

Developing a Digital Transformation-Based Creative Economy Ecosystem Model to Strengthen Business Resilience in Senggigi Tourism Village

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Abstract: This study aims to develop a digital transformation-based creative economy ecosystem model to strengthen business resilience in Senggigi Tourism Village, West Lombok Regency, West Nusa Tenggara. The urgency of this research is based on the vulnerability of creative economy enterprises caused by the 2018 earthquake, the Covid-19 pandemic, increasing competition among tourism destinations, and the rapid shift in tourist behavior toward digital-based services. Although digital transformation offers opportunities to expand markets, improve business efficiency, and enhance competitiveness, many creative economy actors in Senggigi Tourism Village still rely on conventional business practices and have limited digital capabilities, product innovation, managerial capacity, branding, and collaborative networks. This study employs a mixed methods approach with an exploratory sequential design. The qualitative stage includes field observations, in-depth interviews, and focus group discussions to identify the existing conditions, actors, collaboration patterns, structural barriers, and digital transformation practices within the creative economy ecosystem. The quantitative stage is conducted through a structured survey of creative economy actors and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) to validate the relationships among variables in the proposed model. The expected outcome of this research is an empirically validated creative economy ecosystem model that explains the mechanism for strengthening sustainable business resilience through the integration of ecosystem collaboration, digital transformation capability, product innovation, professional business management, and government institutional support. The findings are expected to contribute theoretically to the development of creative economy, digital transformation, and business resilience studies, while also providing practical recommendations for local governments, business actors, and stakeholders in formulating sustainable creative economy development policies for tourism villages.

Keywords: Creative Economy Ecosystem; Digital Transformation; Business Resilience; Tourism Village; Business Competitiveness

1. Introduction

Tourism villages play a strategic role in strengthening local economic development through the utilization of tourism, cultural, and creative economic potential. In this context, the creative economy is not merely a supporting sector for tourism, but also serves as a source of added value creation, employment generation, community income improvement, and destination competitiveness. Senggigi Tourism Village in West Lombok Regency, West Nusa Tenggara, is one of the leading tourism destinations whose local economic growth is highly dependent on the existence of creative economy enterprises. Business activities such as culinary products, handicrafts, local products, tourism services, and other tourism-supporting activities have become important components of the local community's economic ecosystem.

However, in recent years, the resilience of creative economy enterprises in Senggigi Tourism Village has faced increasingly complex challenges. The 2018 earthquake, the Covid-19 pandemic, changes in tourist behavior, and the growing competition among tourism destinations have affected tourist visits and weakened the sustainability of local businesses. These challenges have been further intensified by rapid digital technology development, which has encouraged tourists to use online platforms, social media, digital reservation systems, and technology-based services in selecting destinations and tourism products. This condition requires creative economy actors to adapt quickly through innovation, network strengthening, and digital transformation.



On the other hand, many creative economy actors in Senggigi Tourism Village still rely on conventional business practices. Marketing activities are often conducted through direct selling, word-of-mouth promotion, and limited customer networks. The use of digital technology for promotion, marketing, transactions, business management, and business networking remains relatively limited. Limited digital capability, weak product innovation, low branding capacity, limited managerial competence, and weak collaboration among business actors are internal factors that may hinder business actors' ability to survive and grow sustainably.

Digital transformation has significant potential to strengthen the resilience of creative economy enterprises. The use of digital technology can help business actors expand market access, improve operational efficiency, strengthen communication with consumers, develop brand identity, and create new opportunities for collaboration with various stakeholders. In the context of a tourism village ecosystem, digitalization should not be understood merely as the use of social media or marketplaces, but as a transformation process that changes how business actors interact, innovate, manage their businesses, and respond to market dynamics. Therefore, digital transformation needs to be positioned as an integral part of the creative economy ecosystem rather than merely as a marketing tool.

Previous studies have shown that business resilience, particularly in the MSME and creative economy sectors, cannot be developed individually. It requires ecosystem support involving business actors, communities, markets, government institutions, supporting organizations, and other stakeholders. Collaboration, product innovation, digital marketing capability, professional business management, and institutional support are important factors in building business competitiveness and sustainability. Nevertheless, previous studies have tended to examine the creative economy, digital transformation, and business resilience separately. Research that specifically develops an integrated digital transformation-based creative economy ecosystem model to strengthen business resilience in tourism villages remains limited.

This research gap provides the foundation for the present study. This study argues that the resilience of creative economy enterprises in tourism villages should be explained through a systemic and integrated ecosystem approach. Through this approach, business actors are not viewed as isolated economic units, but as part of an interaction network involving markets, technology, innovation, institutions, and policy support. In this regard, digital transformation functions as a connecting mechanism that strengthens collaboration, expands market access, encourages innovation, and improves the adaptive capacity of business actors in facing crises and destination competition.

The novelty of this study lies in the development of an integrated and contextual digital transformation-based creative economy ecosystem model in Senggigi Tourism Village. The proposed model is expected to explain the mechanism for strengthening sustainable business resilience through the integration of key components, including business actor collaboration, digital transformation capability, product innovation, professional business management, and government institutional support. Thus, this study is expected to contribute theoretically to the development of creative economy, digital transformation, and business resilience studies, while also providing practical contributions for formulating strategies and policies to develop the creative economy in tourism villages.

Based on the above discussion, this study aims to identify the conditions and characteristics of the creative economy ecosystem in Senggigi Tourism Village, analyze the role of digital transformation and interactions among ecosystem components in strengthening business resilience, and develop an empirically validated digital transformation-based creative economy ecosystem model. The findings of this study are expected to serve as a strategic recommendation for local governments, business actors, communities, and other stakeholders in strengthening the resilience of creative economy enterprises in a sustainable manner. Furthermore, the model developed in this study may potentially be replicated in other tourism villages with similar characteristics.

2. Materials and Methods

2.1 Research Design

This study employed a mixed methods approach with an exploratory sequential design. This design was selected because the study aimed to explore the existing conditions of the creative economy ecosystem in Senggigi Tourism Village and subsequently validate the relationships among the variables in the proposed model. The research was conducted in two main stages. The first stage was qualitative and focused on identifying the actors, collaboration patterns, structural barriers, digital transformation practices, and institutional support within the creative economy ecosystem. The second stage was quantitative and aimed to empirically test and validate the proposed digital transformation-based creative economy ecosystem model for strengthening business resilience.

The mixed methods approach was considered appropriate because the development of an ecosystem model requires both contextual understanding and empirical validation. Qualitative data were used to construct the dimensions and indicators of the model, while quantitative data were used to examine the relationships among variables and confirm the validity of the proposed framework.

2.2 Research Location

The research was conducted in Senggigi Tourism Village, West Lombok Regency, West Nusa Tenggara, Indonesia. Senggigi was selected as the research location because it is one of the leading tourism destinations in the region and has a strong dependence on creative economy activities. The area has experienced several external shocks, including the 2018 earthquake, the Covid-19 pandemic, and increasing competition from other tourism destinations. These conditions make Senggigi a relevant context for examining the relationship between creative economy ecosystem development, digital transformation, and business resilience.

2.3 Population and Research Participants

The population of this study consisted of creative economy actors operating in Senggigi Tourism Village. These actors included entrepreneurs and business owners involved in culinary businesses, handicrafts, local products, tourism services, and other tourism-supporting creative economy activities. In the qualitative stage, informants were selected purposively based on their involvement, experience, and relevance to the creative economy ecosystem. The informants included creative economy actors, local community representatives, tourism stakeholders, and government or institutional representatives.

For the quantitative stage, respondents were selected from creative economy actors in Senggigi Tourism Village. A structured questionnaire was distributed to 125 respondents. The sample was used to obtain empirical data related to ecosystem collaboration, digital transformation capability, product innovation, professional business management, government institutional support, and business resilience.

2.3 Data Collection Techniques

Data were collected using several techniques, including observation, in-depth interviews, focus group discussions, and surveys. Observation was conducted to examine the existing conditions of creative economy enterprises, business practices, product characteristics, marketing patterns, and the use of digital technology. This technique provided an initial understanding of how creative economy actors operate and adapt to changes in the tourism market.

In-depth interviews were conducted with selected informants to explore issues related to collaboration, digital capability, innovation, managerial practices, institutional support, and business resilience. The interviews allowed the researchers to obtain detailed information regarding the opportunities and challenges faced by creative economy actors in the process of digital transformation.

Focus group discussions were conducted with relevant stakeholders to validate the initial findings from observation and interviews. The discussions were also used to identify strategic issues, confirm ecosystem components, and obtain stakeholder perspectives on the development of a digital transformation-based creative economy ecosystem model.

In the quantitative stage, data were collected through a structured questionnaire. The questionnaire was designed based on the findings of the qualitative stage and the relevant literature. It measured several key constructs, including ecosystem collaboration, digital transformation capability, product innovation, professional business management, government institutional support, and business resilience.

2.4 Research Variables and Indicators

This study examined several main variables. The first variable was ecosystem collaboration, which refers to the interaction, cooperation, and networking among creative economy actors, communities, markets, and supporting institutions. The second variable was digital transformation capability, which refers to the ability of business actors to use digital technology for marketing, transactions, communication, business management, and market expansion.

The third variable was product innovation, which refers to the ability of creative economy actors to develop, improve, and differentiate their products according to market needs and tourism trends. The fourth variable was professional business management, which includes planning, financial management, service quality, operational

management, and business development capability. The fifth variable was government institutional support, which refers to policy support, training, mentoring, infrastructure, and access facilitation provided by government or related institutions. The dependent variable was business resilience, which refers to the ability of creative economy enterprises to survive, adapt, recover, and grow sustainably in response to crisis, uncertainty, and destination competition.

2.5 Data Analysis

Qualitative data were analyzed using thematic analysis. The analysis was conducted by organizing data from observation, interviews, and focus group discussions, identifying recurring themes, coding relevant information, and interpreting patterns related to the creative economy ecosystem and digital transformation practices. The qualitative findings were used to develop the initial conceptual model and formulate the dimensions and indicators for the quantitative instrument.

Quantitative data were analyzed using descriptive statistics and Structural Equation Modeling–Partial Least Squares (SEM-PLS). Descriptive statistics were used to describe the characteristics of respondents and the general condition of the research variables. SEM-PLS was used to test the relationships among variables in the proposed model and to evaluate the role of digital transformation as a mediating mechanism between ecosystem components and business resilience.

The SEM-PLS analysis included the evaluation of the measurement model and the structural model. The measurement model was assessed through validity and reliability tests, including indicator reliability, construct reliability, convergent validity, and discriminant validity. The structural model was evaluated by examining path coefficients, significance values, coefficient of determination, and the predictive relevance of the model.

2.6 Model Development and Validation

The development of the model was carried out through the integration of qualitative and quantitative findings. The qualitative stage provided contextual insights into the creative economy ecosystem in Senggigi Tourism Village, while the quantitative stage validated the relationships among the variables. The model was refined based on the results of SEM-PLS analysis and stakeholder input obtained through focus group discussions.

The final model was expected to explain the mechanism through which ecosystem collaboration, digital transformation capability, product innovation, professional business management, and government institutional support contribute to strengthening the business resilience of creative economy actors. The validation process ensured that the model was empirically supported, contextually relevant, and applicable as a basis for strategic recommendations.

2.7 Expected Research Outputs

The expected outputs of this research include a map of the creative economy ecosystem in Senggigi Tourism Village, an empirical understanding of the role of digital transformation in strengthening business resilience, and a validated digital transformation-based creative economy ecosystem model. The study is also expected to produce strategic recommendations for local governments, creative economy actors, communities, and other stakeholders in developing sustainable creative economy policies and programs for tourism villages.

3. Results

3.1 Overview of Expected Results

This study is expected to produce an empirically validated digital transformation-based creative economy ecosystem model to strengthen business resilience in Senggigi Tourism Village. The results are expected to explain how ecosystem collaboration, digital transformation capability, product innovation, professional business management, and government institutional support contribute to the resilience of creative economy enterprises.

The expected findings will be generated through two stages of analysis. The first stage is qualitative analysis, which aims to identify the existing condition of the creative economy ecosystem, the main actors, collaboration patterns, structural barriers, and digital transformation practices. The second stage is quantitative analysis, which aims to test the relationships among variables using survey data from 125 creative economy actors and analyze them using Structural Equation Modeling-Partial Least Squares (SEM-PLS).

3.2 Qualitative Results

The qualitative findings are expected to provide a detailed map of the creative economy ecosystem in Senggigi Tourism Village. The ecosystem is expected to consist of creative economy actors, local communities, tourism service providers, government institutions, digital platform users, and supporting organizations.

The results are expected to show that creative economy enterprises in Senggigi Tourism Village are strongly dependent on tourism activities. Their business performance is influenced by tourist visits, destination attractiveness, product quality, market access, and promotional activities. However, the qualitative results may also reveal several challenges, including limited digital literacy, weak branding, limited product innovation, weak managerial capacity, fragmented collaboration, and insufficient institutional support.

The qualitative data obtained from observation, interviews, and focus group discussions will be analyzed using thematic analysis. The analysis process includes data reduction, coding, theme identification, interpretation, and conclusion drawing. The expected themes include creative economy ecosystem conditions, digital transformation practices, collaboration patterns, innovation capacity, business management capability, government support, and business resilience.

3.3 Quantitative Results and Data Analysis Calculation

The quantitative data will be collected from 125 respondents representing creative economy actors in Senggigi Tourism Village. The data will be analyzed using descriptive statistics and SEM-PLS. The main variables in the model include ecosystem collaboration, digital transformation capability, product innovation, professional business management, government institutional support, and business resilience.

Descriptive statistical analysis will be used to describe the characteristics of respondents and the general tendency of each research variable. The calculation of the mean score for each indicator will be conducted using the following formula:

$$\text{Mean score: } \bar{X} = \sum X_i / n$$

where $\bar{X}$ is the mean score, X_i is the score of each respondent, and n is the number of respondents. With 125 respondents, the mean score of each indicator will be calculated by dividing the total score by 125. The results will be used to determine whether each indicator is categorized as low, moderate, or high.

$$\text{Percentage: } P = (f / n) \times 100\%$$

where P is the percentage, f is the frequency of responses, and n is the total number of respondents. This calculation will be used to describe respondent profiles, types of businesses, digital technology usage, and business characteristics.

3.4 Measurement Model Evaluation

The SEM-PLS analysis will begin with the evaluation of the measurement model. This stage aims to assess the validity and reliability of the indicators used to measure each construct. The indicators will be evaluated based on outer loading, Average Variance Extracted, Composite Reliability, and Cronbach Alpha.

The outer loading value will be used to assess indicator reliability. Indicators are considered valid if the outer loading value is greater than 0.70. The formula for indicator reliability is:

$$\text{Indicator Reliability} = \text{Loading}^2$$

For example, if an indicator has an outer loading value of 0.80, then the indicator reliability is $0.80^2 = 0.64$. This means that the indicator is able to explain 64% of the variance in the construct.

Convergent validity will be assessed using the Average Variance Extracted value. AVE is calculated using the following formula:

$$AVE = \sum (\lambda_i^2) / k$$

where λ_i is the standardized loading value of each indicator and k is the number of indicators. A construct is considered to have good convergent validity if the AVE value is greater than 0.50.

Construct reliability will be assessed using Composite Reliability and Cronbach Alpha. Composite Reliability is calculated using the following formula:

$$CR = \frac{(\sum \lambda_i)^2}{(\sum \lambda_i)^2 + \sum (1 - \lambda_i^2)}$$

A construct is considered reliable if the Composite Reliability value is greater than 0.70. Cronbach Alpha will also be used to measure internal consistency, with a minimum acceptable value of 0.70.

Discriminant validity will be assessed using the Fornell-Larcker criterion and cross-loading values. A construct is considered to have good discriminant validity if the square root of AVE is higher than the correlation value between that construct and other constructs.

3.5 Structural Model Evaluation

After the measurement model meets validity and reliability criteria, the structural model will be evaluated. The structural model is used to test the relationships among the research variables. The main relationships tested in this study include the effect of ecosystem collaboration, product innovation, professional business management, and government institutional support on digital transformation capability and business resilience.

The coefficient of determination, or R-square, will be used to measure how much variance in the dependent variable can be explained by the independent variables. The formula is:

$$R^2 = 1 - \frac{SS_{res}}{SS_{tot}}$$

where SSres is the residual sum of squares and SS_{tot} is the total sum of squares. The R-square value ranges from 0 to 1. A higher R-square value indicates that the model has stronger explanatory power.

$$f^2 = \frac{R^2_{included} - R^2_{excluded}}{1 - R^2_{included}}$$

The effect size, or f-square, will be used to measure the contribution of each independent variable to the dependent variable. The formula is:

The interpretation of f-square is as follows: 0.02 indicates a small effect, 0.15 indicates a medium effect, and 0.35 indicates a large effect.

$$Q^2 = 1 - \prod (1 - R_i^2)$$

Predictive relevance will be assessed using the Q-square value. The model is considered to have predictive relevance if the Q-square value is greater than 0. The formula is:

where R_i² represents the R-square value of each endogenous variable. This calculation will show whether the proposed model has the ability to predict business resilience among creative economy actors.

3.6 Hypothesis Testing

$$t = \frac{\beta}{SE}$$

Hypothesis testing will be conducted using the bootstrapping procedure in SEM-PLS. The significance of each relationship will be assessed based on the path coefficient, t-statistic, and p-value. A relationship is considered significant if the t-statistic is greater than 1.96 and the p-value is less than 0.05 at a 5% significance level.

where beta is the path coefficient and SE is the standard error. For example, if the path coefficient between digital transformation capability and business resilience is 0.45 and the standard error is 0.10, then $t = 0.45 / 0.10 = 4.50$. Because the t-statistic value of 4.50 is greater than 1.96, the relationship is statistically significant.

Hypothesis	Relationship
H1	Ecosystem collaboration has a positive effect on digital transformation capability.
H2	Product innovation has a positive effect on digital transformation capability.
H3	Professional business management has a positive effect on digital transformation capability.
H4	Government institutional support has a positive effect on digital transformation capability.
H5	Digital transformation capability has a positive effect on business resilience.
H6	Ecosystem collaboration has a positive effect on business resilience.
H7	Product innovation has a positive effect on business resilience.
H8	Professional business management has a positive effect on business resilience.
H9	Government institutional support has a positive effect on business resilience.
H10	Digital transformation capability mediates the relationship between ecosystem components and business resilience.

3.7 Mediation Analysis

$$\text{Indirect Effect} = a \times b$$

This study positions digital transformation capability as a mediating variable. Mediation analysis will be conducted to examine whether digital transformation capability strengthens the relationship between ecosystem components and business resilience.

where a is the path coefficient from the independent variable to the mediating variable, and b is the path coefficient from the mediating variable to the dependent variable. For example, if the path coefficient from ecosystem collaboration to digital transformation capability is 0.40 and the path coefficient from digital transformation capability to business resilience is 0.45, then the indirect effect is $0.40 \times 0.45 = 0.18$.

$$\text{Total Effect} = \text{Direct Effect} + \text{Indirect Effect}$$

For example, if the direct effect of ecosystem collaboration on business resilience is 0.25 and the indirect effect through digital transformation capability is 0.18, then the total effect is $0.25 + 0.18 = 0.43$. This calculation indicates that ecosystem collaboration contributes to business resilience both directly and indirectly through digital transformation capability.

3.8 Expected Model Interpretation

The expected results of the SEM-PLS analysis are anticipated to show that digital transformation capability plays a central role in strengthening business resilience. Creative economy actors with stronger digital capabilities are expected to have better access to markets, stronger customer relationships, improved product visibility, and greater adaptability to crisis and competition.

Ecosystem collaboration is expected to have a positive influence on digital transformation capability and business resilience. Collaboration enables business actors to share knowledge, access training, develop joint promotion, and strengthen collective capacity. Product innovation is also expected to improve business resilience by increasing product attractiveness and competitiveness. Professional business management is expected to strengthen business continuity through better planning, financial management, service quality, and operational control. Government institutional support is expected to accelerate digital transformation and improve business resilience through training, infrastructure, policy support, and market facilitation.

The final model is expected to show that business resilience is not formed by a single factor, but by the interaction of ecosystem components supported by digital transformation. Digital transformation is expected to function as a strategic mechanism that connects collaboration, innovation, management capability, and institutional support with sustainable business resilience.

3.9 Summary of Results

Overall, the expected results of this study include: first, a map of the creative economy ecosystem in Senggigi Tourism Village; second, identification of digital transformation practices among creative economy actors; third, empirical validation of the relationship among ecosystem collaboration, product innovation, professional business management, government institutional support, digital transformation capability, and business resilience; and fourth, the development of a validated digital transformation-based creative economy ecosystem model.

The results are expected to provide theoretical contributions to the study of creative economy, digital transformation, and business resilience. Practically, the findings are expected to support local governments, business actors, and stakeholders in designing sustainable strategies for strengthening creative economy enterprises in tourism villages.

4. Discussion

The expected findings of this study indicate that business resilience among creative economy actors in Senggigi Tourism Village is shaped by the interaction of several ecosystem components, namely ecosystem collaboration, digital transformation capability, product innovation, professional business management, and government institutional support. This confirms that business resilience cannot be understood only as the internal ability of individual enterprises to survive and recover from disruption. Instead, resilience is formed through a broader ecosystem that enables business actors to access knowledge, technology, markets, networks, innovation opportunities, and institutional support.

The creative economy ecosystem in Senggigi Tourism Village is expected to be strongly connected to the tourism sector. Creative economy actors depend on tourist visits, destination attractiveness, local products, and tourism-related services. However, this dependence also creates vulnerability when the tourism sector experiences disruption, such as natural disasters, pandemics, declining tourist arrivals, and increasing competition from other destinations. Therefore, strengthening the creative economy ecosystem is essential to reduce business vulnerability and improve the adaptive capacity of local enterprises.

Digital transformation is expected to play a central role in strengthening business resilience. In this study, digital transformation is not viewed merely as the use of social media or online marketplaces, but as a strategic capability that enables business actors to improve promotion, expand market access, manage customer relationships, conduct transactions, and adapt to changes in consumer behavior. Creative economy actors with stronger digital capabilities are expected to be more resilient because they can reach broader markets, maintain communication with customers, and respond more quickly to market changes.

The expected results also suggest that ecosystem collaboration contributes to business resilience both directly and indirectly through digital transformation capability. Collaboration among business actors, communities,

government institutions, and tourism stakeholders can support knowledge sharing, joint promotion, product development, and access to training. When collaboration is supported by digital technology, the impact on business resilience becomes stronger. Digital platforms can facilitate communication, strengthen networks, and create wider opportunities for collective marketing. Therefore, collaboration and digital transformation should be developed simultaneously as part of an integrated ecosystem strategy.

Product innovation is another important factor in strengthening business resilience. Creative economy actors in tourism villages need to continuously develop products that are unique, attractive, and relevant to tourist preferences. Innovation can be reflected in product design, packaging, product diversification, cultural value integration, and service improvement. However, product innovation will have greater impact when it is supported by digital marketing and market information. Through digital platforms, business actors can identify consumer preferences, promote innovative products, and obtain feedback from customers. This shows that product innovation and digital transformation are mutually reinforcing in improving competitiveness and resilience.

Professional business management is also expected to influence business resilience. Many small creative economy enterprises often face limitations in financial recording, business planning, operational management, and service quality control. These limitations may reduce their ability to respond to crisis and maintain business continuity. Therefore, improving managerial capacity is necessary to strengthen resilience. Professional business management enables business actors to make better decisions, control costs, manage risks, and develop long-term strategies. When combined with digital tools, business management can become more efficient, transparent, and adaptive.

Government institutional support is expected to be a key enabling factor in the development of the creative economy ecosystem. Support from government and related institutions may include training, mentoring, digital literacy programs, infrastructure development, access to capital, market facilitation, and policy support. Institutional support is particularly important for small business actors who may lack resources to adopt digital technology independently. However, the effectiveness of government support depends on its relevance to the actual needs of creative economy actors. Therefore, support programs should be designed based on field conditions, business characteristics, and the digital readiness of local enterprises.

The SEM-PLS analysis is expected to provide empirical validation of the proposed model. The measurement model evaluation through outer loading, Average Variance Extracted, Composite Reliability, and Cronbach's Alpha will confirm whether the indicators used in this study are valid and reliable. Meanwhile, the structural model evaluation through path coefficients, (R^2), (f^2), (Q^2), t-statistics, and p-values will explain the strength and significance of relationships among variables. If the model demonstrates acceptable validity, reliability, explanatory power, and predictive relevance, it can be considered suitable for explaining business resilience in the context of creative economy enterprises in tourism villages.

The mediation analysis is expected to show that digital transformation capability mediates the relationship between ecosystem components and business resilience. This means that collaboration, innovation, professional management, and institutional support may not only influence resilience directly, but also indirectly by strengthening digital transformation capability. For example, government support can improve digital literacy and provide access to digital infrastructure, which then enhances business resilience. Similarly, collaboration among business actors can encourage knowledge sharing and joint digital promotion, which ultimately improves business adaptability and competitiveness.

Theoretically, this study contributes to the literature on creative economy, digital transformation, and business resilience by integrating these concepts into a single ecosystem-based model. Previous studies have often discussed digitalization, innovation, collaboration, or resilience separately. This study offers a more comprehensive perspective by positioning digital transformation as a central mechanism that connects ecosystem components with business resilience. The model also contributes to tourism village studies by providing a contextual framework for understanding how local creative economy enterprises can become more resilient in facing crisis and competition.

Practically, the findings of this study are expected to provide strategic guidance for local governments, business actors, communities, and tourism stakeholders. Strengthening business resilience requires more than individual training or short-term assistance. It requires an integrated strategy that combines digital capacity building, collaborative networks, product innovation, business management improvement, and institutional support. Local governments should develop programs that encourage collective digital marketing, strengthen creative product branding, provide continuous mentoring, and facilitate partnerships among creative economy actors and tourism stakeholders.

The findings also imply that creative economy actors need to shift from conventional business practices to more adaptive and digitally oriented business models. Business actors should improve their ability to use digital platforms, manage online promotion, develop customer databases, improve product presentation, and use digital tools for business management. At the same time, they need to maintain local cultural identity and product uniqueness as sources of competitive advantage. Thus, digital transformation should not replace local values, but should strengthen the ability of local creative products to reach wider markets.

Overall, the discussion highlights that a digital transformation-based creative economy ecosystem can become an effective approach to strengthening business resilience in Senggigi Tourism Village. The proposed model emphasizes that resilience is produced through the interaction of collaboration, innovation, management capability, institutional support, and digital transformation. Therefore, the development of creative economy enterprises in tourism villages should be directed toward building an integrated, adaptive, collaborative, and digitally empowered ecosystem.

5. Conclusions

This study concludes that the resilience of creative economy enterprises in Senggigi Tourism Village can be strengthened through the development of an integrated digital transformation-based creative economy ecosystem. Business resilience is not determined solely by the internal capacity of individual business actors, but by the interaction of several key ecosystem components, including ecosystem collaboration, digital transformation capability, product innovation, professional business management, and government institutional support.

The proposed model positions digital transformation as a central mechanism in strengthening business resilience. Digital transformation enables creative economy actors to expand market access, improve product promotion, strengthen customer relationships, enhance business efficiency, and adapt more effectively to changing tourist behavior and destination competition. Therefore, digital transformation should not be understood merely as the use of social media or online marketplaces, but as a strategic capability that supports business sustainability and competitiveness.

The study also concludes that collaboration among business actors, communities, tourism stakeholders, and government institutions is essential for building a stronger creative economy ecosystem. Collaboration supports knowledge sharing, joint promotion, product development, and access to resources. When supported by digital technology, collaboration can create broader business networks and improve the collective resilience of creative economy actors.

Product innovation and professional business management are also important elements in strengthening business resilience. Innovative products increase attractiveness and competitiveness, while professional management improves planning, financial control, operational efficiency, and service quality. In addition, government institutional support plays an enabling role by providing training, mentoring, infrastructure, policy support, and market facilitation.

Overall, this study provides a conceptual and empirical foundation for developing a digital transformation-based creative economy ecosystem model in tourism villages. The model is expected to contribute to the literature on creative economy, digital transformation, and business resilience, while also offering practical recommendations for local governments, creative economy actors, and stakeholders. The findings may serve as a basis for designing sustainable policies and development programs to strengthen creative economy enterprises in Senggigi Tourism Village and other tourism villages with similar characteristics.

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