

Formation of a creative hub and channeling patterns for creative economy actors in the city of South Tangerang using SWOT

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ABSTRACT

The formation of a Creative Hub and Channeling Pattern for Creative Economy Actors in South Tangerang City is to formulate a form of creative hub and channeling pattern for creative economy actors as a forum for collaboration in a joint commitment effort from both the Government, Stakeholders and Creative Economy Actors to improve the economy in the people of South Tangerang City. This research was carried out using SWOT analysis, namely a strategic planning method used to evaluate strengths, weaknesses, opportunities and threats in a project or business speculation. In the results of the SWOT analysis of the Culinary Sub-Sector SWOT, the Interior Design Sub-Sector SWOT and the Music Sub-Sector SWOT provide several recommendations for the formation of a Creative Hub and Channeling Patterns for Creative Economy Actors, including establishing a culinary core community as a channel for creative hub information, establishing a management training program in design. interior, Establishing a training program for the development of the music sub sector by supporting music promotion in the creative hub.

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1. INTRODUCTION

The economic growth of a region can provide an overview of the development that has been implemented by the government (Kusuma, 2016), especially in the economic sector in the 2016-2020 period, the economic growth trend in South Tangerang City shows an increasing trend, in 2019 it decreased slightly and in 2020 it decreased significantly as a result of the COVID-19 pandemic (Gultom & Utomo, 2022). Successful development can be achieved by using a development paradigm, namely empowerment (Hapsari et al., 2014). One of the empowerment efforts carried out by the South Tangerang City Government is through empowering business actors (Budiyanto & Effendy, 2020; Ermaya & Fahria, 2019). Creative Economy Actors are business sectors that are able to survive multidimensional crises and are the largest contributor to national GDP to date (Ginting et al., 2018; Putra, 2022), therefore empowering creative economy actors is deemed very necessary.

The development of creative economy actors in South Tangerang City requires extra attention from the Government, but this cannot be separated from the seriousness and commitment of the

Business Actors themselves. If an evaluation is carried out on the programs/activities that have been implemented by the Government, it can be said that there is no shortage of efforts that have been prepared by the Government in the context of empowerment and training for creative economy actors in South Tangerang City, but these efforts have not yet shown good results. maximum. One possible cause is that there is not yet optimal coordination between regional officials and stakeholders in increasing the capacity of creative economy actors(Hardiyansyah, 2018; Wuryandani & Meilani, 2013). Apart from that, the South Tangerang City RPJMD 2021 – 2026 mandates the establishment of a Hub and Channeling for Creative Economy Actors as one of the flagship programs of regional heads. So, a study on the formation of hubs and channeling of creative economy actors in accordance with the characteristics of business actors in South Tangerang City is very much needed.

SWOT analysis was first introduced by Albert S. Humphrey who used this technique in the 1960s when he initiated a research project at the Stanford Research Institute.(Suhartini, 2018). Since then, SWOT analysis slowly began to become widely known among the wider community and was slowly used by business people at that time to utilize this analysis method to grow and develop their respective companies. SWOT analysis is very useful for planning something in a project or business(Rangkuti, 1998). In simple terms, we can mean that SWOT analysis is a method of planning a strategy by considering and evaluating 4 main components, namely: Strengths, Weaknesses, Opportunities and Threats(Fatimah, 2016).

The formation of a Creative Hub and Channeling Pattern for Creative Economy Actors in South Tangerang City is to formulate a form of creative hub and channeling pattern for creative economy actors as a forum for collaboration in a joint commitment effort from both the Government, Stakeholders and Creative Economy Actors to improve the economy in the people of South Tangerang City.

2. METHODS

SWOT analysis is a strategic planning method used to evaluate strengths, weaknesses, opportunities and threats that occur in a project or in a business venture, or evaluate one's own product lines or those of competitors.

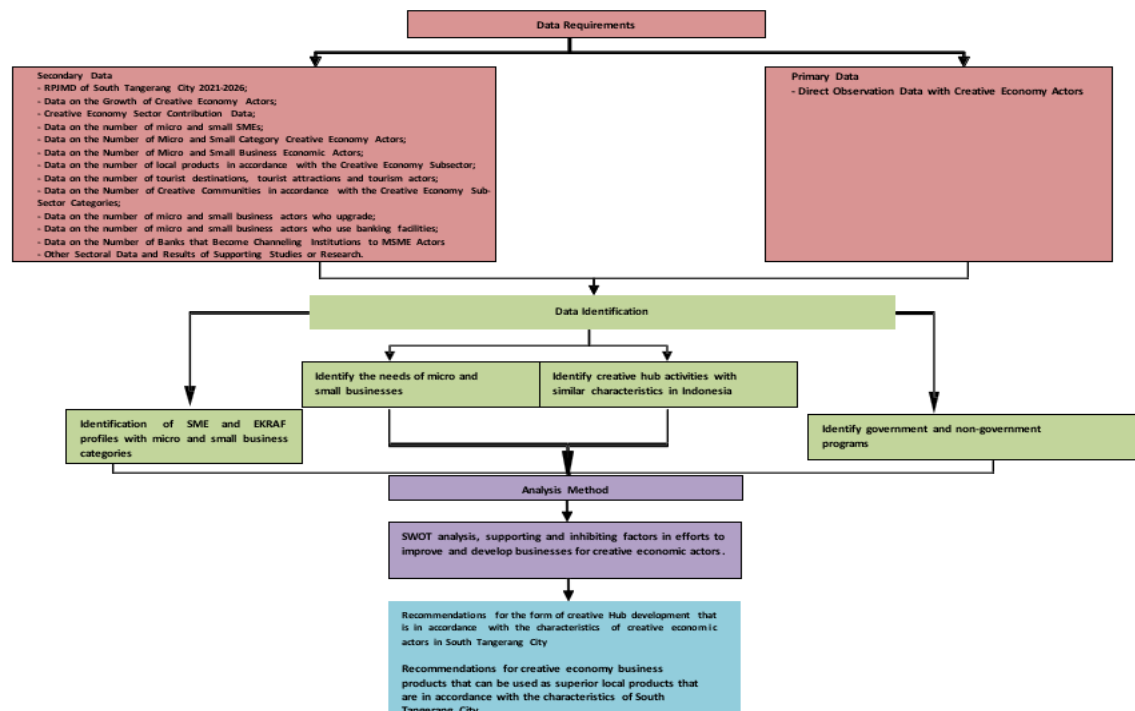


Figure 1. Framework
Source: Analysis Results, 2023

2.1 How to use SWOT analysis

2.1.1 Determine the goals to be achieved in detail, clearly and rationally

The first step taken in using SWOT analysis is to determine the goals to be achieved. Here, goals are the most basic foundation of every step that will be taken, especially in business. The goals you have must also have several key criteria. The goal must have several main characteristics, such as being detailed, clear and rational. First, with detailed goals, you can see how deep and detailed the goals will be achieved. Second, through clear goals you can determine direction consistently because you have a definite basis. Third, with rational goals, you can determine responsibly whether these goals can be achieved or not.

2.1.2 Create a SWOT analysis matrix

The next step that can be taken is to map the elements of the SWOT analysis through a matrix or diagram. From here we can see the factors that hinder the achievement of goals, such as weaknesses and threats, in addition to factors that help achieve goals, such as strengths and opportunities. Apart from that, this stage can also make it easier to see internal factors (strengths and weaknesses) and external factors (opportunities and threats) that exist around the plan. At this stage, you can start preparing yourself to enter anything in the columns provided in each element of the SWOT analysis.

2.1.3 Form a planning team and brainstorm

The step that must be taken now is to form a planning team that can analyze everything related to the business being built. can form a team that comes from a variety of different educational backgrounds, such as economics, law, communication sciences, even architectural engineering. The more diverse the background of the planning team, the more detailed the opportunity to search for things related to the four elements of the SWOT analysis. Through a team tasked with brainstorming or formulating ideas, it can be helped in determining issues that will be closely related to the business that is about to be started.

2.1.4 Arrange important questions in the four elements of SWOT analysis

a. *Strengths*

Focus on the unique, special and superior things you have. Several questions can be asked, such as the following: What superior products does the District have?; What are the unique things about the District's goods/services products that can make them different?; What are the advantages of the marketing system that the sub-district has compared to that of competitors?; What praise do consumers give to the products being sold?; What makes many customers continue to buy our products?

b. *Weaknesses*

Focus on things that are deficiencies that make the products offered become boring, unsold, or even avoided by consumers, such as the following: What makes our products not sell in the market?; Why don't consumers know the products we offer?; What is our marketing strategy that makes our products not sell?; Where is our shop located so there are no visitors?; What makes loyal customers stop buying our products?

c. *Opportunities*

Focus on things that could be opportunities so that you can develop your business to be more advanced, such as the following: Has the business met the current trends in the market?; Has the business been able to meet consumer needs in general?; Are the outlets built in accordance with the location of the target market?

d. *Threats*

Focus on things that could potentially threaten or disrupt the course of the business, such as the following: What trends have we missed?; What are competitors doing that makes them so strong?; Incident political or disaster natural What justthat can affect our business?.

3. RESULTS AND DISCUSSION

SWOT analysis on the formation of creative hubs and channeling patterns is used to determine the potential and problems that exist in each sub-sector of creative economy actors. The following is a SWOT analysis:

3.1 SWOT Analysis of the Culinary Sub Sector

SWOT analysis is a technique used to identify strengths, weaknesses, opportunities, and threats for a particular business or even project. The city of South Tangerang has a lot of potential and also weaknesses, especially in the creative economy sector. The following is a Strength and analysis table Internal Weakness of the Culinary Sub Sector in South Tangerang City:

Table 1. Identification of SWOT Culinary Sub Sectors

Strength	Weakness	Opportunities	Threats
1. Has strong human resources with approximately 65 actors**	1. Not all actors utilize and obtain financing facilities due to lack of information and socialization of financing assistance	1. Marketing in the culinary sub-sector can penetrate outside Tangsel City	1. The culinary sub-sector still uses raw materials from outside, such as ice cream from Jabodetabek, rendang seasoning from Sumatra, sagon from Jabodetabek, tempeh from Central Java, and coffee from Jabodetabek, so it requires accommodation costs.
2. Raw material resources from the culinary sector are dominated by South Tangerang City	2. The packaging of culinary products for several actors is still lacking	2. Marketing that can be done on various online media	2. Competition in the culinary world is very tight, especially in coffee shops
3. There are many culinary communities or groups	3. Data collection on the culinary sub-sector is still lacking	3. The active role of non-institutional banking in helping facilitate financing access to capital loans	3. Entry of cheaper imported products and goods from China (32.56%), Japan (8.94%) and Thailand (5.77%)
4. There are many training programs that accommodate the culinary sub-sector at the SME Cooperative Service, Tourism Service and Manpower Service	4. Lack of knowledge regarding improving product quality	4. The culinary industry, especially coffee shops which are in demand by today's young generation, snacks which are in demand by all generations, and other culinary products	
5. There are many bazaar programs that accommodate the culinary sub-sector in the SME Cooperative Service and Trade Industry Service	5. Culinary sub-sector products are still unable to compete with other regions, especially in the quality of snacks and product durability	5. The government's active role through the Ministry of Tourism and Creative Economy is continuously conducting training in the use of technology and providing physical infrastructure facilities for creative economy actors.	
6. The culinary sub-sector has traditional specialties that are packaged well, has bakeries and cakes with delicious flavors, beautiful architecture and taste in coffee shops. good, and competitive prices	6. Requires space for workshops/training, meeting rooms, culinary exhibition space/shops to market products		
7. Several culinary sub-sectors have implemented technology such as point of sales and online payments to increase purchases			
8. Average income per month for the culinary sub-sector is IDR. 13,584,769/Month			
9. HALAL certification program assistance from the UKM Cooperative Service continues to run every year			

After identifying the SWOT factors, proceed with the EFAS and IFAS analysis. The external and internal strategic factor matrix is a strategy for evaluating the influence of the economic, social, cultural, demographic, environmental, political, government, legal, information technology and competitive aspects related to opportunities and treaties. The steps for the EFE Matrix work stages are as follows: Make a list of critical success factors (CSF) for external aspects which include opportunities and threats for the creative hub of South Tangerang city; Determine the weight of the CSF on a higher scale for high achievers and vice versa. The sum of all weights must be 1.0; Determine a rating for each CSF between 1 and 4, where, (1 = superior response, 2 = above average response, 3 = average response, 4 = poor response). *Ratings* determined based on effectiveness strategy company. Thus, the value is based on the condition of the company; Multiply the weight value by the rating value to get the score for all CSFs. Note: Giving ratings, for positive opportunity factors, the greater the opportunity is given a rating of 4, but if the opportunity is small it is given a rating of 1; And The rating for the threat factor is the opposite, if the threat is greater the rating is 1 and conversely if the threat is small the rating is 4.

Table 2. Identification SWOT IFAS and EFAS Culinary Sub Sector

IFAS SWOT Matrix				
No	Key Internal Factors	Score	Weight	Total
S				
1	Has strong human resources with approximately 65 actors**	0.07	5	0.37
2	Raw material resources from the culinary sector are dominated by South Tangerang City	0.04	3	0.13
3	There are many culinary communities or groups	0.07	5	0.37
4	There are many training programs that accommodate the culinary sub-sector in the Department	0.07	5	0.37
5	UKM Cooperatives, Tourism Department and Manpower Department			
6	There are many bazaar programs that accommodate the culinary sub-sector in the SME Cooperative Service and Trade Industry Service	0.07	5	0.37
7	The culinary sub-sector has traditional specialties that are packaged well, has bakeries and cakes with delicious taste, architecture and taste in a good coffeeshop, and competitive prices	0.04	3	0.13
8	Several culinary sub-sectors have implemented technology such as point of sales and online payments to increase purchases	0.03	2	0.06
9	The average income per month in the culinary sub-sector is Rp. 13,584,769/Month	0.03	2	0.06
	HALAL certification program assistance from the UKM Cooperative Service continues every year	0.06	4	0.24
	Total Strength	0.5		2.09
W				
1	Not all actors utilize and obtain financing facilities due to lack of information and socialization of assistance financing	0.07	-3	-0.21
2	The packaging of culinary products for several actors is still lacking	0.12	-5	-0.60
3	Data collection on the culinary sub-sector is still lacking	0.10	-4	-0.38
4	Lack of knowledge regarding improving product quality	0.10	-4	-0.38
5	Culinary sub-sector products are still unable to compete with other regions, especially in the quality of snacks and snacks and product durability	0.07	-3	-0.21
6	Requires space for workshops/training, meeting rooms, space culinary exhibition/shop to market products	0.05	-2	-0.10
	Total Weakness	0.5		-1.88
	Total Internal Factors (x)	1		0.21
EFAS SWOT Matrix				
No	Key External Factors	Score	Weight	Total
O				
1	Marketing in the culinary sub-sector can penetrate outside Tangsel City	0.12	5	0.60
2	Marketing that can be done on various online media	0.12	5	0.60
3	Active role of non-institutional banking to help facilitate financing access to capital loans	0.10	4	0.38
4	The culinary industry, especially coffee shops which are in demand by today's young generation, snacks which are in demand by all generations, and products	0.05	2	0.10
5	other culinary delights			
	The government's active role through the Ministry of Tourism and Creative Economy is continuously conducting training in the field of technology use and provision	0.12	5	0.60

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physical infrastructure facilities for creative economy actors				
Total Opportunities		0.5	2.26	
Q				
1	The culinary sub-sector still uses raw materials from outside, such as ice cream from Jabodetabek, rendang seasoning from Sumatra, sagon from Jabodetabek, tempeh from Central Java, and coffee from Jabodetabek. so it requires accommodation costs	0.20	-4	-0.80
2	Competition in the culinary world is very tight, especially in coffee shops	0.20	-4	-0.80
3	Entry of cheaper imported products and goods from China (32.56%), Japan (8.94%) and Thailand (5.77%)	0.10	-2	-0.20
Total Threats/Threats		0.5	-1.80	
Total External Factors (y)		1	0.46	

Source: Analysis Results, 2023.

** Temporary data, the amount could be more than this data

Looking at the intersection of the X,Y axes = (0.21; 0.46), the Culinary Sub Sector of South Tangerang City is in quadrant 1, namely aggressive. Quadrant 1 or aggressive is a very profitable situation. The strategy implemented is to support aggressive growth policies. The role of various parties is needed in support from fellow institutions related to supporting the creative economy, assistance is needed in helping to enter the market and develop it, there is a need for creativity in product development and good diversification in the products produced (growth oriented strategy).

The recommended strategy to be implemented is: Forming a core culinary community as a channel for creative hub information; Support culinary product packaging improvement programs; Carrying out data collection on the culinary sub-sector; Support product quality improvement training programs; Facilitate the form of a creative hub studio by providing training room facilities, meeting rooms, exhibition rooms/shops where products can be marketed; Support sales of culinary products with promotions.

3.2. SWOT Analysis of the Interior Design Sub Sector

SWOT analysis is a technique used to identify strengths, weaknesses, opportunities, and threats for a particular business or even project. The city of South Tangerang has a lot of potential and also weaknesses, especially in the creative economy sector. The following is a table of internal Strength and Weakness analysis of the Interior Design Sub Sector in South Tangerang City:

Table 3. Identification of SWOT Interior Design Sub Sectors

Strength	Weakness	Opportunities	Threats
1. Has strong human resources with approximately 55 actors**	1. There is a lack of interior design training programs at the UMKM Cooperative Service, Tourism Service and Manpower Service	1. Marketing that can be done on various online media	1. Raw materials for interior furniture design are still imported from outside South Tangerang City
2. There are many interior design communities or groups	2. There is a lack of bazaars or promotions that accommodate the interior design sub-sector	2. The active role of non-institutional banking in helping facilitate financing access to capital loans	2. Intense competition can result in pressure on prices and profit margins
3. Collaborate often with the architecture sub-sector	3. Lack of meeting point space with clients	3. The vast industrial real estate market	3. Trends in interior design can change quickly
4. Contributor largest in the regional economy together with the architecture sub-sector, namely 17.68%	4. There are several interior design sub-sector players who are still opening offices at home so they need an office area	4. Technology Interior design supporters are increasingly widespread, especially AI-based software	4. Dependence on Property Market
	5. Not all actors utilize and obtain financing facilities due to lack of information and socialization of financing assistance	5. Many partnerships with other contractors, property developments and local furniture stores	5. Fluctuating costs of building materials
	6. Data collection on the interior design sub-sector is still lacking	6. The government's active role through the Ministry of Tourism and Creative Economy is continuously conducting training in the field of technology use and providing physical	

infrastructure facilities for
actors creative economy

Source: Analysis Results, 2023.

** Temporary data, the amount could be more than this data.

After identifying the SWOT factors, proceed with the EFAS and IFAS analysis. The external and internal strategic factor matrix is a strategy for evaluating the influence of the economic, social, cultural, demographic, environmental, political, government, legal, information technology and competitive aspects related to opportunities and treaties. (Huda & Martanti, 2018; Suherman, 2022). The steps for the EFE Matrix work stages are as follows: Make a list of critical success factors (CSF) for external aspects which include opportunities and threats for the creative hub of South Tangerang city; Determine the weight of the CSF on a higher scale for high achievers and vice versa. The sum of all weights must be 1.0; Determine a rating for each CSF between 1 and 4, where, (1 = superior response, 2 = above average response, 3 = average response, 4 = poor response). Ratings determined based on effectiveness strategy company. With Thus, the value is based on the condition of the company; Multiply the weight value by the rating value to get the score for all CSFs. Note: Giving ratings, for positive opportunity factors, the greater the opportunity is given a rating of 4, but if the opportunity is small it is given a rating of 1; And The rating for the threat factor is the opposite, if the threat is greater the rating is 1 and conversely if the threat is small the rating is 4.

Table 4. Identification of SWOT IFAS and EFAS Interior Design Sub Sectors

IFAS SWOT Matrix				
No	Key Internal Factors	Score	Weight	Total
S				
1	Has strong human resources with approximately 55 actors**	0.18	5	0.89
2	There are many interior design communities or groups	0.07	2	0.14
3	Often collaborates with the architecture sub-sector	0.07	2	0.14
4	The largest contributor to the regional economy is the architecture sub-sector, namely 17.68%	0.18	5	0.89
Total Strength		0.5		2.07
W				
1	There is a lack of interior design training programs at the UMKM Cooperative Service, Department of Tourism and Department of Manpower	0.05	-2	-0.10
2	There is a lack of bazaars or promotions that accommodate the interior design sub-sector	0.10	-4	-0.38
3	Lack of meeting point space with clients	0.05	-2	-0.10
4	There are several interior design sub-sector players who are still opening offices at home so they need an office area	0.07	-3	-0.21
5	Not all actors utilize and obtain financing facilities due to lack of information and outreach	0.12	-5	-0.60
6	Data collection on the interior design sub-sector is still lacking	0.12	-5	-0.60
Total Weakness		0.5		-1.98
Total Internal Factors (x)		1		0.09
EFAS SWOT Matrix				
No	Key External Factors	Score	Weight	Total
O				
1	Marketing that can be done on various online media	0.11	5	0.54
2	The active role of non-institutional banking in helping facilitate financing access to capital loans	0.11	5	0.54
3	The vast industrial real estate market	0.11	5	0.54
4	Technology supporting interior design is increasingly widespread, especially software that is AI-based	0.07	3	0.20
5	Many partnerships with other contractors, property developments and local furniture stores	0.07	3	0.20
6	The government's active role through the Ministry of Tourism and Creative Economy is continuously conducting training in the field of technology use and provision	0.04	2	0.09
physical infrastructure facilities for creative economy actors				
Total Opportunities		0.5		2.11
Q				
1	Raw materials for interior furniture design are still imported from outside South Tangerang City	0.14	-4	-0.57
2	Intense competition can result in pressure on prices and profit margins	0.11	-3	-0.32
3	Trends in interior design can change quickly	0.07	-2	-0.14
4	Dependence on the Property Market	0.11	-3	-0.32

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5	Fluctuating costs of building materials	0.07	-2	-0.14
Total Threats/Threats		0.5		-1.50
Total External Factors (y)		1		0.61

Source: Analysis Results, 2023.

** Temporary data, the amount could be more than this data.

Looking at the intersection of the X,Y axes = (0.09; 0.61), the South Tangerang City interior design sub-sector is included in quadrant 1, namely aggressive. Quadrant 1 or aggressive is a very profitable situation. The strategy implemented is to support aggressive growth policies. The role of various parties is needed in support from fellow institutions related to supporting the creative economy, assistance is needed in helping to enter the market and develop it, there is a need for creativity in product development and good diversification in the products produced (growth oriented strategy).

The recommended strategy to be implemented is: Establish a management training program in interior design; Providing a regular property bazaar program; Supporting the promotion of interior design services for all interior design creative economy players; Facilitating the form of a creative hub studio by providing client meeting room facilities and offices that can be rented; Forming a core interior design community as a channel for creative hub information; Carrying out data collection on the interior design sub-sector.

3.3. SWOT Analysis of the Music Sub Sector

SWOT analysis is a technique used to identify strengths, weaknesses, opportunities, and threats for a particular business or even project. The city of South Tangerang has a lot of potential and also weaknesses, especially in the creative economy sector. The following is a table of internal Strength and Weakness analysis of the Music Sub Sector in South Tangerang City:

Table 5. Identification SWOT Music Sub Sector

Strength	Weakness	Opportunities	Threats
1. Has strong human resources with approximately 13 actors**	1. There is no music training program at the Tourism Office or Employment Service, training is carried out voluntarily or commercially by musicians	1. There are many digital streaming media platforms for selling songs online	1. Digital music piracy and illegal sharing via online platforms
2. There are many music communities such as earhouse	2. There is a lack of promotional assistance by the City of South Tangerang, such as if there is an event in the City of South Tangerang, it is hoped that all music actors can take turns performing	2. There are many social media platforms to promote music	2. The music market is fluctuating and popularity or genres can change dynamically so there is no certainty of income, especially for small musicians
3. There are many bazaar programs that include the music sub-sector in the SME Cooperative Service and Trade Industry Service	3. License protection especially for new musicians	3. There are many opportunities for licensing music in film, TV and other media	3. Algorithm changes on digital media platforms that influence music visibility
4. The music sub-sector's income is approximately Rp. 23,500,000/event	4. There is a lack of regular events that can invite all actors in turn	4. Increasing people's interest in music	4. Intense competition
5. Marketing the music sub-sector outside South Tangerang City	5. Music practice and recording studios have to be rented outside at quite high prices	5. Technological innovation more helpful music	
6. There are many famous music stars such as Endah n Rhesa, Gavendri and others	6. There are no stages, amphitheatres or gathering rooms for economic actors other music		

Source: Analysis Results, 2023.

** Temporary data, the amount could be more than this data.

After identifying the SWOT factors, proceed with the EFAS and IFAS analysis. The external and internal strategic factor matrix is a strategy for evaluating the influence of the economic, social,

cultural, demographic, environmental, political, government, legal, information technology and competitive aspects related to opportunities and treaties. The steps for the EFE Matrix work stages are as follows: Make a list of critical success factors (CSF) for external aspects which include opportunities and threats for the creative hub of South Tangerang city; Determine the weight of the CSF on a higher scale for high achievers and vice versa. The sum of all weights must be 1.0; Determine a rating for each CSF between 1 and 4, where, (1 = superior response, 2 = above average response, 3 = average response, 4 = poor response) *Ratings* determined based on effectiveness strategy company. With Thus, the value is based on the condition of the company; Multiply the weight value by the rating value to get the score for all CSFs. Note: Giving ratings, for positive opportunity factors, the greater the opportunity is given a rating of 4, but if the opportunity is small it is given a rating of 1; And The rating for the threat factor is the opposite, if the threat is greater the rating is 1 and conversely if the threat is small the rating is 4.

Table 6. Identification SWOT IFAS and EFAS Music Sub Sector

IFAS SWOT Matrix				
No	Key Internal Factors	Score	Weight	Total
S				
1	Has strong human resources with approximately 13 actors**	0.10	5	0.52
2	There are many music communities such as earhouse	0.10	5	0.52
3	There are many bazaar programs that include the music sub-sector in SME Cooperative Service and Trade Industry Service	0.06	3	0.19
4	The music sub-sector's income is approximately Rp. 23,500,000/event	0.04	2	0.08
5	Marketing the music sub-sector outside South Tangerang City	0.08	4	0.33
6	There are many famous music stars such as Endah n Rhesa, Gavendri and others	0.10	5	0.52
Total Strength		0.5		2.17
W				
1	There is no music training program at the Tourism Department or the Department Employment, training is carried out voluntarily or commercially by music actors	0.09	-4	-0.35
2	There is a lack of promotional assistance by the City of South Tangerang, such as if there is an event in the City of South Tangerang, it is hoped that all music actors can take turns performing	0.11	-5	-0.54
3	License protection especially for new musicians	0.04	-2	-0.09
4	There is a lack of regular events that can invite all actors in turn	0.11	-5	-0.54
5	Music practice and recording studios have to be rented outside at quite high prices	0.09	-4	-0.35
6	There are no stages, amphitheatres or gathering spaces for other music economic actors	0.07	-3	-0.20
Total Weakness		0.5		-1.4
Total Internal Factors (x)		1		1.51
EFAS SWOT Matrix				
No	Key External Factors	Score	Weight	Total
O				
1	There are many digital streaming media platforms for selling songs online	0.15	5	0.74
2	There are many social media platforms to promote music	0.15	5	0.74
3	There are many opportunities for licensing music in film, TV and other media	0.06	2	0.12
4	Increasing people's interest in music	0.15	5	0.74
Total Opportunities		0.5		2.32
Q				
1	Digital music piracy and illegal sharing via online platforms	0.16	-5	-0.78
2	The music market is volatile and popularity or genres may change dynamically so that there is no certainty of income, especially for small musicians	0.13	-4	-0.50
3	Algorithm changes on digital media platforms that affect music visibility	0.09	-3	-0.28
4	Intense competition	0.13	-4	-0.50
Total Threats/Threats		0.5		-2.06
Total External Factors (y)		1		0.26

Source: Analysis Results, 2023.

** Temporary data, the amount could be more than this data.

Looking at the intersection of the X, Y = (1.51; 0.26) axes, the Music Sub Sector of South Tangerang City is in quadrant 1, namely aggressive. Quadrant 1 or aggressive is a very profitable situation. The strategy implemented is to support aggressive growth policies. The role of various parties is needed in support from fellow institutions related to supporting the creative economy,

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assistance is needed in helping to enter the market and develop it, there is a need for creativity in product development and good diversification in the products produced (growth oriented strategy)(Budiarto et al., 2018).

The recommended strategy to be implemented is: Establishing a music sub-sector development training program with; Supports music promotion on creative hub; Providing facilitation of license/IPR protection; Establish a regular event program that invites all music players in turn; Facilitate the form of a creative hub studio by providing practice and recording studios, amphitheater, performance stages and gathering spaces; Forming a core music community as a creative hub information provider Carrying out data collection on the music sub-sector.

4. CONCLUSION

From the research results, there are several recommendations for establishing a creative hub and channeling patterns based on SWOT analysis of the Culinary Sub-Sector SWOT, Interior Design Sub-Sector SWOT and Music Sub-Sector SWOT, including: Sub sectorculinary: Forming a core culinary community as a channel for creative hub information, Supporting programs to improve culinary product packaging, Carrying out data collection on the culinary sub sector, Supporting training programs to improve product quality, Facilitating the form of a creative hub center studio with the provision of training room facilities, meeting rooms, exhibition rooms/ shop where products are marketed, Supports sales of culinary products with promotions. Interior design sub-sector: Establishing a management training program in interior design, Providing a regular property bazaar program, Supporting the promotion of interior design services for all interior design creative economy players, Facilitating the form of a creative hub center by providing space facilities, client meetings, offices that can be rented, Establishing interior design core community as a channel for creative hub information, conducting data collection on the interior design sub-sector. Music sub-sector: Establishing a training program for the development of the music sub-sector by supporting the promotion of music in creative hubs, Providing facilitation for license/IPR protection, Establishing a regular event program that invites all music players in turn, Facilitating the form of a creative hub center by providing practice and recording studios, amphitheater, performance stage and gathering space, Forming a core music community as a creative hub information distributor, Carrying out data collection on the music sub-sector.

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