



Digital Economy and Corporate Brand Personality in Building a Sustainable Brand in the Indonesian Music Creative Industry

Ayu Nareswari^{1*}, Nur Latifa Isnaini Putri², Kartika Ayu Kinanti³

^{1,2,3} Management, Institut Teknologi dan Bisnis Widya Gama Lumajang, Lumajang, Indonesia
corresponde: ayunares2411@gmail.com

Abstract

This study explores the role of Economic Digital and Corporate Brand Personality in strengthening Sustainable Brand growth within the creative music industry in Indonesia. In recent years, many local music brands have rapidly gained online popularity but struggled to maintain long-term visibility and relevance, particularly regarding fair royalty distribution and artist welfare. This raises concerns about the lack of strategic brand development rooted in values that can sustain a brand globally and locally amidst rapid digital transformation. Adopting a quantitative approach, the study collected data from 70 respondents, including local music creators, producers, and audiences familiar with Indonesia's independent music scene. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine the relationship between Economic Digital, Corporate Brand Personality and Sustainable Brand. The findings indicate that a strong brand personality significantly contributes to the appeal of local brands and fosters sustainable branding practices through collaborative, agile, and emotionally resonant brand strategies, especially when supported by equitable digital economic practices. The study implies that local music brands must move beyond momentary virality and cultivate clear, authentic brand values, including a commitment to artist welfare and fair digital monetization, to thrive in today's digital and global ecosystem.

Keywords: Economic Digital, Corporate Brand Personality, Sustainable Brand, Industry Music Creative, Indonesia

1. Introduction

The global music industry and Indonesia have experienced a fundamental paradigm shift with the emergence of the digital economy. Music streaming platforms, social media, and other digital ecosystems have opened up unprecedented distribution and monetization opportunities for musicians, labels, and other musical entities (Alexandri et al., 2021). However, amid this euphoria of accessibility and global reach, significant challenges related to sustainability have emerged. Many local musicians and music entities in Indonesia have achieved instant popularity through digital virality, but then struggle to maintain long-term relevance and visibility. This shows that there is a gap in strategic brand development that is rooted in values that can sustain a brand in a sustainable manner, both locally and globally (Yuda et al., 2022)

The concept of Corporate Brand Personality is becoming increasingly crucial in this context. How a record label, streaming platform, or music collective projects its image and values to the public can greatly influence consumer loyalty and attraction to talent (Keller, 2013). More than just an image, a strong brand personality can be the foundation for building a Sustainable Brand. Sustainable brands focus not only on financial gain, but also on long-term positive impacts on the ecosystem, including musician wellbeing, royalty justice, and social-environmental responsibility.

This research aims to bridge the gap between the potential of the digital economy and the need to build a sustainable brand in the Indonesian music industry (Drennan et al., 2023). Although many studies have examined the impact of digitalization on music, there is still limited research that specifically analyzes how effective corporate brand personalities can be a catalyst for sustainability amid the dynamics of the digital economy, especially in the Indonesian context (Canal-Simón et al., 2024). The study will investigate the role of brand personality in promoting fair and ethical business practices, supporting the well-being of musicians, and ensuring responsible industry growth.

Therefore, the main objective of this study is to analyze how the digital economy influences the strategy of formation and perception of corporate brand personality in the Indonesian music

industry, as well as how a strong brand personality can contribute to the creation of a sustainable brand, especially in the context of musicians' welfare and royalty justice (Hermawan & Abiyusuf, 2022). This research will also identify challenges and opportunities in integrating sustainability principles in business models in the digital era. It is hoped that these findings can provide a deeper understanding of the importance of authentic brand values and commitment to sustainability for the future sustainability of the Indonesian music industry (Jr, 2022).

Literature Review and Hypothesis Development

Digital Economy and the Music Industry The digital economy has fundamentally changed the landscape of the music industry. This transformation was marked by the emergence of streaming platforms (e.g., Spotify, YouTube Music), social media as a promotional tool, and new monetization models such as NFTs and virtual concerts (Palar et al., 2025). Digitalization has lowered the barriers to entry for independent musicians, allowing them to produce, distribute, and promote their work without the need to rely on traditional record labels (Azoiev et al., 2019). However, on the other hand, the digital economy also poses challenges, especially related to the distribution of royalties which is often considered unfair for most musicians, as well as the issue of digital piracy. Nonetheless, the potential global reach and cost efficiencies offered by the digital economy are enormous, driving growth and innovation in the industry (Pingki et al., 2025).

Corporate Brand Personality (CBP) The concept of Corporate Brand Personality (CBP) refers to a series of human characteristics associated with a corporate entity (Keller, 2013). In contrast to the brand personality of a product, CBP reflects the values, culture, and way an organization interacts with all its stakeholders, including employees, partners, and consumers (Kotler & Keller, 2014). In (Keller, 2013) the context of the music industry, the CBP of a label, platform, or collective can influence a musician's perception of the endorsement they will receive, as well as the audience's perception of the values represented by the brand (Minbashrazgah et al., 2022). In this study, Corporate Brand Personality was measured based on three main dimensions, which reflect the emotional, intellectual, and operational aspects of the brand :

Heart: This dimension reflects the emotional aspects and core values of the brand.

1. **Passionate:** Brands are perceived to be passionate and dedicated to music; demonstrating a deep love for artists and musical works.
2. **Compassion:** Brands are perceived to care about the well-being of musicians and communities; show empathy for the challenges faced by musicians.

Mind: This dimension measures the intellectual, strategic, and innovative aspects of a brand.

1. **Creative:** Brands are perceived as innovative and always generating new ideas; encouraging experimentation and uniqueness in music.
2. **Disciplined:** Brands are perceived to have a structured and organized process; they are seen to be consistent in executing commitments and standards.

Body: This dimension measures the operational aspects, adaptability, and executable of the brand.

1. **Agile:** Brands are perceived to be able to adapt quickly to changes in the digital industry; responsive to market trends and needs.
2. **Collaborative:** Brands are perceived to be open to working with various parties (musicians, other platforms, communities); actively building networks and partnerships within the music ecosystem.

Sustainable Brand *Sustainable Brand* is a brand that not only focuses on financial gain, but also on long-term positive impact on the environment and society (Jung et al., 2020). In the music industry, this concept includes fairness in the distribution of royalties, support for the physical and mental well-being of musicians, promotion of diversity and inclusion, and environmentally friendly production and *event* practices . Building a sustainable brand means integrating these values into the core of the business strategy, creating shared value for all stakeholders (Neo, 2023).

Hypothesis Development

The relationship between the Digital Economy and Corporate Brand Personality The digital economy provides a wide range of tools and platforms that allow musical entities to form and communicate their brand personalities more effectively. Through social media interactions, streaming data transparency, and innovative business models, a brand can project a more Passionate, Creative, and Agile image. The ability to adapt quickly to digital trends (Agile) and collaborate with new talent (Collaborative) is also greatly influenced by the use of the digital economy. **H1:** The Digital Economy has a positive and significant effect on Corporate Brand Personality.

The relationship between Corporate Brand Personality and Sustainable Brand A strong and positive brand personality builds trust and loyalty, which is the foundation for sustainability. Brands perceived as Passionate and Compassionate (Heart) will be more likely to prioritize musician well-being and royalty fairness. Brands that are Creative and Disciplined (Mind) can develop innovative solutions to sustainability challenges. Meanwhile, brands that are Agile and Collaborative (Body) will be better able to implement sustainable practices and build a supportive ecosystem. **H2:** Corporate Brand Personality has a positive and significant effect on Sustainable Brand.

The relationship between the Digital Economy and Sustainable Brands The digital economy, while challenging, also offers opportunities to achieve sustainability. Digital platforms can increase transparency in royalty distribution, allow musicians to reach global audiences directly, and facilitate fairer business models. However, improper implementation can exacerbate the problem of injustice. Therefore, how the digital economy is strategically leveraged will affect a brand's ability to be sustainable. **H3:** The Digital Economy has a positive and significant effect on Sustainable Brands.

2. Methods

This study adopts a quantitative approach to examine the relationship between Digital Economy, Corporate Brand Personality, and Sustainable Brand in the Indonesian music industry. The research design used is a causality study, which aims to identify the cause-and-effect relationship between the variables studied. A quantitative approach is used to collect numerical data and analyze it statistically to test the hypothesis that has been formulated . The population of this study is the actors and audiences involved in the independent music industry in Indonesia, especially in the Jember area. The research sample consisted of 70 respond(Ibrahim et al., 2023)ents, including local music creators, producers, and audiences familiar with Jember's independent music scene. Sample selection was carried out using purposive sampling techniques to ensure that respondents had a relevant understanding of the phenomenon being studied.

Primary data is collected through questionnaires that are distributed online. This questionnaire is designed to measure the variables of Digital Economy, Corporate Brand Personality, and Sustainable Brand using the Likert scale. The collected data was analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM)(Aghili & Amirkhani, 2021) method with the help of SmartPLS software. PLS-SEM was chosen because of its ability to handle relatively small sample sizes and the complexity of the interdependent relationship model(Ristiyana et al., 2023). The stages of data analysis include:

1. Evaluation of the Measurement Model (Outer Model): Tested convergent validity (loading factor value, Average Variance Extracted - AVE), discriminant validity (Fornell-Larcker criteria, Heterotrait-Monotrait Ratio - HTMT), and reliability (composite reliability, Cronbach's Alpha).
2. Evaluation of Structural Models (Inner Model): Testing the relationship between latent variables by looking at path coefficients, t-statistical values, and p-values. The evaluation also includes the R-square value to measure the model's ability to explain the variance of dependent variables, as well as the Q-square value as a predictive indicator of model relevance.
3. Uji Hypothesis

3. Results and Discussion

This section presents the results of data analysis obtained from 70 respondents using Partial Least Squares Structural Equation Modeling (PLS-SEM). These results will directly explain key findings related to the relationship between the Digital Economy, Corporate Brand Personality, and Sustainable Brand.

Table 1. Description of Research Variable Statistics

Variabel	N	Min	Max	Mean	Std. Dev.
Digital Economy (X)	70	2.50	5.00	4.15	0.72
Corporate Brand Personality (Z)	70	2.80	5.00	4.28	0.65
Sustainable Brand (Y)	70	2.75	5.00	4.05	0.70

Source: Processed Data (2025)

Table 1 shows the descriptive statistics of the research variables. The mean for all variables was above 4.00, indicating that respondents generally had a positive perception of the Digital Economy, Corporate Brand Personality, and Sustainable Brand in the context of the music industry.

Table 2. Outer Model Test Results (Validity and Reliability)

Variabel	Loading Factor	AVE	Composite Reliability	Cronbach's Alpha	Information
Economy Digital (X)	0.85	0.72	0.93	0.91	Valid & Reliable
Corporate Brand Personality (Z)	0.87	0.75	0.94	0.92	Valid & Reliable
Sustainable Brand (Y)	0.86	0.70	0.92	0.90	Valid & Reliable

Source: Processed Data (2025)

Table 2 shows that all indicators have a loading factor above 0.70, an AVE value above 0.50, and a Composite Reliability value and Cronbach's Alpha above 0.70. This indicates that the measurement model has convergent validity and good reliability, so the research instrument is feasible to use.

Table 3. Inner Model Test Results (Path Coefficient and Significance)

Variabel	Original Sample (O)	Standard Deviation (STDEV)	T Statistics O/STDEV	P Values	Result
Economic Digital-Sustainable Brand	0.35	0.12	2.91	0.0004	Sig
Corporate Brand Personality-Sustainable Brand	0.48	0.10	0.48	0.0000	Sig
Economic Digital-Corporate Brand Strategi	0.42	0.11	3.82	0.0000	Sig

Source: Processed Data (2025)

Table 3 shows the results of the hypothesis test.

1. The relationship between Digital Economy (ED) and Sustainable Brand (SB) showed a positive path coefficient (0.35) with a t-statistical value of 2.91 and a p-value of 0.004 (< 0.05). This means that the Digital Economy has a positive and significant influence on Sustainable Brands.
2. The relationship between Corporate Brand Personality (CBP) and Sustainable Brand (SB) showed a stronger positive path coefficient (0.48) with a t-statistical value of 4.80 and a p-value of 0.000 (< 0.05). This shows that Corporate Brand Personality has a positive and very significant influence on Sustainable Brand.
3. The relationship between Digital Economy (ED) and Corporate Brand Personality (CBP) also showed a positive path coefficient (0.42) with a t-statistical value of 3.82 and a p-value of 0.000 (< 0.05). This indicates that the Digital Economy has a positive and significant influence on Corporate Brand Personality.

The findings of this study provide strong empirical evidence regarding the role of Digital Economy and Corporate Brand Personality in building a Sustainable Brand in the Indonesian music industry. First, the positive and significant influence of the Digital Economy on Sustainable Brands emphasizes that digital transformation is not only about technology adoption, but also how it is used to achieve sustainability goals. In the music industry, this means that digital platforms and online business models can be effective tools to support fairer and more sustainable practices, provided they are implemented with the right strategies. This is in line with the literature showing that digitalization can improve efficiency and transparency, which in turn can support aspects of economic and social sustainability (e.g., more transparent royalty distribution).

Second, the results of research that show the positive and very significant influence of Corporate Brand Personality on Sustainable Brand underscore the importance of a strong and authentic brand identity. Using the framework of Heart (Passionate, Compassion), Mind (Creative, Disciplined), and Body (Agile, Collaborative), this study shows that brands that project core values such as passion and empathy (Heart), innovation and consistency (Mind), and adaptability and collaboration ability (Body) will more easily build trust and loyalty from musicians and audiences. These beliefs are an important foundation for sustainability practices, such as a commitment to royalty justice, support for musicians' well-being, and social-environmental initiatives. These findings support the view that

a strong brand is not just about image, but also about values that are upheld and practiced through a whole personality.

Third, the positive and significant influence of the Digital Economy on Corporate Brand Personality shows that the way an entity operates in the digital realm can shape public perception of its brand personality. Entities that proactively leverage digital platforms to engage with audiences, promote their values, and support a community of musicians online are likely to build a stronger and more positive brand personality, especially in the Heart, Mind, and Body dimensions that have been identified. This implies that digital strategy should be integrated with overall brand development, not just as a marketing tool.

Overall, this discussion confirmed that to achieve sustainability in the Indonesian music industry, performers cannot rely solely on momentary popularity on digital platforms. Strategic efforts are needed to build a strong and positive Corporate Brand Personality, which will then become the main driver for Sustainable Brand practices. This includes a commitment to fairness in royalty sharing, support for musicians' well-being, and awareness of the socio-environmental impact of any activity in the digital economy era.

4. Conclusion

This research has examined the role of the digital economy and corporate brand personality in building a sustainable brand in the Indonesian music industry. Key findings show that the digital economy has a positive and significant impact on corporate brand personality and sustainable brands. Furthermore, corporate brand personality, which is measured through the dimensions of Heart (Passionate, Compassion), Mind (Creative, Disciplined), and Body (Agile, Collaborative), has been proven to have a very significant influence on sustainable brands. This indicates that in the midst of rapid digital development, a strong and authentic brand identity, embodied in a wholesome brand personality, becomes a crucial foundation for the sustainability of an entity in the music industry.

The implications of this research are very relevant for music industry players in Indonesia. First, it's important for record labels, streaming platforms, and music collectives to not only focus on the instant monetization of the digital economy, but also on how their digital practices can support royalty fairness and musicians' well-being. Second, the development of a clear, positive, and consistent corporate brand personality in accordance with sustainability values must be a strategic priority. Brands that are perceived as "passionate and empathetic," "creative and disciplined," and "agile and collaborative" will be better able to attract and retain talent and audiences in the long run. Third, the integration between digital strategy and brand development must be done holistically to ensure that the online presence of music entities reflects their commitment to sustainability.

For further research, it is recommended to expand the scope of the sample to other regions of Indonesia and involve more types of music industry players (e.g., concert promoters, artist managers) to gain a more comprehensive perspective. Additional qualitative research, such as in-depth case studies or interviews with musicians who have successfully achieved sustainability, can also provide richer narrative insights into best practices and challenges faced. In addition, future research may explore the role of government regulation and consumer awareness in encouraging sustainable brand practices in the digital music industry.

References

- Aghili, N., & Amirkhani, M. (2021). SEM-PLS approach to green building. *Encyclopedia*. <https://www.mdpi.com/2673-8392/1/2/39>
- Alexandri, M. B., Arifianti, R., Kostini, N., & Fordian, D. (2021). Creative industry: Music industries subsector in Indonesia. *Technium Soc. Sci. J.* https://heinonline.org/hol-cgi-bin/get_pdf.cgi?handle=hein.journals/techssj22§ion=40
- Azoev, G., Sumarokova, E., & ... (2019). Marketing communications integration in healthcare industry: digitalization and omnichannel technologies. ... *Scientific and Practical* <https://www.atlantis-press.com/proceedings/iscde-19/125924736>
- Canal-Simón, B., Rialp-Criado, A., & ... (2024). Young consumers' responsibility for sustainable consumption and the preference of local brands. *Journal of International* <https://doi.org/10.1080/08961530.2024.2312471>

- Drennan, T., Nordman, E. R., & Safari, A. (2023). Does a Sustainable Orientation Affect Global Consumers' Relationships with International Online Brands? In P. N. Ghauri, U. Elg, & S. M. Hånell (Eds.), *Creating a Sustainable Competitive Position: Ethical Challenges for International Firms* (Vol. 37, pp. 219–236). Emerald Publishing Limited. <https://doi.org/10.1108/S1876-066X20230000037012>
- Hermawan, M. S., & Abiyusuf, B. (2022). Factors identifying musician entrepreneurship in a less-developed country: a case of Indonesia's independent musician. *Journal of Entrepreneurship in Emerging ...* <https://doi.org/10.1108/JEEE-03-2020-0070>
- Ibrahim, M. B., Sari, F. P., Kharisma, L. P. I., Kertati, I., Artawan, P., Sudipa, I. G. I., Simanihuruk, P., Rusmayadi, G., Nursanty, E., & Lolang, E. (2023). *METODE PENELITIAN BERBAGAI BIDANG KEILMUAN (Panduan & Referensi)*. PT. Sonpedia Publishing Indonesia.
- Jr, E. M. (2022). *Digital Music Technology for Independent Musicians*. mdsoar.org. <https://mdsoar.org/handle/11603/26776>
- Jung, J., Kim, S. J., & Kim, K. H. (2020). Sustainable marketing activities of traditional fashion market and brand loyalty. *Journal of Business Research*. <https://www.sciencedirect.com/science/article/pii/S0148296320302356>
- Keller, K. L. (2013). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. Pearson. <https://books.google.co.id/books?id=g8haMAEACAAJ>
- Kotler, P., & Keller, K. L. (2014). *Philip Kotler*. Astromax Entertainment.
- Minbashrazgah, M. M., Garbollah, H. B., & ... (2022). Brand-specific transactional leadership: the effects of brand-building behaviors on employee-based brand equity in the insurance industry. *Kybernetes*. <https://doi.org/10.1108/K-03-2021-0201>
- Neo, R. Y. (2023). Art and the City: An Exploration of Creatives' Lived Realities in the Context of Cebu's Place Branding Initiative. *Urban Environment and Smart Cities in Asian ...* https://doi.org/10.1007/978-3-031-25914-2_15
- Palar, M. R. A., Rafianti, L., & ... (2025). Centralized management of copyright royalties: A case study on the National Collective Management Organization for songs and music in Indonesia. *The Journal of World ...* <https://doi.org/10.1111/jwip.12320>
- Pingki, A., Hernawati, H., & Rahman, R. (2025). Creative Economy as a Driver of Economic Growth in the Digitalization Era. *Journal of Multidisciplinary ...* <https://journal.ypidathu.or.id/index.php/multidisciplinary/article/view/1941>
- Ristiyana, R., Kustina, K. T., Puspitasari, D., Aryani, P., & ... (2023). *METODOLOGI PENELITIAN EKONOMI DAN BISNIS: DI LENGKAPI DENGAN ANALISIS REGRESI-SPSS DAN SEM-PLS*. books.google.com. <https://books.google.com/books?hl=en&lr=&id=cw7REAAAQBAJ&oi=fnd&pg=PR1&dq=metodologi+penelitian&ots=9qztt6zC3n&sig=ZGt8PTjqHTcEh78aKVLQz5ROI-I>
- Yuda, R., Ansori, M., & Faruqi, U. S. Al. (2022). Community Resilience through Creative Economy in Indonesia. *Indonesia Post-Pandemic ...* <https://books.google.com/books?hl=en&lr=&id=EJ63EAAAQBAJ&oi=fnd&pg=PA185&dq=creative+industry+music+indonesia&ots=ctnbMjVOPp&sig=otsi0ChCJQjgy7KMv40bQNpH9Ck>