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Developing the Business Performance of the Digital Creative Industry: Corporate Entrepreneurship Approach

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ABSTRACT

Objective – This research aims to obtain profile corporate entrepreneurship and identify a strategy to develop corporate entrepreneurship to improve the business performance of the digital creative industry in the industrial revolution era 4.0/industry 4.0 through a Penta Helix Collaboration Model.

Methodology/Technique – The unit of analysis in this study was the digital creative industry in West Java Province, which was one of the centres of the digital creative industry in Indonesia. This research was a qualitative research. The sample size was determined by the snow ball method. The sample size used in this study was 50 SMEs. The sampling technique used was purposive sampling. Data was collected through observation, questionnaires, in depth interviews and focus group discussions by involving SME's in the digital creative industry, academics, creative industries communities, and media. The study used a time frame from June 2017 until March 2019. According to the objective of this study, descriptive analysis was used.

Findings – The findings revealed that most digital creative industry need corporate entrepreneurship development. Penta helix collaboration models are needed so that the strategy can be implemented well. Research on the topic of corporate entrepreneurship in the digital creative industry is still rarely conducted.

Novelty – The novelty or originality of this research is recommended business strategies based on corporate entrepreneurship and assist the government in formulating appropriate policies for the growth and development of digital creative industries in West Java. The results of this study can also strengthen research with different topics in the digital creative industry in West Java and in Indonesia.

Type of Paper: Empirical.

Keywords: Business Performance; Creative Industry; Digital Creative Industry; Corporate Entrepreneurship; Penta Helix Collaboration Model.

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JEL Classification: M21.

1. Introduction

Industrial Revolution 4.0 and ASEAN Economic Community (AEC) foster the national creative industry and must start to change based on technology, utilizing technology in its business activities. Recently, national development in Indonesia has been focusing on the digital creative industries to enhance the competitive advantage of creative industries.

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The digital creative industries were technology-based industries that were expected to provide a higher value creation. The digital creative industries have been growing rapidly in Indonesia particularly in West Java Province which becomes the center of digital creative. The development of these industries has great potential supported by continuous development of technology infrastructure, ease of access to the information center through the internet, social innovation process in the community such as e-commerce phenomenon, and various applications that enable people to interact and conduct transaction digitally (Morgan,2013). West Java Province also has some potential to support the development of digital creative industry such as the diversity of local culture, the openness of its society to modern culture, which led to the development of creativity and innovation. The province also has many sources of knowledge since there are many leading universities that produce qualified human resources. The combination of these factors create the aesthetic and technological elements that characterize the product of the digital creative industries in West Java.

However, there were problems in the digital creative industries in West Java related to unsatisfactory performance in corporate entrepreneurship. Many studies found that corporate entrepreneurship had a significant effect on organizational performance because corporate entrepreneurship is an overall effort made by the organization to innovate, be proactive, and take risk risks (Barton & Barton, 2013; Zahra & Garvis, 2000). However, improving the performance of digital creative industry organizations through corporate entrepreneurship is a complicated process. Therefore, a development strategy to improve the corporate entrepreneurship of the industry that involves all relevant stakeholders such as business, academics, government, community, and media (Penta helix models) is essential.

The objective of this study is to obtain profile corporate entrepreneurship and identify a strategy to develop corporate entrepreneurship in order to improve the business performance of the digital creative industry in the industrial revolution era 4.0/industry 4.0 through a Penta Helix Collaboration Model. The data was collected through observation, in depth interviews, questionnaires, literature study, and Focus Group Discussion (FGD). The FGD involved digital creative industry, academics, creative industry community, government representatives and media. The contribution of this research results is that it can be one of the base line studies that can be used as an important basis for policy makers / governments to determine strategic steps for sustainable business development in the digital creative industry in West Java. The research results can be used as needs assessments in determining the form of capacity building activities business.

2. Literature Review

In the era of the industrial revolution 4.0, development and utilization of digital technology has a significant positive influence on the creative economy sub-sectors in Indonesia such as digital, design, music, fine arts and other creative economic sub-sectors. In connection with these developments, the opportunity for digital creative industries to develop is even greater. Digital creative industry is a creative industry that combines elements of creativity and the use of digital technology in the production process and its final product. The scope of the digital creative industry consists of games, animation, applications, software, social media and digital music. In the chain of creation and production, technology is needed to obtain, disseminate, and exchange information and enrich creative ideas. Technology is needed during the production process through the use of the internet in the search for new designs. Information technology is also needed in distribution, promotion, and sales so that business processes run more effectively

Corporate Entrepreneurship is a process to facilitate the firm's effort to innovate constantly, create new processes, new products, and new business not only by the organization owner or leader but also by all elements in the organization (Barton & Barton, 2013; Xu,, et. al., 2014). The objectives of corporate entrepreneurship are creativity, innovation, and entrepreneurship within the organization. The outcomes of corporate entrepreneurship can be a new product, innovation, business sustainability, and growth (Dess et. al., 2003; Kuratko & Covin, 2014). There are five dimensions in corporate entrepreneurship namely innovate, proactive, take risk, and entrepreneurship culture (Zahra & Garvis, 2000). Another approach states that there are five dimensions in corporate entrepreneurship namely autonomy, innovativeness, proactive, competitive aggressiveness and risk-taking. (Morris et. al., 2010). Many research found that corporate entrepreneurship had a significant effect on organizational performance because corporate entrepreneurship is an overall effort made by the organization to innovate, be proactive, and take risk risks (Bouchard & Fayolle, 2018; Feng & Mu, 2011; Hotho & Champion, 2010; Zahra & Garvis, 2000).

Hornsby et. al. (2013) conducted research related to proof that the manifestation of corporate entrepreneurship is an important strategy for the success of private and public organizations. Horsnsby et. al. (2013) used the CEAI (the corporate entrepreneurship assessment instrument) method that was developed to measure the internal factors of an organization that affect entrepreneurial activity and its results. Corporate entrepreneurship is applied differently based on the level of the organization and the level of entrepreneurship. However, each implementation of corporate entrepreneurship is a step towards gaining competitive advantage (Covin & Miles, 1999). Corporate entrepreneurship is a process associated with decision making in business activities within the organization. Corporate entrepreneurship will make the entrepreneurial process to be carried out not only by the organization owner or leader but also by all elements in the organization (Özdemirci, 2011). According to Dess et. al. (2003), social factors, intellectual capital, and human resources are key factors in implementing corporate entrepreneurship. Corporate entrepreneurship is implemented within the company through three processes, namely: strategic renewal, innovation, and corporate venturing. Another approach states that there are five dimensions in corporate entrepreneurship namely autonomy, innovativeness, proactiveness, competitive aggressiveness and risk-taking. (Morris et. al., 2010). There is a relationship between indicators related to corporate entrepreneurship towards innovative developments and behaviour in the creative media industry. These indicators include organizational capabilities, ecosystem/business environment, and territorial attributes (geographical area and cultural area). Corporate entrepreneurship (CE) is highly important for small and medium-sized enterprises (SMEs) to remain competitive. It is difficult for these organizations, however, to choose relevant SME management practices to induce CE. Schmelter et. al. (2001) emphasize the influence of various functions of human resource management on the performance of corporate entrepreneurship in SMEs in Germany. The results show that the human resource management activities have a positive effect on corporate entrepreneurship.

There are five pillars in the development of digital creative industries namely people, industry, technology, resources, and financial intermediaries. Industry is all activity to produce creative products through the process of production, marketing and distribution. This activity aims at providing added value through the attributes inherent in the product that shows the quality of the product. Technology is one of the main capital to build a creative economy. Technology can be tangible and intangible. Tangible technology can be in the form of machines or assistive devices and intangible technology can be in the form of methods. Technology is a tool that facilitates individual creativity to produce real work. Resources are the input needed in the creation process. Resources consist of raw materials, energy, and human resources (in the form of individuals and creative ideas). Financial intermediaries are institutions that play an important role in channeling funding to industries, both in the form of capital/equity and loans/credit. The financial intermediary institution is one of the important elements to bridge the financial needs of industry players.

The process of improving business performance in the digital creative industry using corporate entrepreneurship involves many stakeholders. They are intellectuals/academics, business, government,

community, and media. The parties are incorporated in Penta Helix. Penta helix (Sturesson. Elof, et. al., 2009) is an extension of the triple helix strategy, which adds various elements of the community or non-profit institutions to boost the innovation.

The purpose of Penta Helix is to create a circulation of science that leads to innovation, namely the ownership of economic potential, or knowledge capital (Halibas et. al., 2017). Penta helix model five parties are working together to achieve sustainable business performance of the digital creative industry. In carrying out its role, each party has different responsibilities. Academics are knowledge resources. Academics have a role as agents that form constructive values for industrial development in society. Businesses play a role in producing creative products and economic exchange relations and play a role in transforming creative ideas into economic value products. The government has a role to develop management principles through policies so that the creative industry can grow aggressively. The community is a vehicle for the formation and development of business entities and knowledge sharing media among digital creative industry entrepreneurs. The media acts as a facilitator in building the business image, creating a positive business climate, and providing great opportunities for renewable resources.

Penta Helix as the main actors should interact continuously to form knowledge space, where the five parties already have equal understanding and knowledge. Next, these five parties form a consensus space where they make agreements and commitments on certain aspects that ultimately lead to the formation of innovation spaces that produce creative products with high economic value.

3. Research Methodology

This research is qualitative research. The research variable is corporate entrepreneurship including the dimensions namely innovation, proactive, risk-taking, and culture of entrepreneurship. The population in this study is the digital creative industry SME's in West Java Province. This research is qualitative. The object of qualitative research studies is often casuistic. Qualitative research is not concerned with generalization. Therefore, the sample is determined purposively. The determination of the sample is not based on the aspect of representation of the population in the sample but rather on the ability of the sample (informant) to supply information as completely as possible to the researcher. The sample used in the qualitative research method is small, not representative, chosen according to the purpose (purposive sampling) and developed during the research process. Based on the description above, it can be concluded that purposive sampling should determine carefully the groups that are considered able to provide sufficient information needed in the study ((Sekaran & Bougie, 2013).

The sample size was determined by the snowball method. Furthermore, in-depth interviews were conducted from one respondent rolling to another respondent who met the criteria and stopped when there was no new information obtained. There is a variation of information replication or repetition in snowball sampling. It means that the information provided by the next informant is the same as what is given by the next informant. The sample size used in this study was 50 SMEs. The data collection methods were observation, in depth interviews, questionnaires, literature study, and Focus Group Discussion (FGD). The FGD involved digital creative industry, academics, creative industry community, government representatives and media. The study used a time frame from June 2017 until March 2019. In line with the objectives of the study, resource based view and descriptive analysis techniques were used. with the following stages.

The first stage is mapping out and doing an assessment the capacity of the digital creative industry through a corporate entrepreneurship approach. The second stage is recommending a business strategy to increase corporate entrepreneurship in order to improve business performance. In the second stage is obtain an overview related to the mapping and analysis of the role each component of penta helix collaboration model to support the implementation of strategy. The third stage is a sustainable business development model with a penta helix collaboration approach is developed.

4. Results

4.1 Respondent Characteristics

The results show that the types of digital creative industry businesses include games, animation, social media, web developers, and software/ applications. Most respondents (46%) are engaged in making and developing software/applications. Making and developing software/applications has a very good prospect because all types of economic activities such as trade, education, health and other sectors require applications to support the business processes. From the indicator of the number of employees and business length, the majority of digital creative industries (50%) is UMKM because it has 5-50 employees, and still has very minimal business experience (88% of respondents only 0-5 years in business). The above illustration shows that the improving creative industries the capacity must still be increased in order to be able to minimize deficiencies arising from low business experience.

4.2 Corporate Entrepreneurship Profile in Digital Creative Industry in West Java

Measurement of corporate entrepreneurship is carried out through measurement of its dimension, namely innovation, proactive, risk taking, and culture of entrepreneurship. In the innovation dimension, the results of the study show that the majority of respondents (64%) stated that the organization focuses on research and development in their business activities and half of the respondents (50%) stated that the organization had high consideration of new technology but only 43% agreed to make a considerable investment for new product development. It can be concluded that they had a high consideration of new technology but do not have the ability to invest. The most respondents (75%) strongly agreed that they were open to new ideas to bring business opportunities and more half of the respondent (51%) stated that they have business strategy planning in the form of product innovation and creativity. But only 40% respondents encourage employees to participate in the innovation process and didn't reward innovative employees. In the proactive dimension, the half of respondents (50%) found new market potential and the most organizations (64%) were always proactive in selling to increase market share. The company was looking for new market opportunities to increase market share. The most respondents (57%) were always the first to introduce products and were ahead of competitors. But only 43% of the respondents always encouraged the employees to realize new ideas in the form of products. The results also show that the organizational structure is also less support for the proactive process.

The risk-taking dimension measured the level of courage and organizational ability in taking risks in its business activities. The minority of respondents (45%) dared to take action to invest in an uncertain business environment. Many respondents (40%) showed a high tolerance for high-risk jobs. Most of the respondents (around 60%) gave awards to individuals who could measure job/project risk. This shows that the majority of respondents did not dare to take business risks and have a low tolerance for high-risk jobs. The culture of entrepreneurship dimension measured the ability of organizations to create an environment that supports entrepreneurship and makes entrepreneurship the soul of the organization. The results showed that the culture of entrepreneurship was still low. Almost all indicators that reflect the performance of the culture of entrepreneurship were still being improved. Even majority of the respondent (57%) answered that entrepreneurship was the soul of the organization but the majority respondent (51%) stated that company didn't create an environment that supported entrepreneurship. The minority of respondent (43%) stated that the company had a culture to encourage new ideas, the organization didn't give employees to freedom to grow (50% of the respondent), the management's support affected entrepreneurship in the organization (46% of the respondents), organization provides training to improve employee competencies (42 % of the respondents), and the organization emphasizes business accountability (42% of the respondents).

5. Discussion

From the results of an assessment of the four dimensions of corporate entrepreneurship, it can be identified the driving and inhibiting factors in the development of digital creative industries in West Java Province and then identify strategy to improve business performance. As shown in Table 1, openness to new ideas in developing products is a strategic first step to improve business performance. Openness to new ideas will lead to innovation both process innovation and product innovation (Hsu et. al., 2014). The driving factors arise when innovation and creativity have become part of the organization's business strategy and organizational culture (Sturesson et. al., 2009; Turró et. al., 2014). This will be the driving force for the whole organization so that the culture of innovation will become an organizational culture (Turró et. al., 2014). However, for the dimensions of innovation, inhibiting factors arise because the organization has limitations to invest in developing new products and less directly involved in encouraging employees to innovate

Table 1. Driving and Inhibiting Factors in Corporate Entrepreneurship

Driving Factors	Inhibiting Factors
Dimension: innovation Indicator: organization focuses on research and development; high consideration to new technology; open to business new idea; have business strategy planning in the form of product innovation	Dimension: innovation Indicator: low investment ability to develop products; the level of employee involvement in the innovation process is low; does not have a reward system for innovative employees
Dimension: proactive Indicator: Organizations are always proactive in selling and find a new market to increase market share; introducing products and services ahead of competitors	Dimension: proactive Indicator: Employees are not encouraged to realize new ideas in the form of new products; organizational structure is also less support for proactive process
Dimension: risk-taking Indicator: the organization rewards individuals who can measure job/project risk.	Dimension: risk-taking Indicator: The level of courage to invest in an uncertain environment is low; organizations show very low tolerance for high risk jobs.
	Dimensions: entrepreneurial culture Indicator: companies now have a culture to encourage new ideas; creates an environment that supports entrepreneurship; low training to improve employee competencies

The next driving factor is that organizations are always proactive in sales to increase market share and dare to issue new products to be able to compete. However, new products should be supported by new technology as well. For risk-taking dimension, organizations have a low tolerance for carrying out high-risk jobs. This means that the organization does not have enough courage in taking risks. However, the organization has given rewards to employees who dare to take risks at work. Organizations should increase the ability to be able to calculate risks so that they can take jobs with calculated risks. For the cultural dimension of entrepreneurship, organizations have an organizational culture that supports new ideas and can create a conducive environment (Bierwerth et. al., 2015). The organization is also able to provide training to improve employee metrics. However, inhibiting factors arise from aspects of business accountability. The aspect of

business accountability is very important especially if the organization is owned by several stakeholders. Business accountability makes the organization trustworthy.

The findings revealed that there were challenges in the development of the digital creative industries in West Java, such as bureaucratic challenges, problems in the transfer of knowledge and technology and challenges in improving human resource competence and entrepreneurship. Therefore, the development policy of the digital creative industry should be directed to aspects of the infrastructure of creative business, human resource management, technology development, determination of product excellence and uniqueness, market expansion through government support, improvement of complete technology infrastructure, measuring and strengthening the chain elements value, developing a connected digital creative industry business ecosystem, developing superior product at the global market level, compiling supporting digital creative industry policies, and creating high-performance.

Each party in penta helix collaboration model has different responsibilities and works together to improve the business performance of the digital creative industry. In the context of creative industries, intellectuals are educators in educational institutions, researchers, humanists, artists who have high concern to develop digital creative industries through scientific and moral approaches rather than through business practices. Scholars have a very large capacity in strengthening the formal and informal bases of innovation and has the ability to mature innovation concepts and have the capacity to disseminate information. Scholars here have a role as agents to spread and implement science, art and technology, as well as agents that shape constructive values for the development of industry in society. Academics as part of the community of scholars in higher education institutions and research institutions, have a large role in developing digital creative industries in the form of curriculum development, quality of learning, innovative multidisciplinary research collaboration, provision of creative human resources, and the development of business incubators.

Industry plays a role in producing creative products and plays a role in economic exchange relations and plays a role in the transformation of creative ideas into economic value products. The role of industry is as a creator, as a center of excellence of creators of digital products and services, new markets that can absorb the products and services produced, as well as job creation for creative individuals. The industry can also provide input for the development of government policies / regulations relating to digital creative industries and can support SME capacity development policies / programs through a variety of ways, including cooperation with educational institutions and the government to develop entrepreneurial capacity, business coaching, and mentoring.

The main role of the government in the development of creative industries is as a facilitator, regulator, and urban planner. The government acts as a facilitator by providing financial assistance, incentives, protection and excellent public service delivery. The government acts as a regulator by producing policies relating to the creative industries and surrounding ecosystems such as the community and educational environment. The government acts as an urban planner by making plans and creating creative cities in Indonesia.

Communities can support SME capacity development policies / programs through a variety of ways, including collaboration with educational institutions and the government to develop entrepreneurial capacity, business coaching, and mentoring. The community is a vehicle for the formation and development of business entities, knowledge sharing among digital creative industry businesses. Knowledge sharing can be the main media to be able to develop quality performance among community members. The community carries out activities aimed at strengthening cooperation among creative industry players. Communities can also improve business networking. Communities can collaborate with government and educational institutions for coaching entrepreneurship and business coaching. In supporting the pillars of improving the creative industry, the media has a role as a facilitator to disseminate ideas or ideas between individuals to then become a new knowledge in business, improve the performance of digital creative industries by creating a positive image, and help as a promotional media to increase market share.

6. Conclusion

The findings reveal that there were challenges in the development of the digital creative industries in West Java, such as bureaucratic challenges, problems in the transfer of knowledge and technology and challenges in improving human resource competence and entrepreneurship. Therefore, the development policy of the digital creative industry should be directed to aspects of the infrastructure of creative business, human resource management, technology development, determination of product excellence and uniqueness, market expansion through government support, improvement of complete technology infrastructure, measuring and strengthening the chain elements value, developing a connected digital creative industry business ecosystem, developing superior product at the global market level, compiling supporting digital creative industry policies, and creating high-performance. The development of the digital creative industry requires an integrated collaboration of academics, business, government, community and the media. Those five parties need to work together to achieve sustainable business performance from the digital creative industry. The role of each component will be largely determined by the profile and results of the assessment of organizational capacity through corporate entrepreneurship.

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