Culinary	382
11	Music	23
12	Publishing and Printing	2
13	Advertising	2
14	Performing Arts	302
15	Art	55
16	Television and Radio	4
Total		1.163

Source: Department of Culture and Tourism, Bojonegoro Regency

Strategy of the Bojonegoro Regency Culture and Tourism Office in Increasing the Creative Industry for Gen Z

Geoff Mulgan identifies five strategies as systems that organize existing power and resources through organizations for public interest purposes. Geoff Mulgan describes them into five indicators, namely:

a. Purposes

A goal requires a mission and the ability to implement and apply it. Government policies and programs must have clear goals because, with goals, activities will be directed and concentrated on one target goal. Based on the results of interviews with the Department of Culture and Tourism, it was stated that:

"The Bojonegoro Regency Culture and Tourism Office in developing the creative industry for Generation Z through training programs, art festivals, competitions within or outside the region, and facilitating the creation of intellectual property rights. To identify talents, the office conducts surveys and workshops involving local communities. Support is provided in the form of training and access to digital platforms to promote products."

Based on the statement, it shows that the Bojonegoro Culture and Tourism Office has the goal of developing local cultural and tourism potential as a means to support the creativity of Generation Z. By focusing on empowering the younger generation, they want to ensure that Generation Z not only knows local culture but is

also actively involved in preserving it through various creative activities. Other statements related to the development of the creative industry in Generation z are also supported by creative industry players:

"Disbudpar encourages Generation z in the creative industry through several programs that facilitate skills development and provide exhibition facilities. In identifying talents and abilities I began to explore various creative fields such as handicrafts. Disbudpar is very supportive of this process by providing training and also building networks."

Based on the two statements above, the Bojonegoro Regency Culture and Tourism Office aims to empower Generation Z in the creative industry through programs designed to identify and develop their talents. Disbudpar wants to create a young generation that is not only creative but also ready to compete in the market. Then, based on 2 opinions related to the development of the creative industry in Generation Z, it is also strengthened by the statement of Generation z:

"Maybe the cultural and tourism office can focus on developing and utilizing local cultural and tourism potential to support the creativity of Gen Z. Such as holding training, cultural events, festivals, technology, and music, which will later involve Gen Z or the office can collaborate between Gen Z and the local creative industry. So that Gen Z can gain broader insights and relationships for career opportunities."

The Bojonegoro Culture and Tourism Office aims to develop local cultural and tourism potential as a means to encourage the creativity of Generation Z. They want to ensure that the younger generation not only knows, but also preserves local culture while honing their creative skills.

b. Environment

One of the environmental indicators can be measured by changes in the surrounding environment. The external situation that affects the creative industry in Bojonegoro shows changes in social, economic, and technological developments. Based on the results of interviews with the Department of Culture and Tourism, it was stated that:

"Significant changes in Bojonegoro, such as infrastructure and tourism development, have had a positive impact on the local economy and creative industry, especially for Generation Z. The agency responded by holding training programs and arts festivals."

Based on the statement, shows that the environment created by the Department of Culture and Tourism is very supportive for Generation Z to explore. The organization of festivals, training, and collaboration with the creative industry creates a space where the younger generation can interact, learn, and express themselves. This environment is not only safe but also inspiring, encouraging innovation and creativity. Other statements are also supported by creative industry players:

"With the development of technology, generation Z chooses to market products online, utilizing digital platforms to sell products. To adapt to this change, I attended training organized by the department to understand how to market my products."

Based on the two statements above, the environment built by the Bojonegoro Regency Culture and Tourism Office is very supportive of creativity. They create a safe and inspiring place for Generation Z to collaborate and experiment with new ideas. The exhibition organized by Disbudpar also provides an opportunity for creative actors to showcase their work to the wider community, thus building a community that supports each other. Then, based on the 2 opinions, it is also strengthened by the statement of Generation z:

"What I observe, is significant changes can affect the creative industry in Bojonegoro for Generation Z, including increased access to technology and social media, which opens up opportunities for the younger generation to be more creative, as well as the development of the tourism sector which can be an inspiration and opportunity for them."

The environment created by the Bojonegoro Regency Culture and Tourism Office is very supportive for Generation Z to explore. By organizing festivals and collaborating with various creative industries, they create a safe and inspiring space for the younger generation to interact, innovate, and express themselves.

c. Direction

Direction means directing all employees to work together and work effectively to achieve organizational goals. When viewed based on the direction aspect, the local government policy regarding the creative industry in Bojonegoro Regency can be said to be quite good. This can be seen from the strategy of the Bojonegoro Regency Culture and Tourism Office in improving the creative industry in generation z. The Bojonegoro Regency Government provides supporting facilities for each activity. Based on the results of interviews with the Culture and Tourism Office, it was stated that:

"The agency coordinates through regular meetings to share information, discuss challenges, and design creative industry development strategies. The challenge is the difference in interests and expectations among generation z. The agency provides a social media communication platform and an official website to convey the programs held."

Based on the statement, it shows that the Department of Culture and Tourism provides clear direction to help Generation Z identify their talents. Through training programs and competitions, they provide information on various fields such as art, design, and music. This direction is important so that Generation Z understands the skills needed to succeed in the creative industry and can make the right decisions in their self-development. Other statements are also supported by creative industry players:

"One of them is by holding a forum or meeting and discussing the challenges faced. I received information from the agency through meetings, when I received an invitation to a meeting or exhibition socialization seminar."

Based on the two statements above, the Bojonegoro Regency Culture and Tourism Office functions as a director who guides to generation Z in facing various challenges in the creative industry. They help the younger generation understand how to manage production, market products, and adapt to ever-changing market trends. This direction is important to prepare them to face competition in the creative world. Then, based on the 2 opinions, it is also strengthened by the statement of generation z:

"I usually get information from the Department of Culture and Tourism through social media, the official website, or through announcements at events they hold."

The Department of Culture and Tourism provides clear guidance on how Generation Z can identify their talents. Through training programs and competitions, they help young people understand the skills needed in the fields of art, design, and music. This guidance is important to prepare them for the challenges in the creative industry.

d. Action

Policy actions are very important and must be taken immediately if there are conditions that require serious handling. This action will certainly affect the conditions and results, so as much as possible the actions taken must benefit the recipient of the action. Actions taken by the Bojonegoro Regency Culture and Tourism Office include organizing various training programs, and competitions within or outside the region, and facilitating the creation of intellectual property rights. Based on the results of interviews with the Culture and Tourism Office, it was stated that:

"External factors that influence are technological changes, economic conditions, and market demands, especially among generation z. The agency responds to changes by holding training programs to improve skills. The agency's decision-making involves input from industry players."

Based on the statement, shows that the real actions taken by the Department of Culture and Tourism include organizing training, festivals, and competitions that are relevant to the creative industry. They also utilize technology and social media to provide information about events and training, so that Generation Z can access existing opportunities more easily. These actions help increase the involvement of the younger generation in various creative activities. Other statements are also supported by creative industry players:

"Generation Z is very connected to technology and social media. This encourages us to be more creative in creating products. In the decision-making process,

the office becomes a director and facilitator. They gather industry players to discuss needs and challenges."

Based on the two statements above, the actions taken by the Bojonegoro Regency Culture and Tourism Office include organizing training that focuses on the use of digital technology. Generation Z is taught how to market products online, and utilize social media, and e-commerce platforms. The Culture and Tourism Office also organizes exhibitions as a means of promoting creative products produced by the younger generation. Then, based on the 2 opinions, it is also strengthened by the statement of generation z:

"When making decisions in the creative industry, I usually consider my interests and abilities, the market potential, and the impact it can have on the local community or culture. I also look for opportunities to learn and develop further in the field."

Concrete actions taken by the Department of Culture and Tourism include organizing training, festivals, and competitions. They also use technology and social media to reach out to Generation Z, provide information about events and training, and help them market their products online.

e. Learning

Learning is a process assisted by teachers to acquire knowledge, skills, and habits as well as the formation of student attitudes and beliefs. Learning aspect, namely by identifying the obstacles experienced. Based on the results of interviews with the Department of Culture and Tourism, it was stated that:

"The agency identified the needs of creative industry players among generation z through workshops and discussions to understand the skills needed. After that, the agency designed relevant learning programs such as digital and art skills training."

Based on the statement, it shows that learning is a key component in all programs held. The Department of Culture and Tourism encourages Generation Z to continue learning and following the latest trends in the creative industry. They provide resources and information through social media, official websites, and announcements so that the younger generation can access the knowledge needed to develop their skills and competitiveness. Other statements are also supported by creative industry players:

"I started to evaluate the growing trends, I noticed that digital skills such as online marketing are becoming more important because Generation Z is very connected to digital platforms. The office actively communicates with us, and holds forums so that we can express our obstacles and expectations."

Based on the two statements above, learning is an important thing in the Disbudpar program. Through training, generation Z not only learns technical skills but also the importance of innovation and adaptation. They are encouraged to continue learning and exploring various aspects of the creative industry so that they can face the

changes and challenges that arise. Then, based on the 2 opinions, it is also strengthened by the statement of generation z:

"I identify learning or skills needs by looking at the latest trends in the creative industry, as well as areas that interest me. The Department of Culture and Tourism can help by providing information about training, seminars, or events that are relevant to the creative industry."

The learning process is at the heart of all programs held. The Department of Culture and Tourism encourages Generation Z to continue learning and following the latest trends in the creative industry. They provide resources and information through social media and official websites so that the younger generation can gain the knowledge needed to thrive.

The Bojonegoro Regency Culture and Tourism Office shows a strong commitment to empowering Generation Z through a comprehensive approach to creative industry development based on five indicators proposed by Geoff Mulgan: objectives, environment, direction, action, and learning. First, the focus is on the objectives of the programs run by the Bojonegoro Regency Culture and Tourism Office. In an interview with the Office, they stated that their main goal is to develop local cultural and tourism potential as a means to support the creativity of Generation Z. Training programs, art festivals, and competitions both within and outside the region are designed to identify and develop the talents of the younger generation. This is in line with research (Rochani, 2017), which shows that setting clear objectives in creative industry development programs can increase the participation of the younger generation and strengthen local cultural identity. Thus, the Bojonegoro Regency Culture and Tourism Office not only focuses on preserving culture but also on developing practical skills that are relevant to market needs.

In addition, the growth of the creative industry is greatly assisted by environmental factors, the Bojonegoro Regency Culture and Tourism Office provides an inspiring environment for Generation Z to work together and try new things. The younger generation can interact with others in the creative industry through festivals and training. Research by (Christian Patetu et al., 2019) found that a supportive environment can encourage young people to be creative and innovative. In Bojonegoro, social, and economic changes, and technological advances allow generation Z to be more innovative in marketing their products via the Internet. This shows the importance of adapting to changes in the external environment to take advantage of existing opportunities.

In the strategy of the Bojonegoro Regency Culture and Tourism Office, the direction aspect is also very important. In the interview results, the office stated that they coordinate through regular meetings to share information and discuss problems

faced by generation Z. They also said that they communicate through social media and official websites to promote their programs. This is in line with research (Ummah, 2019), which emphasizes that local governments must provide clear direction to the younger generation to understand the skills needed to succeed in the creative industry. The Bojonegoro Regency Culture and Tourism Office acts as a director for generation Z and helps them deal with various problems, such as differences in their interests and expectations.

Among the concrete actions taken by the Bojonegoro Regency Culture and Tourism Office are facilitating the creation of intellectual property rights (IPR), as well as holding training and competition programs. In the interview results, the office stated that they acted in response to technological changes and market demands by holding programs for generation Z. This action is in line with research (Hasanah et al., 2023), which shows that adaptation to new technologies is the key to success in the creative industry. By utilizing social media and other digital platforms, the Bojonegoro Regency Culture and Tourism Office helps the younger generation gain easier access to information about events and training. In addition, they market their merchandise online.

All programs run by the Bojonegoro Regency Culture and Tourism Office are centered on learning as the final element. Through workshops and discussions, the Bojonegoro Regency Culture and Tourism Office encourages Generation Z to follow the latest creative industry trends. In the results of interviews with the office, it was stated that they work with local communities to find the needs of creative industry players. Continuous learning is essential to increase competitiveness in the global market, according to research conducted by (Jaya et al., 2023). The Bojonegoro Regency Culture and Tourism Office ensures that the younger generation gains the knowledge needed to thrive in the creative industry by providing information resources through the official website and social media.

To improve the creative industry in generation Z, the Bojonegoro Regency Culture and Tourism Office uses a comprehensive approach through clear goal setting, an inspiring environment, effective direction, real action, and a continuous learning process. Considering other research findings, it can be concluded that this approach relies heavily on cooperation between local governments and local communities, as well as adaptation to technological advances.

Table 3. Results of the Condensation of the Strategy of the Culture and Tourism Office of Bojonegoro Regency

Purposes	<ol style="list-style-type: none">1. The aim of the Bojonegoro Regency Culture and Tourism Office is to encourage Gen Z with training programs, arts festivals, and competitions.2. Focus on supporting the creativity of the younger generation by developing local cultural and tourism potential.
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Environment	<ol style="list-style-type: none"> 1. By holding festivals, providing training, and collaborating with the creative industry, the environment being built supports Gen Z to explore and create. 2. Gen Z has the opportunity to innovate and sell goods online due to social, economic, and technological changes in Bojonegoro.
Direction	<ol style="list-style-type: none"> 1. Through regular meetings, the Bojonegoro Regency Culture and Tourism Office provides clear direction to share information and discuss problems. 2. Delivering existing programs through communication platforms via official websites and social media.
Action	<ol style="list-style-type: none"> 1. Concrete actions include the provision of training, competitions and intellectual property rights (IPR) services. 2. Leveraging training programs to enhance Gen Z's skills to respond to technological changes.
Learning	<ol style="list-style-type: none"> 1. Gen Z is encouraged to continue learning through discussion workshops, which makes learning an important component. 2. Recognizing the needs of creative industry players and creating appropriate learning programs.

Source: Data processed by researchers, 2024

CONCLUSION

This study reveals that the creative industry in Bojonegoro Regency has great potential to grow, but faces challenges in attracting the interest of Generation Z. Therefore, a comprehensive strategy is needed from the Bojonegoro Regency Culture and Tourism Office to increase the participation of Generation Z. Based on the five indicators set by Geoff Mulgan, the Bojonegoro Regency Culture and Tourism Office is implementing a comprehensive strategy to develop the creative industry for Generation Z. These programs first aim to facilitate the creation of Intellectual Property Rights (IPR) and empower the younger generation through training, art festivals, and competitions within and outside the region.

To support the creativity of generation Z and help them preserve local culture, the government is committed to developing local tourism and cultural potential. Second, in terms of the environment, the implementation provides a safe and inspiring environment where the younger generation can work together and try new things, driven by technological advances and positive social change. Third, generation Z gets clear direction through training programs and competitions that help them understand the skills needed to succeed in the creative industry. Fourth, concrete actions are taken to reach the younger generation by utilizing digital technology and organizing training programs that are by market needs. Finally, the element of learning is important in every program. The office encourages generation Z to follow the latest trends in the creative industry. Regular evaluations need to be carried out so that the program can be adjusted to the needs and expectations of the younger generation. It is hoped that these actions will help the sustainable growth of the local economy and increase Gen Z's interest and participation in the creative industry.

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