Building the resilience of rural creative entrepreneurship through leadership concept: the case of Kaliabu, Indonesia

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Abstract. This paper proposes a local leadership model that encourages the resilience of creative entrepreneurship in rural areas. Creative entrepreneurship faces various challenges that force them to be resilient in facing the global market competition. In the creative entrepreneur community in rural areas, the role of the leader is very important in triggering the creativity and transformation of the community. A case study on the entrepreneurship community of logo designers in Kaliabu Village shows that they suffer from business discontinuity due to market competition. Learning from this case, we propose the concept of transformational creative leadership as a solution to building resilience in creative entrepreneurship. This concept combines transformational leadership and creative leadership theories which are considered capable of encouraging entrepreneurial innovation and creativity through creative processes so that creative entrepreneurial resilience can be achieved.

1 Introduction

Economies in various developed countries have developed towards a knowledge economy, where information and knowledge are important factors in driving economic growth in economic activity [1]. This phenomenon encourages the development of a new form of economy, namely the creative economy. One form of embodiment of creative economic activity is demonstrated by creative industries [2, 1]. The development of creative industries stimulates a shift in economic activities. Since the emergence of digital technology, social networks and corporate products are involved in the process of mass creative production, which is the main driver of economic development, especially as shown in the case of Europe [3, 4].

In the local economy, creative industries are initiated through the existence of creative entrepreneurial activities that are owned by local productive systems [5, 6]. As part of the development of the global economy, creative entrepreneurial activities face various threats, one of which is market competition. Innovation in the field of technology in creative entrepreneurship is in high demand by consumers, and therefore every creative entrepreneurship in the field of digital technology continues to compete to win consumer demand [7]. This condition may be a challenge or an opportunity. Schumpeter (1942) explains the phenomenon of creative destruction, that if an entrepreneur can manage their talents through innovation, then they will be able to survive and even expand their markets, whereas if an entrepreneur is unable to innovate, they will experience failure and cause losses [8, 9].
The development of creative entrepreneurship was also then developed in small towns and rural areas which emerged as local products [10, 11]. Creative entrepreneurship in rural areas serves as one of the implementation opportunities to increase creativity, produce products, and innovative business models, but not all such cases occur [12]. Rural areas have a wealth of culture and natural resources which are a source of income for the community if processed innovatively. However, there are still some problems faced by rural communities, namely (1) the underdeveloped life of rural communities due to the limited access of rural communities to productive resources, such as land, capital, infrastructure, and technology as well as access to public services and markets; (2) limited infrastructure services and rural settlement facilities, such as drinking water, sanitation, solid waste disposal, and other environmental infrastructure; (3) limited capacity of government institutions at the local level and socioeconomic institutions to support increased rural development resources; and (4) a lack of connection between urban and rural economic activities which results in increased economic inequality and interregional infrastructure service gaps [13]. Therefore, to realize the improvement of the welfare of rural communities, this effort to diversify the economy simultaneously needs to be coupled with an increase in the empowerment of rural communities, one of which is through the creative community as a forum for gathering and self-actualization.

Creative entrepreneurship is a part of the creative economy that aims to produce productive forms of business in the form of commercial goods or services [14]. One of the supporting factors in the creative economy is human resources [15], where human resources need creativity to mutually influence the level of workforce competence in business units [1]. Creativity can be explored by having a community or association of several people who have the motivation to develop their potentials so that creative leaders can be born from a group member movement [16]. The dominance of information technology makes the addition of a new level of the community’s competence for responding to global challenges, thus requiring the initiator so that the community can produce creative ideas. Leadership is defined as the ability of individuals to influence, motivate, and enable others to contribute to organizational success [17]. The latest model of transformational leadership explains three broad groups of leadership practices, each covering several dimensions namely; determining direction includes building a shared vision, developing consensus about goals and priorities, and creating high-performance expectations [18].

Through creative leadership, the community has a direction of movement to achieve community welfare to develop creative entrepreneurship in rural areas. In developing a creativity-based economy, the role of leadership is also very much needed. Effective leadership is an important part of the overall method for an organization to sustain its business in dealing with problems caused by the rapid growth of the economic environment [19]. Its development which is still relatively new, especially in rural areas makes an effective leadership role is needed, especially in helping to adapt things that can change along with the development of the creative economy. In this case, transformational leadership is conceptualized as a leadership that is targeted at creativity, change, innovation, and entrepreneurship [20, 21, 22].

The relationship between transformational leadership and creativity with member innovation has received support from various empirical studies, as well as from two recent meta-analyses [23, 22] which generally explain the positive change in the relationship between transformational leadership and the creative performance. Transformational leaders can more effectively engage their members in creative behavior if they feel a favorable climate for innovation from their organizations [24]. Based on these things, it can be seen, that leadership has an important role in ensuring creative activities carried out by all members of the community. The leader has the role to direct the development of creativity in the organization so that the organization is able to solve various problems and face the threat of market competition. Therefore, it can be said that creative leadership can help foster resilience in creative entrepreneurship in the face of market competition.

Through case studies and literature studies, this article aims to develop the concept of leadership to encourage the resilience of rural creative entrepreneurship. This case study is set in Indonesia, which reflects conditions in developing countries that also utilize digital technology to encourage rural
development to study the problems of creative entrepreneurial conditions that require the concept of leadership to realize resilience. The case study used was Kaliabu Village, Salaman District, Magelang District, Central Java. This village is famous for its logo designer who has experienced significant job changes from agricultural villages to non-agricultural villages (Fahmi & Sari, 2020), namely the creative industries. The development of logo crafts was started by activists who became pioneers in disseminating logo crafts. This activist has a role to influence the environment that does not have formal education in logo design. The amount of income gained from winning the logo competition motivates the surrounding environment to learn to design logos, especially village youth.

The increasingly massive use of the development of the creative industry as a digital form of the rural economy experiencing opportunities and obstacles [25]. Dahlam et al. (2016) explain that digitalization creates economic globalization which not only increases access to markets [25] but many small business owners in developing countries lack the capabilities, skills, and awareness to leverage digital connectivity for their business operations [26]. The same thing happened to the logo designer in Kaliabu Village, which suffered a setback after much competition from the designer. Many designers outside the village are more skilled in designing logos due to their educational background. The community of logo designers in Kaliabu Village has difficulty adapting and adjusting to this market competition as one of the challenges of this economic globalization. The role of the leader in the direction of the sustainability of the creative industry and the designer community is needed. This is because leaders have different leadership styles and skills that need to be adjusted to their goals [27]. In Kaliabu Village there is a leader figure, an activist actor who has not played a significant role in the resilience of the creative industry in this era of economic globalization.

The condition of creative entrepreneurship in the logo design in Kaliabu Village represents the problem of the development of creative entrepreneurship in rural areas, especially in showing the importance of leadership roles that can encourage the resilience of creative entrepreneurship to market competition. Furthermore, this research is expected to present concepts that can solve the problem of creative entrepreneurship in rural areas. This research is structured as follows. First, we present a conceptual framework regarding the conceptual relationship between transformational creative leadership and the resilience of creative entrepreneurship in the digital economy era. Followed by an explanation of the research methodology accompanied by a discussion of the appropriate conceptual framework to be implemented in the case study and concluded by conclusions.

2 Theoretical Framework

2.1 The resilience of creative entrepreneurship

Resilience in economic activities is explained by Martin & Sunley (2014) as the ability of a system as the capacity to resist and recover from various shocks to the growth path of its development that is carried out by undergoing adaptive changes in the structure of the system, whether in economically, socially, and institutionally [28]. This is indicated by changes in the inherent conditions that are still vulnerable by various threats to adaptive conditions that have recovered and can resist in the face of threats in the future. In the context of creative entrepreneurship, resilience is carried out through creative processes to build adaptive capacity [8, 9, 29]. This adaptive capacity is interpreted as the ability to resist and recover from shocks [29]. While the creative process is referred to the process that creative entrepreneurship goes through to realize resilience through creative ways [8].

Adaptive capacity possessed by creative entrepreneurship is unique compared to other types of entrepreneurship, namely this adaptive capacity can encourage creative entrepreneurship to be more flexible in facing various challenges [3]. The adaptive capacity carried out by creative entrepreneurship emphasizes more on the importance of innovation and creativity in its business actors. Innovation is considered able to diversify development opportunities and expand markets so that more business opportunities are owned by creative entrepreneurs [30]. Meanwhile, creativity described by Sanchez (2017) is an important ability that needs to be developed to trigger an overflow
of knowledge possessed by creative business actors [31]. This has a major role in creating wider market opportunities and increasing business competitiveness.

The creative process is carried out in different ways between each business actor. Simonen et al. (2020) show the creative process carried out by creative entrepreneurship in the face of market competition by the phenomenon of creative destruction [9]. The creative process undertaken by creative entrepreneurship is part of an effort to rediscover business opportunities in uncertain conditions. The process consists of the process of knowledge creation, developing entrepreneurial attitudes, and encouraging community spirit.

2.2 Leadership

2.2.1 Creative Leadership. Many creative leaders in the 1950s have experienced the focus of discussion in theory and community development [32]. The term creative leadership is also widely known as "leading creativity and innovation" and "managing creative". Creative leadership refers to the ability to direct others towards achieving creative results [32]. Furthermore, a Mainnemelis article states that creative leadership can be realized in the form of facilitating, directing, or integrating forms of creativity. Today's technological developments control several organizational activities but have not been able to change the function of creative thinking leadership that can drive the organization into the future [32].

But this creative leadership turns out to produce unique behaviors that often conflict with traditional forms of management and organizational functions [33]. Developing a highly innovative organization has successfully managed the existing problems or tensions [33]. However, the creation of innovation requires a unique creative leadership that lately, this approach cannot capture through traditional views on leadership. For leaders to successfully manage innovation, they must be involved in several complex social, technical, and decision-making activities and need unique individuals who understand their abilities, team dynamics, and organizational maneuvers [33]. As such, it is important for leaders in an organizational environment to understand what they are facing, and to be creative in understanding their strengths and weaknesses.

2.2.2 Transformational Leadership. Bass (1985) explains the transformational leadership theory as the special relationship between a leader and followers that explains the extraordinary performance and achievement of larger groups, units, and organizations [17]. Transformational leadership directs its members to multitask and be creative in doing anything. Through transactions, the exchange of values and behaviors, and knowledge sharing, leaders endeavor to achieve transformational leadership to meet the needs of followers to become creative communities [17]. The word ‘transformational’ as referred to in this study is a change in a leader’s attitude or way of directing their members to follow market developments using creativity to generate large profits for the company. This is intended to provide characteristics of members' attitudes towards their performance as workers [34]. Charismatic leaders are a central example of the process of transformational leadership and become a key component of transformational leadership [35]. Therefore, charismatic leaders have a great opportunity to bring new influences in shaping modern individual characteristics and resilient to global change. The ability can empower followers in a business unit to head in a positive direction and make changes for a new level of creativity.

Transformational leadership is used to improve group performance because they play a role in solving social problems among group members [36]. Waldman in Bass stated that previous conceptualizations have linked transformational leadership with various aspects of team performance, for example, improving the innovation process of multi-functional teams through reliance on transformational leadership depends on the transfer of values shared by leaders to followers, while the team's decision is still carried out by leaders who will later have an impact on the quality of the production of goods and services. In addition, Atwater and Bass (1994) present a general conceptualization of how transformational leadership can interact leader and his/her followers like
social cohesion and conflict management, but they don't put forward specific propositions that can be tested [34].

2.2.3 The role of leadership in building the resilience of creative entrepreneurship. In bringing out creativity, leaders must actively implement various strategies that can encourage members' creativity. In other words, in a community, leadership is a catalyst and source of creativity and innovation. [37]. According to Sow & Aborbie (2018), "effective leadership plays an important role in managing a business in the current business environment, for the old ways of business management are not enough to sustain a company in the modern market" [38]. Çekmecelioglu and Özbağ (2016) also explain that "transformational leadership style may be appropriate for certain exploitative activities that involve challenging assumptions, taking risks, and approaching problems in new ways" [39]. Authentic leadership and resilience affect productivity positively and meaningfully [40]. Based on the literature, it can be seen that leadership plays a role in increasing the activeness of members in carrying out creative activities, and resilience is also related to increasing creative productivity.

3 Methodology
This article employs a single case study, namely Kaliabu Village, located in Magelang Regency, Central Java. This village is famous for its logo design crafts as a form of creative entrepreneurship. This case study was taken on the consideration of local activist figures who introduced creative entrepreneurship and played a role in creative leadership that had developed the community. However, during its development creative entrepreneurship in Kaliabu Village suffered a decline due to a large number of new competitors. Using this case, we try to identify the characteristics of the leadership problems that occur through indications of a decline in the development of creative entrepreneurship and try to develop a relevant conceptual framework model to be applied in the case study. This article uses a variety of previous literature relating to leadership, creative entrepreneurship, resilience, and creative activity in Kaliabu Village which is then discussed qualitatively to generate a synthesis that can answer the purpose of writing the article. From various works of literature, a conceptual framework was developed to support the discussion and results of this article.

4 Results
4.1 The logo crafts development problem in Kaliabu Village
Kaliabu is a village famous for logo design craft in early 2011, with a massive diffusion of information in the society related to this creative entrepreneurship. Activists play an important role in initiating new economic sectors and structural transformation that change people's livelihoods from the agricultural sector to a non-agricultural sector (creative industries). Activists also have a role in creating innovation and developing a community of craftsmen. The community is led by activist actors engaged in exchanging information, sharing knowledge, and coordinating forms of action. The most focused thing in community development is the dissemination of knowledge related to logo design. Kaliabu Village is like other villages in Indonesia, with poor access to the internet and technology. However, activist actors together with the logo craftsman community trying to improve access to digital infrastructure. Kaliabu Village communities, like rural communities in general, also have low ability and penetration of digital technology [25]. The low ability to use digital technology makes the activist-driven community innovate to share knowledge through training and tutorials on designing logos.

Massive community development has taken place, especially with the Eagle Awards Competition in 2014 being won with a documentary titled "Desainer Kampung". The film that tells the development of logo craftsmen in Kaliabu can be said to be a boomerang and suicide bombing by some groups. With the emergence of Kaliabu Village and stories related to logo craftsmen in the competition, many people tried to follow the footsteps of craftsmen in Kaliabu Village. This makes the competition even more difficult, especially for people in Kaliabu Village who have no educational
background in the field of design. Difficult to market competition, making many craftsmen began to leave the logo design craftwork and return to their initial work or find a new job. Illustration of the development of creative entrepreneurship in Kaliabu Village and be discontinued can be seen in figure 1.

**Figure 1.** Developments and problems the logo craft in Kaliabu Village (Source: Authors Elaboration, 2020). The development of logo craftsmen as creative entrepreneurship is part of rural transformation. Activists become actors who initiate crafts and the formation of a community of craftsmen, but developments began to decline due to the difficulty of market competition.

4.2 **Building the resilience of creative entrepreneurship through leadership**

Since the beginning of the development and diffusion of innovations occurred in Kaliabu Village, no specific obstacles were found because some of the limitations that might occur can be overcome at the beginning of development. Limitations such as deficiencies in ownership of technology (computer/laptop) and lack of expertise in the use of design software can be overcome by sharing technological devices and learning software together. The surrounding community is also enthusiastic to learn new things in the design. However, there are some constraints and limitations to the development of ideas and innovations to use for regional development. These constraints and limitations can be divided into two groups, namely constraints in design development and constraints in overall regional development.

The design process in Kaliabu Village consists of three phases: understanding the design brief, design work, and collaboration [41]. In this design phase, the logo crafters in Kaliabu Village experienced several obstacles related to communication. Most of the logo requests are from foreign people through a logo contest website, 99Designs. Therefore, the Kaliabu Village crafters must communicate in English to understand the customers and consult with the contest organizers. This is a very difficult task for the community, as their educational background is relatively low and no village community can communicate well in English at that time. To overcome this, villagers rely on Google Translate to communicate through emails with customers and always refuse to do video conferencing or direct verbal communication. In the context of regional development, the development of innovations in the form of logo designs in Kaliabu Village also faces obstacles in maintaining its sustainability. Logo designers in Kaliabu Village rely heavily on online competitions that are not routinely available, making them vulnerable to deserted orders. There is also a decrease in the intensity of design activities in Kaliabu Village, which can be seen from the lack of recent competition wins. This can happen because it is increasingly difficult to get new ideas for the design.
Figure 2. Sustainable Regional Development Circle by Stimson (2009) explains the importance of strong proactive leadership to support sustainable development in endogenous development.

Three dimensions can be changed from the endogenous development process, namely: the economic dimension, the institutional dimension, and the political dimension [6]. Additionally, Stimson (2009) also explains the circle of sustainable regional development in which sustainability can be maintained with effective leadership [42]. The framework explains that there are elements that can support sustainable development in endogenous development, such as effective leadership to support a vision, support strategic processes, and facilitate institutional arrangements that can create effective relationships and support resources and potential well.

The development of ideas and innovations that have taken place in Kaliabu Village happens sporadically and independently. The government plays a minimal role in the beginning, and until now the community and institutions have given the most support to the sustainability of the logo design industry. Based on previous discussions, we also know about the obstacle in the creative development of Kaliabu Village related to the market competition. The high competition experienced by the logo craftsmen makes it difficult for the craftsmen to win the existing demand. The capability and skill of the crafters at that moment is not fully suitable for the demands of the contest. These constraints affect a decline in the rural community economy. The competitiveness constraints faced by Kaliabu Village artisans are also increasingly difficult due to a lack of government support. If the problem is linked with the leadership theory, it can be seen that one of the important factors in developing creativity is its leadership factor. However, a leadership that is adapted to solve the problem of continuity of creation is a leadership that can adapt to and survive changes. Therefore, learning from the experience of Kaliabu Village, it can be seen that resilience is needed to adapt to market uncertainty, which can be achieved with effective leadership.

4.3 Transformational creative leadership as the solution to the resilience of creative entrepreneurship

The combination concept of creative leadership with transformational leadership will be able to produce leaders who are proactive and responsive in responding to market changes, especially in producing goods or products that have high selling value. This concept provides a new form of how followers can absorb external information which translates into creative ideas, namely logo design.
Creativity is the main key in a leader to be impactful for its members. Related to what happened in Kaliabu Village, an actor who falls under the third category (activist) initiated community collaboration on the logo business development [43]. The third sector actor (activist), or a leader, is oriented towards big goals to make a change of power between actors. Actors who have a greater degree of power will tend to shift the role of other actors. Arifianto also explains the shift in roles between actors in the Kaliabu village occurred due to interdependence between the leader and his followers in the design logo business unit.

Figure 3. A Multi-Context Framework of Creative Leadership. Source: Mainnemalis et. al, 2015, explain the level of followers and the leader’s creative contribution to reach the vision to be a creative community.

In figure 3, the illustration defines the relationship between leaders and followers as the driving unit in the success of the business community. By increasing the leader’s creative contribution, the vision will be easier to reach for all teams because they are encouraged. If the followers’ creative contributions are higher, the output will be of higher quality and this reflects the synergistic relationship between leader and follower. In figure 3, the leader's contribution is in the directing role. However, in the facilitating role, the leader is only a facilitator or supporter of the creative activities undertaken by its members. At a further level, the best leaders are those who are in the integrating role. In this case, the leader integrates all ideas, both the ideas they have and the ideas of their members in shaping the company's vision [32]. Figure 3 from Mainnemelis, et al. (2015) also illustrates the conceptual space for low or non-creative leadership to occur if the creative contribution of both leaders and followers is low or not at all. In Kaliabu Village, logo designers have limited ideas about what they get from their leaders [44]. This made the logo design leaders transform by using the internet to find modern ideas to share with followers. The leadership that takes place among logo design workers in Kaliabu Village is at the integrating level, where leaders and followers have synergized with each other to produce creative ideas poured into their products. Leaders (activists) have been able to adapt to the heterogeneity that exists at each level of expertise so that followers can be directed more easily to achieve group goals. The higher the contribution of followers in following their leaders, the greater the influence of creativity needed by these followers to be able to survive in a changing market.
From those explanations, it is known that creative leadership can drive innovation and creativity in various ways, both by facilitating, directing, or integrating innovation and creativity itself [32]. In the process of achieving resilience in creative entrepreneurship, it is also known that there is a creative process that shows the creative efforts made by creative entrepreneurship to build resilience [8, 9]. The creative process explained by Simonen et al. (2020) can be done in three ways, namely knowledge creation, entrepreneurship (in this case explained as entrepreneurship attitude), and community spirit [9]. These three things are part of the creative process that creative entrepreneurs need to have as individuals.

Knowledge creation is carried out by creative entrepreneurship through education on business development in the creative sector, research and development related to the utilization of modern digital technology development, knowledge transfer between creative entrepreneurs, and training in the use of modern technology and business activity development [45, 39]. Judging from what happened to the creative entrepreneur community in Kaliabu Village, knowledge creation has emerged since the beginning of the development of the logo design craft community, namely in 2011. An activist initiated the formation of the community shared his knowledge on digital technology and introduced techniques on designing logos to village communities [46, 41, 43]. In this case, the initiator has become a leader who also acts as an agent of change through educational and technical skills. The educational skills possessed by the design craft entrepreneurship community initiator in Kaliabu Village consist of raising awareness, providing information, and training. While the technical skills they have consist of the ability to use computers and financial control [47]. However, these skills in education and technical ability are still not accompanied by English skills in logo design workers. This makes it difficult for the logo design craft community in Kaliabu Village to develop in the global market. The inability to speak in English also causes entrepreneurship in logo design to not compete with other logo service providers that have developed thereafter [43]. Therefore, to re-develop the logo design entrepreneurship in Kaliabu Village, especially to keep up with the global market competition, entrepreneurs need to learn English, learn the latest digital technology, and continue to study the development of the use of logo design to be able to innovate and expand the market.

Entrepreneurship can develop in the creative process through self-efficacy, optimism, risk-taking, opportunity finding, and intelligence [48, 49, 50]. Based on the experience in Kaliabu Village, the entrepreneurship attitude has developed through the encouragement of the initiator of the community of logo design entrepreneurs by participating in various logo design competitions and selling logo design services so that they earn income. This shows the initiator's role as a leader who is also an agent of change through representational skills. The initiator encourages the creativity of other creative workers by sharing their experiences and knowledge in participating in logo design competitions to earn income from the logo designs they make [47]. However, this entrepreneurial attitude is not considered strong. With the development of other logo design services in recent years, the logo design services of Kaliabu Village are unable to compete. This condition is explained by Schumpeter (1942) as creative destruction, where this occurs when entrepreneurship is unable to recognize its capacities and abilities, so it cannot find business opportunities by innovating [51]. In this situation, this entrepreneurship will be unable to compete with other entrepreneurs who can innovate better. Leaders in this case play an important role in developing the entrepreneurial attitude of creative workers through entrepreneurship education and experience.

Community spirit in the creative process is developed through wise partnering, collective visioning, and stakeholder empowerment [52]. Community spirit has been developed through an initiator who established a community of logo design entrepreneurs in Kaliabu Village through collective visioning. Azzasyofia et al (2020) explained that the initiators encouraged facilitative creative activities, namely communication skills, utilization of skills and resources, mediation, and social animation [47]. Furthermore, the initiator's role as a creative leader develops as a figure who integrates the abilities of creative workers in designing logos and finding their own business opportunities in a community. This shows that as creative leaders, according to Mainmelmelis et al. (2015), the initiator has developed the creativity of creative workers in the best way. This also shows that stakeholder empowerment plays an
important role [32]. Even so, the community spirit that was built by the creative community of logo design entrepreneurs in Kaliabu Village is still internal. They still experience difficulties in forming a wider network (wise partnering) with various parties, especially investors and local governments. This is because investors have not fully believed that the creative activities carried out by logo design craftsmen in Kaliabu Village can develop [43]. Even though the community spirit in the creative entrepreneurship community has been strong internally, they still need support from the investors and government to strengthen their business capital. To deal with uncertain conditions, creative entrepreneurs must be able to adapt through the creative process. In the process, a community of creative entrepreneurs needs to transform to adapt. This transformation can occur through the initiation of a creative leader, which can then be referred to as transformational creative leadership. Transformational leadership behaviors have clear empowering effects on followers in terms of raising their self-efficacy beliefs [53].

Based on the documentation of the interview results with the initiators of the logo design entrepreneur community in Kaliabu Village, logo designer workers are not only adults but also children to teens. Regrettably, they prefer becoming professional designers to continuing their education. They see this based on the income from designing a logo, which is greater than those looking for work after graduating from school. Dependence on technology, especially the internet in designing logos, means that the initiator or group leader in one business unit must be able to absorb information development. These creative ideas are then taught to their members so that they have the same level of understanding of modern logo design that is in demand by consumers. The development of the logo design craft business has made social changes in the scope of values, social norms, and social status of the community [43]. Each member of the organization has their own preferences as their reasons for following the leader, which is the personality of the leader. In Kaliabu, the community believes that by following creative leaders with expertise above the average village community will get them the opportunity to develop the knowledge gained into a new business unit. The inclusion of new norms in community activities often receives negative responses from rural communities. Until finally, an initiator appeared in logo design utilizing technology in Kaliabu Village, he provided an understanding that through one or two movers in a community it was able to change people's thinking to be more positive in utilizing technology. The initiator must have a creative idea with the nature of delivery that is friendly to rural communities. That way, people can take new knowledge from the sharing of knowledge, so that people who are competitive to produce creative products or services are born.

The latest models of transformational leadership describe three broad leadership groups, each covering several dimensions, namely providing direction for building a shared vision, developing group goals and priorities, and creating a good performance for each of its members [18]. The impact of transformational leadership on follower performance is explained to be able to improve basic skills which can later lead to self-motivation to develop creative ideas in entrepreneurship [54]. The empowerment of followers is what distinguishes between transformational leadership and transactional leadership, where transactional leadership influences behavior more than increasing their skills at work. Therefore, to achieve these goals, it is necessary to take firm action from the leaders regarding the delegation of responsibility, increasing the capacity of followers to be more creative and productive, and encourage the emergence of new creative ideas. That way it will create a competitive creative community [55].

The transformation process that is driven by transformation leadership is part of a creative process called reinvention [8]. The reinvention emphasizes the importance of a broader local economic network accompanied by adapting to knowledge needs related to the use of modern technology through external sources from similar business activities in various regions. This is the same as studying the needs of market development in a wider scope that is still not done by creative entrepreneurship in Kaliabu Village. Simmie et al. (2017) also explain that in building long-term economic resilience, local economic activities with a history of continuous reinvention are economic activities that are best prepared to deal with uncertain conditions, including market competition [8].
Figure 4. Transformational creative leadership framework. This concept is explaining the role of transformational creative leadership to build resilience through creative and transformation process.

All explanations regarding the concept of transformational creative leadership are illustrated in a conceptual framework as shown in figure 4. The figure explains that creative leadership encourages innovation and creativity by facilitating, directing, or integrating innovation and creativity itself to the creative workers. Creative processes in the individual scope consist of knowledge creation, entrepreneurship, and community spirit. In adapting to uncertain conditions, the creative community undertakes business transformation by determining the direction of the venture, reaching a consensus to develop priority goals, and achieving high-performance expectations. This transformation can be called a reinvention process, which is part of the creative process that can build the resilience of creative entrepreneurship.

5 Conclusion
Based on the explanation in the discussion section, we found that the people of Kaliabu Village underwent a transformation of economic activities, from initially working in the agricultural sector to the creative sector through craft logo design. The development of this creative activity occurred by the presence of an initiator who built a community of logo design craft entrepreneurs. This initiator figure is a transformational leader who succeeded in encouraging the emergence of climate innovation that supports the creativity of workers. However, the occurrence of market competition accompanied by low business capital causes a decrease in income and discontinuity in the development of business activities. The condition that occurs in Kaliabu Village shows that creative entrepreneurial activities are not resilient. By seeing the important role of leadership in building a community of creative entrepreneurs, we propose the concept of leadership to realize the resilience of creative entrepreneurship.

The concept of leadership that we propose more specifically is called the concept of transformational creative leadership. This concept combines two leadership theories, namely creative leadership theory and transformational leadership theory. Learning on the issues in Kaliabu Village, a
leader plays an important role in encouraging the innovation and creativity of its members. Therefore, this leadership is called creative leadership. Innovation and creativity in the creative entrepreneurial community occur through a creative process that consists of knowledge creation, entrepreneurship, and community spirit [9]. To adapt to uncertain conditions, the creative entrepreneurial community carries out a creative process by transforming through determining the direction of the venture, consensus development of priority goals, and achieving high-performance expectations. This transformation can be called a reinvention process, which is part of the creative process carried out by a group in achieving creative entrepreneurial resilience.

The use of two theories (creative leadership and transformational leadership theories) in developing this concept is expected to be able to help solve the problem of developing rural creative entrepreneurship that experiences unsustainability. This article shows that there is a leadership role in mobilizing local resources in society to achieve creative goals. This article contributes to the theory of community development that utilizes creative and transformative local leaders in directing and integrating innovation and creativity in society. Transformational creative leaders can help realize the resilience of creative entrepreneurship through adaptation to change, one of which is due to market competition. The role of leaders in regional development emphasizes endogenous development that seeks local empowerment through local potential. By emphasizing local actors as the main key to development, it is hoped that they can actively manage and develop local potentials optimally.

Based on these conclusions and implications, several recommendations can support the findings of the studies and the development of creative entrepreneurship in rural areas. Based on the discussion, it is known that leadership is one important element in the resilience of developing creative entrepreneurship, where leadership is also closely related to the ability of leaders to direct and make an impact on their members and form networks between actors. Therefore, it is very good for leaders to be able to improve their leadership abilities by (1) actively participating in collaboration between actors and/or other creative activities; (2) using a leadership style that is not rigid and appropriate to each community member to increase members' productivity. Additionally, based on the discussion in this article, it can also be seen that endogenous development based on creative entrepreneurship can be one of the regional development strategies that can be strengthened by the leadership framework produced in the discussion of this article. This transformational creative leadership framework is expected to be applied in various creative entrepreneurship development in rural areas to support the continuity of regional development.

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