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Developing the Malang Creative Center: An Innovation – Based Approach to Fostering the Creative Economy Ecosystem in Malang City

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ABSTRACT

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The trend of local government innovation is growing with the times. Malang City, East Java Province innovates, especially in the development of the creative economy by building an integrated platform for creative economic development called Malang Creative Center. The research aim is to describe and analyze the existence and existing conditions as well as the innovation process of Malang Creative Center development. The focuses of this research lies on the innovation process that uses six stages. The research approach used in this study is qualitative approach and descriptive research type. The results of the study illustrate the implementation of 6 innovation processes in Malang Creative Center has not been fully implemented. The conclusion of this research describes the innovation process that uses the six stages of Malang Creative Center development has been well implemented. However, the stages of commercialization, diffusion and adoption, and consequences still need to be maximized. The results of this study can be used as a reference for the Malang Creative Center innovation process in the future and also as an example for other local governments to innovate, especially in the creative economy sector which has potential for regional economic development.

Keyword: Innovation Process, Creative Economy, Malang Creative Center.

ABSTRAKSI

Tren inovasi pemerintah daerah semakin berkembang seiring berjalannya waktu. Kota Malang, Provinsi Jawa Timur berinovasi, khususnya dalam pengembangan ekonomi kreatif dengan membangun ekosistem terpadu untuk pengembangan ekonomi kreatif yang disebut Malang Creative Center. Tujuan penelitian adalah untuk mendeskripsikan dan menganalisis keberadaan dan kondisi yang ada serta proses inovasi pengembangan Malang Creative Center. Fokus penelitian ini terletak pada proses inovasi yang menggunakan enam tahap. Pendekatan penelitian yang digunakan dalam penelitian ini adalah pendekatan kualitatif dan jenis penelitian deskriptif. Hasil penelitian menggambarkan implementasi 6 proses inovasi di Malang Creative Center belum sepenuhnya diimplementasikan. Kesimpulan dari penelitian ini menggambarkan proses inovasi yang menggunakan enam tahapan pembangunan Malang Creative Center telah terlaksana dengan baik. Namun, tahapan komersialisasi, difusi dan adopsi, serta konsekuensi masih perlu dimaksimalkan. Hasil penelitian ini dapat dijadikan acuan proses inovasi Malang Creative Center ke depan dan juga sebagai contoh bagi pemerintah daerah lainnya untuk berinovasi, khususnya di sektor ekonomi kreatif yang memiliki potensi pembangunan ekonomi daerah.

Kata Kunci: Proses Inovasi, Ekonomi Kreatif, Malang Creative Center



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INTRODUCTION

In the face of global challenges, the creative economy has become one of the sectors considered to have significant potential to support Indonesia's economic growth. In an increasingly uncertain global environment, the creative economy has emerged as an important sector capable of responding to contemporary challenges. Of course, the creative economy is expected to be the answer to the rapid changes in human life. The creative economy in Indonesia is divided into 17 sub-sectors. Some of these include game development, crafts, interior design, music, fine arts, product design, fashion, culinary arts, film, animation and video, photography, visual communication design, television and radio, architecture, advertising, performing arts, publishing, and applications.

The creative economy is in fact a fairly developed sector in Indonesia. Data released by the Ministry of Tourism and Creative Economy (2021) shows that the Gross Domestic Product (GDP) of the creative economy sector from 2014 to 2019 has always increased. In 2018, the GDP of the creative economy amounted to IDR 1,066.64 trillion, while in 2019 it amounted to IDR 1,153.4 trillion. However, in 2020, the Creative Economy GDP experienced a slight decline of 1.60% or decreased to IDR 1,134.90 trillion, due to COVID-19 pandemic. This figure indicates that the creative economy still has significant potential for further development in Indonesia.

The data also shows that creative economy actors are spread throughout Indonesia. One of the provinces with the most creative economy actors is East Java Province. In 2020, the percentage of businesses in the tourism and creative economy industry in East Java occupied the second top position at 13.39%. The distribution of creative economy actors in East Java, in 2020 the top three creative economy subsectors were music (21.42%), culinary (19.09%), performing arts (10.31%). In addition, the top three cities/regencies that engage in creative economy actors are Surabaya City (21.29%), Malang City (13.62%), and Sidoarjo Regency (7.37%). Malang City is one of the cities that contributes to the growth of the national creative economy. Regarding the regulation of the creative economy in Malang City, several policy frameworks have been established to support its development. Of course, this regulation is to support the synergy of creative economy development in the regions. The first synergy is evidenced by the existence of the Malang Mayor Regulation Number 12 of 2018 concerning the Road Map for Creative Economy Development for 2018 – 2022. In the road map, the programs in each subsector require the provision of infrastructure in it. Not only on the Malang City Creative Economy road map, Malang City's development priority 1 reads "Encouraging creative industry activities and tourism development for creative economy development". In mission 2 of the Regional Medium-Term Development Plan (RPJMD) of Malang City for 2018 – 2023, the government also supports the creative economy in Malang City. The mission in the RPJMD reads "Realizing a Productive and Competitive City Based on the Creative Economy, Sustainability, and Integration". This regional development design document emphasizes the second mission in the field of creative economy. This also signifies their awareness in assisting the development of Malang as a creative city. It also determines how they communicate with one another and what type of public relations model was adopted (Prayudi et al., 2021).

Previous research on the creative economy shows that this economic sector is one of the sectors that has the potential to contribute to the country's economy. Agustina et al. (2020) in their research describe that the creative economy industry has been proven to have a positive influence on GDP in many developing and developed countries. A similar opinion was conveyed by Marlinah (2017), in her research stated that one of the efforts to increase economic resilience is to move the wheels of the economy through the creative economy.

Basically, the concept of creative economy is an economic concept that is based on the abilities and skills of a human being. It is the role, ideas, ideas of humans that are emphasized in the creative economy. Howkins, (2001) stated that the creative economy is an economic activity within a community group that uses its time to produce ideas, is dynamic, so as to produce progress for society. Howkins elaborated this concept in his book *The Creative Economy: How People Make Money*. In this case, he is fully aware that there is a new economic concept based on creativity. The creative economy is a community economic activity that seeks to produce dynamic, sustainable, creative, and non-stagnant ideas.

To prove the role of the creative economy in the national economy, this can be seen from various aspects. First, the creative economy sector can contribute to increasing sustainable economic growth. This is because the capital of ideas and creativity is considered as a source of renewable energy. Second, the creative economy sector has a role to encourage growth for other sectors. In this case, it includes providing inputs to other sectors or using inputs to other sectors that are useful for the production process. Third, the creative economy

sector gives birth to a product that has added value and has a functional aspect. Not only that, this sector also contributes to strengthening Indonesia's image and identity, striving to strengthen tolerance for social diversity, reducing socio-economic disparities in society, and trying to maximize the use of local raw materials that are environmentally friendly. In general, the creative economy encourages the development of human creativity (Fathurahman & Huseini, 2018).

The creative economy relies heavily on innovation to grow and adapt. Innovation allows creative actors to utilize local potential and information technology to meet changing lifestyles and market demands. By applying new methods and creative ideas, the creative industry can increase productivity, support business development, and strengthen the creative economy ecosystem, including in Malang City. These innovations include new products and services offered to customers (product innovation) as well as new technologies, procedures, and processes that improve production efficiency or quality (process innovation). A completely new marketing method proposed by advertising companies is an example of product innovation (Krisiukėnienė & Pilinkienė, 2023).

Innovation in the public sector has a different development path than the private sector. Some examples of innovations in the public sector include novelties that enter into public services, organizational, managerial, and government processes, as stated by Muluk (2020). Of course, this is useful to achieve the goals of public sector organizations effectively, efficiently, and with quality. Not only that, innovation also tries to solve public problems. This opinion is in line with (Mulgan & Albury, 2003) that effective government and public services depend on successful innovation. The public sector that wants to keep pace with the private sector needs innovation that must be implemented. This is to prevent lagging.

In Indonesia itself, the trend of innovation in the public sector is also increasing. The results of the study Muluk et al., (2021) found that local governments on the island of Java are trying to innovate in the public sector compared to local governments outside Java. Provincial governments in Indonesia are also more aggressive in innovating compared to local governments. This is certainly a record for local governments to carry out inclusive innovations. In the public sector itself, innovation also still has various records. As a study conducted by (Muluk & Pratama, 2021) found that the challenges of innovation in the public sector such as dependence on leaders and the sustainability of these innovations. These two things must be considered in an innovation process.

Regarding the forerunner of the development of the creative economy in Malang City, there is a cross-cultural network community called Malang Creative Fusion (MCF). This MCF forum has the hope of improving human resources through the creative industry. Over time, MCF recommends the Malang City Government to establish a special institution to support the acceleration of the creative economy in Malang City, namely the Creative Economy Committee. This committee aims to accelerate the growth of the creative economy ecosystem in Malang City and prepare an action plan/road map for the development of the creative economy in Malang City. MCC is expected to become an integrated center for the development of the creative economy in Malang City which includes distribution, marketing, and branding forums. MCC is also expected to address three main issues, namely reducing the number of unemployed in Malang City, increasing sales of creative products and MSMEs from Malang to foreign countries, and contributing to the Gross Domestic Product (GDP) and Gross Regional Domestic Product (GRDP) of Malang City. In line with this, research from (Raharja & Nurasa, 2020) reveals that creative industry development policies in local governments are obliged to provide the necessary public space, infrastructure, and patents for entrepreneurs to start their creative businesses.

The creative economy has significantly contributed to Malang City's economic growth, reaching 29% of GRDP in 2022. The Malang Creative Center plays an important role in boosting creative industry growth, economic development, and job creation. To ensure sustainable growth, a collaborative strategy involving the government, industry, academia, and the community is essential. (Wahyudi et al., 2024). Data show that Malang City has one of the strongest creative economy ecosystems in Indonesia. This is reflected in the KaTa Kreatif awards received from the Ministry of Tourism and Creative Economy in 2019 and 2021. In 2022, Malang City ranked first in regional development in East Java and third nationally. The city also received the Creative Economy Innovation and Tourism award in 2023 for the Malang Creative Center (MCC). This award recognizes the MCC's role in inclusively supporting creative economy actors. Overall, creative economy development is expected to create jobs, expand local markets, preserve cultural values, and improve local prosperity. (Khuamir & Yazid, 2025).

RESEARCH METHODS

In carrying out this research, the researcher uses a descriptive type of research with a qualitative approach. Descriptive research according to Pasolong (2016) is a study conducted on an independent variable or only one variable. The research on the MCC innovation process does not make comparisons and does not connect other variables. Meanwhile, the qualitative approach to a research according to Sugiyono (2018) is that the research method is based on the philosophy of positivism.

Based on these stages, the data analysis model used is an interactive model according to Miles et al., (2014) Data analysis activities in this model are carried out interactively, continuously, completely, and reach the saturation point. Data collection in this study is carried out repeatedly until the data is at the saturation point so that the data becomes complete, sharp, in-depth, and varied. Data analysis is divided into four stages. The first stage starts from data collection. All data were collected by researchers. Then, data condensation helps researchers in selecting important data, of course, so that the research remains aligned with the predetermined research scope. It also avoids the blurring of the research from the focus that has been given limitations.

After condensing the data, the researcher presented the data. In this study, data is presented in the form of descriptions, images, and tables. Data presentation helps the researcher understand the research focus more clearly. This process also makes it easier for researchers to plan for the next stage, namely drawing conclusions about the innovation process of the development of the Malang Creative Center. The presentation of data is useful for collecting data that is arranged in a description that can be digested directly by the reader. The last step in qualitative data analysis according to Miles et al. (2014) is the drawing of conclusions/verification. Conclusions are made based on the data that has been presented which is supported by strong evidence at the data collection stage. In this study, the conclusion presents the innovation process of the development of the Malang Creative Center. The conclusion is also a new finding that has never been done before.

RESULTS AND DISCUSSION

In discussing innovation, the author should borrow an opinion (Mulgan & Albury, 2003) that defines innovation as 'new ideas that work'. This definition emphasizes that innovation is not merely the generation of new ideas but also the successful implementation of those ideas into practice. In this context, successful innovation involves the creation of new processes, products, or services. This leads to increased efficiency, effectiveness, and quality. Innovation also refers to the development and utilization of knowledge and skills, including technological capabilities and experience, to create or improve products and processes so that they generate better outcomes than previous practices. The concept of innovation often involves changes that are perceived as new by the individuals or groups experiencing them. At its core, innovation represents a transformation toward new and improved practices. This opinion is corroborated (Ancok, 2012) which states that innovation is defined as a process of thinking and implementing thoughts. In this case, innovation gives birth to things in the form of services, products, new ways, policies, or business processes. The outcomes of innovation should provide tangible benefits. This means that the benefits of the innovation can be felt. The existing innovations are also based on a mature person's thinking and not just sudden changes.

In another definition, borrowing an opinion (Rogers, 2003) which defines innovation as a planned change and has the goal of improving previous practices. Innovation therefore represents a deliberate effort to introduce improvements. Innovation is an integral part of an organization. In the form of sustainability in competing with other organizations, innovation is needed not only to be a pioneer in the sustainability of a sustainable organization, but as an encouragement to create creativity among various members of the organization. The encouragement of creativity will be more valuable for public organizations to provide various novelties in the service process.

Referring to the opinion of Rogers (2003), the innovation process of the development of the Malang Creative Center is divided into six stages. Rogers' framework serves as the theoretical foundation for analyzing the innovation process in the development of MCC. In its relevance to MCC, according to Rogers, the innovation process is quite relevant and in accordance with conditions in the field. This theory is further strengthened by the data available in the field. These stages are defined in the explanation below.

1. *Recognizing a Problem or Need*

This earliest stage usually stimulates research and development activities used to create innovations. Academics are able to see the existence of future problems by conducting research to find solutions. This stage also seeks to recognize the problems, challenges, and goals to be achieved. A problem or need can be

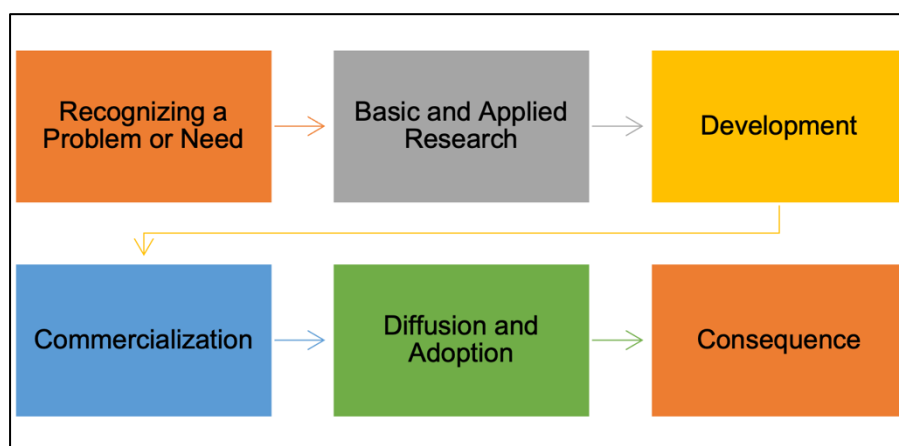
a priority for the government through the process of preparing an agenda to determine the need for innovation. The results of the existing research are used for capital for the formulation of innovation policies. Based on this, innovations can be created that have a focus as needed. This stage is a catalyst for further research and development activities that aim to create innovations in overcoming problems.

This initial stage encourages research and development to generate innovation while identifying key problems, challenges, and objectives. These needs are outlined in the 2018–2022 Malang City Creative Economy Development Road Map, which focuses on infrastructure, ecosystem, and marketing programs. The growth of these elements eventually led to the establishment of the Malang Creative Center (MCC) as a collaborative space for creative economy actors. Supported by Ancok (2012) view of innovation as a process of thinking and implementation, the MCC planning involved long-term, research-based efforts to address creative economy development challenges. This opinion is strengthened by research from (Mardikaningsih & Darmawan, 2024) which states that two crucial components in building an ecosystem conducive to the creative industry in Indonesia, including supportive regulations such as tax breaks and investment in supporting infrastructure such as creative centers, business incubators, and production facilities are strategic steps to create a supportive environment for industry players creative. Creative hubs can serve as hubs for collaboration and innovation, a place where different subsectors of the creative industry can meet, share ideas, and develop projects together.

The growth of these elements eventually led to the establishment of the Malang Creative Center (MCC) as a collaborative space for creative economy actors. Community participation played a significant role in the MCC planning process. In this process, many stakeholders are involved, starting from the ABCG element and also the Hexa helix element in the MCC. The network community of creative economy actors is also involved from 17 subsectors of creative economy actors in Malang City. This is in line with the opinion of Fleischmann et al. (2017) that the formation of groups consisting of creative economy actors should be created as an effort to stimulate the sustainability of creative ideas from actors in the creative economy sector. Regarding bottom-up type planning, this can be interpreted as development planning that accumulates development proposals from below. Of course, this has the hope that it can suppress distortion of development implementation that is not in accordance with the needs and will of the community so that anomalies occur (Hasiyanto, 2013)

Based on the analysis presented above, it can be concluded that the stages of recognizing problems and needs have been carried out optimally. With various efforts made, creative economy problems and the need for the birth of MCC have been made an agenda by the Malang City Government. Then the problem is ascribed in the planning document so it is important to initiate an innovation that comes from the needs of the community and is able to solve the problems that have been mapped out previously. This initial stage is the opening for the innovation process carried out at the Malang Creative Center.

Figure 1
Innovation Process



Source: Rogers (2003)

2. Basic and Applied Research

Basic research provides a foundation of knowledge and understanding that can inspire the development of new ideas and concepts. On the other hand, applied research transforms these ideas into practical

innovations that can be developed, commercialized, and extended to users. The innovations that are present are created through the stages of basic and applicable research. Most of the technological innovations present are created through scientific research. Scientific knowledge is practiced as an innovation that will solve perceived needs or problems. These two things are certainly done to produce innovations that have a long term.

The innovations that are present are created through the stages of basic and applicable research. Scientific knowledge is practiced as an innovation that will solve perceived needs or problems. Both of these research are certainly carried out to produce innovations that have a long term. As in MCC itself, research has been conducted from 2015 to 2020. For a period of 6 years, the Malang City government gradually developed regulatory frameworks on the development of the creative economy which are actualized in a Road Map for Creative Economy Development for 2018 – 2022. The road map serves as a guideline for stakeholders to build and develop MCCs. When associated with the context of public administration, according to Nicholas Henry (in Pasolong, 2019) explains that public administration is a very complex combination of theory and practice. This encourages public policy to be more responsive to the social needs of the community. In this case, the research process is important in a policy formulation. Formulating the Malang Creative Center must also go through the research stage.

The opinion regarding the importance of the research stage in the innovation process is strengthened by the results of research from Szutowski et al. (2019) who collected data from 24 interview informants in Poland. The results of the study suggest that the research stage has an important role in the innovation process. This is important to measure the performance of innovation in the future as well as identify things that can improve innovation performance. Regarding the regulatory documents at MCC, the Malang City Creative Economy Development Road Map for 2018 – 2022 will be followed by the Creative Economy Development Action Plan 2023 – 2028. This process is important to involve the research process in it so that the results obtained are more objective and in accordance with scientific principles and are able to answer future challenges further and produce a wide impact on society.

The conclusion at the basic and applied research stages illustrates that optimization has been carried out. Basic and applied research efforts are carried out so that MCC innovation is able to solve problems; is based on objectivity; and long-term to the future. The research stages were carried out before the presence of MCC and have been carried out until now. This is done so that the Malang Creative Center is able to survive and maintain its continuity and answer the challenges of uncertainty ahead.

3. Development

The research stages are of course linear or always go hand in hand with development. Rogers defines development as the process of translating new ideas into the innovation processes to meet needs. This process involves turning abstract concepts into solutions that can be perceived by many people. This stage seeks to improve the quality of an innovation to the ideas that have been formulated. This stage usually involves activity such as research, prototyping, and testing. The existing innovations are of course developed to be further improved and prepared for the commercialization stage. At this stage, there needs to be an assessment so that the innovation is feasible and desirable. This stage often requires collaboration between stakeholders such as researchers, academics, designers, and civil society. This is to ensure that innovation meets the desired goals and overcomes future problems.

Regarding development, The Malang Creative Center aims to develop a synergistic creative economy ecosystem. This ecosystem involves many parties who are members of the MCC. As explained in the research of Fleischmann et al. (2017) which stated that creative industry centers also have the potential to develop an ecosystem of creative economy actors. Stakeholders must develop the ecosystem that exists in the center of the creative economy. This ecosystem requires the right mix of resources and also local relationships. As in the development of the creative economy ecosystem in MCC, this ecosystem consists of 4 components supported by the role of the government in it. The four components include research and development, human resources, product and service work, and markets or users.

The Malang City government plays a key role in strengthening the creative economy by supporting research institutions and universities, improving human resources through education and capacity building, and providing financial support. It also facilitates creative production through manufacturing support and regulatory policies. In addition, the government enhances market access by creating spaces for transactions, interaction, and appreciation, with MCC serving as part of the supporting ecosystem. This is in line with the results of research from Syafitri & Nisa (2024) that sustainable policy support, human resource capacity building, and intellectual property rights protection will be key in realizing the potential of this MCC. With

a comprehensive and collaborative strategy, the creative economy and MCC can continue to develop and contribute more to Indonesia's economic, social, and cultural development in the future.

Figure 2
Mbois Mart, One of Facility in Malang Creative Center



Source: Researcher Data (2025)

Regarding further development of MCC, collaboration and cooperation are also needed in the development of the MCC. The involvement of creative economy actors is necessary so that MCC can become more widely recognized. As stated in a study conducted by Novani et al. (2023), strong collaboration between stakeholders is an important thing in the realization of a creative economy ecosystem. This will create a healthy ecosystem for creative economy actors in Malang City, especially in MCC entities. In addition, another study put forward by Syahputra & Hady (2025) said that the factor that can develop the creative economy ecosystem in Malang City is by maximizing the function and utilization of the existing infrastructure, namely the Malang Creative Center.

4. Commercialization

The commercialization stage can be defined as a stage consisting of production, manufacturing, packaging, marketing, distribution, packaging, for a product that embodies innovation. At this stage, the idea of research is converted into an innovative product that can be sold in the market. The commercialization stage itself often comes into contact with other parties as users of innovation. In the public sector, commercialization activities can be in the form of campaigns or socialization about the results of an existing innovation. Commercialization in the public sector has the goal of being adopted by innovation users. This is very important so that the public knows, understands and adopts or uses the innovations offered. Of course, it is useful to generate value for both innovators and users (society).

Regarding commercialization, the development of innovative products is carried out in preparation for market penetration. Products that have been developed into products that are ready to be marketed. In the next stage, innovation products are commercialized (Suwarno, 2008). In this case, MCC innovations are essential to be offered to the market. This is so that part of the management of MCC is carried out by third parties/investors. The commercial area in MCC can be an opportunity for investors to invest their capital in MCC. This is proof that MCC is able to manage itself in the future even though it is an entity under the Malang City Government. However, commercialization in MCC cannot be fully carried out in all MCC areas, thus obscuring the initial purpose of MCC establishment, namely the empowerment and development of creative economy actors in Malang City. Eventually, an innovation can spread, be adopted, and, ultimately, cause consequences.

The commercialization stage in the MCC innovation process seems inseparable from the adoption of the private sector model. In this commercialization process, the Malang City Government is trying to collaborate with third parties, in this case BUMDs or private companies to become commercial area managers. This

adoption model is also in line with the concept of public management that is developing in the discipline of public administration. This is also in line with the opinion in Pasolong (2019) which states that the science of public administration immediately directs its attention to the orientation adopted by the business sector.

The commercialization process at MCC has not reached a perfect stage. Regulations or policies related to MCC management have not been issued until now. Until now, there are no investors or third parties who will manage the commercial area at MCC. The management team driven by the Malang City Diskopindag is trying to add facilities and also needs for commercial areas and empowerment areas. The scheme related to the division of commercial areas and empowerment has also not been clarified. This is because the regulation of the MCC Management Action Plan is still in the preparation process. The author borrows an opinion from Grant et al., (2015) who in their research highlight the importance of issuing government policies and initiatives to complement the focus on commercialization of innovation. Innovation should be expanded on commercialization and marketing, not just product development. In Australia, creative economy actors' awareness and appreciation of commercialization efforts supports the innovation process. Not only that, the ability of an innovator to bring innovation to the market and reach a certain market is an important factor in the success of the commercialization of innovation (Datta et al., 2015). Also the findings of the research by Bauer (2025) suggest that public administrations, especially targeted smart cities, should recognize the role of commercialization in fostering trust and legitimacy in government. Of course, this commercialization process must be implemented directly at MCC.

5. Diffusion and Adoption

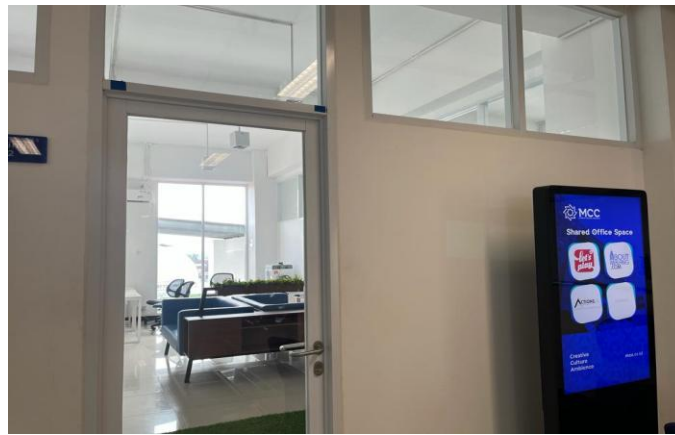
In this stage, diffusion means the dissemination of innovation to the community. Whereas adoption means an individual's decision to accept and use the innovation. Ideas are translated into an innovation practice. That is the stage when an innovation has been realized and implemented by the target community. Diffusion can be done through various channels, such as mass media, socialization, and announcements. The consumer or service user begins to make his choice to use the service or not. After the innovation is diffused, the next stage is that the innovation is recommended to the user to be adopted according to their needs. Adoption is influenced by several factors, such as the benefits and risks of innovation, suitability with values and needs, complexity, and availability of resources. This stage must also be accompanied by an evaluation of the perceived effect of innovation. This evaluation is the basis for making a decision whether the innovation is continued or not.

In relation to the diffusion of MCC innovations, the dissemination of information is carried out by intensifying social media from MCC. The existing social media consists of Instagram, Twitter, Youtube, TikTok, and Websites. The content presented is professionally prepared by MCC staff. Not only intensifying MCC's social media, the media element in the hexa helix collaboration also plays an important role in informing the general public. Information related to MCC is disseminated so that its benefits can be widely experienced by the community. For diffusion efforts, MCC is equipped with a public relations division at the management level. This division contains professional personnel who are experienced in the public relations sector.

The diffusion stage is a highly social process and involves interpersonal communication relationships. Rogers (2003) stated that mass media channels are usually the fastest and most efficient means to diffuse the existence of an innovation. The diffusion of innovation is beneficial in terms of creating public awareness and knowledge about innovation information. Regarding the dissemination of information, mass media channels are all means of message transmission involving mass media. Some channels such as radio, television, newspapers, and so on, which allow one or more individuals to reach a large audience.

In the innovation process at MCC, diffusion is carried out by intensifying the role of mass media who are members of MCC's hexa helix actors. Media gathering as a way to diffuse MCC innovations to the wider community. The role of mass media in the MCC is very important because it helps to disseminate information to a wide audience. Not only mass media, the management also intensifies the role of social media in disseminating MCC innovation information. Existing social media includes Website, Instagram, Youtube, Twitter, and TikTok. On the other hand, this will increase public sensitivity about the existence of MCC as a creative economy development entity in Malang City. Regarding the importance of information in innovation, Lumeng et al. (2023) in their research in China showed that information infrastructure significantly promotes innovation.

Figure 3
Sharing Office for Creative Economy Stakeholder in Malang Creative Center



Source: Researcher Data (2025)

The stages of diffusion are interrelated with the stages of adoption. The innovation process model according to Rogers (2003) states that adoption is an individual's decision to fully utilize innovation as the best available action, or to reject innovation. At MCC itself, the measurement of adoption is carried out by recapsing the results of visitor feedback forms and also event organizers at MCC. Creative economy actors who have carried out their activities are asked to fill out the suggestion and satisfaction form. From the results of the recap of the feedback form, follow-up will be carried out by the MCC manager if there are suggestions that are very crucial to require follow-up, such as adding facilities. Regarding adoption, based on data collected from the management of the Malang Creative Center (July 31, 2025), 17,444 events and activities have been held at MCC. In addition, there are 3,679 creative economy actors who have received benefits in the form of organizing events/activities; market its products; as well as other activities related to their development. Not only that, as many as 808,768 people have received benefits as visitors and service users at MCC. This data is an illustration that the benefits of MCC are starting to reach a wide audience. The dissemination of information about the existence of MCC is also maximized through social media channels, networking, and also coverage by the mass media.

6. Consequences

Consequences are the last stage in the innovation process, according to Rogers (2003). This stage is defined as changes that occur in society as a result of the adoption or rejection of existing innovations. The relationship of an innovation will be assessed whether an innovation provides change and answers a problem or does not even have an impact and does not answer a problem. In this case, it is important to conduct a consequence evaluation to determine the effectiveness and value of an innovation as a whole.

This last stage is the most important stage to determine whether an innovation succeeds or fails in solving problems. This stage is also determined whether innovation is able to answer needs or not. If this innovation is successful, the innovation will survive and exist for a certain period of time in order to solve problems and/or answer existing needs (Suwarno, 2008) When it comes to consequences, this process is filled with the fact that consequences usually occur over a long period of time. In MCC itself, consequence measurement will take a long time with a wide variety of complex data variations. In the first 1-year period, there has been no measurement of the consequences of MCC carried out by the manager. This requires a long time and complex resources. It is also important for managers to measure the consequences of the existence of this MCC.

The consequences of an innovation cannot be understood in a short period of time; one survey; only hundreds of respondents in a survey; or a few days of data collection in the field. The consequences of the establishment of the Malang Creative Center as an innovation in the development of the creative economy are important to know. A long-term research approach at MCC must be taken. This is in line with the opinion of Rogers (2003). In this case, it is important for MCC management to measure the consequences in the short, medium term, and long term. This is to create a sustainable MCC in the future. (Rogers, 2003)

CONCLUSION

The findings indicate that the innovation process in the development of the Malang Creative Center (MCC) has generally been implemented effectively, although several stages have not yet reached optimal performance. The identification of problems and needs, conducted between 2016 and 2020, originated from creative economy actors in Malang City and was formalized in the 2018–2022 Creative Economy Development Road Map, which emphasized the need for marketing infrastructure and a creative economy ecosystem through MCC. The basic and applied research stages were carried out systematically with the involvement of hexa helix stakeholders, including 40 focus group discussions, feasibility studies, and detailed engineering design prior to construction to ensure the sustainability of MCC as a long-term innovation. In its early development phase, MCC focused on activating programs and events initiated by creative actors and the community, while gradually improving infrastructure and seeking third-party involvement for commercial area management; however, commercialization has not been fully implemented due to the absence of clear legal and regulatory frameworks. Furthermore, diffusion and adoption efforts have not yet reached all segments of society, particularly adults and the elderly, while the consequences and long-term impacts of MCC have not been formally measured, as the first year of its operation has primarily focused on program activation. If all six stages of the innovation process are implemented optimally, MCC has the potential to function as an inclusive and strategic space that maximizes the development of the creative economy ecosystem in Malang City.

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