Harmonizing the Echoes: Linkrafin's Musical Identity Rooted in Jember Regency's Local Wisdom

Ayu Nareswari
Departement of Management
Institut Teknologi dan Bisnis Widya
Gama Lumajang
Lumajang, Indonesia
ayunares2411@gmail.com

Kartika Ayu Kinanti
Departement of Management
Institut Teknologi dan Bisnis Widya
Gama Lumajang
Lumajang, Indonesia
dayou.deka2506@gmail.com

Rendra Wirawan
Departement of Management
Institut Teknologi dan Bisnis Widya
Gama Lumajang
Lumajang, Indonesia
rendramengajar2021@gmail.com

Abstract— The development of the creative industry is growing rapidly in Indonesia in line with technological advancements. This research focuses on the strategies used to enhance the competitiveness of Linkrafin, which is based on the cultural heritage and local wisdom of Jember Regency. This study employs a qualitative approach, utilizing observation, interviews, and documentation methods. Data analysis in this research involves data reduction, data presentation, and conclusion. Using the internal factor evaluation (IFE) and external factor evaluation (EFE) matrices to conduct a SWOT analysis, the researcher concludes that Linkrafin defines creativity as all forms of ideas and concepts (intellectual assets) in a multiplatform creative space that benefits creators and consumers while serving educational, entertainment, social, cultural, and economic functions. All elements within the creative industry, encompassing production processes, distribution, exhibition, appreciation, education, and documentation archives, are included. Linkrafin's progress since 2019 has yielded significant achievements, not only at the regional level but also at the national level.

Keywords: Strengths, Opportunities, Weaknesses, Opportunity

I. INTRODUCTION

The creative industry is a growing economic sector in Indonesia that is considered the most profitable industry nationally through increasing the added value of products as a result of a person's creativity and innovation. According to the Ministry of Tourism and Creative Economy, the creative industry will contribute around IDR 989 trillion to the national GDP in 2022, or approximately 7.28 percent. This sector's contribution is increasing, with a 5.07 percent growth in 2021. Furthermore, the creative industry employs 17.7 million people or 14.61 percent of the total workforce. The average creative industry worker receives a salary of 2.23 million rupiahs (US$1.5 million). [1], [2], [3], [4], [5], [6], [7], [8], [9], [10].

The government's support is manifested as a policy aimed at the development of the creative economy, which aims to increase potential and encourage active participation in the national development process. In particular, it concerns economic activities aimed at balanced development by increasing job opportunities and incomes. The specific objectives of small businesses are both to increase their numbers and to encourage the growth of sustainable, self-sustaining businesses. This approach ensures that these economic entities can significantly contribute to the national economy, improve the competitiveness of domestic entrepreneurs on the world market and maintain a balanced distribution of investments between different sectors and groups. [11], [12], [13], [14], [15], [16],[17], [18], [19], [20]

Consumer perception and belief are mirrored in the associations that arise in consumer memory as brand image. A good brand image can provide a significant benefit to the organization, one of which can result in a competitive advantage. Building a brand image in the eyes of consumers is one of the best ways to acquire a competitive edge in influencing purchasing decisions. To gain and retain customers, businesses must make every effort to present items with a positive brand image in the eyes of consumers. Positive brand image items can boost consumer confidence in their products and inspire consumers to become loyal to these products. [21], [22], [23], [24], [25], [26], [27], [28], [29], [30].

When utilized properly, SWOT analysis is one of the most potent analytical tools. In other words, the effectiveness of a company's strategy depends on its decision-makers capacity to maximize the contribution of strengths and make the most of opportunities while simultaneously acting as a tool to reduce organizational body weaknesses and dampen the impact of threats that materialize and must be addressed. So before making a decision, a businessman must do a SWOT analysis so that the decision taken is not wrong. Critical strength and weakness factors play a very important role in limiting the search effort in various alternatives and strategic choices to be used. Therefore, by using SWOT analysis, the special competencies possessed and the weaknesses that stand out can be assessed and linked to various factors that determine the success of a business. [31], [32],[33], [34], [35], [36], [35], [37], [38],[39].

Lingkar Kreatif Independent (Linkrafin) is an association engaged in the work empowerment movement to enrich cultural treasures and artistic instruments within the scope of the creative industry. Founded by Yudho Andriansyah and Bobby Rahadyan in Jember, Linkrafin began its movement in 2019 and partnered with several content creators from Jember to create several collective works of racial media published through *multiplatform* media portals.

Linkrafin defines creative as all forms of ideas and ideas (intellectual property) in multiplatform creation spaces that provide benefits to actors and audiences and have educational, entertainment, social, cultural and economic functions. All elements in the creative industry include the process of production, distribution, exhibition, appreciation, education, and archival documentation. The movement that Linkrafin has started since 2019 has resulted insignificant

achievements. What is recognized is not only at the regional level, but also able to penetrate the national level.

Based on the results of preliminary observations, there are several problems,namely first, the synergy of tumbung together in advancing the local creative industry of Jember Regency cannot fully run smoothly. The strong obstacles of creative economy products that already exist in Jember Regency and have an international scale make not easy to collaborate in one *event*. Secondly, Linkrafin encountered obstacles in exploring modern elements that were considered too contradictory to traditional elements. This was done by Linkrafin as an effort to introduce local music content to Generation Z, because in Generation Z the elementof music content is less appreciated. Third, the regeneration process in Linkrafin isnot going well, meaning that the operational process in composing works still focuses on one individual, namely the leader of Linkrafin, so that there is no next generation for the long-term work process.

II. LiTERATUR REVIEW

A. Strategy Management

Strategic management is a process or sequence of fundamental and comprehensive decision-making activities, as well as establishing how to implement them, undertaken by senior management and carried out by all levels of an organization to achieve goals. Strategic management is the science of formulating, implementing and evaluating cross-functional decisions that enable organizations to achieve their goals. So it can be concluded that, strategic management is a plan that includes decision-making, formulating a vision-mission, implementing a plan to achieve predetermined goals and evaluating the results of implementing the plan or policy that has been set. [40], [41].

B. Creative Industry

The term "creative industries" refers to a group of economic activities that involve the creation or use of knowledge and information. Music is one of 15 subsectors that make up Indonesia's creative industry. The development, performance, reproduction, and dissemination of sound recordings by artists are all creative activities that fall under the umbrella of the music creative industry. Public creative spaces are needed to facilitate creative economic activities. Such creativity can be increased by facilitating various local economies, adding to the greening of urban areas, adding sports facilities and recreational activities, facilitating social interaction andbringing pride and memories to a community [1], [2], [3].

C. Brand Image

The views and beliefs that consumers hold are mirrored in the associations that are stored and ingrained in their memories—associations that are always recalled for the first time upon hearing a slogan and ingrained in consumers' brains. Consumer connections and ideas about a specific brand are referred to as a brand image. Any form of communication offered by brand contact facilities must be used to communicate the image or image for it to be effective. Creativity and diligence are required to build a solid image. It is impossible to implant images in people's thoughts overnight or to spread them via the media. Instead, it needs to be spread consistently and through all channels of communication. [40],[42].

D. *SWOT Analysis*

An appraisal of the overall strengths, weaknesses, opportunities, and threats is referred to as a SWOT analysis. One of the most well-known methods for examining a company's internal and external environments is the SWOT analysis. This analysis is predicated on the idea that a strong strategy will reduce threats and weaknesses. When correctly utilized, this straightforward premise has a significant influence on the creation of an effective plan. According to this justification, SWOT analysis is a tool that may be employed to evaluate the state of the market when making marketing decisions [43].

III. MeTHODS

A. Research Design

Based on the title, problem formulation and research objectives, the type of research used in this research is a qualitative paradigm using descriptivemethods. This research uses qualitative descriptivemethods. Qualitative research was chosen becauseit can describe the phenomena that occur more clearly and in-depth. Based on the explanationabove, it can be concluded that descriptive qualitative research can reveal and identify events or unique cases, phenomena and circumstances that occur when the research takes place by presenting what happened and trying to explain it fully and in-depth [44].

B. Population and Sample

The 15 participants in this study were all parties associated with Linkrafin in the Jember Regency of East Java Province. The leadership, deputy leadership, creative team, and several Linkrafi members in Jember Regency, East Java Province—a total of 15 people—were the population from whom the sample for this study was drawn.Avoid combining SI and CGS units, such as a magnetic field in oersteds and current in amperes. Because equations do not balance dimensionally, this frequently confuses them. If mixed units must be used, be sure to specify them for each quantity you include in an equation.

C. Data Analysis

This technique uses the EFE and IFE matrices to analyze external factors (opportunities and threats) and internal elements (strengths and weaknesses) to define the development strategy. Analysis of external elements, such as opportunities and threats, is done using the External Factor Evaluation (EFE) matrix.To examine concerns pertaining to economic, cultural, social, environmental, demographic, legal, governmental, technological, and market rivalry challenges, external factor data is sought.A matrix called the Internal Factor Evaluation (IFE) is used to examine factors that are owned as strengths and weaknesses.To examine issues about multiple functional firms, such as from the management, finance, human resources, marketing, information systems, and production perspectives, internal factor data is required, [45].

IV. RESULTS AND DISCUSSION

Based on the strategy utilized by Paradise Printing above, researchers will create a tabular Internal Factor Evaluation Matrix (IFE Matrix) and External Factor Evaluation Matrix (EFE Matrix) to determine the execution of SWOT analysis on Linkrafin's. However, before researchers build a table format to compile a

representative SWOT formula, they must first place the following stages in the table.:

1. Compile and identify a company's external and internal strategic considerations. Compile and determine the weight, rating, and score values for the internal and external tables produced using the scale methods described below:

   a. Value Weight

      1.00 = Very Important

      0.75= Important

      0.50= Standard

      0.25= Not Important

      0.10= Very Unimportant

   b. Rating Value

      5= Very Important

      4= Important

      3= Neutral

      2= Not Good

      1= Not very good

   c. Score Value

      To determine the value score, it will be calculated using the following formula: (VS=WV.RV).

      Description:

      VS= Value Score

      WV= Weighted Value

      RV= Rating Value

TABLE I. Linkrafin Internal Factor Evaluation *Matrix* (IFE Matrix)

No	Statement	Score	Weight	Total
	Strength			
1	Adequate equipment of Linkrafin personnel by Personal self-sufficiency	0,401	8	3,208
2	Full support of Linkrafin's adequate *sponsorship* in every activity	0,304	7	2,128
	Total			
	Weaknesses			
3	Linkrafin's musical collaboration of modern elements against traditional elements	0,136	2	0,272
4	Linkrafin's regeneration process is not carried out so that it only focuses on one individual as the *main master*.	0,159	1	0,159
	Total	1		5,767

Source: Data processed, 2023.

The total score of 5,767 indicates that Linkrafin's business is above average in its overall internal strengths

TABLE II. Linkrafin Internal Factor Evaluation *Matrix* (EFE Matrix)

No	Questions	Skor	Bobot	Total
	Opportunities			
1	Linkrafin has made many achievements at the national level so the prospects are good.	0,313	8	2,504
2	There is a clear royalty distribution on every work produced by Linkrafin	0,421	6	2,526
	Total			
	Threats			
3	The number of competitors who copy the type and tone of music from Linkrafin's work	0,107	2	0,214
4	There are internal conflicts within Linkrafin's management that can reduce cohesiveness	0,159	3	0,477
	Total	1		5,721

Source: Processed data, 2023

The total weighted average is 5.721, indicating that Linkrafin businesses are above average in their efforts to execute strategies that capitalize on external opportunities and avoid threats. The two matrices above, are the relative conditions faced by Linkrafin in the research location. these conditions are what they face in running their business. The following is a table that researchers will use to analyze and determine strategic decisions using the SWOT Matruk approach

Four strategy options are shown by the SWOT matrix in Figure 3 above for the owner or manager of Linkrafin when facing a very competitive market, namely as follows:

1. Strategy (*Streght-Opportunities*)

   The (Strength-Opportunities) strategy is a great way to leverage Linkrafin's internal strengths while also taking advantage of external opportunities. As for some of Linkrafin's business strengths in utilizing existing opportunities:

   a. Launching new works that are more attractive to the market

   b. Exploring popular music genres and incorporating fresh aspects into Linkrafin's musical approach to give it a more modern and contemporary vibe.

2. Strategy (*Weaknesses-Opportunities*)

   This tactic is chosen based on making use of available opportunities while reducing available vulnerabilities.

   a. Availability of media for criticism and suggestions from Linkrafin music lovers

   b. Marketing through social media is more intensively carried out

3. Strategy (*Strengths-Threat*)

   This approach makes use of the company's strengths to overcome existing risks. In terms of some of these advantages, they are as follows:

   a. The creation of more unique works characterizes Linkrafin

   b. Increased Linkrafin achievement at the international music festival level

4. Strategy (*Weaknesses-Threats*)

   By reducing current weaknesses and averting dangers, this tactic hopes to succeed. The organization/company in this situation must act right away to improve since only then can it survive in the face of an industry that is becoming more and more competitive.

   a. Improve quality control on every traditional music piece created

   b. Reduce music works that are less desirable to consumers

Based on the SWOT Linkrafin Matrix, it can be seen that:
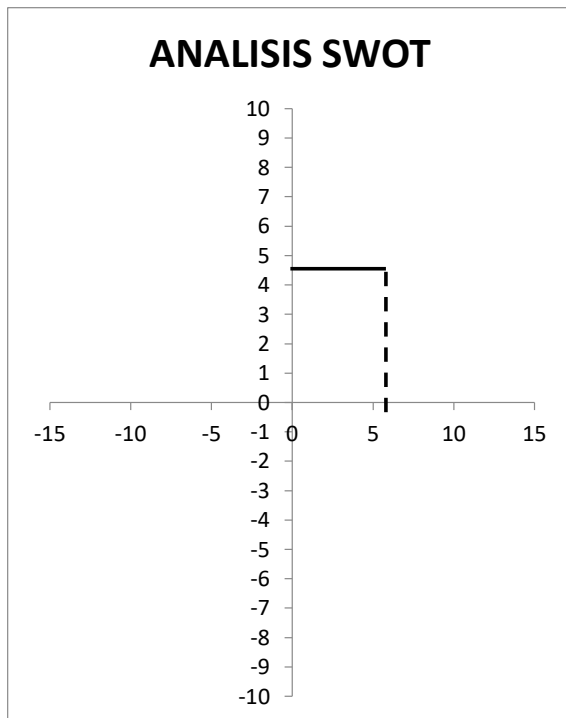
ANALISIS SWOT

Figure 4.2 SWOT matrix of Linkrafin's business
Source: Data processed, 2021

Based on the SWOT analysis conducted using the *Internal Factor* Evaluation *Matrix* (*IFE matrix*) and External Factor Evaluation Matrix (*EFE Matrix*) methods mentioned above, researchers can analyze that, the implementation of SWOT analysis on Linkrafin's business on the company's external factors, namely the position of *Opportunities* which is greater when compared to the position of *Threats* and internal factors in the *Strengths* position has a greater score value when compared to the Weaknesses position, in internal factors, the weight of the *Strengths* value on Linkrafin is 15 and the weight of the *Weaknesses* value on Linkrafin is 3, while on external factors the Linkrafin business company has a weighted *Oppourtunities* value of 14, while in the *Threats* position it has a weighted value of 5.

Based on the weight of the value above, as explained in the theoretical basis chapter SWOT analysis based on internal and external factors states that a good company is if *Opportunities* (opportunities) are greater than *threats* (threats) and if *Strengths (*strengths) are greater than *Weaknesses* (weaknesses) and viceversa. So, based on the weighted value of the SWOT analysis above, Linkrafin's business is a good company, because the internal factors of the company's Strengths position have a greater weighted value when compared to *Weaknesses* (weaknesses) and on external factors the weighted value of *Opportunities* (opportunities) is also greater when compared to the weighted value of *Threats* (threats), so in this case Linkrafin's business has implemented SWOT analysis, but not entirely, so in this case Linkrafin's business must optimize the implementation of SWOT analysis so that Linkrafin can be more comprehensive in knowing the state of the business being run.

V. CONCLUSION

Linkrafin has attempted to utilize SWOT analysis by developing a business strategy based on internal and external elements, according to a thorough examination of the company's business strategy implementation. The approach is still not ideal, however, as shown by analysis using the IFE and EFE Matrix. Linkrafin must have a deeper grasp of its internal assets, strengthen its areas of weakness, and achieve long-term success. Linkrafin's potential will be maximized in the fiercely competitive creative music industry market with more focused improvement and development strategies that emphasize leveraging the most important internal assets and addressing the most dangerous threats.

Linkrafin Creative Music Industry can enhance the execution of its business strategy by taking the actions of reevaluating internal and external elements, designing appropriate strategies, and effective monitoring and training. The business may win the competition in the creative music market and lay the groundwork for long-term, sustainable growth.

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