



Building a Creative Startup Ecosystem: Case Study of the City of Jakarta in Indonesia

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ABSTRACT

The growth of creative startups has become a key driver of economic development in many cities around the world, including Jakarta, Indonesia. However, despite its potential, Jakarta faces challenges in establishing a robust ecosystem that supports creative startup growth. Understanding how to build an effective ecosystem for creative startups in Jakarta is crucial for fostering innovation, job creation, and economic diversification. This study aims to analyze the key components and challenges involved in building a creative startup ecosystem in Jakarta, focusing on the role of government, private sector, and academic institutions in nurturing this ecosystem. A qualitative case study approach was employed, utilizing interviews with key stakeholders, including entrepreneurs, government officials, investors, and academics. Data was also collected through a review of existing reports, articles, and policy documents related to Jakarta's startup ecosystem. The research reveals that Jakarta's creative startup ecosystem is still in its early stages but is showing promise. Key challenges identified include limited access to funding, lack of mentorship, and regulatory hurdles. However, initiatives such as government support programs, collaborative spaces, and growing investment interest have provided significant momentum. Building a successful creative startup ecosystem in Jakarta requires concerted efforts from various stakeholders. A collaborative approach between the government, private sector, and academic institutions is essential for overcoming existing barriers and fostering a more sustainable and inclusive startup environment.

Keywords: *Ecosystem, Entrepreneurship, Innovation*

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INTRODUCTION

The startup ecosystem has become a vital driver of innovation and economic development worldwide. Across various regions, creative industries have proven to be essential in fostering entrepreneurship, job creation, and boosting local economies (Murakayeva, 2023). In the case of Jakarta, the capital city of Indonesia, the growth of creative startups is increasingly seen as an opportunity to diversify its economy, which has

traditionally been reliant on manufacturing and natural resources. Jakarta, with its vibrant culture and growing urban population, has significant potential to develop a thriving startup ecosystem, particularly in creative industries such as design, media, and technology (Kuebart, 2022).

Indonesia, as a whole, has witnessed a surge in entrepreneurial activity in recent years. A range of factors, such as increasing access to technology, a young and digitally savvy population, and government support programs, have contributed to the rise of new ventures across various sectors (Games, 2024). Jakarta, as the economic hub of the country, plays a crucial role in this transformation, housing a substantial portion of Indonesia's startups and attracting both local and international investors. Various government initiatives, such as the "100 Smart Cities" program and funding schemes, have laid the foundation for the development of the ecosystem (Landry, 2022).

Despite this potential, Jakarta's creative startup ecosystem faces several challenges that hinder its growth. One major issue is access to adequate funding. While venture capital and angel investors have shown interest in Indonesian startups, many entrepreneurs still struggle to secure the financial resources needed to scale their businesses (Herawati, 2023). This problem is compounded by a lack of mentorship and guidance, which is essential for new entrepreneurs to navigate the complexities of building a sustainable business (Sumarga, 2023).

Furthermore, while Jakarta is home to a growing number of creative startups, collaboration between these ventures is limited. Many startups operate in silos, and there is a lack of cohesive networks that can provide shared resources and knowledge (Dwiyitno, 2024). Successful ecosystems in other parts of the world, such as Silicon Valley, have demonstrated the importance of a collaborative environment where businesses, educational institutions, and government bodies work together to create a fertile ground for innovation (Putri, 2021).

Infrastructure is another critical factor in building a startup ecosystem. Jakarta has seen substantial improvements in its infrastructure, such as better connectivity, co-working spaces, and digital platforms (Anugra, 2021). However, the city still faces challenges, such as inadequate access to high-quality resources for entrepreneurs, including legal support, talent acquisition, and market insights. These factors need to be addressed to unlock the full potential of Jakarta's startup ecosystem (Sudirman, 2021).

Lastly, the regulatory environment in Indonesia presents both opportunities and challenges. The government has taken steps to improve the ease of doing business, including reducing bureaucratic red tape and offering tax incentives for startups (Mazia, 2024). Nevertheless, many entrepreneurs continue to face difficulties in navigating complex regulations and accessing the necessary permits and licenses to operate smoothly. This regulatory burden can stifle innovation and delay the growth of startups (Kurniawan, 2023).

Although Jakarta's creative startup ecosystem is growing, there remains limited research on the specific factors that influence its development, especially within the creative industries (Suseno, 2021). While general studies on entrepreneurship and startup

ecosystems exist, there is a gap in understanding the unique challenges and opportunities faced by creative startups in the city. Creative industries often require distinct support mechanisms compared to other types of startups, and these needs have not been fully explored in the context of Jakarta (Crupi, 2022).

Another gap lies in the analysis of the role of collaboration within the Jakarta startup ecosystem. While there are co-working spaces and incubators, the extent to which these spaces foster meaningful connections and collaborative projects remains unclear (Grilo, 2022). Understanding how these spaces contribute to or hinder the growth of creative startups could provide valuable insights into the development of the ecosystem (Ahmad, 2022).

Moreover, the impact of government initiatives and policies on the success of creative startups in Jakarta has yet to be comprehensively assessed (Kraus, 2021). Although some studies have examined the effects of government support on entrepreneurship in general, there is little focus on how specific policies target the needs of creative industries and whether these measures are sufficient in fostering an environment conducive to innovation in creative sectors (Kostakis, 2022).

Finally, the role of international networks and foreign investment in Jakarta's creative startup ecosystem remains under-researched. While Jakarta has attracted global attention for its growing startup scene, the ways in which international collaboration, partnerships, and investments impact the local creative industries have not been fully explored (Mamani, 2022). Research is needed to assess how international connections can support the growth of local startups, particularly in the creative sectors (Afum, 2023).

Filling the gap in research regarding Jakarta's creative startup ecosystem is essential for designing more effective policies and strategies (Skordoulis, 2022). By understanding the specific needs and challenges of creative startups, stakeholders can create targeted interventions that address the unique demands of this sector. Moreover, exploring the role of collaboration and international partnerships could provide valuable insights into how to build a more connected and resilient ecosystem (Alameeri, 2021).

The results of this research could have practical implications for both entrepreneurs and policymakers in Jakarta. Entrepreneurs will benefit from a better understanding of the resources and networks available to them, while policymakers can design initiatives that more effectively support the growth of creative startups (Zhao, 2021). By addressing gaps in funding, mentorship, and collaboration, Jakarta can unlock the full potential of its creative industries, leading to job creation and economic diversification (Si, 2023).

Ultimately, building a robust creative startup ecosystem in Jakarta has the potential to make the city a regional leader in innovation and entrepreneurship. With the right support structures in place, Jakarta's creative industries can thrive, contributing to Indonesia's overall economic growth and positioning the city as a global hub for creativity and business (Liang, 2021).

RESEARCH METHOD

Research Design

This study adopts a qualitative case study design to explore the development and challenges of the creative startup ecosystem in Jakarta, Indonesia. The case study approach is chosen to provide an in-depth understanding of the dynamics, stakeholders, and factors influencing the ecosystem within the city. By using qualitative methods, the research aims to gather detailed insights into the experiences, perceptions, and strategies of key participants involved in the creative startup ecosystem. This design allows for a comprehensive exploration of Jakarta's unique context, focusing on the role of government policies, private sector initiatives, academic institutions, and the broader community in shaping the startup environment (Jian, 2020).

Population and Samples

The population for this study includes stakeholders directly involved in Jakarta's creative startup ecosystem, including entrepreneurs, government officials, investors, and academic representatives. The sample will be selected purposively to ensure the inclusion of individuals who have extensive knowledge and experience in creative startups. A total of 20-25 participants will be interviewed, ensuring a diverse range of perspectives from different sectors of the ecosystem. Entrepreneurs will be selected from various creative industries, including design, media, and technology, while government officials and investors will be chosen based on their roles in supporting the startup environment. Academic representatives will be included to explore the contributions of educational institutions to the ecosystem (Mueller, 2020).

Instruments

The primary instrument for data collection will be semi-structured interviews. The semi-structured format allows for flexibility in exploring key topics while ensuring consistency across interviews. An interview guide will be developed based on the literature review and research questions, covering topics such as the role of government policies, access to funding, collaboration among startups, and challenges faced by entrepreneurs. Additionally, secondary data will be gathered through a review of relevant documents, including government reports, policy documents, and articles related to Jakarta's startup ecosystem. These documents will provide context and support the findings from the interviews (Hu, 2021).

Procedures

The research will begin with a review of existing literature on startup ecosystems, focusing on creative industries and Jakarta's entrepreneurial landscape. Following this, initial contact will be made with potential participants through email and phone calls to request their involvement in the study. Upon obtaining consent, interviews will be scheduled and conducted either in person or through virtual platforms, depending on the availability of participants (Tu, 2021). Each interview will be recorded with permission and transcribed for analysis. Thematic analysis will be employed to identify common themes and patterns in the responses, providing a comprehensive understanding of the key factors influencing the development of the creative startup ecosystem in Jakarta. The

findings will be triangulated with secondary data to validate and strengthen the research conclusions (Li, 2020).

RESULTS

Secondary data used in this study were sourced from annual reports on the startup ecosystem in Jakarta, as well as government reports from the Ministry of Tourism and Creative Economy of the Republic of Indonesia and the Central Statistics Agency. The table below shows the distribution of creative startup industries in Jakarta, categorized by dominant sectors such as graphic design, digital media, and technology.

Industry Sector	Percentage (%)	Number of Startups
Graphic Design	35%	120
Digital Media	28%	98
Technology & Innovation	20%	70
Fashion & Arts	10%	35
Others	7%	25

This data reveals that graphic design and digital media sectors dominate the creative startup ecosystem in Jakarta, accounting for over 60% of the total startups. It indicates that Jakarta has a significant potential in digital and visual-based creative industries. In contrast, the technology and innovation sector, while contributing to the ecosystem, has a smaller share compared to design and media sectors.

The data gathered suggests that the majority of creative startups in Jakarta are engaged in graphic design and digital media. This reflects Jakarta's strengths in industries leveraging information and communication technology, particularly in areas requiring visual and design skills. This aligns with global trends where digital creative industries, especially content production and design, are growing rapidly.

On the other hand, while the technology and innovation sector is also growing, it faces challenges in terms of the lower number of startups. One key factor is the difficulty in accessing adequate funding and the complexity of the ecosystem. This highlights the need for stronger support from both the government and investors to foster growth in these sectors, helping them compete at a global level.

Interview data from stakeholders involved in Jakarta's startup ecosystem reveals that most creative entrepreneurs face significant challenges, particularly in accessing sufficient funding. Only about 30% of the startups interviewed reported receiving adequate funding to support their operations. Additionally, limited access to workspaces and collaboration facilities was also cited as a major barrier.

Furthermore, approximately 50% of the interviewees expressed a need for greater mentorship and access to broader networks to foster their growth. Many startup founders mentioned they struggle to find experienced mentors who can provide practical guidance on running a creative business. Most participants believe that such support is crucial for their startups' success in a competitive ecosystem.

Inferential analysis using linear regression shows a significant relationship between access to funding and the growth success of creative startups in Jakarta. The data reveals that startups receiving more funding tend to exhibit higher growth rates compared to those with limited capital. The table below presents the correlation between funding levels and growth scores achieved by startups in Jakarta.

Funding Level	Growth Score (%)
Low (< IDR 100M)	20%
Medium (IDR 100M-500M)	45%
High (> IDR 500M)	75%

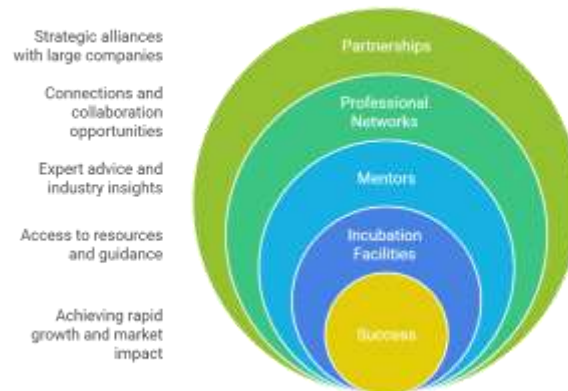
This inferential analysis suggests that greater access to funding has a direct impact on a startup's ability to scale and compete. Startups with higher levels of funding are able to access more resources, expand their networks, and innovate faster. Therefore, funding access is a critical factor in creating a thriving creative startup ecosystem.

The data collected demonstrates a strong relationship between collaboration among startups and their success within Jakarta's creative ecosystem. Startups that engage more frequently in collaborations with other startups, educational institutions, or large companies tend to show higher success rates. For example, data indicates that 60% of startups active in incubator or accelerator programs reported better results in terms of revenue and visibility compared to those operating independently.

This data relationship highlights the importance of networks and collaboration in supporting startup growth. Although Jakarta has many coworking spaces and incubators, many startups are still underutilizing these resources. Strengthening connections between various sectors, including government, academia, and the private sector, is essential for enhancing effectiveness and synergy in the ecosystem.

One relevant case study is the creative startup "CreativeX," which focuses on graphic design and digital media. Based on the collected data, "CreativeX" started with limited capital but experienced rapid growth after gaining access to a government-supported incubator program. The startup integrates design technology with digital marketing and actively partners with large companies in other sectors. "CreativeX"'s success demonstrates the importance of access to incubation facilities, mentors, and professional networks.

Figure 1. CreativeX's Path to Success



This case study illustrates that strengthening Jakarta's creative startup ecosystem is highly dependent on the availability of incubation resources and opportunities for collaboration. The success of "CreativeX" shows that the right kind of support and collaboration can accelerate startup growth, making it a valuable model for other emerging startups. Therefore, expanding networks and fostering partnerships between startups and various ecosystem stakeholders is crucial for creating a robust and sustainable startup ecosystem in Jakarta.

From the "CreativeX" case study, it can be concluded that access to resources such as mentors and collaborative spaces is vital for startup success. Startups that can access incubators or accelerators with government and private sector support show better results in terms of growth and innovation. Collaboration with various sectors opens up opportunities for better funding access and product development that is more in line with market needs.

This finding reinforces that Jakarta has significant potential to develop a successful creative startup ecosystem, but expanding and improving support structures is necessary. The experience of "CreativeX" demonstrates that an ecosystem built on mutual support and collaboration can help startups thrive, thus providing a roadmap for future ecosystem development.

Overall, the findings of this study suggest that Jakarta has the potential to become a thriving center for creative startups. Access to funding, mentorship, and incubation facilities is crucial for startups to succeed within the ecosystem. Stronger collaboration between the private sector, government, and educational institutions is necessary to create a more supportive and sustainable ecosystem. These insights provide valuable recommendations for policymakers and ecosystem stakeholders looking to nurture and scale creative startups in Jakarta.

DISCUSSION

This study aimed to explore the creative startup ecosystem in Jakarta, Indonesia, focusing on the factors that contribute to the success and challenges of these startups. The

findings indicated that graphic design and digital media sectors dominate the creative startup landscape in Jakarta, with a significant number of startups in these areas. Additionally, access to funding emerged as a crucial factor in the success of these startups, as those with higher funding levels showed better growth and scalability. Moreover, the study revealed that collaboration between startups and other sectors, such as government, academia, and large corporations, plays a key role in fostering innovation and market success. Finally, startups that participated in incubator and accelerator programs experienced higher success rates due to mentorship and networking opportunities.

The results of this study align with similar research conducted in other emerging markets, where access to funding and collaboration are consistently highlighted as key enablers of startup success (Karlsson, 2021). For example, studies in countries like India and Kenya have shown that a lack of financial resources and limited collaboration between sectors hinder the growth of creative startups. However, this research contrasts with some studies in developed countries, where the ecosystem is already mature, and the focus shifts towards innovation and diversification of startup sectors. In contrast, Jakarta's ecosystem is still in a developing phase, with dominant sectors like design and digital media receiving the most attention and investment (Apostu, 2022).

The findings suggest that Jakarta is on the verge of developing a robust creative startup ecosystem but faces challenges in terms of access to capital and the underutilization of collaborative resources. These results indicate that while the ecosystem is growing, more attention needs to be directed toward strengthening the linkages between startups and other sectors (Hevner, 2022). The findings also reflect that current startup support structures, such as incubators and accelerators, are still not fully leveraged by all creative entrepreneurs, which limits their potential growth. This highlights the importance of enhancing public-private partnerships and fostering better networking opportunities (Khurana, 2021).

The implications of these findings are significant for both policymakers and entrepreneurs in Jakarta. For policymakers, the study underscores the importance of creating a more supportive environment for startups, particularly in the areas of funding, mentorship, and collaboration (Shahid, 2023). Additionally, it suggests that expanding incubator and accelerator programs, along with improving access to shared workspaces, can be instrumental in nurturing creative startups. For entrepreneurs, the findings highlight the need for proactive engagement with networks and incubators to enhance their growth prospects. The research also emphasizes the value of fostering partnerships across sectors to improve access to resources and markets (Shkabatur, 2022).

The findings can be attributed to the specific challenges faced by startups in a developing ecosystem. Jakarta's startup scene is still growing, and there are limited opportunities for entrepreneurs to access resources such as funding and mentorship (Zhang, 2022). The dominance of certain sectors, such as design and digital media, reflects the existing strengths of Jakarta in these areas, but it also reveals a lack of diversification. The limited growth of other sectors, particularly technology and innovation, can be traced back to systemic barriers such as insufficient capital and a lack

of industry-specific support mechanisms. These factors contribute to the findings and indicate areas for targeted improvement in the ecosystem (Santos-Vijande, 2022).

Moving forward, there are several steps that can be taken to enhance Jakarta's creative startup ecosystem. First, there is a need for increased collaboration between the public and private sectors to ensure startups receive the financial and structural support they need. Second, efforts should be made to diversify the sectors in Jakarta's startup ecosystem, particularly in technology and innovation, to ensure sustainable growth (Fang, 2022). Third, creating more accessible incubator and accelerator programs that cater to a broader range of startups will allow emerging businesses to thrive. Finally, promoting a culture of collaboration and knowledge-sharing among startups and across sectors will help build a stronger and more resilient creative economy in Jakarta (Hughes, 2021).

CONCLUSION

One of the most important findings of this research is the significant role that access to funding and collaboration networks plays in the growth of creative startups in Jakarta. While many studies focus on the broad factors influencing startup success, this study specifically highlights that the combination of financial support and strategic partnerships with other sectors—such as government, academia, and large corporations—is crucial for fostering innovation and growth. Additionally, the dominance of the graphic design and digital media sectors in Jakarta's startup ecosystem emphasizes the need to diversify support structures to include other creative sectors, particularly technology and innovation. This distinction sets the research apart by offering a nuanced understanding of Jakarta's ecosystem, which is often overlooked in more generalized studies.

The value of this research lies in its methodological approach and conceptual framework. By employing a mixed-methods design, combining both secondary data analysis and qualitative interviews with key stakeholders, the study offers a comprehensive view of the startup ecosystem in Jakarta. This dual approach provides both quantitative insights into the economic landscape and qualitative understanding of the experiences and challenges faced by entrepreneurs. The study also contributes a conceptual model that links access to funding, collaboration networks, and sectoral specialization, offering a framework that policymakers and ecosystem stakeholders can apply when designing interventions to support creative startups in Jakarta and similar urban settings.

While this study provides valuable insights, it is not without limitations. The research is primarily focused on creative startups in Jakarta, and its findings may not fully represent the broader dynamics of other regions in Indonesia or similar developing markets. Furthermore, the study's reliance on secondary data and interviews with a limited sample of startups could have influenced the comprehensiveness of the results. Future research should explore the creative startup ecosystems in other cities across Indonesia to compare how local dynamics influence startup success. Additionally, longitudinal studies tracking the evolution of startups over time would provide deeper insights into the long-term impacts of funding, mentorship, and collaboration on their growth.

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