POTENTIAL STRATEGY FOR INTEGRATING ARTIFICIAL INTELLIGENCE: A CASE STUDY OF PT. MUSICA STUDIOS INDONESIA

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SEKOLAH TINGGI MANAJEMEN IPMI

JAKARTA

2024

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A THESIS

Submitted in a partial fulfillment of the requirements for the degree of

Bachelor of Business and Administrative

APPROVAL FORM

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Topic   : Potential Strategy of Integrating Artificial Intelligence: A Case Study of PT. Musica Studios Indonesia

We hereby declare that this Thesis is from student's own work, has been read and presented to Sekolah Tinggi Manajemen IPMI Board of Examiners, and has been accepted as part of the requirements needed to obtain a Bachelor of Business Administration Degree and has been found to be satisfactory.

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This Thesis is a presentation of our original research work. Wherever contributions of others are involved, every effort is made to indicate this clearly, with due reference to the literature, and acknowledgement of collaborative research and discussions.

Also, this work is being submitted in partial fulfillment of the requirements for the Bachelor of Business Administration degree and has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Jakarta,............................. 2024

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ABSTRACT

The music industry is highly competitive especially in Indonesia, there are multiple companies that diminish the companies that have niche artists; thus this study aims to examine how to integrate Artificial Intelligence into the business model in the music industry, with a particular focus on PT. Musica Studios Indonesia. In order to evaluate the internal and external elements influencing PT. Musica Studios' strategy, this study used a qualitative research approach and employed interviews in addition to analytical methods like SWOT. According to the findings, artificial intelligence will help the company be more competitive in the industry. Qualitative analysis will be used to support this study, using Insight7 as the data analyzer tool from the interview results. Among the important conclusions is the determination of the strategic priorities for improving sales and marketing. Furthermore, this study highlights artificial intelligence's critical significance in the near future and the strategic significance of social media platforms.
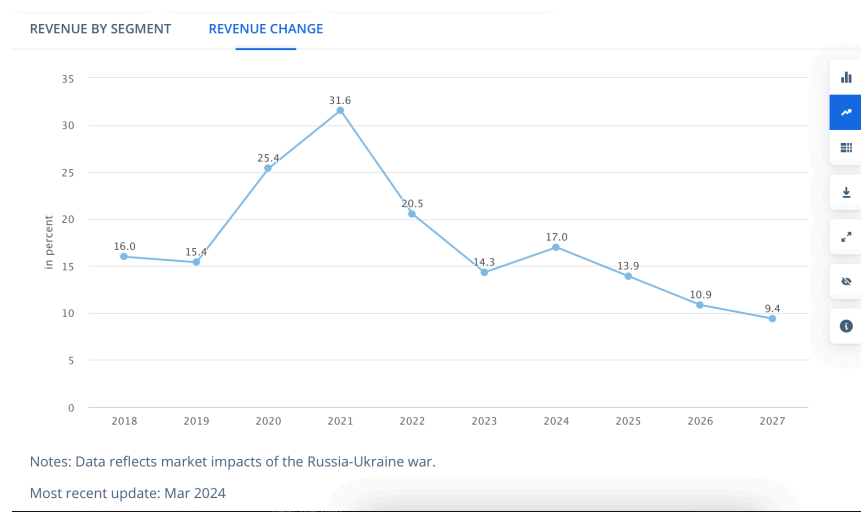
Key words: *Music Industry, Strategic planning, Digital Era, Artificial Intelligence.*

CHAPTER I

INTRODUCTION

1.1 Research Background

Indonesia, a country known for its cultural richness and diverse heritage, shows an interesting and always evolving music industry. Indonesia's music industry is experiencing a paradigm shift driven by technological advancements and changing consumer behaviors (Risda, 2016). According to Dhiman (2023), The advent of digital platforms and streaming services has revolutionized how music is consumed, providing instant access to a vast catalog of songs from both local and international artists. This digital transformation has opened up new avenues for artists to showcase their talent, reach wider audiences, and monetize their work. The market size and potential of Indonesia's music industry are significant. With its large population, the country represents an attractive market for local and international artists, labels, and music-related businesses.

REVENUE BY SEGMENT   REVENUE CHANGE

in percent

2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
16.0	15.4	25.4	31.6	20.5	14.3	17.0	13.9	10.9	9.4

Notes: Data reflects market impacts of the Russia-Ukraine war.

Most recent update: Mar 2024

The table above shows the statistical data of Indonesia's revenue in the music industry, the table shows that during and after the COVID-19 there is a heavy

decrease of revenue, where it projects the downfall of revenue, the effects are also due to the Russia-Ukraine War (Statista, 2024).

The industry has seen instability in revenue, fueled by the increasing adoption of streaming platforms, live performances, and brand collaborations. Indonesia's music scene is incredibly diverse, reflecting the country's rich cultural tapestry. Global innovation and industry transformation have reached new heights with the introduction of artificial intelligence (AI). The music industry is one of the most active and dynamic of these, changing constantly in reaction to advances in technology. For those involved in the music ecosystem in Indonesia, a nation rich in cultural diversity and musical legacy, integrating AI technologies presents both opportunities and difficulties (Olayeni, 2022).

The music industry in Indonesia has been influenced by western music cultures, that's fact and there is much proof of how multiple languages are used when Indonesian artists are making new songs for their albums. People over the world are looking ways into making money and that is usually the main objective for people or companies to have a life to live, Music industries over at Indonesia or anywhere else are looking to find a way to get their marketing to rise and have a development in the industry, which is why the music industry over at Indonesia is absolutely influenced by the western culture music in order to raise their rates and have more income. While streaming has gained popularity, it has also presented challenges in terms of revenue generation. Streaming platforms often offer lower royalty rates, and the volume of streams required to generate significant revenue can be challenging for artists and labels. This industry must explore alternative revenue streams, such as merchandise, licensing, and live performances, to supplement income from streaming. The way consumers discover, consume, and interact with music has evolved rapidly. The industry needs to stay attuned to shifting consumer preferences and adapt its strategies accordingly. This includes understanding the impact of playlist curations, personalized recommendations, and social media platforms on music consumption habits.

According to Avedeeff (2019), the music industry has experienced substantial changes in the areas of music composition, distribution, consumption, and monetization as a result of the advent of AI technologies. AI-powered instruments and platforms provide an unparalleled level of creative expression for musicians and composers, ranging from sound creation and mastering techniques to musical composition generation. Additionally, playlist curation and tailored music suggestions made possible by AI-driven algorithms are changing how Indonesian consumers find and interact with music. According to Drott (2019), broad use of AI in the music business, however, brings with it both benefits and problems, including concerns about copyright, creative integrity, and the place of human creativity in an increasingly digitally-driven world. With AI algorithms having a greater and greater impact on how music is created and consumed, worries about algorithmic bias, cultural homogenization, and the devaluation of indigenous music practices arise, especially in light of Indonesia's diverse cultural heritage.

Furthermore, the lack of a transparent and efficient royalty collection and distribution system has been a longstanding issue, hindering fair compensation for artists and rights holders. Amidst these challenges, the music industry in Indonesia offers a multitude of opportunities. Artists and labels are exploring innovative revenue streams, including brand partnerships, sync licensing, merchandise sales, and online concerts.

The rise of social media and digital platforms has democratized the music industry, allowing independent artists to gain exposure and build a fan base without traditional gatekeepers. Government support and initiatives play a crucial role in shaping the future of Indonesia's music industry. Policies aimed at protecting intellectual property rights, promoting local content, and providing financial incentives have been introduced to nurture the growth of the creative economy, including the music sector. Collaborations between the government, industry stakeholders, and artists have paved the way for a more conducive environment for the industry to thrive.

From the multiple music companies in PT. Musica Studios Indonesia, commonly known as Musica, is a leading record label and music production company based in Jakarta, Indonesia. Since its establishment in 1978 by the late Djoko Susanto, Musica has played a vital role in shaping the Indonesian music industry. Musica has built a strong reputation for its commitment to producing high-quality music, artist management, and promotion. The company's headquarters in Jakarta serves as a hub for its operations, including recording studios, production facilities, and administrative functions. One of Musica's key strengths lies in its diverse roster of talented artists across various music genres, ranging from pop and rock to dangdut, jazz, and traditional Indonesian music.

Musica has nurtured and launched the careers of numerous successful artists, some of whom have become household names in Indonesia and gained international recognition. The artist roster of Musica includes popular acts such as Sheila on 7, Ari Lasso, Tulus, Raisa, Andien, and Glenn Fredly, among many others. These artists have achieved remarkable success in terms of chart-topping hits, album sales, and numerous awards and accolades. Musica's dedication to artist development is evident in its comprehensive approach, which involves identifying and signing promising talent, providing professional guidance and support, and facilitating opportunities for artistic growth and expression. The company's commitment to nurturing emerging artists has contributed significantly to the dynamism and vibrancy of the Indonesian music scene. In addition to artist management, Musica is actively involved in music production, songwriting, and audiovisual content creation. The company boasts state of the art recording studios equipped with cutting-edge technology to ensure the highest audio quality.

However, the music industry in Indonesia also faces several challenges. Infrastructure limitations present another hurdle for the industry. Despite the progress made in recent years, there is still a need for more high-quality recording studios, performance venues, and rehearsal spaces to support the up-coming talents and facilitate artistic growth. The music industry over in Indonesia has been influenced by

western music cultures, that's fact and there is much proof of how multiple languages are used when Indonesian artists are making new songs for their albums. In addition, Piracy remains a persistent issue, impacting revenue streams and posing a threat to the livelihoods of artists and rights holders. Effective enforcement of copyright protection and the development of robust anti-piracy measures are crucial to sustain the growth of the industry. People over the world are looking ways into making money and that is usually the main objective for people or companies to have a life to live, Music industries over at Indonesia or anywhere else are looking to find a way to get their marketing to rise and have a development in the industry, which is why the music industry over at Indonesia is absolutely influenced by the western culture music in order to raise their rates and have more income (Suryadi, 2015).

Musica collaborates with renowned directors, cinematographers, and visual effects artists to create visually stunning music videos that complement the artists' music and enhance their visual appeal. Musica's efforts extend beyond traditional music production and artist management. The company has ventured into concert promotion, organizing live performances and music festivals featuring its artists. These events provide platforms for artists to connect with their fans and showcase their talents on a larger scale. Furthermore, Musica has embraced the digital era and capitalized on the growth of digital music consumption.

The company distributes its music through various digital platforms and streaming services, ensuring that its catalog reaches a wide audience both in Indonesia and globally. Musica maintains an active online presence through social media channels and its official website, engaging with fans and promoting its artists through digital marketing strategies.
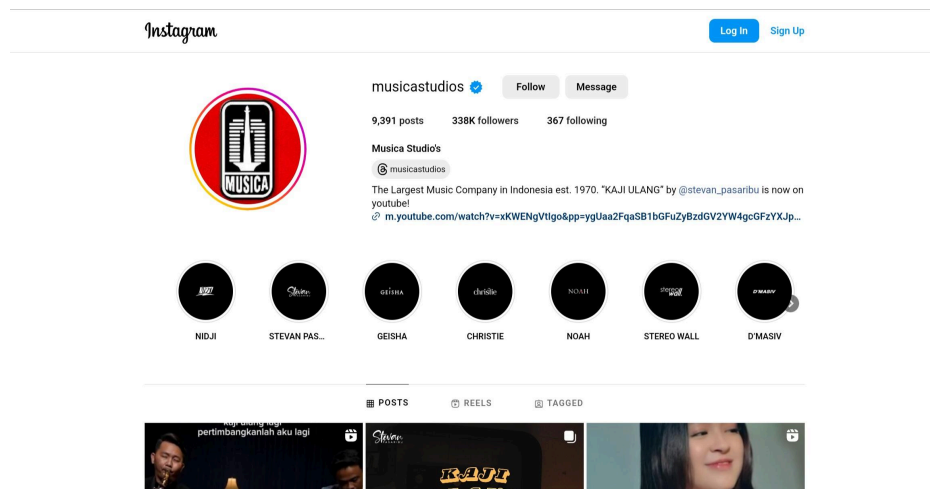
Figure 2. Musica Studio Platforms (1)
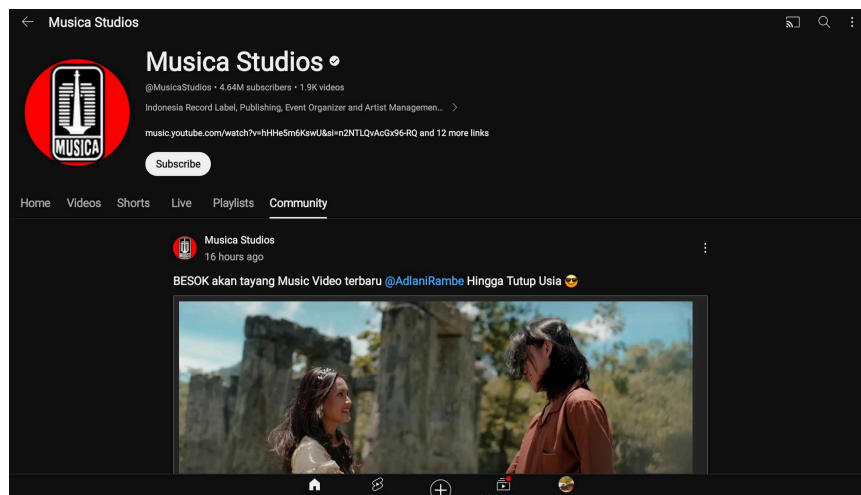
Figure 3. Musica Studio Platforms (2)

PT. Musica Studios Indonesia has made significant contributions to the Indonesian music industry, reflecting its commitment to promoting Indonesian music and culture. The company's dedication to artist development, production excellence, and adaptation to the digital landscape has solidified its position as a major player in the Indonesian music scene. Musica continues to evolve and innovate, exploring new revenue streams, embracing technological advancements, and collaborating with local and international artists to expand its reach and influence.

Through its comprehensive approach to music production, artist management, and promotion, Musica contributes to the growth and development of the Indonesian music industry as a whole. In conclusion, PT. Musica Studios Indonesia, known as Musica, is a renowned Indonesian music company that has been at the forefront of the country's music industry since its establishment in 1978. With its diverse artist roster, commitment to artist development, cutting-edge production facilities, and adaptation to the digital landscape, Musica has established itself as a leading force in shaping the Indonesian music scene (Gumilang, 2017).

1.2 Problem Statement

PT. Musica Studios experienced a downfall on revenue generation and monetization during and after the COVID-19 Era of late 2019. According to Wayte (2023), Monetization and Revenue Generation is crucial in music companies. While streaming has gained popularity, it has also presented challenges in terms of revenue generation. Streaming platforms often offer lower royalty rates, and the volume of streams required to generate significant revenue can be challenging for artists and labels. This indicates that social media platforms and music streaming are positively coevolving, with potentially large gains in artist royalties coming from growing.

According to Olayeni (2022) Changing Consumer Behavior is a dynamic industry with overstimulated consumers as the subject of the theoretical section. The only innovations in technology that have provided clarity for producers, marketers, and other sectors is artificial intelligence. Because these services account for the majority of industry revenue, Spotify and Apple Music are prime examples of how AI and machine learning are being applied to provide a great listening experience. Better artist and album recommendations are made by the platform thanks to user demographic, listening, and other behavior data.

The music industry has undergone significant digital disruption, with the shift from physical sales to digital streaming. Adapting to this digital landscape requires Musica Studios to navigate the competitors, artificial intelligence emergence, apprehend challenges, and effectively improve their monetization and revenue generation.

1.3 Research Questions

1. What are the barriers faced by Musica Studios Indonesia to maintain consumer behaviors?
2. How does artificial intelligence affect the Musica Studios Indonesia business strategy to optimize their revenue generation?
3. What are the potential strategies to improve the implementation of AI technology at Musica Studios Indonesia?

To achieve these research goals, several research questions need to be formulated. Firstly, what are the barriers faced by Musica to maintain consumer behavior? This question aims to understand the current situation of challenges faced by Musica in maintaining their consumer to identify potential strengths and weaknesses that can be leveraged in the future. Secondly, how does Artificial Intelligence affect the Musica business strategy to optimize their revenue generation? This question aims to identify the ways in which AI technologies can enhance various aspects of the music industry and ultimately leading to increased revenue and growth opportunities for Musica.

Lastly, what are the potential strategies to improve the implementation of AI technology at Musica Studios Indonesia? This question aims to explore the strategies that Musica can employ to overcome these obstacles in order to enhance revenue generation, such as the integration of AI as a tool, music creation becoming

significantly more cost-effective and accessible, enabling artists and producers to generate high quality music with reduced expenses.

1.4 Research Objectives

1. To explore the barriers faced by Musica Studios Indonesia to maintain consumer behaviors.
2. To investigate the impact of artificial intelligence on Musica Studios Indonesia's business strategy for optimizing revenue generation.
3. To develop potential strategies for improving the implementation of AI technology at Musica Studios Indonesia.

Through a better understanding of the issues at hand and the identification of potential solutions and strategies that would be advantageous to both the music industry and Indonesia, this study will assist in developing plans that will help overcome the challenges and problems that are presented. The main objective of this study is to identify by using SWOT analysis, to achieve this goal, a comprehensive evaluation of the internal and external factors that influence the business innovation of Musica Studios will be conducted.

The study will develop practical solutions to the problems brought about by growing risks in the digital era, including heightened rivalry, changing consumer behavior, the collapse of the economy, piracy and infringements, and others. The goal of the project is to improve Musica Studios' sustainability, efficiency, and competitiveness in the music industry by offering creative AI solutions and practical insights.

1.5 Research Significance

Practical

      The finding of this research can give benefit to the industry about the benefit of Artificial Intelligence and its implementation in business strategy. It can be used as a reference for the policy makers to make a regulation on the AI technology in the music industry from the production to copyright, and data security protection. By exploring the integration of AI, the study will highlight how technology can streamline operations, optimize marketing strategies, and enhance customer engagement. AI driven analytics can provide valuable insights into consumer preferences and trends, allowing Musica to manage their offerings more effectively. Additionally, AI tools can automate various processes, reduce operational costs, and improve revenue generation, ultimately leading to stronger business performance. Embracing these advancements will position Musica to not only recover losses but also thrive in a rapidly evolving industry landscape (Bachitar, 2023)

Theoretical

      This study will significantly contribute to the field of strategic management by deepening the understanding of how artificial intelligence (AI) can be integrated into the music industry. The findings will not only provide valuable insights for academics but also serve as a reference for future research, enabling scholars to explore further applications of AI within the music sector. By analyzing the intersection of AI and music, this research will help to identify emerging trends, business models, and strategies that music companies can adopt to the AI environment. The result of the research will surely give PT.Musica Studios a strategic Planning for their future in the industry, reducing cost by using Artificial Intelligence or gaining the usage of the for artists in their industry (Hanna, 2023).

1.6 Scope of Research

The emergence of Artificial Intelligence is poised to transform consumer behavior and revenue generation in the music industry. Musica must assess whether to adapt to these changes or leverage AI to create new business models that maintain competitiveness. This study aims to conduct a comprehensive literature review on the impact of AI on consumer behavior and revenue strategies within Indonesia's music sector, identifying potential challenges along the way.

1.7 Outline of Research

Chapter 1

This chapter would concentrate on how Musica Studios has the potential to advance their development with the Music Industry of Indonesia. According to the problem statement, research questions, objective, scope, and research process flow, the issue is that start-ups are not given enough support to enable them to expand at a fast rate.

Chapter 2

This chapter would contain the theoretical underpinnings, the variables, earlier research, and the formulation of the hypothesis.

Chapter 3

This chapter will outline the research methodology, the variables to be measured, the methods used to collect the data, and the uses for the data.

Chapter 4

This chapter will be about the findings from this study which included the analysis of the paper.

Chapter 5

This chapter would be the conclusion, the advice for prospective practitioners, and ideas for additional researcher.

CHAPTER II
LITERATURE REVIEW

2.1 Strategic Business Planning

Strategy for integrating Artificial Intelligence for the music industry to be more competitive in \the digital era: a Case Study of PT. Musica Studios Indonesia. According to Hanna (2024), The process of defining an organization's aims and objectives as well as its future vision is known as strategic planning. In order for the organization to fulfill its declared vision, the process entails determining the order in which those objectives should be accomplished. Planning strategically always looks forward.

The strategic planning for Musica Studios, is that they should use Artificial Intelligence as an advantage to enhance their financial management and boost up sales, companies that have problems with platforms such as TikTok due to copyright issues should be an advantage for the company. According to Jibril (2024), The AI issue is another significant issue that Universal Music Group (UMG) says TikTok neglected to handle. According to UMG, TikTok is creating tools to "enable, promote and encourage AI music creation," which would "allow this content to massively dilute the royalty pool for human artists," according to their statement. They charge TikTok of "sponsoring artist replacement by AI" as they close this section of their letter. In a statement, TikTok refutes this allegation and states that UMG is the only label and publisher with whom they have failed to come to an artist-first agreement. They further emphasize that UMG's initiatives are "self-serving" and "not in the best interest of artist, songwriters, and fans." Musica Studios should recognize the issue of UMG and increase their sales through TikTok while the issue has not yet been resolved.

Figure 4. Strategic Planning

2.2 Artificial Intelligence

Artificial Intelligence is the simulation of human intelligence by a machine or system. The aim of artificial intelligence is to create a machine that is capable of human-like perception, reasoning, learning, planning, prediction, and other human activities (Parisi, 2021).

According to Collins (2021), Research is demonstrating the potential benefits of using Artificial Intelligence across several industries, with manufacturing and digital marketing. According to Juniper Research (2018), demand forecasting using AI in digital marketing will more than triple between 2019 and 2023, and chatbot interactions will rise from 2.6 billion to 22 billion in the same year.

Using Artificial Intelligence to use the vocal of artists and making a song out of them will reduce cost in the industry, with the agreement of permit and license from each artist so that they would receive the royalty after each song has been released, using Artificial Intelligence as a tool. As of now, there are multiple platforms where Artificial Intelligence can create music, a much cheaper and easier way to create music and reduce cost.

Although it might not seem authentic, the Audience should have the understanding that the voices are actual from their favorite artists and agreed upon,

songwriting will be the way of the past and the future should be music generated from Artificial Intelligence.
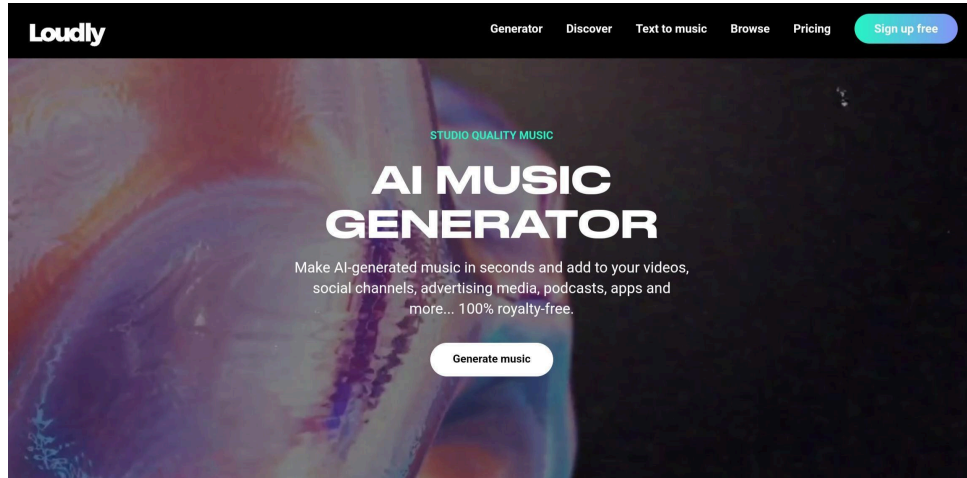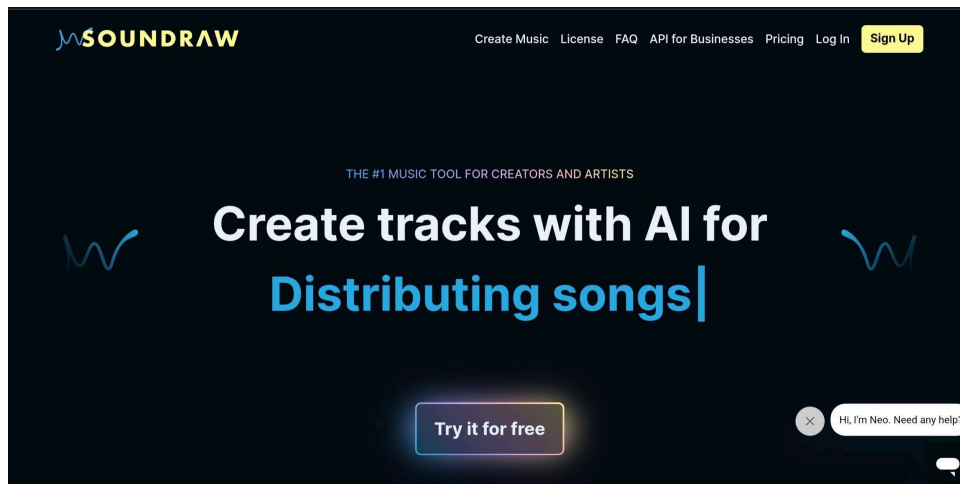

Figure 5. Examples of Music Generator (1)

Figure 6. Examples of Music Generator (2)

2.2.1 S.W.O. T Analysis
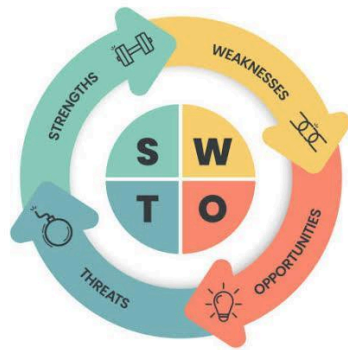
Figure 7. SWOT Analysis

A SWOT analysis is a method for determining a company's or even a project's strengths, weaknesses, opportunities, and threats. Although SWOT analyses are most frequently utilized by organizations, ranging from small startups to major corporations, they can also be employed for private purposes.

SWOT strengths are internal projects that are operating at a high level. Analyzing these regions aids in understanding the existing solutions. Internal projects that are not performing up to par are considered weaknesses in SWOT analysis. To establish a starting point for success and failure, it is a good idea to evaluate the advantages before having problems. To improve those projects, one must first identify their internal weaknesses.

Opportunities come from the current SWOT analysis of the business' abilities and deficiencies as well as any outside activities that can improve a sense of competitiveness These may include things like regions that were failed to identify in the first two stages of the research or problems you'd like to strengthen.

In SWOT analysis, threats are possible trouble spots. Threats are external and beyond your control, in contrast to weaknesses. Anything from a worldwide

pandemic to a shift in the competitive environment can fall under this category (Raeburn, 2024).

2.3 Previous Research

Title of research	Author & year of publication	Relevant to the research	Result of research
Music in social media. Pay for Play: How the Music Industry Works Where the Money Goes and Why.	Wayte, L. (2023).	INSIGHT7	Indicates that social media platforms and music streaming are positively coevolving, with potentially large gains in artist royalties coming from growing followings.
Social Media, fan engagement and loyalty in the Indonesian music industry. Journal	Kurniawan, HFithriasari, I., & Asyarie, R. (2019).	Content Analysis	Emphasizes the importance of an organization's consumer behavior as the foundation of its competitive advantage.
The impact of Artificial Intelligence (AI) in Music Business Industry.	Olayeni, S. (2020).	SWOT	SWOT Analysis is the Analysis is a method used to find opportunities, threats, vulnerabilities, and

			strengths for a firm in order to create a strategic plan or roadmap.
Digitalization in the music industry, the change that it made.	Patrik (2013).	SWOT	The music industry has changed dramatically as a result of digitalization and streaming services, making the old business model obsolete. Digitalization has made it possible for music companies to reach a global audience, and streaming services like Spotify and Apple Music have given artists and music companies a

			new source of income
The existence of streaming services has increased music consumption and artist earnings for Indonesian musicians.	Pratama and Sari (2020)	SWOT	The existence of streaming services has increased music consumption and artist earnings for Indonesian musicians. Streaming services have also given music companies useful data insights into consumer preferences and behaviors.
Collaborations between artists and influencers	A., & Utoyo, Di (2020)		In order to innovate business models in the music industry, collaboration and partnerships

			have become crucial. Collaborations between artists and influencers can boost exposure and engagement, and partnerships between music companies and brands can help increase revenue streams. A study by Kusumawati, A., & Utoyo, Di (2020) discovered that partnerships between music labels and e-commerce sites like Tokopedia and Shopee have given Indonesian artists new

			sources of income.
Social media has become a platform for Indonesian musicians to grow their fan bases and spread the word about their music.	Kurniawan et. (2019)	SWOT	For music labels and artists, social media has developed into a potent tool for connecting with their followers and boosting engagement. Direct communication and interaction between artists and fans is now possible thanks to social media platforms like Instagram, Twitter, and TikTok. Exclusive content, backstage access, and

			interactive experiences are now necessary for fan engagement. According to Kurniawan et. (2019), social media has become a platform for Indonesian musicians to grow their fan bases and spread the word about their music.
The local cultural context when developing new business models because Indonesia's music industry has a rich cultural heritage.	H., & Handoyo, S. (2019)	SWOT	It is crucial for music companies to take into account the local cultural context when developing new business models because

			Indonesia's music industry has a rich cultural heritage. Local audiences can be engaged more effectively by incorporating traditional music genres and supporting local artists. According to Sudarsono, H., & Handoyo, S. (2019). study, promoting traditional music styles like "dangdut" and "keroncong" can boost an artist's exposure and financial success.

Qualitative research design, specifically focusing on interviews, is a valuable approach within the broader research methodology.	Kvale (2009)	SWOT	Interviews are a key method in qualitative research design as they allow for rich and nuanced data collection directly from participants.

Table 1. List of Previous Studies by Authos (2024)

This study shows particularly through the sights of Musica Studios, prioritizing qualitative insights is crucial as the majority of studies might focus on quantitative data or more comprehensive industry assessments, this study places a strong emphasis on qualitative interviews with Musica Studios management and Indonesian consumers. This method makes it possible to comprehend individual experiences, viewpoints, and how AI affects both creators and consumers on a deeper level. Cultural Background, this study tackles a geographical context that is frequently neglected in the body of existing literature by concentrating exclusively on the Indonesian market. This regional approach offers distinct perspectives on particular environments and the perceptions of AI technologies. The Viewpoints of the Consumer and Management Most research examine the consumer and industry perspectives independently. combines the two viewpoints, enabling a thorough comprehension of how management tactics and customer preferences relate to one another in the context of AI.

This paper evaluates AI's effects on consumer behavior and Musica Studios' Management, offering industry stakeholders practical insights rather than only examining its features. Overall, this study does not only fill the gaps in existing research but also offers an enhanced view of the intersection between AI and the

music industry in Indonesia, contributing valuable knowledge to both academic and practical discussions.
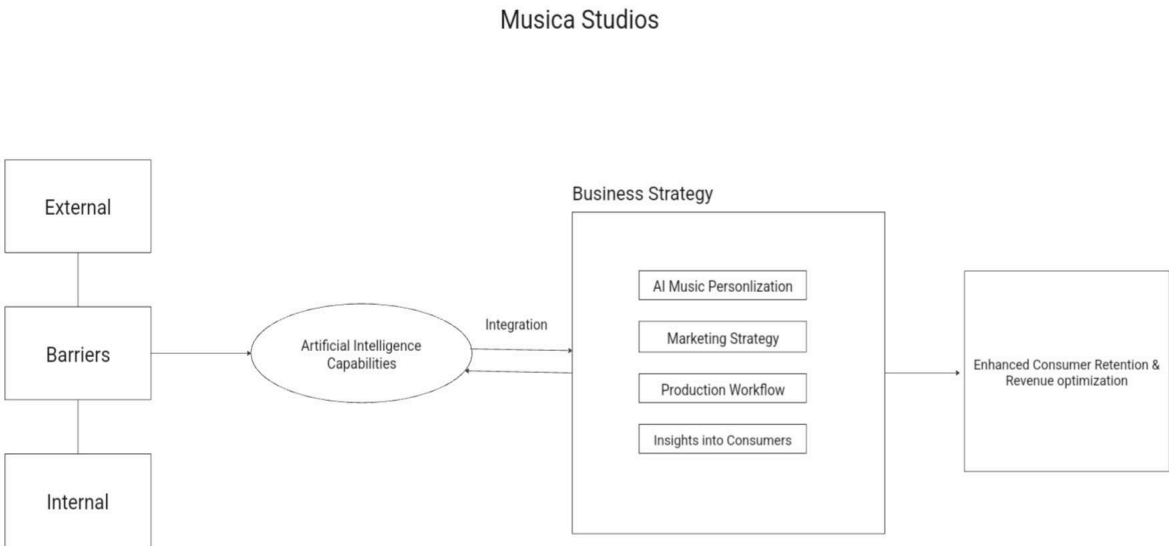
2.4 Research Framework

Figure 8. Research Framework by Author (2024)

The research framework for this case begins by identifying the primary and general challenges faced by Musica Studios, including finding funding for initiating investments or future investments the government/foreign supports toward the company, and the regulation towards start-ups that might cause slow growth or failure. A business model analysis using the business model canvas is displayed above to address these issues and includes on how the emergence of Artificial Intelligence will affect Musica Studios.

Internal factors would concentrate on the innovation and research development, resources and capabilities, and financial performance of the industry, all of which the company can control and manage. This internal factor will make use of SWOT analysis, and the results of the analysis, which will be done, will show the strengths and weaknesses that the industry has. By doing this, the issue will be addressed. The content analysis will follow by finding out the customers' behavior and to make use of them for a competitive advantage.

The external factors, which are the actual opinion of consumers and management of Musica Studios towards the impact of AI in the industry. Using insight7 as a qualitative analysis data will be an effective use for the conclusion of the objectives.

2.5 Empirical Research

About the Indonesian music industry, several empirical researches have been done. For instance, According to Sudarsono (2019), they examined the innovative business models used by independent music companies in Indonesia in their study. The research discovered that the live shows, item sales, and brand development were the three main components of these labels' business models. The study also showed that online distribution channels for music, such as YouTube and SoundCloud, have grown in importance.

The business model innovation of Indonesian music festivals was the subject of another study by Ria Miranda and Eny Kusrini (2020). The research discovered that Indonesian music festivals had chosen a hybrid business strategy that incorporated ticket sales, sponsorships, and product sales. The study also emphasized the value of online marketing and social media in promoting music festivals and attracting a larger audience.

According to Purwanto (2018), published An Exploratory Study of Business Model Innovation in the Indonesian Music Industry. This study intends to investigate the business model innovation trends in Indonesia's music industry. The study discovers that digitalization and new technology are the main drivers of business model innovation in the Indonesian music industry. The study also emphasizes the value of alliances and teamwork in creating novel business models.

According to Saputra (2019), Streaming services are a case study of business model innovation in the Indonesian music industry, this study looks at Indonesia's music streaming businesses' innovative business models. The study discovers that to meet the particular requirements of Indonesian consumers, music streaming services in Indonesia have developed a variety of creative business structures. The report also highlights the significance of localization in creating creative business models for the Indonesian music sector.

Another Innovating Business Models in the Indonesian Music Industry: The Example of Aksara Music. Putra (2020), An Indonesian music distribution company named Aksara Music is the subject of this study's analysis of its innovative business model. The study concludes that Aksara Music has implemented a creative business strategy that includes a number of revenue sources, including digital distribution, live performances, and item sales. The study emphasizes the value of user-generated material in creating cutting-edge business models for the Indonesian music industry.

According to empirical studies, it has already been shown on how effective the business model innovations has been to the Indonesian music industry and to the

economy, how the growth of the music business has been influenced by the works of having innovation. Meaning that they are able to gain a much larger audience.

It is very essential for the survival and expansion of Indonesia's music industry to have an innovative business model. The studies emphasize the significance of digitalization, cutting-edge technologies, joint ventures, localization, and user-generated material in creating cutting-edge business models for the Indonesian music sector.

Piracy is one of the biggest issues the Indonesian music industry is dealing with, and it has a negative impact on the earnings of the sector. The development of digital technologies and the internet has made it simpler for consumers to get music illegally, which has had an effect on music industry profits. The use of music streaming services, which offer convenient and inexpensive access to music, is one example of an innovative business model that has evolved to combat music piracy.

The absence of infrastructure, especially in distant areas, is another problem for Indonesia's music industry. Due to this, the music industry's influence has been constrained, making it challenging for musicians to promote their work and for artists to display their skills. Yet, several creative commercial strategies have evolved to deal with this issue, such as live streaming services that let performers perform remotely and connect with viewers across the nation.

CHAPTER III
RESEARCH METHODOLOGY

3.1 Research Design

According to Creswell (2014), Research design is a crucial component of the research methodology, as it provides a systematic plan for conducting a study and gathering relevant data to answer research questions or test hypotheses. It encompasses various decisions and choices regarding the overall structure, approach, and methods employed in the research process. The research design serves as a blueprint for the entire research project, guiding researchers in selecting appropriate data collection methods, determining the sample size and composition, and establishing the overall framework for data analysis and interpretation. A well-designed research study ensures the reliability, validity, and generalizability of the findings.

Qualitative research design, specifically focusing on interviews, is a valuable approach within the broader research methodology. It involves the systematic collection and interpretation of non-numerical data to understand social phenomena, explore experiences, and gain in-depth insights into individuals' perspectives and meanings. According to Kvale (2009), Interviews are a key method in qualitative research design as they allow for rich and nuanced data collection directly from participants. Qualitative research design typically encompasses the following key elements:

Research purpose, clearly defining the objectives and research questions to be addressed through the interviews. This could involve exploring participants' experiences, understanding their perspectives, or uncovering underlying meanings and motivations. Sampling: Identifying the appropriate participants for the study, known as purposive sampling. The selection criteria may include specific characteristics, experiences, or expertise relevant to the research topic, ensuring that the participants can provide rich and diverse insights (Patton,2015).

Interview Guide Development, creating a flexible and open-ended interview guide that provides a framework for the interview while allowing for exploration and adaptation based on participant responses. The guide typically includes a range of open-ended questions and prompts to encourage participants to elaborate on their experiences and perspectives (DiCicco-Bloom, 2006).

Data Collection, Conducting the interviews, either in person, via telephone, or through online platforms. The interviews can be structured, semi-structured, or unstructured, depending on the research objectives and the level of flexibility needed to capture participants' insights. Researchers often record the interviews, take detailed notes, or use transcription services to ensure accurate data capture (Bryman, 2016).

Data Analysis, Transcribing and analyzing the interview data using various techniques such as thematic analysis, content analysis, or narrative analysis. This involves identifying patterns, themes, and key ideas that emerge from the data,

organizing the data into meaningful categories, and interpreting the findings in relation to the research questions (Braun, 2006).

Trustworthiness, Ensuring the credibility, transferability, dependability, and confirmability of the research findings. This involves employing strategies such as member checking (feedback from participants), peer debriefing (discussions with colleagues), maintaining an audit trail, and employing systematic and trustworthy analytical procedures. Qualitative research design, particularly interviews, offers several advantages. It allows researchers to gain a deep understanding of complex phenomena, explore subjective experiences, and capture diverse perspectives. Interviews also facilitate flexibility and adaptability during data collection, enabling researchers to probe further into participants' responses and gather detailed, context-rich data (Shenton, 2004).

However, qualitative research design also has limitations. The findings may not be generalizable to larger populations due to the smaller sample sizes and the focus on specific contexts. The interpretation of qualitative data can be subjective, and researchers need to ensure transparency and reflexivity throughout the research process. In conclusion, qualitative research design, particularly employing interviews, is a valuable approach within the research methodology. It enables researchers to explore and understand the intricacies of social phenomena, capture in-depth insights, and generate rich and contextual findings. By employing rigorous and systematic procedures, qualitative research design can contribute valuable knowledge to various fields of study. Which is why the main qualitative focus would be interviewing the proper people who are in the music industry, mainly focusing on people who are in the scenes of Musica Studios.

In order to address the research objectives, the research design for the research on PT Musica Studios has a number of different components. To reduce risks, one aspect involves analyzing the company's core innovative and external factors. A thorough understanding of the company's core competencies and an evaluation of the

macro environmental factors that may have an impact on its operations will be possible through interviews with key personnel, which will be conducted in this manner. In order to identify the current core competencies and major external factors affecting Indonesia's Music Industry, the data collected from these interviews will be subjected to content analysis.

3.2 Data Collection

In-depth interviews and secondary data from various sources were both used in the research to collect primary data. These techniques were chosen because they allowed for a thorough investigation of respondents' attitudes, perceptions, and experiences, as well as the ability to provide a thorough understanding of the research topic. To learn more about the perspectives and experiences of the participants regarding PT Musica Studios, the in-depth interview method was used. In order to elicit insightful and in-depth answers, this method involved careful questioning and probing. Key stakeholders like the Board of Directors, Managers, and subject matter experts were included in the purposefully selected sample of interviewees. Based on their qualifications and applicability to the study's subject, these participants were chosen. These interviewees need to be at least above the age of 25 to meet experiences and opinions from their knowledge of the Indonesian music industry. Also, they are required to be very much opinionated towards the future of the industry, as the future is in the hands of the current generation.

In order to enhance the primary data and give the research a more comprehensive context, secondary data sources were used. Book, journal, internet, professional, and business publications were all incorporated into the literature reviews. These sources provided additional viewpoints and information regarding Indonesia's Music Industry. In order to conduct a thorough and in-depth analysis of PT. Musica Studios, its operations, and its effects on stakeholders, the research combined primary and secondary data sources. Numerous data sources were used,

which improved the findings' validity and dependability and gave a comprehensive picture of the company and its implications for the music industry.

3.3 Data Analysis Method

3.3.1 INSIGHT7

An innovative research and thesis tool, Insight7.io was created to help researchers and students with the academic writing process. It makes use of artificial intelligence to improve several phases of thesis production, such as data analysis, literature evaluation, topic selection, and writing support. Similar to do the works like Nvivo, which Insight7 itself is an extension of.

3.3.2 SWOT Analysis

To enhance workflows and strategize expansion, a SWOT analysis can be beneficial. It examines both internal and external factors, which sets it apart from a

competitive analysis. The analysis gave an important role for the research, the tools it needs to succeed by analyzing important aspects surrounding these opportunities and threats.

3.3.3 Content Analysis

The process of analyzing the content of many types of data, including verbal and visual data, is known as content analysis. It makes it possible to categorize occurrences or phenomena in order to better analyze and explain them. An overview of content analysis from the standpoint of marketing is given in this paper. In order to operationalize content analysis, fundamental ideas and methods are offered. The methodology can be classified as either qualitative, typically used in the early phases of research, or quantitative, which is used to ascertain the frequency of events. As a result, it is well suited for data analysis using computers, and among the primary packages now accessible to academics are listed.

CHAPTER IV
FINDINGS & DISCUSSION

The difficulties and advantages of artificial intelligence were covered in the previous chapters with regard to PT. Musica Studios and its use to boost the business in Indonesia's dynamic music industry. The new normal brought about by digitalization and other cutting-edge technologies was the main topic of the case study. The study highlighted the internal strengths and external influences that influence Musica Studios' strategic choices by utilizing a number of methodologies, using SWOT analysis. These initial findings provided insight into the company's position in the industry and ever-changing technology landscape. Therefore, in order to comprehend the scope of possible outcomes that may develop as a

result of AI integration, relevant interpretation of these outcomes will be discussed in this chapter.

4.1 Demographic Respondents

No	Name	Roles	Age	Note
1	Gumilang Ramadhan	Director	57	Responding to the interview with a great enthusiast, has been involved in the music industry for 20 years.
2	Devita Zalfaniansyah	Consumer	25	Responded to the interview nicely - aware with the existence of AI and is an active music enthusiast
3	Andrew Wahyudi	Consumer	23	Responded to the interview nicely - not aware with the existence of AI's effects in the music industry
4	Sania Siti T Susilawati	Singer	48	Responded to the interview with displease towards the presence of AI in the music industry.
5	Romano Muharram Jaya	Manager/Producer	45	Response towards AI negatively, has been involved in the music

				industry for 18 years

Table 2. Demographic Respondents by Author (2024)

Perspective of Interviewee
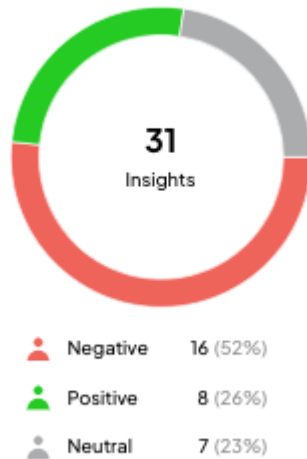
4.2 Barriers faced by musica to maintain consumer behavior

Based on the interview results provided, the overall SWOT analysis of AI's existence in the music industry, specifically for Musica Studios are stated as below:

Strengths:

- Increased Efficiency in Production: Software tools that are more in the technological area like mastering of sounds, mixing and optimization also makes the work easier and faster.

- Enhanced Marketing Strategies: The incorporation of AI makes it easier to target the right audience, hence making marketing campaigns efficient and making the proper reach to the audience.

- Improved Audience Engagement: Marketing benefits of AI include the ability to engage with the fans on a one-on-one basis, and provide them with unique isolated experiences by creating unique music playlists and appealing to them with unique promotional content.

- Cost Optimization: The existence of AI could bring down the cost of technical processes and marketing activities that would allow a system to work more independently with less human interference.

Weaknesses:

- Creative Limitations: There is a possibility that this usage of AI in the music industry can lead to limiting the creativity of an audience. This is the possibility that may occur from the concept of giving the music production process an extreme level of autonomy to AI.

- Potential Loss of Authenticity: There are potential problems with the use of AI including the real artistic input in creating the music. Some fans may worry that this aspect of music is unique for its emotional and cultural content, might be watered down by the use of AI processes.

- Cost of Implementation: The relatively high investment costs in implementing AI applications, especially to small-scale industry participants. This comprises costs for courses, hardware and software acquisition and customization.

Opportunities:

- Expansion of Market Reach: AI can assist Musica Studios in breaking new markets by knowing the regions in which people would well appreciate the type of music that they are producing. This opens up an opportunity for international markets.

- Enhanced Marketing Strategies: By analyzing the audience behavior and marketing preferences, AI opens up possibilities for more conscious

marketing. This assists in getting better campaigns, and helps in promoting artists that thus results in better engagement, and more sales.

- Streamlined Production Processes: AI tools can help in mastering as well as mixing part of the music production which will make the work faster and more efficient as it leaves creativity for the artist.

Threats:

- Loss of Artistic Control: Excessive use of Artificial Intelligence is accused of destroying human imagination gradually meaning artists may lose control over the art.
- Cultural Erosion: For instance, in Indonesia, AI might endanger unique and diverse popular music, because AI prefers trends and not a genuine art form.

The SWOT analysis above shows the opportunities of AI usage in the case of Musica Studios or music industry in general. The possibility to increase the rates of production, the opportunities to optimize the relations with the audience and marketing tactics, cost-optimization options. However, the integration of AI also poses problems like creative constriction of genuine and culturally rich feelings which music brings with it.

4.3 The impact of AI on Musica Studios business strategy to optimize their revenue generation

AI affects all stages, ranging from the production process of a particular product, promoting or marketing, distribution, and even the interaction experience that the audience has with that product. For instance, AI collaboration platforms and tools help with managing and enhancing the sound, the mix and the master but the final decision about the work remains in the hands of the artists. In marketing, the use of AI is effective since it provides extensive information regarding the target group thereby making marketing efficient and as well more specific. However, like any efficiency machine, it has its own vices: the existence of AI in music production creates conflicts, for example, when it comes to the question of to what extent the

song is authentic or how much space should be given to data and how much to creativity.

According to the interview that was conducted to the few informants, below are the impacts of AI on Musica:

1. Efficiency in Production: Applications developed through artificial intelligence support such actions as mastering or mixing, while freeing up time for artists to focus on creative work. It cuts time that is taken on the technical activities and also increases the degree of production. As described by Mr. Gumilang stated "*AI can assist with mixing suggestions or sound optimization, making our workflow more efficient while still leaving creative control in the hands of our artists.*"

2. Enhance Marketing: AI enhances marketing by having insights and trends that direct advertisements for the promotion of artists and music to the right audience segment. "*AI has transformed our approach to marketing by allowing us to better understand audience behavior and preferences.*" mentioned by Mr. Gumilang in his interview.

3. Enhanced Audience Engagement: AI assists fans through recommendations and tailored content, playlists and virtual encounters with artists to enhance fan – artist relationship. Quoted from her interview, Ms. Zalfaniansyah mentioned "*Artificial intelligence is revolutionizing the music industry, changing how businesses strategize and generate revenue.*"

4. Creative Tension: The use of AI enhances technical aspects; isolation of the artistic spirit becomes a challenge. Some people have a thought that embracing AI in music production might limit creativity or otherwise make music sound too calculated as someone who works in the industry, Sania, a singer stated "*The increasing use of AI-generated music raises important questions about creativity and originality. While AI can produce technically skilled music, it lacks the emotional depth that comes from human experience.*"

4.4 Developing potential strategies to Overcome Challenges in Implementing AI Technology for the Musica

Themes ⓘ

Enhanced Fan Engagement Expectations

(3 Insights) >

Need for Training in AI Tools

(3 Insights) >

AI's Role in Music Personalization

(3 Insights) >

Challenges of AI Integration in Music

(3 Insights) >

Emotional Connection and AI

(3 Insights) >

Impact of AI on Artistic Control

(3 Insights) >

Consumer Concerns About AI in Music

(3 Insights) >

AI in Marketing Strategies

(2 Insights) >

AI Integration in Production Workflows

(2 Insights) >

Integrating AI in Creative Processes

(2 Insights) >

Consumer Perspectives on AI in Music

(2 Insights) >

Consumer Preference Dynamics

(1 Insight) >

A&R Professionals and Human Talent Discovery

(1 Insight) >

Figure 10. Topics brought up by Interviewee

Gumilang Ramadhan

Gumilang Ramadhan outlines several hurdles Musica faces in trying to engage consumers, including the fast-changing landscape of audience preferences, the need to uphold a distinct brand amid stiff competition, and the struggle to stand out in a packed industry. Musica uses artificial intelligence as a way to navigate these challenges more effectively. AI enables the company to analyze trends and predict consumer needs, allowing for customized music releases, more efficient pricing, and the identification of untapped markets, all of which help boost revenue. Moving forward, Gumilang suggests Musica prioritize educating stakeholders on AI, ensuring the technology is user-friendly, and creating partnerships with tech firms to make the adoption process easier.

Devita Zalfaniansyah

Devita Zalfaniansyah did not provide specific barriers faced by Musica but emphasized the ways AI can improve its business strategy. According to her, AI can streamline marketing efforts, aid in content creation, and better target promotions, leading to increased revenue. She also highlighted potential challenges in introducing AI, such as employee resistance and technical integration issues. To successfully leverage AI, Devita recommends Musica develop a strategic approach to address these obstacles, ensuring smoother adoption of AI-driven methods that will strengthen the business over time.

Romano Muharram Jaya

Romano Muharram Jaya highlighted the importance of balancing technological advances with authentic connections, as over-reliance on automation could distance Musica from its audience. This balance is crucial, as Musica's brand depends on a personal touch that resonates with listeners on an emotional level. Romano acknowledges AI's value for understanding consumer preferences and anticipating market trends, which aids in revenue optimization. However, he warns against depending too heavily on AI, as it might push the brand into a formulaic mold

that lacks artistic appeal. To counter this risk, he suggests Musica take a gradual approach to AI adoption, fostering collaboration between artists and tech experts so that AI can support, rather than replace, human creativity.

Sania Siti T Susilawati

Sania Siti T Susilawati highlights several barriers, including disparities in technology access, resistance from traditional artists, and market oversaturation, which hinder Musica's ability to maintain consumer behaviors and engagement. She emphasizes that these challenges require strategic attention to ensure ongoing consumer connection. Regarding the impact of artificial intelligence, Susilawati points out that AI enhances Musica's business strategy by improving targeted marketing, offering personalized recommendations, and streamlining distribution processes. This data-driven approach is likely to lead to increased revenue through more effective sales strategies and tailored offerings. To address potential issues in implementing AI technology, she recommends that Musica invest in training programs for artists on AI tools, collaborate with tech developers for customized solutions, and tackle market acceptance challenges to ensure a successful integration of AI.

Andrew Wahyudi

Andrew Wahyudi notes a lack of specific barriers mentioned in the context of Musica's challenges in maintaining consumer behaviors. This could indicate a gap in the available insights or data regarding consumer behavior dynamics. However, he identifies several ways in which artificial intelligence can optimize Musica's revenue generation. AI can facilitate personalized music recommendations, enhancing user engagement and potentially lowering production costs, thereby allowing for more competitive pricing strategies. Wahyudi also mentions the possibility of AI leading to the creation of new music styles that can attract diverse audiences. Nonetheless, he acknowledges concerns about market saturation affecting music discovery.

Unfortunately, there are no detailed strategies provided in the document regarding how Musica plans to address challenges in implementing AI technology, which may reflect a need for further exploration in this area.

CHAPTER V
CONCLUSIONS

5.1 Conclusions

The conclusion of this study has critically discussed the options where AI could be better incorporated for strategic purposes in the music industry (Musica). As for the context of Indonesia's own positioning of itself in the competitive music industry, the business model of Musica Studios Indonesia. Using integrating qualitative research methods with SWOT analysis explains how AI as a phenomenon can positively impact the development of Musica Studios business strategy as well as its operational efficiency.

These results suggest that AI can improve Musica by a notable margin. Capabilities for Musica Studios especially in the sales and marketing area. Thus, through the optimization of AI on popular social networks, including Instagram and TikTok to increase audience involvement, target specific customers, and conquer a broader market share while presence in the digital world is more significant. These examples show that information AI promotes is equally useful for current issues like customer retention and market positioning and long-term vision of growth.

Furthermore, the research points out that increasing attention paid to strategies that leverage AI provides for Musica Studios will be undergoing some enhancements to remove old ways of running the company's operations, including changing the way content is chosen and curated, to more advanced options such as intelligent customer experience. All these AI advancements are not only beneficial for internal functioning of the company but also create a better customer relation and brand commitment resulting in the company to consolidate its position in a very competitive industry.

The significant focus of AI implementation at PT. Musica Studios is quite representative of a global music industry trend showing that AI is in fact critical to competitiveness and feasible business advancement.

5.2 Recommendations

As with the technologies that are emerging in the music industry, it is possible to learn how to introduce AI without the threats that come with it besides adopting the best measures. AI should complement, not overpower musicians, by taking over procedural tasks such as mastering, mixing and data driven marketing. This way there is so much emphasis on automation that the creative ideas will always be human-like and unique.

Introducing AI in artwork usage in a visible and traceable manner while involving artists will cause the audience not to have trust issues in AI. Offering training to artists about how to use AI that way can help them own the technology, therefore helping to calm these rants of losing control. Furthermore, the creation of a code of ethics governing the use of AI in music production and marketing will lessen instances of commercialism infiltrating musical cultures, ensuring that the application of AI enriches rather than diminishes musical and cultural values.

Practical Recommendation:

In order to enhance the incorporation of AI in the music industry, there is a need to formulate aggressive AI marketing strategies. Marketing professionals in the music industry need to consider how elements of AI as well as big data can be incorporated in their marketing campaigns to increase their efficiency. AI can also be used to create effective advertisements or interactive content for a particular demographic audience, by understanding the type of data users interact with and the level of interaction with that data. Evidence of this is an analysis of use cases in marketing with a focus on for example, AI and social networks in the promotion of an artist or album release where it is demonstrated how AI marketing increases engagement of users and motivates activity, especially on Instagram and TikTok. AI helps with the demographics of users who are most likely to respond, what will be in trend and when the content should be published to achieve maximum marketing

efforts. Such approaches as these point to the extent to which the promotional strategies can be radically altered by AI in line with the needs of the modern-day music industry which embraces technology.

On the competitive landscape analysis, AI presents yet another possible advantage. AI solutions can be used for strategy monitoring and analysis of the strategists of rivals on the market not retroactively but in real time in order to provide the company with the necessary information to make changes in their course of action as the market circumstances demand. By analyzing the competition or what's happening on certain platforms in terms of the audience demographics or even the content that is being streamed, AI can also provide solutions that can help the company maintain its edge over other players in the industry which is highly transient. A case in point, studying the vector of new styles, breakthroughs in formats or changes in the listener graph, facilitates the creation of the product that is most suited to the present market. Because of AI, which can self-regulate and evaluate huge volumes of industry information in real-time, organizations are able to change their methods very efficiently, which is why it is a key feature in keeping up with the trends.

Another area where emerged technologies show possibilities is assessing competitors. AI based tools can assist in monitoring and evaluating in-house as well as competitors' strategies in the shortest time possible, which helps the firms to make changes to their strategies as and when the dynamics of the market change. For instance, AI focuses on empirical data on competitors' activities, trends in the distribution of content, and changes in audience behavior and makes suggestions that help to keep the firm competitive for a long period in a very fluid industry. Content such as that which appeals to emerging tendencies such as new genres, new formats or changes in listening behavior can be produced. These recommendations evidence the fact that AI is very helpful in the industry since it constantly wins relevant industry information and allows the firms to quickly respond to changes as they occur

just because the industry and its trends could change in a very short period of time, making it impossible to be reactive but instead proactive.

One other important consideration is the need to determine the synergy created by artificial intelligence integration in different areas of operation in the music sector. This is so because carrying out such experiments on the impact of particular programs on AI benefits/achievements would yield a deeper understanding of its advantages and drawbacks. Looking at the music creation aspect of the business, for instance, how the companies utilize ai to improve image organization, sound mixing or tailoring audio to fit particular genres will be analyzed. In the case of marketing and sales, knowing the way AI affects conversion rates or the effectiveness of targeted advertising helps to assess its impact on the bottom-line. Empirical evaluation of the effectiveness of such interventions involves measuring user retention, engagement levels, and user feedback, all of which enable the evaluation of the success of the implementation of ai use in practice among customers.

Relevant policymakers in this situation are the ones responsible for data security and digital rights and other specific sectors like Indonesia's Ministry of Communication and Informatics and the Ministry of Tourism and Creative Economy. Indeed, these policymakers guide the policies on data harvesting, copyright regulations, and issues of antitrust – factors of great importance in the application of artificial intelligence in marketing and content distribution. The music industry is no exception. Market players include record labels, digital platforms such as Spotify and Deezer, and marketing agencies that put into practice AI systems in various aspects of music creation and advertising. Their presence is crucial in the adoption of AI as they operate under laws, put in money for tech use, and re-engineer their operations to satisfy both market and legal stipulations in the digital world.

Theoretical implications

This research helps the understanding of the use of artificial intelligence within strategic management in the context of the music industry, which is more relevant in countries like Indonesia which are still growing. It explains the way in

which AI aids both marketing as well as operations therefore contributing to the debate on digitization changes and innovations in the creative industries. The findings suggest that Artificial intelligence can prove to be efficient and that Artificial intelligence can be crucial in remaining competitive in an environment characterized by rapid changes in technology. This paper was also dedicated to the music industry market features and especially to the indispensability of artificial intelligence in roping customers', as well as conducting marketing research. Still focusing on less developed countries that have, in some cases, clear market differences. It states that AI adapted to every particular market will be needed, trying to meet each country's cultural, legal, and economic needs. Drawing on evidence from Indonesia, it makes clear the importance of local context in AI strategies There are different arguments within the themes of an ever-increasing 'glocalisation' that is restructuring the digital landscape. This stimulates additional research about the impact of Artificial Intelligence on the business models reorganization in the creative industries around the globe, as companies aim to cope with different market conditions, consumers, and laws.

5.3 Limitations

This research offers practical evidence for what AI can do in PT. Musica Studios Indonesia. However, further discussion is required as there are several limitations to the study. First of all, it could be noted that the research is mainly qualitative in nature and is mostly about case studies, meaning that it describes things in detail, but does not necessarily capture the realities of how a complicated technology like AI would be integrated into varied practices. Since the study employs qualitative research methodology, the findings are very much confined to PT. Musica Studios and can be difficult to apply to the wider Indonesian music industry.

In addition, interview data and personal judgment cannot be considered fair, as each respondent could be an arbitrator with different experience regarding the use of AI and its related purposes within the business's strategic goals. Such a view,

however, can be rather one-sided and may not give a full picture of the influence of AI on the business as a whole. These limitations recognized, the follow-up studies could apply the use of some quantitative approaches or cover a more extensive scope of the industry in order to reinforce the credibility and scope of the findings.

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