

Challenges of Generation Z in Cultural Heritage Entrepreneurship: The Role of AI and Digitalization in Entrepreneurship Education

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Abstract:

This article aims to analyze the challenges faced by Generation Z in developing culture-based entrepreneurship and identify strategies for utilizing Artificial Intelligence (AI) and digitalization to support business sustainability. The article uses a qualitative descriptive method with a library research approach. Data were obtained from various scientific sources, such as journals, books, academic articles, and documents relevant to the themes of entrepreneurship, Generation Z, digitalization, artificial intelligence, and cultural preservation. Data analysis was conducted using content analysis with stages of data reduction, data presentation, and drawing conclusions. The results show that Generation Z has a high adaptability to the development of digital technology, enabling them to use social media, marketplaces, and AI-based technologies to support entrepreneurial activities. The use of these technologies contributes to expanding market reach, increasing promotion effectiveness, assisting in consumer trend analysis, and driving culture-based product innovation. However, Generation Z also faces challenges, including limited managerial experience, limited access to capital, increasingly competitive markets, and the risk of reduced authentic cultural values due to excessive modernization. Therefore, there is a need for strategies that integrate technological innovation with principles of cultural preservation. This article offers a novelty in the form of a hybrid business model concept that combines AI utilization and digitalization with efforts to preserve local cultural values. The model enables the creation of entrepreneurship that is not only competitive and innovative but also contributes to the sustainable preservation of cultural heritage. The research findings are expected to serve as references for young business actors, academics, and policymakers in developing a culture-based creative economy ecosystem in the digital era.

Keywords: Generation Z, culture-heritage entrepreneurship, artificial intelligence, digitalization, creative economy.

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Introduction

The development of digital technology that has progressed very rapidly in the last two decades. The rapid development of digital technology in the last two decades has brought major changes to many aspects of society, including in the field of economy and entrepreneurship. The Industry 4.0 revolution characterized by the integration of the internet, artificial intelligence (Artificial Intelligence/AI), big data, and other digital technologies has created new business patterns that are more dynamic, innovative, and competitive. In the midst of these changes, Generation Z emerges as a generation group with unique characteristics because they were born and raised in an environment already connected to digital technology. The ability to adapt to technological developments gives Generation Z a great opportunity to become the main players in the development of digitally-based creative economy. Generation Z is a group of people born around 1997–2012 and is known as digital natives because since childhood they have been accustomed to using the Internet, social media, and various modern technological devices. This characteristic provides its own advantages in the world of entrepreneurship because they have the ability to access information quickly, build wide networks, and utilize technology to support business activities. According to Sari and Soelaiman (2025), Generation Z has high creativity, multitasking ability, and a tendency to utilize digital platforms as a means of business development. These conditions make this generation a potential actor in driving growth of the creative economy sector and culture-based entrepreneurship. On the other hand, Indonesia is a country with very diverse cultural wealth. This cultural heritage includes various forms of cultural expression such as traditional art, handicrafts, regional culinary specialties, traditional attire, traditional music, and local wisdom values that are passed down from generation to generation. This cultural diversity has high economic value when managed creatively and innovatively through entrepreneurial activities. Therefore, the development of culture-based entrepreneurship becomes one of the important strategies to preserve culture while improving the welfare of the community.

Cultural heritage-based entrepreneurship is not only oriented toward economic profit, but also plays an important role in preserving the cultural identity of a region. Through business activities that utilize elements of local culture, the younger generation can reintroduce cultural products to the wider community, both nationally and internationally. However, the development of culture-based

ventures faces various challenges that are not light. The lifestyle changes of modern society, which tend to prefer practical and modern products, often lead to a decrease in interest in traditional cultural products. As a result, many local cultural products are less known by younger generations and have difficulty competing in increasingly competitive markets. In this context, the use of digital technology becomes one solution that can be used to increase the competitiveness of cultural products. Digitalization enables entrepreneurs to expand market reach without geographical limitations. Through social media platforms such as Instagram, TikTok, Facebook, and YouTube, entrepreneurs can promote cultural products in a more attractive and interactive way. In addition, the presence of digital marketplaces provides opportunities for entrepreneurs to sell their products to consumers from various regions and even other countries. According to Prawira and Riyadi (2024), digital adaptation becomes an important factor in meeting Generation Z consumers' preferences, who tend to seek information and make transactions through online platforms. In addition to digitization, the development of artificial intelligence (AI) also opens up new opportunities in developing culture-based entrepreneurship. AI can be used to analyze consumer behavior, predict market trends, assist in creating marketing content, and develop product designs that better meet customer needs. The use of AI enables business actors to improve operational efficiency while strengthening marketing strategies more targeted. This technology also helps business actors in making business decisions based on accurate data, thus able to boost business competitiveness in the digital era. Although there are various opportunities, Generation Z still faces several challenges in developing culture-based entrepreneurship. One major challenge is limited experience in managing a business. Many young business actors have creative ideas and strong technological capabilities, but do not yet have adequate knowledge regarding business management, financial management, marketing strategies, or human resource development. These limitations can hinder business growth and increase the risk of business failure at the early development stage. Another challenge is limited access to business capital. Although there are currently various financing alternatives such as digital loans and government aid programs, not all young business actors have the ability to access those funding sources. In addition, market competition that is becoming fiercer is also an obstacle to face. Local cultural products not only compete with traditional products but also must compete with various modern products that are mass-produced at lower prices and with wider distribution. In addition to economic and managerial factors, there are also

challenges related to cultural aspects. Excessive use of digital technology and AI can potentially reduce the authenticity value of a cultural heritage. In some cases, modifications of cultural products to suit market trends can cause the loss of philosophical meaning and traditional values contained therein. Therefore, a balance between technological innovation and efforts to preserve culture is needed so that modernization does not erase the original identity that characterizes these cultural products.

Through online platforms. In addition to digitization, the development of artificial intelligence (AI) also opens up new opportunities in developing culture-based entrepreneurship. AI can be used to analyze consumer behavior, predict market trends, assist in creating marketing content, and develop product designs that better meet customer needs. The use of AI enables business actors to improve operational efficiency while strengthening marketing strategies more targeted. This technology also helps business actors in making business decisions based on accurate data, thus able to boost business competitiveness in the digital era. Although there are various opportunities, Generation Z still faces several challenges in developing culture-based entrepreneurship. One major challenge is limited experience in managing a business. Many young business actors have creative ideas and strong technological capabilities, but do not yet have adequate knowledge regarding business management, financial management, marketing strategies, or human resource development. These limitations can hinder business growth and increase the risk of business failure at the early development stage. Another challenge is limited access to business capital. Although there are currently various financing alternatives such as digital loans and government aid programs, not all young business actors have the ability to access those funding sources. In addition, market competition that is becoming fiercer is also an obstacle to face. Local cultural products not only compete with traditional products but also must compete with various modern products that are mass-produced at lower prices and with wider distribution. In addition to economic and managerial factors, there are also challenges related to cultural aspects. Excessive use of digital technology and AI can potentially reduce the authenticity value of a cultural heritage. In some cases, modifications of cultural products to suit market trends can cause the loss of philosophical meaning and traditional values contained therein. Therefore, a balance between technological innovation and efforts to preserve culture is needed so that modernization does not erase the original identity that characterizes these cultural products.

According to the Diffusion of Innovations theory proposed by Rogers, the success of technology adoption is influenced by the abilities of individuals and groups to accept and adopt new innovations. In the context of culture-based entrepreneurship, Generation Z has great potential to become a group capable of accelerating the adoption of technology due to their openness to change and digital development. However, success still requires support from various parties, including government, educational institutions, cultural communities, and the private sector to create a conducive entrepreneurship ecosystem. Several previous studies have discussed digitalization of SMEs, the role of Generation Z in entrepreneurship, and the use of technology in the creative economy. However, most studies still focus on technology aspects or cultural preservation aspects separately. Research on the integration of AI utilization, digitalization, and preservation of cultural heritage in the context of Generation Z entrepreneurship is still relatively limited. Therefore, this study has novelty by offering a more comprehensive perspective on how digital technology and AI can be used as a means of business development without neglecting cultural values.

Which becomes the main foundation of the product. Based on the description above, this article aimed at analyzing the challenges faced by Generation Z in developing entrepreneurship based on cultural heritage and identifying strategies for leveraging AI and digitization that can support sustainable business success. The research results are expected to provide theoretical contributions to the development of cultural entrepreneurship studies and to serve as a practical reference for young entrepreneurs, governments, academics, and cultural communities in building an innovative, competitive, and sustainable creative economy ecosystem while preserving Indonesia's cultural heritage

Method

This article uses a descriptive qualitative approach with a library study method library (library research) reinforced through analysis of various scholarly sources relevant to the theme of Gen Z entrepreneurship, digitalization, artificial intelligence (Artificial Intelligence/AI), and preservation of cultural heritage. The qualitative approach was chosen because it can provide a deep understanding of social phenomena being studied, particularly related to the challenges and strategies faced by Gen Z in developing Heritage-based businesses in the digital transformation era. According to Sugiyono (2025), qualitative research is a research method used to understand social phenomena holistically by emphasizing

meaning, experience, perception, and interpretation of a condition occurring in society. The library study method is used because this research focuses on collecting, analyzing, and interpreting various information from written sources such as scientific journals, research articles, academic books, conference proceedings, government agency reports, and official documents related to the research topic. Through a systematic literature review, researchers can identify various concepts, theories, previous research findings, and current developments regarding the use of digital technology and AI in culture-based entrepreneurship. This approach enables researchers to obtain a comprehensive picture of opportunities, challenges, and strategies that Gen Z can apply in facing digital economic change.

According to Zed (2018), literature review is a series of activities related to the literature data collection method, reading, note-taking, and processing research materials obtained from various written sources. In this study, the literature review is not only used as the main data source but also as the basis for building the conceptual framework used to analyze the phenomenon of cultural entrepreneurship in the digital era. Thus, this research does not merely present a literature summary, but also performs synthesis and critical interpretation of the various sources collected. The data sources used in this study consist of primary and secondary data. Primary data are obtained from direct review of scientific articles, national and international journals, and research documents that specifically discuss Generation Z, entrepreneurship, artificial intelligence, digitalization, and culture-based creative economy. Meanwhile, secondary data are obtained from reference books, official government reports, publications of research institutions, and other supporting sources relevant to the research focus. The use of various data sources aims to enrich the analytical perspective and improve the validity of the research findings. The data collection process is carried out through several stages. The first stage is topic identification and formulation of research keywords including "Generation Z", "cultural entrepreneurship", "cultural heritage", "digitalization", "Artificial Intelligence", "creative economy", and "digital transformation".

These keywords are used to search various scientific sources through academic databases such as Google Scholar, Garuda, Scopus, ResearchGate, and university journal portals. The second stage is the source selection process based on relevance, credibility, publication year, and alignment with the research objective. Literature that is not directly related to the research topic is eliminated to

maintain the focus of the study. The third stage is the data classification process. All selected sources are grouped into several main themes, namely characteristics of Generation Z in entrepreneurship, the use of digital technology in business, the application of artificial intelligence in business development, challenges of entrepreneurship in culture, and strategies for preserving cultural heritage through digital innovation. This grouping aims to facilitate the analysis process and help researchers identify relationships between variables that are the focus of the study. Next, the collected data are analyzed using content analysis. Content analysis is a method used to identify, categorize, and interpret information contained in documents or literature that serve as sources of research. This technique was chosen because it can provide a deeper understanding of various ideas, concepts, and previous research findings related to the topic being studied. In the analysis process, researchers read all sources repeatedly to identify patterns, themes, and relationships relevant to the research objectives.

Miles and Huberman explain that qualitative data analysis consists of three main stages: data reduction, data presentation, and drawing conclusions. In the data reduction stage, the researcher filters various information obtained from literature sources by selecting data most relevant to the research focus. The data presentation stage is done by organizing information into a systematic narrative to facilitate interpretation. Furthermore, the conclusion-drawing stage is conducted by identifying patterns that emerge from the analysis results and formulating the research findings comprehensively. To ensure data validity, this study applies source triangulation. Source triangulation is done by comparing information obtained from different references so that the level of consistency and accuracy of the data can be known. Information found in one source will be verified through other sources with high credibility. The use of source triangulation aims to minimize bias and increase confidence in the research results. In addition to source triangulation, researchers also apply theory triangulation. This technique is carried out by comparing various theories used to explain the phenomena studied. In this study, diffusion of innovations theory, entrepreneurship theory, creative economy theory, and the concept of digitalization are used simultaneously to gain a more comprehensive understanding of the challenges and strategies of Generation Z entrepreneurship in the context of cultural heritage. Through this approach, the research results are expected to provide a more objective and in-depth picture. The unit of analysis in this study is the various literatures that discuss the relationships between Generation Z, cultural

entrepreneurship, artificial intelligence, and digitalization. The focus of the analysis is directed at identifying challenges faced by Generation Z in developing heritage-based businesses and strategies used to optimize the use of digital technology and AI. Thus, this study not only aims to explain the existing conditions, but also provides strategic recommendations. The unit of that can be applied by young entrepreneurs in facing rapidly advancing technology. Through the use of a systematic literature review method and in-depth qualitative analysis, this research is expected to produce valid, relevant, and useful findings for the development of knowledge as well as entrepreneurial practice. In addition to making an academic contribution in the fields of entrepreneurship and the creative economy, the results of this study are also expected to serve as a reference for the government, educational institutions, cultural communities, and business actors in designing entrepreneurship development strategies based on cultural heritage that are adaptive to the development of digital technology and artificial intelligence.

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Results and discussion

Results

Table 1. Research Findings on the Use of AI and Digitalization in Entrepreneurship Cultural Heritage by Generation Z

Aspect studied	Research findings	Impact on business
Use of social media Generation Z actively uses	Instagram, TikTok, and Facebook as a means of product promotion	Increasing market reach and consumer awareness for local

	culture	cultural products.
Use of Marketplace	Cultural products are marketed through e-commerce platforms such as Shopee ex and Tokopedia.	Simplifying transactions and expanding market access up to the national level.
Use of AI for marketing	AI is used to create content Increasing th promotion, market trend analysis, and consumer segmentation.	e effectiveness of strategy marketing and time efficiency work.
Cultural product innovation	Business actors develop designs Attracti for products that are more modern without removing cultural values.	ng the interest of young consumers and increasing competitiveness of the product.
Capital challenges for businesses	Most business actors experiencing limited capital for product business development.	Hampering business expansion and innovation.
Preservation of cultural value	Business actors strive to maintain the authenticity of products even though making use of digital technology.	Helping maintain cultural identity and increasing added value of the product

Based on the literature review, it was found that Generation Z has a fairly good ability to utilize digital technology to develop entrepreneurship based on cultural heritage. As a generation that grew up alongside technological development, they tend to more easily adopt various digital platforms in carrying out business activities. Table 1 shows that social media is the most widely used medium for introducing cultural products to the wider public. The use of Instagram, TikTok, and Facebook enables business actors to build direct interaction with consumers and strengthen the

brand identity they develop.

Utilization of Digital Technology in Marketing Cultural Products

Research results show that Generation Z utilizes various digital platforms as the primary means to market culture-based products. Social media such as Instagram, TikTok, Facebook, and YouTube are used to introduce products to consumers through engaging visual content. In addition, the use of marketplaces such as Shopee and Tokopedia helps business actors reach wider markets without geographic limitations. Generation Z's ability to operate digital technology is one of the factors supporting the success of promoting cultural products. Through digital marketing strategies, business actors can build more intensive interaction with consumers, obtain direct feedback, and increase customer loyalty. This finding shows that digitalization plays an important role in increasing visibility and competitiveness of cultural products in the modern era.

The Role of Artificial Intelligence (AI) in Business Development

Research results also show that the use of artificial intelligence (artificial intelligence) has begun to be applied by Generation Z business actors in various business activities. AI is used to aid in creating promotional content, market trend analysis, marketing strategy development, and the design of more innovative products. This technology enables business actors to obtain market information quickly and accurately, allowing more effective decision-making. In addition to improving operational efficiency, AI usage also helps business actors understand consumer needs more deeply. By leveraging available data, business actors can tailor products and services to market preferences. This condition provides opportunities for cultural products to remain relevant and in demand by consumers from various age groups, especially the younger generation.

Challenges of Generation Z in Cultural Heritage Entrepreneurship

Although possessing a high ability to adapt to technology, Generation Z still faces various challenges in developing businesses based on cultural heritage. The main challenges found are limited startup capital, lack of managerial experience, and high levels of market competition. Many young entrepreneurs struggle with managing finances, developing long-term business strategies, and sustaining the business. In addition to economic challenges, there are also challenges related to cultural preservation. Some of the actors concern arises that the overuse of technology can

diminish the authentic cultural value contained in products. Therefore, a strategy is needed that can balance technological innovation with efforts to preserve cultural identity so that cultural heritage remains sustainable while also having high economic value.

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Strategy for Digitalization Integration and Cultural Preservation

Research findings show that the most effective strategy is the implementation of a hybrid business model combining digital technology with local cultural values. Technology is used to support marketing, promotion, and market analysis, while production processes and the delivery of cultural values maintain traditional elements that characterize the product. Collaboration among entrepreneurs, cultural communities, academics, and the government is also an important factor in supporting the success of culture-based entrepreneurship. Through digital training, business coaching, and adequate financing access, Generation Z can develop more innovative businesses without erasing the cultural identity it possesses. This finding shows that the synergy between technology and culture is the key to creating entrepreneurship. that is sustainable and globally competitive.

Discussion

The Transformation of Cultural Heritage Entrepreneurship in the Digital Era

The development of digital technology has brought significant changes toward entrepreneurial patterns, including in the cultural heritage-based business sector. Before the digital era, marketing of cultural products was generally done

conventionally through physical stores, cultural exhibitions, or local distribution networks with limited reach. However, advances in information technology have opened new opportunities for entrepreneurs to introduce cultural products to a broader market. In this context, Generation Z has a strategic position because they grew up in an environment familiar with the internet and digital technology, making it easier to adapt to these changes. Research shows that social media and digital platforms are the primary instruments used by Generation Z to develop culture-based businesses. The use of Instagram, TikTok, Facebook, and marketplaces not only functions as promotional media but also as a means to build brand identity and communicate with consumers. Through attractive visual content, entrepreneurs can package cultural values to be more relevant to modern market needs without losing the essence of culture contained within. This finding aligns with the study by Azhari et al. (2025) which states that Generation Z as digital natives has high capability in leveraging technology to improve marketing effectiveness and expand business networks.

This advantage becomes an important asset in facing the increasingly competitive creative economy. By optimally utilizing digital technology, cultural products previously known only locally can be promoted up to national or even international levels. In addition to expanding market reach, digital transformation also has a positive impact on operational efficiency of the business. Entrepreneurs can conduct promotions with costs that are relatively lower compared to conventional marketing methods. Interactions with consumers can also be carried out quickly and flexibly through various digital communication features. Therefore, digitalization becomes an important factor in increasing the competitiveness of entrepreneurship based on cultural heritage in the era globalization.

The Role of Artificial Intelligence (AI) in Increasing Business Competitiveness

Artificial intelligence (Artificial Intelligence/AI) is one of the innovations artificial intelligence technology that is increasingly used in the business world. Research shows that Generation Z uses AI for various business needs, ranging from creating marketing content, analyzing market trends, developing product designs, to managing promotional strategies. The use of this technology allows business actors to obtain more accurate information about consumer preferences so that business decisions can be made more effectively and efficiently. AI provides various advantages for cultural business actors because it can process large data in a relatively short time. Information about market trends, consumer

behavior, and business opportunities can be analyzed automatically, helping business actors design the right strategy. In addition, the use of AI in creating digital content also helps improve productivity because the process of composing promotional materials can be done faster than conventional methods. This study's findings support the diffusion of innovations theory proposed by Rogers, which states that the success of technology adoption is influenced by users' perceived benefits. Generation Z tends to be more readily accepting of technological innovations due to high digital literacy. Therefore, the use of AI in cultural entrepreneurship has the potential to be one of the factors driving sustainable business growth. However, AI use cannot fully replace human creativity. In culture-based heritage businesses, the creativity element and understanding of cultural values remain the main factors determining product quality. AI plays only a supportive role that helps increase efficiency and effectiveness of business processes. Therefore, a balance between technology utilization and human capability is needed so that innovations remain culturally authentic. In addition, AI use must be accompanied by increased digital literacy. Not all business actors have the same ability to operate advanced technology. Therefore, training and mentoring on AI use are important steps to ensure the technology can be utilized optimally by young business actors. With adequate support, AI can be a strategic instrument in increasing the competitiveness of cultural products in the global market. increasing the competitiveness of cultural products in the global market.

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This article is related to the research conducted by Azhari et al. (2025), Sofiana et al. (2025), and Sari and Soelaiman (2025), which all discuss the role of Generation Z in leveraging digital technology for entrepreneurial activities. The Azhari et al. (2025) study focuses on the digital native transformation into a digital entrepreneur through the use of technology in business activities. Meanwhile, the Sofiana et al. (2025) study more emphasizes the role of Generation Z as an agent of change in promoting the digitalization of MSMEs through media social. As for the research by Sari and Soelaiman (2025), it emphasizes the ability of Generation Z as digital natives and creative minds in increasing entrepreneurial activity in the era of the digital economy. The three studies indicate that the ability to adapt technology is an important factor in supporting the success of businesses run by Generation Z. This article has several similarities with previous research because it similarly examines the involvement of Generation Z in entrepreneurial activities that make use of developments in digital technology. Both the previous research and this study view that social media, digital platforms, and technological innovation have a significant role in improving marketing effectiveness, expanding market access, and strengthening business competitiveness. In

addition, all of these studies place Generation Z as a group that has advantages in using technology due to their characteristics that are close to the development of the internet and digital technology. Another similarity is the view that digital transformation can be a means to create new economic opportunities that are more innovative and sustainable. Even so, this article has quite fundamental differences compared to previous research.

Azhari et al. (2025) focuses more on the process of transforming Generation Z into digital entrepreneurs without discussing, specifically, the business sector being developed. Sofiana et al. (2025) focuses on the digitalization of MSMEs in general through social media, whereas Sari and Soelaiman (2025) highlights more the characteristics of Generation Z as actors in creative entrepreneurship. Unlike that research, this article specifically examines entrepreneurship based on cultural heritage that combines elements of local culture with digital technology and artificial intelligence (AI). This study not only looks at how technology is used to increase business profits, but also at how technology can be used without eliminating the cultural values that are the main identity of the product. Thus, the focus of this research is broader because it includes economic, technological, and cultural preservation aspects simultaneously. The novelty of this research lies in the effort to formulate an integrative strategy between the use of artificial intelligence (AI), digitalization, and the preservation of cultural heritage in Generation Z entrepreneurship. Previous research generally only discusses the benefits of digital technology for improving business performance or strengthening the entrepreneurial capacity of young people. Meanwhile, this study offers a different approach by positioning technology as a tool to support cultural sustainability. This article introduces the concept of a hybrid business model that leverages AI and digitalization for marketing, market analysis, and product innovation, while still maintaining the authentic value of culture in the production process and the delivery of the product narrative. This approach becomes a new contribution because it shows that technological progress and cultural preservation are not two opposing things, but can run side by side to create businesses that are competitive, sustainable, and rooted in local identity. Thus, this research provides both theoretical and practical contributions to the development of cultural entrepreneurship in the era of digital transformation, which has not been widely discussed in previous studi.

Conclusion

Based on the research results and discussion that have been conducted, it can it

can be concluded that Generation Z has very great potential in developing entrepreneurship based on cultural heritage amid the rapid development of digital technology. As a generation born and raised in a digital environment, Generation Z has a high ability to adapt to various technological innovations, including the use of social media, marketplaces, and artificial intelligence (Artificial Intelligence/AI) in business activities. This ability becomes an important capital in facing modern economic challenges that require creativity, innovation, and the ability to utilize technology effectively. Through the use of digital technology, young entrepreneurs are able to expand market reach, increase the effectiveness of promotion, and strengthen the competitiveness of cultural products at the local, national, and international levels. The research results show that digitalization has provided a significant contribution to the development of businesses based on cultural heritage. Digital platforms such as Instagram, TikTok, Facebook, and various marketplaces allow cultural products to be known by a wider community without being limited by geographical distance. In addition, digital technology also provides convenience in building communication with consumers, obtaining market information, and creating marketing strategies that are more effective and efficient. On the other hand, the use of artificial intelligence is able to help entrepreneurs in analyzing market trends, understanding consumer behavior, developing product designs, and producing more attractive promotional content. Thus, technology not only functions as an operational supporting tool, but also becomes a strategic factor that can increase the added value and competitiveness of cultural products.

Although Generation Z has various opportunities, it still faces a number of challenges in developing entrepreneurship based on cultural heritage. These challenges include limited managerial experience, minimal access to business capital, high levels of market competition, as well as changes in consumer preferences that tend to lead toward modern products. In addition, there are cultural challenges, namely concerns that excessive use of technology can reduce the authentic value and cultural identity contained in the product. Therefore, the ability is needed to balance between the need for innovation and efforts to preserve culture so that cultural heritage continues to have meaning and value that are relevant for both the current generation and future generations. This article also shows that the success of entrepreneurship based on cultural heritage is not only determined by the ability to adopt technology, but also by the ability to maintain the cultural values that are characteristic of the product. In this context, the most

effective strategy is the implementation of a hybrid business model that integrates digital technology with the principles of cultural preservation. Technology can be utilized to support marketing, distribution, market analysis, and product development, while cultural values are still maintained in the production process, design, and the delivery of the narrative that is inherent in the product.

This approach allows entrepreneurs to gain economic benefits without sacrificing the cultural identity that is the source of the product's strengths and uniqueness. In addition, the research results emphasize the importance of collaboration among various stakeholders in supporting the success of cultural entrepreneurship in the era digital. The government has a role in providing policies that support, access to financing, entrepreneurial training, and adequate digital infrastructure. Educational institutions and academics can contribute through research, development of innovations, and improving digital and entrepreneurial literacy for the younger generation. Meanwhile, the cultural communities and society play an important role in preserving traditional values and ensuring that the modernization process does not erase cultural identities inherited through generations. Synergy among the various parties will create a stronger, more inclusive, and sustainable entrepreneurial ecosystem. Overall, this study emphasizes that Gen Z can be an agent of change capable of linking cultural heritage with the development of modern technology.

Through creativity, innovation, and the use of appropriate technology, they can not only create new economic opportunities but also contribute to maintaining cultural sustainability amid globalization. The use of AI and digitalization, coupled with a commitment to preserving culture, will produce an entrepreneurship model that is not only economically competitive but also socially and culturally valuable. Therefore, the development of technology-based heritage entrepreneurship needs to be continuously encouraged as a strategy to strengthen the creative economy while preserving the nation's cultural identity in the digital era.

Suggestions

Based on the results, there are several suggestions that can be given to various parties Based on the results, there are several suggestions that can be given to various stakeholders to support the development of culture-heritage-based entrepreneurship among Gen Z. First, for young entrepreneurs, especially Gen Z,

there is a need to improve capabilities in business management, digital literacy, and the use of artificial intelligence (AI) technology to manage businesses more effectively and sustainably. In addition to technology skills, entrepreneurs must also understand the values of culture that form the basis of the products developed so that the innovations do not diminish the identity and authenticity of the heritage. Second, the government is expected to strengthen support for culture-based entrepreneurship through training programs, business mentoring, financing access, and the strengthening of digital infrastructure that is evenly distributed. Such support is important to help Gen Z overcome various obstacles, such as limited capital, lack of business experience, and limited access to more advanced technologies. In addition, the government should promote policies that support the promotion of local cultural products to compete in national and international markets. Third, educational institutions and universities should actively instill a culture-based entrepreneurial spirit in students through teaching activities, research, and community service. Integration of entrepreneurship, creative economy, digital technology, and cultural preservation into the curriculum can be a strategic step to prepare a younger generation capable of facing the challenges of the business world in the digital era.

Moreover, cooperation between universities, industry, and the cultural community should be enhanced to create a more productive innovation ecosystem. Fourth, cultural communities and society are expected to support preservation of cultural heritage by actively participating in the development of innovative and economically valuable cultural products. Collaboration among entrepreneurs, artists, culture experts, and local communities can produce products that are not only commercially appealing but also continue to preserve the historical and philosophical cultural values contained within them. Lastly, for future researchers, it is recommended to conduct more in-depth research using a field approach, a larger number of respondents, and a more diverse geographic scope. Further research can also examine the effectiveness of using certain AI technologies in the development of cultural entrepreneurship or analyze the economic impact generated by the digitalization of cultural heritage products. Thus, the results of future research are expected to provide a more comprehensive contribution in supporting the development of innovative, sustainable, and globally competitive cultural-heritage-based entrepreneurship.

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