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Strategic Communication in Cultural and Nature Transformation as a Sustainable Creative Economy Investment

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Abstract - The development of Indonesia's creative economy depends not only on technological innovation but also on the ability to utilize cultural and natural potential as valuable economic assets. This study aims to analyze the role of strategic communication in transforming culture and nature into sustainable creative economic investments. The research employed a qualitative approach using a case study method on creative economy development programs based on culture and ecotourism in selected regions. Data were collected through in-depth interviews, observations, and document analysis. The findings reveal that strategic communication plays a vital role in building synergy among the government, creative economy actors, and local communities. Effective communication strategies transform public perceptions of cultural values and natural resources from mere heritage to sustainable economic resources. Moreover, digital media utilization expands promotional reach and strengthens regional branding as a creative destination. The study concludes that the successful transformation of culture and nature into sustainable creative economic investments relies on holistic, participatory, and adaptive communication planning responsive to social and technological changes. Thus, strategic communication functions not merely as a message delivery tool but as a transformative instrument for social change toward a sustainable creative economy.

Keywords: Strategic communication, Creative economy, Cultural transformation, Ecotourism, Sustainability, Economic investment

Introduction

Cultural and natural transformation as an integral part of sustainable creative economy development has become a strategic issue in the context of national and global development. In the era of knowledge-based and innovation-based economies, cultural and natural potential is no longer seen only as heritage or passive resources, but rather as strategic assets that can be managed through strategic communication and creative innovation (Kusumaningrum, 2024).

This approach emphasizes the importance of preserving local wisdom values and managing natural resources wisely to create sustainable economic added value. In line with this, strategic communication plays an important role in building awareness, collaboration, and positive narratives about the importance of maintaining a balance between economic exploitation and environmental sustainability (Sica et al., 2025).

Indonesia, with its abundant cultural and natural diversity, has a great opportunity to make the creative economy sector based on culture and nature as the driving force for national economic growth (Dellyana & Partners, 2023). Through inclusive and participatory communication strategies, this potential can be optimized to strengthen the nation's identity while improving people's welfare. The development of a creative economy based on culture and nature is also in line with the Sustainable Development Goals (SDGs), especially in the aspects of economic, social, and environmental sustainability (ERIA, 2023). The synergy between strategic communication, cultural preservation, and the use of natural resources is the main key in building a creative economy that is not only competitive, but also sustainable for future generations.

Sustainable development places the creative economy not only as an economic sector, but also as a means of preserving culture and the environment. This concept emphasizes that human creativity is the main motor in creating a balance between economic progress and ecological sustainability (OECD, 2022). Through the integration of cultural values and local wisdom in the production and consumption processes, the creative economy is able to generate innovations that are not only oriented towards economic gain, but also rooted in community identity and responsive to global changes (Gaonkar et al., 2025). Culture and nature are no longer seen as objects of exploitation, but rather as sources of inspiration, innovation, and added value that strengthen the social and economic resilience of the community (Confetto, 2023).

A strategic communication-based approach is a fundamental element in managing relationships and collaborations between creative actors, local communities, governments, and global markets. Through strategic communication, a collective awareness is formed about the importance of sustainability and cultural preservation in the development of the creative economy. This process involves effective message management, the strengthening of cultural identity, as well as the creation of relevant narratives to expand the range of economic value of creative products and destinations (Confetto & Colleagues, 2023). Strategic communication not only serves as a promotional tool, but also as a means of social transformation that strengthens cultural image, increases global competitiveness, and ensures the sustainability of an inclusive and sustainable creative economy (Butt, 2024).

In the digital era, communication strategies are also a bridge between traditional values and modernity. The use of digital media and social platforms allows the dissemination of cultural stories and natural potentials to a wider audience (ResearchGate, 2024a; ResearchGate, 2024b). With the right communication strategy, culture and nature can be transformed into a brand *that* has a high selling value while maintaining its authenticity (Cordova-Buiza, 2025). Furthermore, strengthening the creative economy based on culture and nature requires inclusive and participatory communication governance. This requires the active involvement of local communities as the main actors in the creative process, from planning, production, to the distribution of cultural values and creative products (Sun, 2025). By directly involving the community, the process of cultural transformation and the use of natural resources can run in a sustainable and equitable manner.

The active participation of the community in designing, producing, and marketing culture-based products not only strengthens the social sustainability aspect, but also encourages the emergence of local innovations that are adaptive to social, economic, and environmental changes (Sica et al., 2025). Through this approach, the creative economy can develop as a collaborative space that balances the values of tradition and modernity, while strengthening the competitiveness of local communities at the national and global levels (Suriyankietkaew, 2025). Strategic communication in the cultural and nature sectors not only has an impact on improving the image of destinations, but also on local economic growth and environmental preservation (Cossengue et al., 2025). The transformation of culture and nature into sustainable creative economy investments requires a holistic approach that combines communication strategies, digital innovation, public policy, and community engagement (Dellyana & Kusumaningrum, 2024).

For this reason, the research will analyze how strategic communication can provide a basic element for creating sustainable creative economy models based on cultural and natural resources in

Indonesia. It has the purpose of examining the communication strategies employed by the government, the creative industry, and society in general; examining their effectiveness in preserving culture and sustaining the environment.

The research will attempt to address the following questions: (1) Which organisations have taken on particular communication strategies to promote sustainable creative business projects that rely upon culture and nature in Indonesia?; (2) How successful have these organisations' initiatives been in creating new partnerships, conserving traditions, and promoting environmental consciousness?: (3) Why Strategic communications are important in helping build creative economy systems that will continue to exist in Indonesia?

The study will also assist in providing proper communication models to develop sustainable cultural and nature-based creative economies, and it will bring about immense benefits in practice.

Theoretical Framework

Strategic Communication

Strategic communication is an approach that emphasizes the importance of systematic communication planning to achieve organizational or community goals effectively and measurably. Strategic communication is a process of managing messages and symbols designed to shape perceptions, build relationships, and influence the actions of the target public (Confetto, 2023). Strategic communication acts as a bridge that connects various actors such as economic actors, governments, and communities to realize sustainable development.

Strategic communication is not only informative, but also transformational, which is able to create social and cultural change through strengthening narratives and empowering communities (Confetto & Kolega, 2023). This approach demands integration between digital technologies, community participation, and a deep understanding of cultural and environmental values.

In today's digital era, social media-based communication strategies are an important instrument in building an image, strengthening identity, and increasing public trust in cultural products and destinations. Through digital media, strategic messages can be packaged visually, interactively, and participatively so that they can expand the reach of promotion and increase the competitiveness of the creative economy. Thus, strategic communication serves as a key driver in directing social, economic, and cultural transformation towards sustainability.

In the development of a creative economy based on culture and nature, strategic communication consists of several main elements that are interconnected to achieve the effectiveness of messages and sustainability goals (Confetto, 2023). namely:

Message Planning. Message planning is the initial stage in a communication strategy that focuses on setting goals, identifying target audiences, and understanding the local cultural context. The message should reflect cultural values and sustainability principles in order to foster public awareness and support for creative products or destinations;

Identity and Image. The elements of identity and image play a role as the basis for the formation of public trust and the differentiation of creative products in the global market. Strengthening cultural identity through symbols, narratives, and visuals is the main strategy to build emotional and economic appeal. A consistent cultural identity can increase the selling value of products and strengthen the positioning of creative destinations at the national and international levels;

Relationship with Stakeholders. Relationships with stakeholders are the key to the success of strategic communication in the creative economy sector. Cross-sectoral collaboration between governments, communities, academics, and creative industry players can strengthen policy coordination, facilitate information exchange, and create an adaptive and inclusive creative ecosystem;

Media and Communication Technology. Media and communication technology serve as key instruments in the dissemination of messages and the expansion of market reach. The use of digital media and social platforms allows the promotion of culture, creative products, and natural destinations to be carried out interactively and globally.

Cultural and natural transformation refers to the process of changing and revitalizing cultural values and the potential of natural resources in order to adapt to the needs of the times, without losing their basic meanings. In this process, traditional values are contextualized into creative innovations (Kusumaningrum, 2024). This transformation includes the development of arts, crafts, culinary, nature-

based and culture-based tourist destinations, while considering sustainability and community participation.

The role of local communities is crucial in the process of cultural and natural transformation. Local community participation helps ensure that creativity and innovation run inclusively, respect local wisdom, and are socially and ecologically sustainable (Cordova-Buiza, 2025). In addition, participatory governance helps prevent excessive commercialization that can damage cultural heritage and the environment (Sun, 2025).

Cultural and natural development needs to be supported by integrated economic policies, through creative investment models that balance economic, ethical, and conservation values (OECD, 2022). Thus, culture and nature are not only aesthetic objects or symbols of identity, but also as very valuable economic assets if managed strategically, ethically, and communicatively.

The elements of cultural and natural transformation have several main elements that are interrelated to realize sustainable creative economy development (Dellyana & Kusumaningrum, 2024), namely:.

Revitalization of Cultural Values. Revitalizing cultural values means reviving old values and traditions through reinterpretation that is relevant to the times. It is important that the original identity is maintained despite adaptations and innovative changes;

Locally-Based Creative Innovation. Innovations that emerge from the community itself, utilizing local potential and traditions. For example, craft products, culinary, or tour packages that combine local elements. Local products that are processed with creativity and innovation have a higher selling value but still respect cultural roots;

Conservation of Natural Ecosystems. Maintaining a balance between the use of natural resources and their protection, so that environmental damage does not occur. The principles of ecotourism, conservation, and environmental preservation must be part of any transformation activity;

Participatory & Collaborative Governance. Involving various stakeholders such as local communities, governments, academics, creative industry players, in every stage of planning and implementation. The goal is that these policies and creative efforts are inclusive, sustainable, and have social legitimacy.

Sustainable Creative Economy

The sustainable creative economy emphasizes the added value of human, cultural, and technological creativity by paying attention to social and environmental aspects (Sica et al., 2025). A sustainable creative economy does not only mean environmental preservation, but also equal distribution of welfare and preservation of local cultural identity (Suriyankietkaew, 2025).

The creative economy in Indonesia has great potential if it is able to utilize strategic communication and digital innovation to expand market reach without losing its cultural roots. This model places society as the main actor and not just an economic object.

The success of a sustainable creative economy is measured by three main indicators: social sustainability (community participation), environmental sustainability (conservation of natural resources), and economic sustainability (business resilience) (Gaonkar et al, 2025). To achieve this balance, strategic communication across sectors is needed between the government, business actors, academics, and the public.

Conceptually, the elements of a sustainable creative economy include (OECD, 2022): (1) Innovation and creativity create new products, services, or ideas that have economic and social value without harming the environment; (2) Empowering local communities ensures that creative actors get equitable economic benefits through active participation in the creative value chain; (3) Cultural and natural sustainability maintains a balance between resource exploitation and the preservation of cultural and ecological heritage; (4) Cross-sector collaboration encourages collaboration between governments, academia, the private sector, and communities in building a resilient creative ecosystem; (5) Strategic communication is the main driver in conveying values, building an image, and strengthening relationships between stakeholders so that creative economy programs can be sustainable.

Thus, a sustainable creative economy is not just an economic approach, but a development strategy that integrates cultural, environmental, and social values in a collaborative and inclusive strategic communication framework. This approach ensures that economic growth is in line with the

preservation of culture and the sustainability of natural ecosystems, creating harmony between innovation and long-term sustainability.

Strategic Communication in Cultural and Nature Investments

Cultural and natural investment is an approach to economic development that makes cultural and ecological heritage the main capital in creative growth. This form of investment can strengthen local identity while providing direct economic benefits to local communities through the optimization of cultural and natural resource potential in an ethical and sustainable manner. (Cossengue et al, 2025).

The success of cultural and nature investments is highly dependent on planned, participatory, and contextual strategic communication. Strategic communication helps build a positive image of cultural products or destinations, convey authentic values, and foster public awareness of the importance of environmental preservation (Confetto, 2023).

Communication is a means to balance economic interests and socio-cultural sustainability. The integration of strategic communication in cultural and nature investments creates sustainable added value through digital promotion, public education, cultural diplomacy, and cross-sector collaboration between governments, business actors, communities, and academia. This strategy not only increases the economic value of cultural and natural assets, but also strengthens Indonesia's position in the global creative economy.

Conceptually, the key elements of strategic communication in cultural and nature investments include (Sica et al., 2025): (1) Communication planning is based on local values, which ensures messages and narratives are aligned with local cultural wisdom; (2) Multi-stakeholder collaboration includes synergies between governments, creative economy actors, local communities, and the media to expand economic and social impact; (3) The use of digital technologies, such as social media and interactive platforms, to introduce cultural and ecotourism potential globally; (4) Cultural diplomacy and strategic storytelling, which builds regional image and strengthens national identity through cultural and natural narratives; (5) Communication sustainability evaluation, which measures the extent to which communication strategies support cultural preservation, community welfare, and environmental balance.

Thus, strategic communication is not only a promotional tool, but also a foundation in building a creative economy system based on culture and nature that is sustainable, inclusive, and adaptive to the changing times. This approach allows for investments that not only generate economic benefits, but also strengthen the nation's cultural identity, environmental sustainability, and competitiveness on the global stage.

Material and Methodology

This study uses a qualitative approach with a case study method, which aims to deeply understand the phenomenon of strategic communication in the transformation of culture and nature as complex sustainable creative economy investments (Creswell & Poth, 2023). The qualitative approach was chosen because it was able to explore the meaning, perceptions, and experiences of actors in complex social and cultural contexts (Sugiyono, 2022).

The case study approach is used because this research focuses on a specific context, namely culture-based creative economy development programs and ecotourism in the region that is the research locus. The case study allows researchers to explore the dynamics of strategic communication between governments, creative economy actors, and local communities in depth (Yin, 2023).

Primary data was obtained directly from the results of in-depth interviews, field observations, and interactions with resource persons involved in the development of a cultural and nature-based creative economy. This data includes views, experiences, communication strategies, and policies implemented by stakeholders (Miles et al., 2020). Secondary data was obtained from various written sources such as official reports of the Ministry of Tourism and Creative Economy (Kemenparekraf), academic publications, research journals, scientific books, policy reports, government agency websites, and digital media relevant to the research theme (ERIA, 2023).

The data sources in this study are divided into two categories, namely the main resource persons and supporting resource persons, which were selected using purposive sampling techniques based on relevance and expertise in the fields of creative economy, strategic communication, and cultural and nature conservation (Sugiono, 2019).

The data sources in this study are divided into two categories, namely the main resource persons and supporting resource persons, which were selected using purposive sampling techniques based on their relevance and expertise in the fields of creative economy, strategic communication, and cultural and nature conservation. The main speakers consisted of Mrs. Dessy Ruhati, Secretary of the Ministry of Tourism and Creative Economy of the Republic of Indonesia, who provided a national policy perspective on the development of a creative economy based on culture and nature.

Meanwhile, the supporting speakers included Mrs. Siti Rahmawati, a batik MSME actor based on local culture who represents the application of creative communication in the promotion of cultural products. Mr. Made Wirawan, a driver of the natural and cultural ecotourism community in the research area who represents field actors in the transformation of nature into a source of creative economy, as well as a representative of the Regional Creative Economy and Tourism Office, who provided information on regional policies and synergy between local governments, cultural communities, and creative business actors. The selection of informants aims to obtain a comprehensive and in-depth variety of views to illustrate the linkages between strategic communication, government policies, community participation, and sustainable management of cultural and natural potential (Creswell & Poth, 2023).

This study employs a qualitative approach to explore the meanings, interpretations, and experiences of research subjects within the social, cultural, and creative economy context in Indonesia. Data were collected through in-depth interviews, participant observations, and documentation studies (Sugiyono, 2019) involving key stakeholders, including government representatives, creative industry actors, and local communities. These data sources were selected to ensure comprehensive and in-depth insights into how strategic communication is practiced and experienced in real contexts.

The collected data were analyzed using thematic analysis following Braun and Clarke (2021), which involves iterative processes of familiarizing with the data through repeated reading of interview transcripts and field notes, generating initial codes related to communication, culture, and creative economy themes, organizing codes into relevant subthemes, and developing interpretative insights based on the relationships between themes and existing theoretical frameworks. Through this process, the analysis aims to capture patterns of meaning and identify how strategic communication contributes to cultural preservation and sustainable creative economy development in Indonesia.

Result and Discussion

From the results of the interview with the main speaker, Mrs. Dessy Ruhati, Secretary of the Ministry of Tourism and Creative Economy of the Republic of Indonesia, obtained that strategic communication is the main instrument in coordinating cross-sectoral policies that support cultural and natural transformation towards a sustainable creative economy. He explained that strategic communication serves as a bridge between national policy visions and practices at the community level.

> "A collaborative and adaptive communication approach allows the government, creative actors, and local communities to have a common vision in maintaining a balance between cultural preservation, nature management, and creative economic growth," (Interview, 2025).

Furthermore, he emphasized that strategic communication plays an important role in building public trust in policies that support cultural and nature-based investments. The government, according to him, needs to develop a communication strategy that is not only informative, but also instills the value of sustainability and social responsibility in every creative economy initiative. This view shows that strategic communication serves as an integrative medium between economic, social, and ecological dimensions in cultural and natural transformation.

A similar view was conveyed by Siti Rahmawati, a batik MSME actor based on local culture, who assessed that strategic communication plays an important role in strengthening the identity of cultural products so that they remain relevant in the modern market.

> "We not only sell batik, but also convey philosophies, values, and cultural stories that are a source of inspiration. Proper communication helps us preserve our local heritage while penetrating the global market," (Interview, 2025).

Meanwhile, Mr. Made Wirawan, a natural and cultural ecotourism community driver, emphasized the importance of strategic communication in maintaining a balance between conservation and commercialization.

> "We strive to introduce the potential of nature and culture without exploiting it. Through educational and participatory communication, tourists can understand that natural beauty is a long-term investment in the welfare of the community," (Interview, 2025).

The Representative of the Regional Creative Economy and Tourism Office emphasized that strategic communication serves to strengthen the synergy between regional policies and local community initiatives.

> "Through public campaigns, digital media, and cross-sector forums, local governments seek to foster public awareness of the importance of making culture and nature sustainable economic capital," (Interview, 2025).

The effectiveness of strategic communication in the development of a sustainable creative economy is not only measured by the ability to convey messages, but also by the extent to which communication is able to create shared meaning and shared value between stakeholders. Strategic communication is the process of building relationships and managing common meaning (meaning management) to achieve collective goals in a sustainable manner (Hallahan et al., 2021).

Strategic communication plays an important role in integrating cultural values, nature conservation, and creative innovation into a sustainable economic system. The results of this study also strengthen the view of the triple bottom line which places the balance between economic *(*profit*),* social *(*people*),* and environmental *(*planet*)* aspects as the main indicator of sustainability (Elkington, 2020). Thus, strategic communication is not just a tool for disseminating information, but the main foundation in cultural and natural transformation as a sustainable creative economy investment.

Through inclusive message planning, cross-sector collaboration, and strengthening cultural and ecological narratives, strategic communication is able to create harmony between economic progress and the preservation of local values. These values are not only regional identity, but also strategic resources that strengthen the nation's competitiveness in the era of a sustainable creative economy. The results of the interview with the main speaker, Mrs. Dessy Ruhati, show that strategic communication is used to harmonize cross-sector policies at the Ministry of Tourism and Creative Economy so that each program has a consistent direction in balancing cultural, environmental, and economic aspects.

This emphasizes that strategic communication does not stop at message delivery, but rather includes the process of building long-term relationships, behavior change, and collective decision-making among stakeholders (Hallahan et al., 2021). The creative economy, communication strategy functions to form a *shared vision* among the actors involved, so that development based on culture and nature can take place synergistically and sustainably.

Cultural Transformation as a ***Sustainable Creative Investment***

The results of an interview with Mrs. Siti Rahmawati, a batik MSME actor based on local culture, show that communication plays an important role in changing people's perception of cultural values. He said that through a strong narrative and the use of digital media, traditional batik products are now not only seen as cultural heritage, but also as modern products with high economic value.

> "We don't just sell fabrics, but also the stories and cultural values that live behind every motif. That way, customers feel that they have a part of that cultural heritage," said Siti Rahmawati (Interview, 2025).

He added that strategic communication is carried out through a storytelling approach, namely by raising the symbolic meaning of batik motifs and their relationship with local wisdom. This narrative is the bridge between cultural values and economic attractiveness.

The approach taken by Siti Rahmawati is in line with the theory of Cultural Communication, culture is a system of meaning that can be communicated and negotiated to form a collective identity (Samovar, Porter, and McDaniel, 2020). Effective communication is able to maintain cultural values while transforming them into highly competitive creative economic forces.

An interview with Mrs. Dessy Ruhati, as the Secretary of the Ministry of Tourism and Creative Economy of the Republic of Indonesia, strengthens this view. He emphasized that the government makes cultural transformation an integral part of the national creative economy development strategy.

> "Strategic communication is the foundation in connecting policies, creative actors, and communities so that local cultural values are not only preserved, but also invested sustainably," (Interview, 2025).

He also emphasized that cross-sectoral communication strategies are key in ensuring that cultural values can be translated into inclusive creative economy policies and practices. This view shows that strategic communication serves as a link between public policy, creative entrepreneurs, and cultural communities at the local level.

The results of interviews with representatives of the Regional Creative Economy and Tourism Office also show that cultural transformation as a creative investment is driven by increasing market interest in products that have authentic value and sustainability.

> "We strive to strengthen the promotion of local culture by displaying the historical values and philosophy behind regional creative products. Local identity is a regional competitive advantage in the creative economy," (Interview, 2025).

In addition to policies, digital communication is also an important aspect in expanding the reach of cultural products to national and global markets. This strategy is realized through the use of social media and digital content to communicate cultural values visually, interactively, and contextually (Kotler, Kartajaya, & Setiawan, 2021). *Digital storytelling* is able to strengthen the image and value of local cultural products in the global market through the synergy between tradition, innovation, and technology (Nugraha and Widyaningrum, 2023).

Interview with Mr. Made Wirawan, a cultural and nature ecotourism community mover, added the dimension of preservation. He explained that strategic communication not only introduces cultural and natural potential, but also serves as a means of education for tourists to understand the value of conservation.

> "We communicate in an educational way that culture and nature are not just tourist attractions, but a source of people's well-being and identity," (Interview, 2025).

Cultural transformation as a creative investment is the result of synergy between strategic communication, government policies, the participation of creative actors, and digital innovation. Through meaningful, participatory, and sustainable communication, cultural values can be processed into economic resources that not only generate financial benefits, but also strengthen national identity and socio-cultural sustainability in the midst of globalization (Howkins, 2022; Florida, 2021). An interview with Mrs. Siti Rahmawati, a local batik MSME actor, showed that creative communication through social media and storytelling strategies is an effective approach in attracting market interest while preserving cultural values.

Each batik motif has a philosophical meaning that is communicated to consumers through digital content such as short videos, narrative photos, and thematic campaigns on social media. This storytelling-based communication approach changes people's perspective on cultural products, from what was originally considered just a traditional object to a symbol of local identity and pride that has economic and social value. Thus, culture is not only inherited, but also recreated in a modern format that still respects the meaning of its origin.

This strengthens the theory of Cultural Communication put forward, which states that culture is a system of meaning that is constructed and communicated through symbolic interactions (Samovar, Porter, and McDaniel, 2020). Strategic communication plays a role not only as a means of spreading messages, but also as a process of forming meaning, collective identity, and social legitimacy for cultural products. Mrs. Siti Rahmawati's success is a concrete example that an authentic cultural narrative can be a form of long-term investment for strengthening the creative economy based on local wisdom. Creativity based on cultural values has sustainable economic potential while strengthening social cohesion of society (Howkins, 2022).

Utilizing Nature as a Sustainable Creative Economy

According to Mr. Made Wirawan, the driving force of the natural and cultural ecotourism community, natural potential can be processed into a source of sustainable creative economy through communication strategies that emphasize the value of sustainability.

He explained that in his area, the communication approach is carried out in a participatory manner to build ecological awareness and foster a sense of community responsibility for the environment.

> "We always emphasize that nature is not just a tourist attraction, but a heritage that must be protected together. Every promotion program is always accompanied by a message of preservation so that the community not only enjoys, but also preserves," (Interview, 2025).

In his community, strategic communication plays a role as a tool for social transformation that connects economic value with environmental conservation. This strategy is realized through citizen forums, social media, and conservation-based educational activities that directly involve local communities. The approach reflects the Communication model. Participatory active involvement of the community in each stage of development (Servaes, 2021). As a result, the communication carried out is able to create a sense of ownership of natural resources, so that residents are not only connoisseurs, but also managers and guardians of the ecosystem. This reinforces the concept of a sustainable creative economy, where a balance between economic, social, and ecological values is the main foundation (UNESCO, 2023).

This view is in line with the explanation of Mrs. Dessy Ruhati, Secretary of the Ministry of Tourism and Creative Economy of the Republic of Indonesia, who stated that nature management as a source of the creative economy requires a communication strategy that is able to unite the vision between the government, the community, and business actors.

> "Sustainability is not only a matter of conservation, but how we communicate natural values so that they become social and economic capital for the community. Strategic communication is a bridge between actors to realize this balance," (Interview, 2025).

In addition, the representative of the Regional Creative Economy and Tourism Office also emphasized that digital communication plays an important role in promoting the potential of local nature to a wider market without sacrificing the value of authenticity.

> "We use digital platforms to educate tourists about sustainable tourism and promote environmentally friendly local products," (Interview, 2025).

Through this approach, strategic communication serves not only as a means of promotion, but also as a collective learning mechanism that shapes ecological awareness and strengthens local identity. Thus, the use of nature as a sustainable creative economy reflects the synergy between cultural values, environmental sustainability, and adaptive communication strategies. The results of the interview with Made Wirawan, an ecotourism community driver, show that participatory communication is the key to the success of sustainable management of natural potential.

Through citizen forums, community media, and training activities, Made builds two-way communication between the community, tourism actors, and local governments. This process not only strengthens the sense of belonging to the environment, but also increases public awareness of the importance of sustainability in a nature-based creative economy. The approach applied is in line with the theory of Development and Participatory Communication. Communication should be oriented towards dialogue, not monologues (Servaes, 2021).

Through active participation, the community is not just an object of development, but a subject that contributes to creating economic value while maintaining ecological balance. This reinforces the view that sustainability can only be achieved if communication is able to mediate interests between nature conservation and local economic needs.

Strategic Communication Synergy in a Sustainable Creative Economy

The results of interviews with representatives of the Regional Creative Economy and Tourism Office show that the success of cultural and natural transformation into sustainable creative economy investment cannot be achieved without synergy between the government, local communities, and business actors.

Explained that strategic communication is used as a tool for cross-sector coordination through dialogue forums, public policy campaigns, and regional promotion collaboration.

> "We are trying to create an open communication space between the government and the community so that each policy can be implemented according to the local context. Without communication that unites vision, creative programs often stop at the level of discourse," (Interview, 2025).

This shows that strategic communication plays an important role in building policy alignment with the needs and values of local communities. Communication across actors is a means to build mutual *trust* and create a common vision in the management of cultural and natural resources.

The results of the field research show that regions that successfully implement strategic communication have advantages in three main aspects: (1) Consistency of the narrative of regional development, where the messages conveyed by the government, cultural actors, and the community are aligned in supporting the vision of sustainable development; (2) The involvement of cultural and natural communities in the creative process, which ensures the preservation of local values remains at the heart of any creative economy activity; (3) The use of digital media as a means of branding creative destinations, which allows regions to expand the reach of promotion and build a positive image without losing cultural identity.

This kind of strategic communication approach reflects the concept of cross-sector collaborative communication. A sustainable creative economy requires a form of communication that is not only informative, but also transformative, namely communication that is able to change social mindsets and behaviors towards sustainability (Howkins, 2022). Strategic communication is not just about disseminating information, but serves as a dialogue mechanism that unites various interests in one direction of creative development.

This view was reinforced by Mrs. Dessy Ruhati, Secretary of the Ministry of Tourism and Creative Economy of the Republic of Indonesia, who emphasized the importance of strategic communication in bridging national policies and implementation at the regional level.

> "The key to sustainability is coordination based on strategic communication. The central government, the regions, and the community must have the same narrative about the importance of making culture and nature a long-term economic investment," (Interview, 2025).

Discussion

The results of this research show that there is a synergy between local governments, creative economy actors and local communities, which clearly demonstrates the main practical function of strategic communication as an integrating tool, and not just as a channel to send messages. The synergy can be seen in three ways: the coordination of activities, the common development objectives and the constant participation of stakeholders that were found in the process of gathering data. For example, one government representative described the role of communication in aligning organizations from different sectors of the economy as: "We do not just communicate about our programs, but we make sure all parties are on a similar path and are working in harmony."

Moreover, strategic communication appears to satisfy the needs of stakeholders as it allows for shared collective understanding and provides a basis of trust among them, thus enabling them to make decisions collectively. Creative Economy actors commented that "not only do we need information but we need effective communication to have our ideas linked to what the government is doing and most importantly to what the community is used to expect from the government." In the same sense, a community member articulated "with leaders that communicate or engage with us openly we can be part of the process, so the more they involve us, the greater is our willingness to work with them to protect Culture and the Environment." Both of the above statements show how strategic communication

meets three of the specific needs of the Stakeholders; being understood, having a voice, and having relational trust.

In this scenario, the usefulness of strategic communication is shown by how it creates a shared understanding and encourages multiple sectors to understand each other, which helps maintain social, cultural, and economic sustainability. When groups of people involved in a process share the same vision, share the same values, and trust each other, it shows that communication is actually working and is making a real difference. This is also supported by the research of Hallahan et al. (2021), who note that strategic communication is essential for bringing stakeholders into alignment and developing sustainable systems.

With the alignment of perceptions and goals, strategic communication functions not only as a coordination tool, but also as a mechanism to form productive and adaptive collaboration to local dynamics. The results of interviews with representatives of the Regional Creative Economy and Tourism Office show that strategic communication plays an important role as a bridge between government policies and the needs of the creative community. The local government implements a collaborative communication strategy by involving local communities and MSME actors in the process of planning and implementing cultural destination development programs and ecotourism.

This approach reflects the application of the Triple Helix model where collaboration between governments, the industrial sector, and society is the main foundation in creating sustainable innovation (Etzkowitz and Leydesdorff, 2021). Demonstrable examples of how this collaboration is operationalized include the holding of regular multi-stakeholder coordination meetings between government organizations and the creative industry, and the tourism industry, and digital platforms through the use of social media campaigns and official regional branding websites for the promotion of local culture and nature.

This communication method is a dual-use mechanism for sharing information; it is also a forum where stakeholders can meet to negotiate and reach consensus regarding their interests, and collaborate on decisions. Therefore, it guides Stakeholders are able to generate shared understanding, coordinated actions, and common positions on making the region a globally competitive, creative destination. In addition, it allows for the continued preservation of culture.

These data show that Strategic Communication is a dynamic, effective link between public policy, innovation in industry and the hopes of communities. Strategic Communication has provided the needed services to stakeholders, including coordination, a clear common goal and participation. As a result, these research outcomes support the argument that strategic communication conducted through collaboration and participation is essential to achieve sustainable creative economy. Communication supports public policy to mediate between public policy and industry innovation and also people's aspirations. It produces a creative ecosystem that is sustainable, inclusive, and dynamic.

Conclusions

Based on the results of field findings and theoretical analysis, it can be concluded that strategic communication plays a key role as the main foundation in realizing cultural and natural transformation as a sustainable creative economy investment. The function of strategic communication is not only limited to message delivery, but also includes the formation of shared meaning, the development of shared value defined in this study as the alignment of cultural, social, and economic interests among stakeholders and the strengthening of trust among the stakeholders involved, such as the government, creative actors, and local communities.

The results of the study show that cultural transformation becomes a source of creative economic power when it is communicated through authentic narratives that connect traditional values with modern innovation. Creative communication approaches such as storytelling and digital campaigns have proven effective in reshaping public perceptions of cultural products from being seen as merely historical heritage to becoming symbols of local identity, pride, and economic value.

A strategic communication integration model for sustainable creative economy will contribute to the development of communication theory. To create such a model three elements: (1) collaboration among the major stakeholders (i.e. government, industry and community); (2) storytelling that reflects the stakeholders' culture and local identity; and (3) engagement based on participation and the development of shared meaning, shared value and trust. The model of the creative economy expands on the Triple Helix by emphasizing communication as the unifying mechanism.

From practical perspective, the findings of this study offer a communication model which can be used by policymakers and creative economy actors to develop inclusive communication strategies, enhance cooperation among stakeholders, and formulate creative economy programs based on cultural traditions, environmentally sustainable within their region.

Meanwhile, the management of natural potential as part of a sustainable creative economy requires participatory and dialogical communication, as explained by the theory of Development and Participatory Communication (Servaes, 2021). Through two-way communication between the community, tourism actors, and local governments, a sense of ownership and collective responsibility is created in maintaining a balance between environmental conservation and economic development. Furthermore, the synergy between local governments, creative industry players, and local communities shows the real application of the Triple Helix model (Etzkowitz & Leydesdorff, 2021).

Through regular communication forums, collaborative campaigns, and the use of digital technology, a collaboration system is formed that supports innovation and sustainability. This research confirms that the effectiveness of strategic communication in a sustainable creative economy lies in its ability to integrate cultural, social, economic, and ecological dimensions into a collective understanding. Communication oriented towards dialogue, participation, and cross-sectoral collaboration is key in building an inclusive, competitive, and sustainable creative ecosystem for the future of Indonesia's culture- and nature-based creative economy.

In future research, it's recommended to explore how to measure the effectiveness of strategic communication using numerical, mixed-methods, and qualitative approaches, as employed in this study. Future research could also investigate how digital communication platforms and new technologies can engage more people involved as stakeholders and help reach more people participating in creative economy initiatives. Future research should also conduct comparisons of various regions in Indonesia. This is to identify the contextual variations of using strategic communication and also identify the best ways to use communication to aid in bringing out the most creative economy development. Research should also develop and test the strategic communication model proposed by the authors of this research paper, so they can determine how relevant it is and what impact it has to help build a sustainable creative economy.

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