A MODEL OF STRATEGIC ENTREPRENEURSHIP:
The Construct and its Dimensions

Dr. Ir. Manerep Pasaribu

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Entrepreneur/Entrepreneurship

- Entrepreneurship is the dynamic process of creating wealth.
- Entrepreneurship is not only being entrepreneur. It's also builds a mentality of entrepreneur (Entrepreneurial Mindset).

Peter F. Drucker, 1985
• **Strategic entrepreneurship (SE)** involves simultaneous opportunity-seeking and advantage-seeking behaviors and results in superior firm performance.

• On a relative basis, small, entrepreneurial ventures are effective in identifying opportunities but are less successful in developing competitive advantages needed to appropriate value from those opportunities.
Entrepreneurial Culture

Organizational culture is a system of shared values (i.e., what is important) and beliefs (i.e., how things work) that shape the firm’s structural arrangement and its members’ actions to produce behavioral norms (i.e., the way work is completed in the organization) (Dess & Picken, 1999). More formally, culture has been defined by six properties: “(1) shared basic assumptions that are (2) invented, discovered, or developed by a given group as it (3) learns to cope with its problem of external adaptation and internal integration in ways that (4) have worked well enough to be considered valid, and, therefore, (5) can be taught to new members of the group as the (6) correct way to perceive, think, and feel in relation to those problems” (Schein, 1985, as adapted by Weick & Sutcliffe, 2001: 121).
Entrepreneurial Leadership

Effective leadership is linked to the success of all sizes and types of firms (Daily et al., 2002). A specific type of leadership, entrepreneurial leadership is the ability to influence others to manage resources strategically in order to emphasize both opportunity-seeking and advantage-seeking behaviors (Covin & Slevin, 2002; Ireland & Hitt, 1999; Rowe, 2001).
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TEORI PERTUMBUHAN
(Growth Theory)

Entrepreneurship Economic & Growth Development
(Schumpeter, 1951; Ronstadt, 1984)

<table>
<thead>
<tr>
<th>Country</th>
<th>Entrepreneurship Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>11.5%</td>
</tr>
<tr>
<td>Jepang</td>
<td>11%</td>
</tr>
<tr>
<td>Singapura</td>
<td>7.2%</td>
</tr>
<tr>
<td>Malaysia</td>
<td>3%</td>
</tr>
<tr>
<td>Indonesia</td>
<td>1.65%</td>
</tr>
</tbody>
</table>

Idealnya sebuah negara maju mempunyai Entrepreneur > 2%

% dari populasi

Sumber: Tempo, 3-9 Oktober 2016 (diolah)

Dr. Ir. Manerep Pasaribu
Joseph Schumpeter, the Moravian-born economist writing in Vienna, gave us the modern definition of an Entrepreneur:

- Destroys the existing economic order.
- Introducing new products and services.
- Introducing new methods of production.
- Creating new forms of organization.
- Exploiting new raw materials.
- Or combining the existing to the new one.

The Power of Entrepreneurship

Increasing the standard of living.

England before 1760 = Imperial Rome 2,000 years earlier.

After 1870 (Industrial revolution) to 1979, the standard living jumped sevenfold on average (16 nations).
"There is no Innovation without Knowledge"  
(Nonaka & Takeuchi, 1995)

"Innovation is the Specific Tool of Entrepreneur"  
(Peter F. Drucker, 1985)

"There is no Innovation without Leadership"  
(De Meyer & Sam Gard, 2005)

3 Mazhab:
3 Mazhab + 1P:

"Paranoia is a key trait in entrepreneurial Success"

- Andrew S. Grove
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“Knowledge-Innovation-Entrepreneurship”

Knowledge

Innovation

Entrepreneurship

Resources

Competitive Advantage, Wealth Creation, Change

Sumber: The Knowledge-Creating Company (Nonaka & Takeuchi, 1995), dimodifikasi Manerep Pasaribu
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Strategic Entrepreneurship

Dr. Ir. Manerep Pasaribu
ENTREPRENEUR MELIHAT DAN MENCARI PELUANG UNTUK MEMPERTAHANKAN DAYA SAING

PELUANG (Opportunity)

Implementasi
The entrepreneur always searches for change, responds to it, and exploits it as an opportunity.

(Innovation is the instrument of entrepreneurship). (Peter F. Drucker 1985, 1993)
Megatrends and Trends are Opportunities for an Entrepreneur.
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BIG DATA & ENTREPRENEURSHIP

Big Data
Information
Knowledge
Wisdom

Knowledge
Innovation

Entrepreneurial Mindset
Entrepreneurial Culture
Entrepreneurial Leadership

Entrepreneurship
Resources

Competitive Advantage, Wealth Creation, Change

Sumber: The Knowledge-Creating Company (Nonaka & Takeuchi, 1995), dimodifikasi Manerep Pasaribu
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TEORI PERTUMBUHAN (Growth Theory)
Entrepreneurship Economic Growth Development
(Schumpeter, 1951; Ronstadt, 1984)

Idealnya sebuah negara maju mempunyai Entrepreneur > 2%

![Diagram showing entrepreneurship rates in different countries.](image)

- USA: 11.5%
- Jepang: 11%
- Singapura: 7.2%
- Malaysia: 3%
- Indonesia: 1.65%

Sumber: Tempo, 3-9 Oktober 2016 (diolah)
Tiga Tipe dari Wirausaha (Entrepreneur)

Pendiri (Founder)
- Bill Gate (Microsoft), Donald Trump (Trump Entertainment Resorts), Warren Buffet (Berkshire Hathaway), Prof. Dr. T.D. Pardede (Pardede Grup), D.L. Sitorus (PT Torganda), H.W. Hutahaean (PT Hutahaean), Chairul Tanjung (CTCorp), Nurdin Tampubolon (NTCorp), Jonner Napitupulu (Lyduma Group), Benny Siagian (Petronesia Benimel), Charles Simorangkir (Dietzel Indonesia), Edison Lo (Proteknik Mega Persada), Mahendra T. Sitepu (Inkubator Start-up)

Pemimpin Perusahaan (CEO)
- Jack Welch (GE), Tanri Abeng (Bintang), Dahan Iskan (PLN), Helman Sembiring (JCIT, Samudera Indonesia), Hasrul Hasan, N.A. Setiawan (Inalum), Dimpos Tampubolon (PT BUM), Eddie Widiono, Fahmi Mochtar (Eks Dirut PLN), Handry Satriago (CEO GE Indonesia), Dwi Soetjipto (Dirut Pertamina), Bambang Eka Cahyana (PT Pelindo I), Jamsaton Nababan (PT Pertamina).

Waralaba (Franchise)
Case: Nurdin Tampubolon (NT Corp)

Entrepreneur/Entrepreneurship yang “Tak Pernah Tidur”

"Only the paranoid survive..."

"Paranoia is a key trait in entrepreneurial Success."

- Andrew S. Grove
(Chairman of Board of Intel Corporation)
THE SIGMOID CURVE OF NT CORP

Business Progress

Start-up

Palm Oil/CPO (Core Business)

Time

Curve-1

Energy (Listrik)

Maturity

Curve-2

Curve-3

New Business
- Hilirisasi CPO
- Entertainment
- Dan lain-lain

NTV/Media Televisi

Decline

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A Model of Strategic Entrepreneurship

- Entrepreneurial Mindset
- Entrepreneurial Culture and Entrepreneurial Leadership
- Managing Resources Strategically
- Applying Creativity and Developing Innovation
- Competitive Advantage Wealth
“Three Core Concepts”

“Creating value” as the purpose for innovatives, whether expressed in financial terms, employment or growth, sustainability, or improvement of social welfare.

“Innovation” as process which can be organized and managed, whether in a start-up venture or in renewing a 100- year-old business.

“Entrepreneurship” as the motive power to drive this process through the efforts of passionate individuals, engaged teams and focused networking.
The New Focus on “Knowledge” as a Competitive Resources

KNOWLEDGE

INNOVATION

COMPETITIVE ADVANTAGE (CHANGE)

Sumber: The Knowledge-Creating Company (Nonaka & Takeuchi, 1995)
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Three Driving Forces
(Based on Jeffry Timmons’ Framework)

Opportunity

Entrepreneur

Fits & Gaps
Business Plan/
Business Model

Resources

Uncertainty

Uncertainty

Uncertainty

Uncertainty
Pendekatan Strategic Entrepreneurship (Ireland et al. 2003)

- Entrepreneurial Mindset, Culture, and Leadership
- Managing Resources Strategically
- Applying Creativity and Developing Innovation
- Competitive Advantage
- Wealth Creation
• **We argue that SE is a unique, distinctive construct through which firms are able to create wealth.**

• **An entrepreneurial mindset, an entrepreneurial culture and entrepreneurial leadership, the strategic management of resources and applying creativity to develop innovations are important dimensions of SE.**

• **Herein we develop a model of SE that explains how these dimensions are integrated to create wealth. © 2003 Elsevier Inc. All rights reserved.**
Figure 1: A model of strategic entrepreneurship.
The Resulting Model

Strategic Vision and Direction

Innovative Organization

Entrepreneurial Goals & Context

Recognise opportunity

Find Resources

Develop Venture

Create Value

Learning

Innovative Organization

Bessant & Tidd 2011
Entrepreneurial Opportunities

Those situations in which new good, services, raw materials, and organizing methods can be introduced and sold at greater than their cost of production

Entrepreneurial Action

Action through the creation of new products/ processes and/or the entry into new markets, which may occur through a newly created organization or within an established organization

Hisrich et.al 2010
The entrepreneur always searches for change, responds to it, and exploits it as an opportunity

Peter F. Drucker
“Three core concepts”

- “Innovation” as process which can be organized and managed, whether in a start-up venture or in renewing a 100-year-old business.
- “Entrepreneurship” as the motive power to drive this process through the efforts of passionate individuals, engaged teams and focused networking.
- “Creating value” as the purpose for innovatives, whether expressed in financial terms, employment or growth, sustainability, or improvement of social welfare.
TENTANG PENULIS
TERIMA KASIH