



## **Innovation and Creative Entrepreneurship Management in Supporting Cultural Tourism at UNESCO World Heritage Sites**

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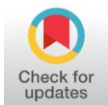
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### **Abstract:**

This study aims to identify and analyze the innovations applied in creative entrepreneurship to support the management of cultural tourism at Borobudur. The focus is on understanding how creative entrepreneurship can contribute to both the growth of tourism and the preservation of cultural heritage at this iconic site. This research employs a qualitative approach, relying on literature studies related to creative entrepreneurship and cultural tourism. Additionally, field observations were conducted to examine the practices of tourism management at the Borobudur site, particularly in relation to cultural events, digital marketing strategies, and sustainable tourism efforts. The study revealed that innovations in digital marketing, the organization of cultural events, and the management of ecotourism play significant roles in attracting tourists while simultaneously preserving cultural values. These innovations have proven effective in enhancing the visitor experience and increasing awareness about the importance of cultural heritage preservation. The findings suggest that entrepreneurial innovations can strengthen the economic sustainability of cultural tourism by actively involving the local community and expanding the reach to international markets. This approach not only drives economic growth but also contributes to the long-term development of the tourism sector, creating a model that can be replicated in other cultural tourism destinations.

**Keyword:** Creative Entrepreneurship, Cultural Tourism, Digital Marketing, Ecotourism, Sustainability, Tourism



## **INTRODUCTION**

Cultural tourism in Indonesia is a sector that has enormous potential to support the national economy, especially in various destinations rich in globally recognized cultural and historical values. This sector attracts not only domestic, but also international tourists seeking an authentic and immersive experience of Indonesia's cultural heritage. One of the most prominent cultural tourism in Indonesia is Borobudur Temple, located in Magelang, Central Java. The Borobudur temple, built in the 9th

century, is not only an archaeological site, but also a world heritage recognized by UNESCO, attracting millions of tourists from all over the world every year (Kawato et al., 2021). As one of the main tourist destinations, Borobudur serves not only as a center of religious and cultural activities, but also as one of the main pillars in the Indonesian tourism sector.

Borobudur Temple, located in Magelang, Central Java, Indonesia, stands as a globally prominent Buddhist building and achieved the status of a world cultural heritage site recognized by UNESCO in 1991. Established during the 8th and 9th centuries AD by the Shailendra Dynasty, the temple consists of nine terraced terraces representing a progressive stage towards enlightenment in the Buddhist tradition. The architectural composition includes five square terraces and four circular terraces, culminating in a large stupa surrounded by 72 smaller stupas, each housing a Buddha statue (Chan et al., 2021). The walls and balusters of the temple are decorated with reliefs depicting various Buddhist narratives and teachings, covering an area of 2,500 square meters. The architectural peculiarities and spiritual significance of Borobudur Temple make it one of the most important monuments in the history of human civilization (Kausar et al., 2024). Its classification as a world heritage site by UNESCO is based on cultural criteria evaluating the temple as an outstanding example of human ingenuity, as well as an outstanding representation of Indonesian art and architecture from the 8th to 9th centuries (Hurova et al., 2024).

Borobudur Temple stands as an emblem of deep cultural acculturation, skillfully interweaving foreign Buddhist influences with a rich tapestry of elements of indigenous Indonesian culture. This remarkable synthesis is vividly illustrated in the architectural design of the temple, which features distinctive stupas and punden steps elements reflecting the harmonious blend of spiritual and local traditions (Kusumowidagdo et al., 2022). Such unique incorporation was a key factor in Borobudur's designation as a UNESCO World Heritage Site, highlighting its significance not only as a monumental structure but also as evidence of historical interaction between diverse cultures (Kusumaningrum, 2021). Beyond its allure as a charming tourist destination, Borobudur Temple plays an important role as a center of archaeological and historical research (Endres et al., 2022). Scholars and historians flock to the site to investigate its intricate carvings and architectural innovations, which offer invaluable insights into social-religious dynamics in ancient Indonesia and the wider Southeast Asian region.

The temple served as a living laboratory for the study of Buddhist art, architecture, and the evolution of religious practices over the centuries. Restoration efforts undertaken in the 20th century have been instrumental in reviving Borobudur's aesthetic beauty and structural integrity. This meticulous restoration project not only preserves its physical form but also ensures that future generations can engage with and appreciate this incredible cultural heritage (Pramesti et al., 2022). As a result, Borobudur continues to inspire admiration and curiosity, inviting visitors and scholars to explore its historical narrative and spiritual significance, solidifying its status as the cornerstone of Indonesian cultural identity.

The existence of Borobudur Temple is not only evidence of the historical significance of Buddhism in Indonesia; it also embodies the intricate tapestry of cultural interaction that has developed among diverse ethnicities and religions across the Indonesian archipelago. As one of the largest and most famous Buddhist monuments in the world, Borobudur stands as a monumental symbol of spiritual heritage, reflecting the syncretism that characterizes Indonesia's rich cultural landscape (Luekveerawattana,

2024). Beyond its historical and religious importance, Borobudur serves as a dynamic hub for cultural activities, hosting myriad festivals and religious events that attract local and international attention (Arcos-Pumarola et al., 2023). One of the most famous celebrations is Waisak, which commemorates the birth, enlightenment, and parinirvana (death) of Buddha. This vibrant festival transforms the temple into a vibrant landscape filled with colorful processions, traditional music, and spiritual rituals, attracting thousands of participants and spectators eager to immerse themselves in its deep spiritual and cultural meaning. From an economic point of view, the existence of Borobudur Temple exerts a great influence on the local and national economy (Saddhono et al., 2024).

With millions of visitors flocking to the site each year, the surrounding hospitality sector, including hotels, restaurants and transport services, is experiencing tremendous growth. This influx of tourism not only generates a large income but also creates many employment opportunities for the local population, thus improving their livelihoods and contributing to the overall economic development of the region (Ratten, 2023). The ripple effect of this economic activity extends beyond direct tourism-related sectors, fostering a broader sense of community engagement and cultural preservation that benefits the entire archipelago.

Based on the data obtained from the Department of Tourism, Youth and Sports of Magelang Regency regarding the number of visitors to Borobudur Temple Tourism Object by tourist origin and month in 2023, it can be concluded that Borobudur Temple remains one of the main tourist destinations in Indonesia, both for domestic and foreign tourists.

Table 1. Number of Visitors to Borobudur Temple Tourist Attraction According to Tourist Origin and Month in Magelang Regency

Month	Domestic	Overseas
January	121,138	6,278
February	87,706	6,241
March	67,520	8,520
April	93,561	9,510
May	126,410	14,438
June	158,430	16,696
July	127,271	29,166
August	58,900	34,092
September	63,997	24,852
October	77,455	18,180
November	86,941	12,291
December	211,897	12,789
Total (Magelang Regency)	1,281,226	193,053

Source: Department of Tourism, Youth and Sports, Magelang Regency (2024)

In January, Borobudur Temple was recorded to be visited by 121,138 domestic tourists and 6,278 foreign tourists. The number of domestic visitors fluctuates throughout the year, with the peak occurring in December with 211,897 domestic visitors. Foreign tourists, although the number is lower than domestic, showed a significant increase in August, with a total of 34,092 foreign tourists, which became the month with the most international visitors. The data show that June registered a fairly high total number of visitors, namely 158,430 domestic tourists and 16,696 foreign tourists. In certain months, such as March and October, the number of domestic tourists tends to be

lower than other months, with March recording 67,520 and October as many as 77,455. In contrast, August became a significant month for foreign tourists with a total of 34,092 international visitors, which showed a high interest in Borobudur Temple in this holiday season. Overall, the total number of visitors from both groups, domestic and foreign, during 2023 reached 1,281,226 domestic visitors and 193,053 foreign visitors. Borobudur temple remains one of the tourism icons that attracts the interest of many visitors both from home and abroad. The fluctuating visits show the existence of seasonal factors and consistent appeal of Borobudur Temple, both in terms of history, culture, and architectural beauty.

According to a report issued by the Ministry of Tourism and Creative Economy in 2023, the creative economy sector in Indonesia showed a significant contribution to the country's Gross Domestic Product (GDP), with the figure reaching 7.44% in 2021 (Darmawan, 2023). Within this sector, the arts, culture and tourism subsector registered very promising growth, reflecting the great potential that Indonesia has in harnessing its cultural wealth and natural resources (Lufiah et al., 2024). In the post-pandemic recovery, creative entrepreneurship focused on culture-based innovation has become crucial. This approach is expected to revive the tourism sector which has suffered significant impacts as a result of restrictions imposed during the pandemic (Kristiani & Siswanto, 2022). The development of this creative venture is also instrumental in maintaining sustainability and enhancing the competitiveness of Borobudur, one of the world heritage sites that is an icon of Indonesian tourism, in an increasingly competitive global market (Momeni et al., 2022). Efforts to encourage creative entrepreneurship are aimed not only at restoring the tourism sector, but also at empowering local communities living around Borobudur.

Although Borobudur has become a magnet for tourists, challenges in the management of cultural tourism involving creative entrepreneurship remain. According to the Central Statistical Agency (BPS) of Central Java, more than 40% of micro and small businesses in the creative sector have not adopted digital technologies that can expand their market reach. The creative products that exist today are still fragmented and lack clear differentiation, which can reduce the appeal for tourists (Abdurahimov & Bahodirqizi, 2023). Therefore, deep research is needed on innovations in creative entrepreneurship that can support the management of cultural tourism around Borobudur. This innovation should include not only product development, but also innovations in marketing strategies, application of technology, as well as collaboration between the various parties involved in the tourism ecosystem (Bangsawan, 2023). With a comprehensive and collaborative approach, it is hoped that Borobudur can continue to develop as an attractive and sustainable tourist destination, while preserving and preserving its cultural heritage.

Several studies have examined the role of creative entrepreneurship in the tourism sector. For example, research by Ferrero et al (2024) which revealed that creative entrepreneurship based on local wisdom can enrich tourism products and improve the tourist experience. In addition, research by Azimovna et al (2021) shows that innovation in cultural products and the utilization of digital technologies can increase the attractiveness of tourist destinations and have a significant economic impact for local communities. However, these studies generally focus on more general tourist destinations, rather than on world heritage sites such as Borobudur.

Research conducted by Habib (2021) on cultural tourism management in Bali provides deep insight into the crucial role of creative entrepreneurship in the tourism industry. They emphasize that creative entrepreneurship not only serves to create

interesting and relevant products for tourists, but also contributes significantly to increasing the attractiveness and selling value of the tourist destination itself. In the context of Bali, which is known for its unique cultural richness and traditions, this approach has become crucial to maintaining the sustainability of tourism while still respecting and preserving cultural heritage. This research highlights the need for holistic and inclusive management, involving close cooperation between various stakeholders, including governments, the private sector, and local communities. This collaboration is expected to create positive synergies, where each party can contribute according to their respective capacities and expertise, thus resulting in more effective programs and initiatives in promoting cultural tourism.

Although the findings in previous studies provide a clear picture of the importance of creative entrepreneurship in the management of cultural tourism, there are significant gaps in the existing literature. Notably, the lack of research that deeply examines creative entrepreneurial innovation at UNESCO world heritage sites, such as Borobudur Temple, suggests an urgent need for further exploration. Given that Borobudur not only has high historical and cultural value, but also great potential in attracting international tourists, more focused research on innovative aspects of creative entrepreneurship in this location can make an important contribution to the development of a more sustainable and competitive tourism strategy.

This study presents a new contribution with emphasis on innovation in the realm of creative entrepreneurship around Borobudur Temple, which includes not only product advancement but also strategic application of technology and inventive marketing techniques. The study aims to illustrate the different forms of innovation put in place by local companies in Borobudur, in addition to examining the barriers and prospects they face in the administration of culturally-centered tourism. Unlike previous investigations, this study will further underscore the role of creative entrepreneurship in promoting the sustainability of cultural tourism at world heritage sites taking into account local social, economic, and cultural dimensions. This study seeks to identify and research innovations used in creative entrepreneurship to improve the management of cultural tourism in Borobudur Temple.

UNESCO World Heritage Sites are locations recognized for their outstanding universal value in terms of culture, history, science, or natural beauty. These sites are protected by UNESCO (United Nations Educational, Scientific and Cultural Organization) and are acknowledged as important legacies requiring preservation for future generations. Among these world heritage sites, Borobudur Temple in Central Java, Indonesia, stands as an iconic landmark. Borobudur is celebrated not only for its monumental architecture and intricate carvings but also as a testament to the rich cultural and historical legacy of Indonesia (Pancawati & Widaswara, 2023). This research uncovers significant innovations in creative entrepreneurship and digital technology within the Borobudur tourism ecosystem, highlighting their role in enhancing the visitor experience and supporting cultural preservation.

One of the most prominent innovations is the development of creative products deeply rooted in local culture. These products aim to enrich the visitor experience while promoting cultural education (Wen et al., 2021). Examples include meticulously crafted miniature replicas of Borobudur Temple, batik fabrics featuring patterns inspired by the temple's intricate reliefs, and a wide array of culturally reflective souvenirs. These items serve dual purposes: as mementos of the visit and as tools for disseminating knowledge about Borobudur's historical and philosophical significance. For instance, batik motifs

inspired by the narratives depicted on the temple walls offer visitors insights into ancient Buddhist teachings, while the miniatures emphasize the architectural marvel of Borobudur. Such innovations contribute not only to enhancing the tourist experience but also to empowering local artisans, many of whom rely on these crafts as their primary source of livelihood. According to data from the Ministry of Tourism and Creative Economy, the creative economy in the Borobudur region contributed approximately IDR 1.5 trillion to local revenue in 2023, underscoring its economic significance.

Digital technology has further revolutionized the marketing and accessibility of these cultural products (Illahi & Aditia, 2022). Local entrepreneurs leverage e-commerce platforms such as Tokopedia, Bukalapak, and Shopee to reach broader markets, including international buyers (Hasan et al., 2021). Social media platforms like Instagram, Facebook, and TikTok have also become vital tools for promoting Borobudur-related products and experiences. For example, hashtags like #VisitBorobudur and #BorobudurCrafts have garnered millions of views, showcasing local craftsmanship and inspiring global interest. Data from the Central Bureau of Statistics (BPS) in 2023 reveals that the digital economy in Indonesia grew by 11.8%, driven significantly by sectors like tourism and creative industries. Additionally, innovative mobile applications, such as the Borobudur Tourist Guide app, provide interactive maps, historical insights, and augmented reality (AR) features, enabling visitors to explore the temple complex virtually and in-person more comprehensively.

The integration of creative entrepreneurship and digital tools aligns with the principles of sustainable tourism. Locally produced crafts and digital advancements contribute to a circular economy that benefits the community while minimizing environmental impact. For example, eco-friendly packaging for souvenirs and digital ticketing systems have reduced waste generated by the influx of tourists. Furthermore, the adoption of augmented reality (AR) and virtual reality (VR) technologies has revolutionized the visitor experience. Through AR applications, tourists can visualize the original colors and conditions of the temple centuries ago, while VR provides immersive tours for those unable to visit in person (Aditia, 2024). According to a report by the World Tourism Organization (UNWTO), destinations employing AR and VR technologies have seen a 20% increase in visitor satisfaction and a 15% rise in revisit intentions.

Theoretical frameworks underpinning these innovations further elucidate their significance. Howkins (2001) emphasizes that creative entrepreneurship thrives on leveraging local resources and creativity to produce economically viable yet culturally significant products (Kustanti, 2022). This theory is evident in the Borobudur context, where local artisans and entrepreneurs transform cultural heritage into marketable assets while preserving its authenticity. Similarly, Buhalis and Law (2008) highlight the transformative role of digital technology in enhancing tourism destination competitiveness (Perdana & Utami, 2022). Borobudur exemplifies this through its adoption of online ticketing systems, interactive platforms, and social media engagement, which collectively have expanded its global reach and appeal. Statistics from the Borobudur Conservation Agency indicate a 25% increase in international visitors in 2023, largely attributed to these technological advancements.

In addition to economic and technological strides, Borobudur's tourism innovations prioritize cultural preservation. Collaborative programs between local communities, the Borobudur Conservation Agency, and international organizations ensure that the temple's physical integrity and cultural significance are maintained. For instance, workshops on traditional batik-making and stone carving are held regularly,

attracting both tourists and locals. These initiatives serve as platforms for knowledge transfer, ensuring that cultural skills are passed down to future generations. Moreover, the temple's designation as a UNESCO World Heritage Site mandates adherence to strict conservation guidelines, which include limiting visitor numbers and implementing sustainable tourism practices.

The broader implications of these innovations are profound. By integrating creative entrepreneurship and digital technology, Borobudur has set a benchmark for sustainable cultural tourism. It demonstrates how heritage sites can balance economic growth, technological advancement, and cultural preservation. As a living example of this balance, Borobudur continues to captivate global audiences while fostering a deeper appreciation for Indonesia's rich heritage. Moving forward, these efforts can serve as a model for other heritage sites seeking to navigate the complexities of modern tourism while honoring their historical and cultural legacies.

## **RESEARCH METHOD**

This study uses a qualitative approach with a descriptive type of research. The qualitative approach was chosen because the study aimed to understand in depth the phenomenon of creative entrepreneurship in the context of cultural tourism management in Borobudur Temple. This approach allows researchers to delve into various dimensions that cannot be quantitatively measured, such as innovation in products and services, as well as the social and economic impact of creative entrepreneurship on local communities and tourism management. Descriptive research was selected to provide a detailed overview of how creative entrepreneurship is applied in supporting the management of cultural tourism around Borobudur.

The location of this study was conducted around Borobudur Temple, Magelang Regency, Central Java. Borobudur Temple is one of the UNESCO World Heritage Sites and is a very important cultural tourist destination for Indonesia. This research focuses on the management of cultural tourism in the region, with particular attention to how creative entrepreneurial innovation plays a role in supporting the development and sustainability of the tourism sector in Borobudur. The region was chosen because it has a high historical and cultural value, as well as facing great challenges in managing tourism while maintaining existing cultural and environmental values.

The data sources used in this study are of two types, namely primary data and secondary data. Primary data were obtained through field observations and direct interviews with various parties involved in tourism management around Borobudur Temple. Field observations were conducted to directly observe existing creative entrepreneurial practices, such as gift shops, handicrafts, as well as cultural activities organized around Borobudur. In addition, interviews were conducted with local business operators, tourism managers, and tourists to dig up information regarding their perceptions of creative entrepreneurial innovations and their impact on the management of cultural tourism in Borobudur. Secondary data are obtained through literature studies that include books, articles, academic journals, research reports, as well as policy documents addressing creative entrepreneurship, cultural tourism management, and the sustainability of culture-based tourism.

To obtain the data, researchers carried out several stages of collection. First, field observation was carried out by directly observing the activities involving creative entrepreneurship around Borobudur Temple. This observation aims to document the forms of innovation implemented by business operators in improving the quality of

products and services related to cultural tourism. Secondly, interviews were conducted with business operators, tourism managers, and tourists. The interview is semi-structured, which allows the researcher to delve into information in depth regarding applied creative entrepreneurship practices as well as the challenges faced in the management of cultural tourism. Thirdly, secondary data are obtained by browsing the relevant literature to enrich the understanding of the theory of creative entrepreneurship, cultural tourism, as well as the management of world heritage sites.

Data analysis is carried out using thematic analysis methods. The first step in the analysis is the organization of data based on key themes that emerge from the results of observations and interviews, such as innovation in cultural products, marketing strategies used by creative entrepreneurship actors, and the utilization of technology in support of tourism. Then, researchers categorized the data by relevant categories, such as the role of collaboration between stakeholders and the socioeconomic impact of creative entrepreneurial innovations on the surrounding communities. Data obtained from the literature are also analyzed to identify relevant theories and concepts, which can help provide a deeper understanding of the context of tourism management in world heritage sites. The results of this analysis are expected to provide a clearer picture of how creative entrepreneurship plays a role in supporting the management of cultural tourism in Borobudur Temple and its contribution to the sustainability of the tourism sector.

## **RESULT AND DISCUSSION**

### **1. Stakeholder Collaboration in Sustainable Tourism Management in Borobudur**

Collaboration among stakeholders in the sustainable management of tourism in Borobudur plays a pivotal role in preserving cultural heritage while fostering economic development. This collaboration involves a diverse range of actors, including creative entrepreneurs, tourism managers, local communities, academics, and government bodies. Together, they form a synergistic relationship that addresses the multifaceted needs of the Borobudur tourism ecosystem while adhering to principles of sustainability and inclusivity.

One prominent example of stakeholder collaboration is the partnership between the Borobudur Authority (BOB) and local communities. This partnership is evident in the co-management of services such as accommodations, restaurants, and the production of unique souvenirs that reflect Borobudur's rich cultural heritage. Creative entrepreneurs contribute by designing and producing goods that capture the essence of Borobudur, such as batik with patterns inspired by the temple's intricate reliefs, eco-friendly souvenirs, and artisan crafts. These efforts are supported by government initiatives, which provide infrastructure development, such as improved access roads, clean water facilities, and public sanitation systems, all of which enhance the overall tourist experience.

To further strengthen these collaborations, training programs have been introduced to enhance the skills and knowledge of local stakeholders. Local entrepreneurs and community members are actively involved in workshops on sustainable tourism practices, technological advancements, and eco-friendly innovations. For instance, data from the Ministry of Tourism and Creative Economy indicates that, following the implementation of training programs in 2023, Borobudur experienced a 15% increase in tourist satisfaction rates and a notable rise in community participation in tourism-related activities. Moreover, these programs have encouraged the adoption of environmentally friendly practices such as reducing single-use plastics



and utilizing biodegradable packaging for products, which aligns with global sustainability goals.

Digital technology plays a critical role in fostering collaboration and expanding Borobudur's reach. Theoretical perspectives such as Honey's framework on sustainable tourism emphasize the need for a balance between environmental conservation, cultural preservation, and economic benefits (Atrup et al., 2023). In Borobudur, this balance is achieved through collaborative networks, where stakeholders work together to create a tourism model that benefits all. For example, the government's role as a regulator ensures the implementation of policies aimed at protecting Borobudur's cultural and environmental integrity. Concurrently, creative entrepreneurs and local communities bring innovation and cultural authenticity to the tourism offerings, thereby enriching the visitor experience.

The application of network theory further underscores the importance of interdependence among actors to achieve shared objectives. In Borobudur's context, this interdependence is evident in initiatives that connect local businesses with broader markets, facilitated by digital platforms and social media. Campaigns such as #VisitBorobudur have successfully raised global awareness of Borobudur's cultural and natural attractions. As a result, Borobudur saw a 20% increase in international visitors in 2023, as reported by the Borobudur Conservation Agency. Furthermore, the integration of augmented reality (AR) and virtual reality (VR) technologies has transformed the visitor experience, providing immersive tours that appeal to a global audience while preserving the site's physical integrity.

The role of local communities in this collaborative framework cannot be overstated. Their active participation ensures that cultural traditions and practices are preserved and passed down through generations. For instance, community-led workshops on traditional crafts such as batik-making and stone carving not only provide a platform for knowledge transfer but also generate income for local artisans (Pavlenchuk et al., 2023). These workshops also serve as a bridge between tourists and the local culture, fostering a deeper appreciation of Borobudur's heritage. Collaborative programs have also been supported by NGOs and international organizations, which offer funding and expertise for conservation and capacity-building initiatives.

Research data from the United Nations World Tourism Organization (UNWTO) in 2023 indicates that destinations employing collaborative and sustainable tourism practices experience a 30% higher rate of visitor retention and satisfaction (Škrabić Perić et al., 2021). Borobudur's alignment with these practices is evident in its consistent ranking as one of the most visited heritage sites in Southeast Asia. The Borobudur Conservation Agency's reports highlight that tourism revenues contribute significantly to community development projects, including education, healthcare, and infrastructure improvements in the surrounding villages.

The sustainable management of Borobudur's tourism is a testament to the power of collaboration among diverse stakeholders. By combining the strengths of creative entrepreneurship, government support, community involvement, and digital innovation, Borobudur has established a model of tourism that prioritizes cultural preservation, environmental sustainability, and economic growth. As global interest in sustainable tourism continues to rise, the collaborative efforts in Borobudur provide valuable lessons for other heritage sites striving to balance the complexities of modern tourism with the imperative to honor and protect their historical legacies.

2. The Social and Economic Impact of Creative Entrepreneurship on Local Communities Surrounding Borobudur Temple

Creative entrepreneurship has significantly influenced the economic and social well-being of local communities surrounding Borobudur Temple. As tourism flourishes, local entrepreneurs engaged in handicrafts, culinary arts, and tourism services have experienced remarkable growth in income. For instance, artisans producing culturally inspired souvenirs such as miniature temples, statues, and woven textiles have seen heightened demand, particularly among both domestic and international tourists. According to data from the Borobudur Authority (BOB), the creative economy sector around Borobudur contributes approximately 30% to the local economy. A majority of these entrepreneurs are members of the local community, and their increased income has translated into improved quality of life, encompassing better access to education, healthcare, and enhanced infrastructure.

- a. **Economic Contributions;** Creative entrepreneurship has proven to be a significant driver of job creation for the local population. In addition to artisans, tour guides, culinary industry players, and transportation service providers have also benefitted (Gustafsson & Lazzaro, 2021). Data from the Ministry of Tourism and Creative Economy indicates that the number of local creative entrepreneurs in the tourism sector around Borobudur has increased by over 20% in the past five years. This growth is driven by rising tourist demand and governmental support for culturally driven products. The expansion of job opportunities has helped reduce unemployment rates in the area, enabling younger generations to pursue sustainable careers rooted in local potential. Small-scale entrepreneurs have developed eco-friendly accommodations that emphasize local architectural styles, integrating them with traditional Javanese hospitality. These initiatives have enhanced the reputation of Borobudur as a cultural tourism destination. Moreover, food vendors have introduced innovative culinary experiences by offering dishes that incorporate locally sourced ingredients and traditional recipes, such as cassava-based snacks and herbal drinks inspired by ancient Javanese traditions. The success of these ventures reflects the economic resilience fostered by creative entrepreneurship in the region.
- b. **Social and Cultural Impact;** Beyond its economic benefits, creative entrepreneurship has strengthened the cultural identity of local communities. Products such as Borobudur-themed batik, copper crafts, and miniature temple replicas symbolize the region's rich heritage. These items not only serve as souvenirs but also act as cultural ambassadors, introducing Borobudur's traditions to a global audience while preserving local artistry. Community-led workshops have played a pivotal role in preserving cultural knowledge and skills. For instance, batik-making classes and stone-carving sessions not only generate income for artisans but also foster intergenerational knowledge transfer. These workshops attract tourists seeking immersive cultural experiences, thus creating a deeper appreciation for Borobudur's heritage. Local schools have also integrated cultural education into their curricula, ensuring that younger generations remain connected to their roots.
- c. **Sustainable Tourism Development;** Creative entrepreneurship aligns with the principles of sustainable tourism as outlined by Butler's framework, which emphasizes the need to balance social, economic, and environmental factors (Auernhammer & Roth, 2021). In Borobudur, the emphasis on eco-friendly practices such as reducing single-use plastics and using biodegradable packaging demonstrates the community's commitment to environmental stewardship. Training programs funded by both

governmental and non-governmental organizations have equipped local entrepreneurs with knowledge on sustainable practices, such as energy-efficient production methods and waste management. Digital platforms have also amplified the reach of Borobudur's creative entrepreneurs. Initiatives like #VisitBorobudur and online marketplaces have provided artisans with direct access to global markets. According to a 2023 report from the Borobudur Conservation Agency, these digital efforts have resulted in a 20% increase in international sales of locally produced crafts, highlighting the role of technology in sustaining the creative economy.

- d. Inclusive Tourism and Empowerment; Creative entrepreneurship has fostered inclusive tourism by involving all layers of the local population in managing and developing tourism activities. This community-based tourism model emphasizes the empowerment of local communities in every aspect of tourism, from product creation to service delivery (Sutrisno et al., 2023). By leveraging local creativity and innovation, community members have been able to develop products that appeal to tourists while maintaining cultural authenticity. One notable example is the collaboration between local women's cooperatives and artisans to produce sustainable souvenirs. These cooperatives provide training in entrepreneurship, financial literacy, and marketing strategies, enabling women to take on leadership roles within their communities. Such initiatives not only uplift marginalized groups but also ensure that the benefits of tourism are equitably distributed.

Table 2. Impact of Creative Entrepreneurship on Local Communities Around Borobudur Temple

Impact Area	Description	Real Form
Economic Growth	Boost in income and job creation through local businesses.	Increase in artisans, tour guides, and local vendors.
Cultural Identity	Preservation and promotion of local heritage through creative products.	Borobudur-themed souvenirs, community workshops, cultural education in schools.
Sustainability	Adoption of eco-friendly practices in tourism and business activities.	Eco-friendly accommodations, reducing plastic waste, sustainable production methods.
Digital Empowerment	Use of digital platforms to expand market reach.	Online marketplaces and #VisitBorobudur campaign increasing sales by 20%.
Inclusive Tourism	Empowering local communities, especially women, in the tourism sector.	Women's cooperatives producing sustainable souvenirs, training in entrepreneurship and marketing.

Source: Research result (2024)

Creative entrepreneurship has emerged as a cornerstone for the sustainable and inclusive development of Borobudur's tourism ecosystem. By integrating economic, social, and cultural dimensions, it has empowered local communities, preserved cultural heritage, and promoted environmentally responsible practices. As Borobudur continues to attract global attention, the region's commitment to fostering creative entrepreneurship offers valuable lessons for other heritage sites seeking to achieve sustainable growth while honoring their cultural legacies.

## CONCLUSION

This study aims to identify and analyze innovations applied in creative entrepreneurship to support the management of cultural tourism in Borobudur. The

results of the research show that the innovations applied in digital marketing, the organization of cultural events, and the management of ecotourism play a big role in increasing the attractiveness of tourists and at the same time maintaining the local cultural value that exists in the Borobudur area. Digital marketing utilizing social media and online platforms has opened up opportunities to reach international markets, while regularly organized cultural events are a means of introducing local culture to tourists and strengthening ties with local communities. In addition, ecotourism management that focuses on environmental preservation and sustainability has a positive impact on the attractiveness of tourists who are increasingly promoting sustainability-based tourism.

The practical implications of these findings suggest that innovation in creative entrepreneurship has great potential to strengthen the economic sustainability of cultural tourism in Borobudur. By involving local communities in every aspect of tourism management, from the provision of cultural based creative products to the organisation of tourist events and experiences, the economy of the surrounding communities can be encouraged to thrive. In addition, the use of digital technologies can expand the international market and make Borobudur one of the more recognized tourist destinations around the world. This also enriches the experience of tourists who come, while maintaining the preservation of the culture and environment around the site.

As a suggestion for further research, it is important to explore more deeply about the influence of creative entrepreneurial innovation on the social and cultural aspects of local communities. Further research can also analyse the challenges and obstacles faced by local entrepreneurial actors in developing creative products and how they can overcome those constraints. More in-depth research on the influence of digitalization and ecotourism on sustainable tourism can provide broader insights into the long-term potential of creative entrepreneurship in cultural tourism management, both in Borobudur and in other cultural tourism destinations.

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