

Collaborative Business Model Innovation: A Case Study of Indonesia's Muslim Fashion Creative Economy Ecosystem

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Abstract

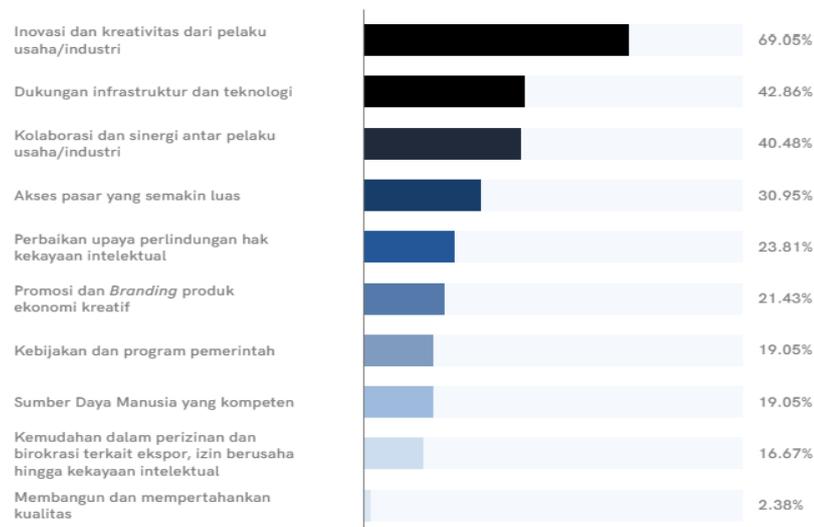
The creative economy sector in Indonesia, particularly the Muslim fashion industry, has shown significant potential for growth and innovation through the adoption of collaborative business models. This research aims to explore and analyze collaborative business model innovations in the Muslim fashion creative economy ecosystem in Indonesia, focusing on the factors that support its success as well as the challenges faced. Entrepreneurial ecosystems involving governments, higher education institutions, and professional infrastructure play an important role in driving digitalization and innovation among MSMEs, which in turn promotes sustainability. A business incubation model involving mentors and a structured curriculum has proven effective in enhancing product innovation and marketing among creative entrepreneurs. A case study in Bandung, known for its vibrant creative economy, shows how collaborative governance involving multiple stakeholders can drive economic growth and competitiveness. The results of this study also discovered the importance of blue ocean strategies and collaborative economies, which emphasize sharing resources and knowledge, as well as the integration of digital platforms that combine market models and crowdfunding, to increase market access and meet consumer needs.

Keywords: Creative Economy, Collaborative Business Model, Muslim Fashion

Introduction

In recent years, the creative economy has become an important sector in driving economic growth in Indonesia, especially in the rapidly growing Muslim fashion industry. Collaborative business model innovation is one of the key factors that can accelerate the development of this ecosystem. A collaborative business model allows various parties, including designers, manufacturers, marketers, and consumers, to work together to create innovative and high-quality products. This collaboration not only increases production efficiency and effectiveness, but also expands market reach and strengthens competitiveness at national and international levels.

Figure 1. Main Factors Influencing Creative Economy Growth in 2023-2024



However, despite its great potential, the implementation of collaborative business models in the Muslim fashion industry in Indonesia still faces various challenges, such as lack of synergy between stakeholders, limited access to technology, and obstacles in integrating creativity with sustainable business strategies. Therefore, this study aims to explore and analyze collaborative business model innovations in the Muslim fashion creative economy ecosystem in Indonesia, with the hope of providing deeper insights and practical recommendations to maximize the potential of this sector.

The creative economy sector in Indonesia, particularly in the Muslim fashion industry, has shown significant potential for growth and innovation through collaborative business models. The entrepreneurial ecosystem, which includes government, higher education institutions, and professional infrastructure, plays an important role in enhancing digitalization and innovation among MSMEs, thereby promoting sustainability (Ben Hassen & Tremblay, 2019). The business incubation model, which involves mentors and a structured curriculum, has been effective in fostering product and marketing innovation among creative entrepreneurs (Londar et al., 2020). For example, the city of Bandung, known for its dynamic creative economy, utilizes collaborative governance involving multiple stakeholders to drive economic growth and competitiveness in various sectors, including fashion.

The resilience of MSMEs in the creative economy can be strengthened by adopting strategies such as the blue ocean strategy, which focuses on creating new market space rather than competing in saturated markets (Jurene & Jureniene,

2017). In addition, the collaborative economy, which emphasizes sharing resources and knowledge, aligned with the principles of social capital and trust, is essential to the success of innovative business models (Schiray et al., 2017). The integration of digital platforms, combining market models and crowdfunding, can meet consumer needs and increase market access for creative products, including Muslim fashion (Pereira dos Santos et al., 2022). Furthermore, creative economic developments, such as turning hyacinths into marketable handicrafts, show the potential for economic improvement and are aligned with the principles of Islamic economics, which can be applied to the Muslim fashion industry

The research also identifies key factors that support the success of collaborative business models and overcome barriers. In the context of the Muslim fashion industry, innovation and collaboration are essential given the dynamic market characteristics and increasingly high consumer demands for products that are not only aesthetically pleasing but also functional and in accordance with religious values. Through a case study approach, this research will highlight the best practices of several Muslim fashion companies that have successfully implemented collaborative business models. The research includes an in-depth analysis of how these companies build partnerships, integrate digital technologies, and create added value through collaboration with various stakeholders. In addition, this study will evaluate the impact of collaborative business model innovation on company performance, consumer satisfaction, and the sustainability of the creative economy ecosystem

Method

This research uses qualitative methods with a case study approach to deeply understand collaborative business model innovations in the Muslim fashion creative economy ecosystem in Indonesia. The case study approach was chosen because it allows in-depth and comprehensive exploration of complex phenomena in real contexts. The focus of this research is on the Muslim fashion creative economy ecosystem in Indonesia, with a major case study in the city of Bandung, known for its strong and innovative creative economy dynamics. The subjects of the study include a wide range of stakeholders in the Muslim fashion industry, including MSME entrepreneurs, designers, manufacturers, marketers, as well as representatives from government and higher education institutions.

Data collection techniques used include in-depth interviews, participatory observation, and documentation. Semi-structured interviews will be conducted with key stakeholders to explore their experiences, views, and strategies in implementing collaborative business models. In addition, interviews with

representatives of governments and higher education institutions will help understand their role in supporting the creative economy ecosystem and collaborative business model innovation. Direct observations will be made on daily activities in several MSMEs and creative communities in Bandung to gain a deep understanding of the collaboration and innovation process that occurs. Observations will also be made at business incubation events or programs involving mentors and a structured curriculum. In addition, researchers will collect various related documents, such as annual reports, publications, news articles, and marketing materials from MSMEs that become case studies, as well as documentation from government programs and higher education institutions that support the creative economy.

The collected data will be analyzed using thematic analysis techniques, which include steps of data transcription, data coding, theme categorization, and thematic analysis to interpret the data in the context of research by linking existing findings with relevant literature and theory. To ensure the validity and reliability of the research, data triangulation with various data sources (interviews, observations, and documentation) will be used, member checking for verification of findings with research subjects, and audit trails to ensure transparency of the research process. Using qualitative methods and case study approaches, this research is expected to provide in-depth insights into collaborative business model innovations in the Muslim fashion creative economy ecosystem in Indonesia, as well as provide practical recommendations for the development of more effective and innovative collaborative strategies.

Results

4.1 1. CREATIVE ECONOMY ECOSYSTEM AND MUSLIM FASHION INDUSTRY IN INDONESIA

Creative economy has become one of the sectors that has received special attention in Indonesia because of its great potential in driving economic growth and creating jobs (Fernandez-Pol & Harvie, 2020; Ikpe et al., 2024). The sector encompasses various areas of industry based on the creativity, skills, and talents of individuals who contribute to economic well-being through the creation and exploitation of inventiveness and innovation (Pyykkönen & Stavrum, 2018). In Indonesia, the creative economy includes subsectors such as performing arts, music, film, animation, culinary, fashion, and more, all of which contribute significantly to the national Gross Domestic Product (GDP).

Since the early 2000s, the Indonesian government has begun to realize the importance of the creative economy as a source of sustainable economic growth. The establishment of the Creative Economy Agency (Bekraf) in 2015 became an

important milestone in the development of this sector (de Figueiredo et al., 2019; Wattanacharoensil & Schuckert, 2016). Bekraf is tasked with coordinating various initiatives and policies to support creative industries throughout Indonesia. This includes providing training, financial support, and infrastructure for creative economy actors. The creative economy sector in Indonesia continues to show impressive growth. According to the Bekraf report, the contribution of the creative economy to GDP reached around 7.44% in 2019, with the fashion, culinary, and craft subsectors as the largest contributors. The industry also creates millions of jobs, most of which come from micro, small, and medium enterprises (MSMEs).

The Muslim fashion industry in Indonesia has experienced rapid growth in recent decades (Bianchi, 2016; O'Dair & Owen, 2019). Indonesia, with the world's largest Muslim population, has a vast and diverse market for Muslim fashion. Cultural, religious, and global fashion trends influence the development of this industry. Here are some key aspects that explain the development of the Muslim fashion industry in Indonesia, the Muslim fashion industry in Indonesia began to get great attention since the 1990s, when Muslim clothing began to be widely worn by the wider community, not only for religious events but also for daily activities (Grodach et al., 2017). Since then, the demand for Muslim fashion has continued to grow, prompting the emergence of many local designers and brands focusing on this segment.

In the early 2000s, Muslim fashion trends strengthened with the presence of various exhibitions and fashion shows featuring Muslim fashion collections. This is followed by the growth of social media and e-commerce which opens wider market access for industry players. The Muslim fashion industry in Indonesia is known for its innovation and creativity (Cockshut et al., 2020; Muzzio et al., 2023). Indonesian designers are able to combine traditional elements with modern styles, creating a wide variety of Muslim clothing that not only meets aspects of *syar'i* (in accordance with Islamic dress codes), but is also fashionable and in accordance with global fashion trends (Franco et al., 2018). Technology also plays an important role in the innovation of Muslim fashion products. The use of new materials, efficient production techniques, and innovative designs are constantly being developed to meet the growing market demand. In addition, digitalization in marketing and sales through e-commerce platforms has had a significant impact on the growth of this industry.

The marketing and distribution strategy of Muslim fashion products has undergone a major transformation with the internet and social media. E-commerce platforms such as Tokopedia, Shopee, and Zalora have become important channels for Muslim fashion entrepreneurs to reach consumers throughout Indonesia and even to international markets (Tkachenko et al., 2021). Social media like Instagram, Facebook, and TikTok also play a big role in building brands and increasing sales. Influencers and celebrities who wear Muslim clothing are often trendsetters who can influence the style of dress of the wider community (Sjölander-Lindqvist et al., 2020). The Indonesian government has provided

significant support to the development of the Muslim fashion industry (Korobaničová, 2016). Through the Creative Economy Agency (Bekraf), the government provides various training, financing, and exhibition programs to promote Indonesian Muslim fashion products in the global market.

In addition, collaboration between industry players is also being strengthened. Many designers are working with textile manufacturers, MSME entrepreneurs, and e-commerce platforms to create an ecosystem that supports the growth of this industry. The collaborative business model is one of the important strategies in overcoming various challenges such as limited capital, market access, and product innovation. The Muslim fashion industry in Indonesia has great potential to continue to grow and develop (Jackson et al., 2018). With the world's largest Muslim population and rich fashion culture, the Muslim fashion market in Indonesia is vast (Petrova et al., 2019). This potential is supported by the combination of traditional styles with modern touches that make Indonesian Muslim fashion in demand not only domestically but also in the global market. Innovations in design and production technology, such as the use of high-quality materials and trendy designs, have increased the appeal of Indonesian Muslim fashion products. In addition, support from the government, educational institutions, and various creative economy initiatives have strengthened this industry.

However, the Muslim fashion industry in Indonesia is also faced with several challenges. Fierce competition, both from local products and from abroad, requires industry players to continue to innovate and maintain product quality (Sutarman et al., 2023). Other challenges include access to broader global markets, complex supply chain management, and sustainability and environmental friendliness. In addition, the industry also needs to address issues such as high production standards, high production costs, and also rapid trend changes in the global fashion world (Hardey, 2019). By understanding these potentials and challenges, the Muslim fashion industry in Indonesia can continue to develop itself by taking advantage of existing opportunities and overcoming the challenges faced. The implementation of collaborative and innovative strategies in business models can be key in strengthening the competitiveness of this industry both at national and international levels.

1. 4.2 2. THE ROLE OF STAKEHOLDERS IN THE CREATIVE ECONOMY ECOSYSTEM

Stakeholders in the creative economy ecosystem have an important role in supporting the growth and sustainability of the industry, including the Muslim fashion industry in Indonesia. Stakeholders, which include MSMEs, designers, producers, marketers, government, and higher education institutions, contribute significantly to creating an environment that supports innovation and collaboration. MSMEs and designers act as prime movers in creating creative and

innovative products that meet the increasingly diverse needs of consumers (Kibuchi et al., 2024). Manufacturers and marketers take an important role in ensuring these products can be produced and marketed effectively. Meanwhile, the government plays a role in creating policies that support the development of creative industries, such as tax incentives, financing, and entrepreneurship training (Baitenizov et al., 2019). Higher education institutions provide the necessary education and training to improve the skills and capacity of creative industry players. Strong collaboration between all these stakeholders will create a sustainable ecosystem and ensure sustainable growth for the creative economy industry, including the Muslim fashion industry in Indonesia.

Close cooperation between stakeholders in the creative economy ecosystem also includes various forms of complementary support. MSMEs and designers not only create products, but also play a role in maintaining the authenticity of traditional Indonesian culture and art in Muslim fashion design (Austin et al., 2018). Manufacturers, on the other hand, bring technical expertise in manufacturing products of good quality and innovative, while marketers work to ensure those products can reach a broad and relevant market. The government, through the Creative Economy Agency (Bekraf) and other policies, provides strategic support to facilitate industrial growth (Dewatmoko & Herwany, 2016). They not only provide fiscal incentives, but also organize promotional events and exhibitions, as well as support incubation initiatives and access to global markets. This provides opportunities for MSMEs and designers to expand their market reach and enhance their business capabilities.

In addition, higher education institutions play a role in supporting this ecosystem by training the next generation of designers, entrepreneurs, and professionals in the creative industries (Wolor et al., 2023). They provide relevant curriculum, training, and business incubation programs to help prepare individuals to enter and succeed in the industry. Effective collaboration between all these stakeholders is key to addressing the various challenges facing the Muslim fashion industry, such as intense global competition, rapidly changing trends, as well as improved access to capital and markets (Townley et al., 2019). By building synergy between all parties involved, the creative economy ecosystem can continue to grow and have a significant positive impact on the Indonesian economy.

Discussion

CASE STUDY: DYNAMICS OF CREATIVE ECONOMY IN BANDUNG CITY

Bandung has been known as one of the dynamic creative economy centers in Indonesia, with a rapidly growing creative industry sector in recent years. The city offers a fertile environment for the growth of the sector, supported by a combination of cultural, educational, technological and infrastructure factors. As one of the cities with a significant population and a wealth of distinctive cultural

arts, Bandung has great potential to become a major catalyst for the creative economy in Indonesia. The growth of the creative economy in Bandung is mainly driven by the fashion, music, fine arts, and design sectors. The fashion industry in Bandung is famous for its wealth of traditional and modern art, which is often combined in innovative designs. The creativity of local designers is often supported by state-of-the-art production facilities and the technical capabilities of local artisans. In addition, Bandung is also a lively place with cultural and artistic activities that allow interaction and exchange of ideas between industry players.

The role of the Bandung city government in supporting the creative economy is also very significant. They not only provide fiscal incentives for the creative industries, but are also active in organizing cultural events and festivals that promote local products. The local government also works with local universities to provide training and education in relevant fields, which helps in developing the skills and capabilities of creative industry players. However, despite its great potential, the creative economy in Bandung is also faced with challenges. One of the key challenges is improving digital infrastructure and addressing the digital divide among industry players. In addition, increasingly fierce global competition and challenges in terms of intellectual property rights protection are also things that need to be overcome.

By taking appropriate steps in harnessing local potential and addressing these challenges, Bandung can continue to be a significant center of creative economic growth in Indonesia. Close collaboration between the government, educational institutions, creative communities, and the private sector will be key to achieving sustainable growth and ensuring that the creative economy in Bandung can develop sustainably and have a broad positive impact on its people. The implementation of collaborative business models in the Muslim fashion industry in Bandung shows great potential to develop a stronger and more sustainable ecosystem. Collaboration between various stakeholders, such as MSMEs, designers, producers, marketers, government, and higher education institutions, is key in strengthening the competitiveness of this industry.

First, MSMEs and designers collaborate in creating unique and highly competitive Muslim fashion products. Designers bring innovation in design that reflects local culture and global trends, while MSMEs bring expertise in product production and distribution. This collaboration allows them to develop products that are not only of high quality but also relevant to the market. Second, manufacturers and marketers play a role in ensuring that these products can be produced and marketed effectively. Manufacturers provide sophisticated and reliable production facilities, while marketers are responsible for devising appropriate marketing strategies to expand market reach. The Bandung local government also has an important role in implementing this collaborative business model. They provide support through fiscal incentives, entrepreneurship training, and facilitate access to markets. These measures not only help reduce costs and increase profits for MSMEs, but also encourage innovation and new product development.

In addition, higher education institutions in Bandung also contribute in providing the necessary training and education for the next generation of designers and entrepreneurs in the Muslim fashion industry. They provide relevant curricula, as well as incubation and mentoring programs to assist creative industry players in expanding their skills and capabilities. This collaboration not only results in better economic growth for Bandung, but also helps strengthen the local cultural identity and supports sustainable social and economic development. By harnessing local potential and overcoming challenges such as global competition and digitalization, the implementation of this collaborative business model in the Muslim fashion industry in Bandung is expected to make a significant contribution to the growth of the creative economy.

2. 4.4. 4. INNOVATION AND DIGITALIZATION IN COLLABORATIVE BUSINESS MODELS

Innovation and digitalization play a crucial role in developing collaborative business models in the Muslim fashion industry in Bandung. The city is not only known for its rich cultural and artistic heritage, but also as a center of creativity that supports the growth of the fashion industry (Anwar et al., 2020). Designers and MSMEs in Bandung utilize innovations in design, materials, and production techniques to create Muslim fashion products that combine traditional values with attractive modern elements. Collaboration between designers and local manufacturers not only produces high-quality products, but also allows the adoption of the latest technologies in the production process (O'Connor et al., 2020). Digitalization plays an important role in expanding market access and increasing brand visibility (Turgel et al., 2022). Creative industry players in Bandung use e-commerce platforms, social media, and other digital technologies to market their products to local and international markets. Online marketing not only helps in increasing sales, but also provides an opportunity to interact directly with consumers and build a strong community around their brand. The Bandung city government also supports digitalization in the Muslim fashion industry by providing access to adequate digital infrastructure and incentives for MSMEs adopting new technologies.

They organize digital training for industry players, as well as support their presence in fashion exhibitions and festivals conducted online and offline. However, the challenges faced in adopting digitalization include the high cost for the necessary technology, as well as the lack of skills in managing e-commerce and digital marketing. To address these challenges, collaboration between governments, educational institutions, and the private sector is key. By harnessing the potential of digitalization and innovation in collaborative business models, the Muslim fashion industry in Bandung can continue to grow and play an important role in Indonesia's creative economy.

CONCLUSION

The creative economy ecosystem, particularly within the Muslim fashion industry in Indonesia, shows significant potential for growth and innovation through collaboration between various stakeholders. Bandung City as a case study shows that collaborative governance involving the government, higher education institutions, and the private sector is able to encourage economic growth and increase industrial competitiveness, especially in fashion. Business incubation strategies involving mentors and structured curricula have proven effective in encouraging product innovation and marketing among MSMEs in the Muslim fashion sector. In addition, the implementation of the blue ocean strategy that focuses on creating new market space also strengthens the resilience of MSMEs in facing competitive market challenges.

A collaborative economy model that emphasizes sharing resources and knowledge has also proven critical in the success of innovative business models in the industry. The integration of digital platforms, such as market models and crowdfunding, has opened up wider market access for creative products, including Muslim fashion, which has a positive impact on the overall growth of the creative economy. In addition, the development of the creative economy by utilizing local resources, such as turning water hyacinths into marketable handicrafts, shows the potential for economic improvement in line with the principles of Islamic economics. This confirms that the Muslim fashion industry in Indonesia is not only developing in terms of commercial, but also paying attention to cultural values and sustainability. Overall, this research shows that through innovative collaborative business models and sustainable creative economy development strategies, the Muslim fashion industry in Indonesia, especially in Bandung City, has great potential to continue to grow and make a significant contribution to the Indonesian economy.

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