Creative Economy Development Strategy Using the Penta Helix Method: Study of the Culinary Industry in Sukabumi City

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Abstract. The business paradigm in Indonesia continues to be discussed, entrepreneurship is present as a significant development, Indonesia has a great opportunity to increase national economic growth through the development of a creative economy. The creative economy sector in Indonesia has made a very large contribution to the national GDP, the creative economy sector is dominated by MSMEs. The creative economy is an economic concept that intensifies information and creativity. There are three sub-sectors which are the biggest contributors to the performance of the creative economy, namely the culinary, fashion and craft industries. The city of Sukabumi has a special food, namely Mochi as a culinary tourist attraction. This has an impact on the economic development felt by the people of Sukabumi City because mochi has become one of the most sought-after culinary tourism icons in Sukabumi City, one of which is Mochi Bagja which is currently developing. This research uses a qualitative approach with a combination of Penta Helix and identified SWOT and QSPM. The results of the research show that Mochi Bagja's business conditions are in the Hold & Maintenance position, and produce eight alternative strategies.

Keywords: Business Strategy · Creative Economy · Penta Helix · SWOT

1 Introduction

A new paradigm emerges in business development in Indonesia. This paradigm occurs in resource-based businesses so far that has been seen as effective in business development which has an impact on accelerating changes in the life of the business environment [1]. In Indonesia itself, nowadays the economic conditions are increasingly unstable, it is difficult to have a job because the number of jobs and the workforce has a significant turnaround so that many people then turn into entrepreneurs [2]. Of course, the government must be able to overcome this problem so that it does not continue. In a country with a high population like Indonesia, entrepreneurship is one of the answers to economic solutions [3].

Indonesia has a great opportunity to increase national economic growth through the development of the creative economy. Creative Economy is basically an economic activity that relies on creative thinking to create new and different things that have meaning and value [4]. Business actors in the creative economy sector occupy the largest share of all the economic activities of the Indonesian people. Indonesia will also experience a demographic bonus until 2035, where by 2030 the number of productive age population is estimated to be above 60 percent and 27 percent of them are young people with a vulnerable age of 16–30 years [5].

Indonesia has millions of MSME business actors in the creative economic sector [6].

In the era of globalization, the creative industry is growing more advanced compared to the previous year, so that our government pays special attention to the areas of the creative industry. What really contributes to the Indonesian economy is the Creative Industry itself [7].

The creative economy sector in Indonesia has made a very large contribution to the national GDP, the creative economy sector is dominated by MSMEs. The creative economy is an economic concept that intensifies information and creativity. There are three sub-sectors which are the biggest contributors to the performance of the creative economy, namely the culinary, fashion and craft industries. The contribution of the creative economy annually contributes to national GDP, this was conveyed by the Minister of Finance, Sri Mulyani (2021) (www.kontan.co.id).

In 2021, creative economy will make a sizable contribution to the GDP of the national economy, up to 6.98 percent, almost 7 percent with a value of not less than IDR 1,134 trillion, Ministry of Tourism and Creative Economy (2021). One of the provinces that has contributed to the national economy is the province of West Java. The contribution of the national creative economy sector is supported by the GRDP of West Java Province. This indicates that the creative economy sector in West Java provides a relatively large contribution to national economic growth. In West Java Province, there is a city that has the potential for a developing culinary industry, namely Sukabumi City [8, 9].

The city of Sukabumi has a special food, namely Mochi as a culinary tourist attraction. This has an impact on the economic development felt by the people of Sukabumi City because mochi has become one of the most sought-after culinary tourism icons in Sukabumi City, one of which is Mochi Bagja which is developing but still has management problems in the development of globalization, of course strategy is a must for companies to continue develop.

One strategy that can be used is SWOT analysis, SWOT analysis includes a form of analysis that is used by the management of a systematic company or organization, and can help prepare a mature plan in business with the aim of achieving company or organizational goals [10]. The Penta Helix method is used to obtain strategic solutions for each competency that the company needs.

"***CREATIVE ECONOMIC DEVELOPMENT STRATEGY USING THE PENTA HELIX METHOD***"

2 Literature Review

2.1 Business Strategy

To achieve business goals, strategies can be used as tools that act as accelerators and dynamics so that business goals can be achieved effectively and efficiently. Strategy is believed to be a tool to achieve business goals. Strategy is an integrated plan that is comprehensive and integrated designed to ensure that the main goals of an organization or business can be achieved through proper implementation [11]. Furthermore, according to [12], strategic management focuses on efforts to integrate management, marketing, finance or accounting, production or operations, research and development, and computer information systems to achieve organizational success.

2.2 Penta Helix

Penta Helix is the synergy of five actors as a driving force in developing the creative economy. As a concept, the main idea of Penta Helix is the synergy of power between academia, business, government, media and society. Academics with resources, knowledge, and technology focus on producing various applicable findings and innovations. The business community carries out capitalization that provides economic benefits and benefits to society. While the government guarantees and maintains the stability of the relationship between the two with conducive regulations. Media has a role in electronic communication in the era of globalization and society as a direct party that feels [13].

2.3 SWOT Analysis

SWOT analysis will formulate and evaluate internal factors strengths and weaknesses, with external factors, namely opportunities and threats [14, 15]. Then, internal factors will be entered into a matrix called the internal strategic factor matrix (IFE). Internal Evaluation Factors, the IFE matrix, is used to determine the company's internal factors related to the company's strengths and weaknesses, which consist of aspects of human resources, marketing, production and operations, finance and accounting, and information systems. While external factors are inputted into the external strategic factor matrix, namely (EFE) Evaluation of External Factors, the EFE Matrix is used to evaluate the company's external factors [16].

2.4 Quantitative Strategic Planning Matrix

The Quantitative Strategy Planning Matrix or QSPM is a tool that helps enable strategy development by evaluating strategic alternatives objectively based on prior identification of important external and internal success factors. This technique objectively shows the external and internal factors of the strategy that have an impact and selects the best [17]. The advantage of using QSPM is that strategies can be examined sequentially and simultaneously, and there are no limitations.

3   Method

This research uses a qualitative approach [18] the qualitative method is a research method used in researching natural object conditions (the opposite is experimentation) that the researcher is the key instrument. The researcher must be able to present objects, phenomena or social arrangements that will later be included in the narrative. This study is an identification of SWOT and QSPM with the Penta Helix method which is a collaboration to create useful strategies for research objects where Academics, Government, Business (Mochi Bagja), Media and Society are in this research. The data used are primary and secondary data.

The data that has been obtained is then identified, sorted, elaborated, and grouped into the SWOT matrix. In research, data were obtained from informants, selected using a purposive sampling technique. Where is meant a situation in which an expert uses judgment when selecting respondents with certain objectives in it [19]. Collection of research data through observation, interviews.

3.1   Overview of Mochi Bagja

Mochi Bagja Sukabumi is shop culinary or wholesaler. Serving from mochi bagja is mochi with 10 variant flavor and variant flavor. Company this conveniently located in city Sukabumi, center business conveniently located in Paris East, City, gg. Mochi Sakura, RT.005/RW.001, kebonjati, Subdistrict Cikole, City Saukabumi Mochi Bagja stand on year 2014, Mochi Bagja look opportunity market and dare self innovate as businessman make mochi with 16 flavor.

3.2   Formolasi Strategy Stage

The steps or stages of strategy formulation, there are three stages, namely the first entry stage, the second matching stage, and the third stage of decision making with matrix analysis of IFE, EFE SWOT, and QSPM [17, 20].

3.3   Internal Factor Evaluation Formulation

Evaluation of internal process factors that determine the strengths and weaknesses that exist in the company. The process in determining is called the IFE method. The results received are in the form of weights obtained by multiplying the weights by the internal rating.

Based on Table 1, the results of data processing illustrate that the main strength of Mochi Bagja is two factors, namely the company is able to continue to innovate with flavors, sales partnerships, it should be noted that Mochi Bagja itself uses partnerships in sales to get a score of 0.52. Meanwhile, Mochi Bagja's current weaknesses are digital marketing, HR competence, and entrepreneurial orientation which are Mochi Bagja's main weaknesses. The IFE matrix is 2.80, this gives an indication that there is an evaluation that must be corrected by Mochi Bagja.

Table 1. Result Internal Factor Evaluation

No	Pertanyaan			
Faktor Internal Strength (Kekuatan)		Bobot	Rating	Skor
1	Quality raw materials and halal production	0.12	4	0.48
2	Able to continue to innovate	0.13	4	0.52
3	Prices are able to compete under competitors	0.13	3	0.39
4	Partners relationship is well maintained	0.13	4	0.52
				1.91
No	Question			
Internal Weakness Factors				
1	Companies have difficulty adapting to technological developments	0.13	1	0.13
2	Digital marketing doesn't work as it should	0.13	2	0.26
3	HR competence is not good	0.12	2	0.24
4	The company does not yet know the entrepreneurial orientation	0.13	2	0.26
				0.89

Table 2. Result External Factor Evaluation

No	Question			
External Factors Opportunities (Opportunities)		Weight	Ratings	Score
1	Wide open market segmentation	0.13	4	0.52
2	Technological developments help companies increase profits	0.13	4	0.52
3	Wide open company market expansion	0.12	4	0.48
4	The culinary industry is an industry that will not die	0.13	4	0.52
				2.04
No	Question			
Threats External Factors (Threats)				
1	Market competition is getting tougher, especially the culinary industry	0.13	2	0.26
2	Economic instability	0.13	2	0.26
3	The arrival of a new competitor	0.12	2	0.24
4	Companies that are difficult to adapt will find it difficult to develop	0.13	1	0.13
				0.89

3.4 External Factor Evaluation Formulation

Evaluating external factors is a process to determine the main opportunities and main threats of the company. This process is carried out using EFE (External Factor's Evaluation). The results of EFE processing are in the form of scores, namely the multiplication between weights and external ratings.
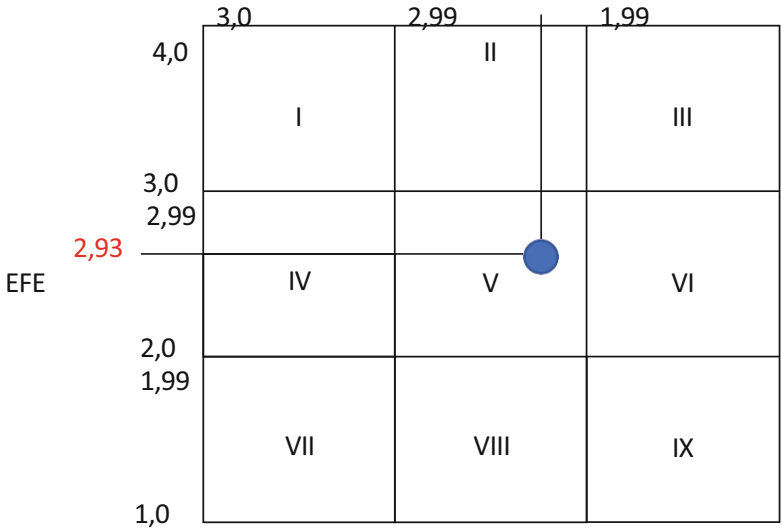
Fig. 1. IE Matrix Mochi Bagja

Based on the results of data processing in Table 2, Mochi Bagja's total external score is 2.93. Mochi Bagja's main opportunity is the culinary industry which is a very promising industry. Meanwhile, the threats faced by Mochi Bagja are intense market competition, uncertain economy.

3.5   Result Internal and External (IE) Matrix

The IE matrix is a combination of the total score from the evaluation of internal and external factors. Developed the IE matrix to determine the condition of the company and describe the appropriate strategic alternatives [32] (Fig. 1).

Mochi Bagja total IFE score is 2.80, and the total EFE score is 2.93. Based on the results of the IE matrix, Mochi Bagja condition is in division number V. is the position of Mochi Bagja in the stage of being maintained and maintained. Strategies that are appropriate for this area are market penetration strategies and product development. Mochi Bagja should now be ready to develop business by maximizing existing strengths and opportunities, and improving and minimizing existing weaknesses and threats.

3.6   Result SWOT Matrix Mochi Bagja

This SWOT matrix is a formulation tool in determining strategic decisions to be taken based on logic to maximize strengths and opportunities, but besides that, it can minimize existing weaknesses and threats. The following is the compilation of Mochi Bagja SWOT matrix (Tables 3 and 4):

QSPM matrix used in this decision stage is the QSPM *(Quantitative Strategic Planning Matrix) matrix*. This technique will show which alternative strategy is the best and most relevant for a QSPM company to choose.

Table 3. SWOT Matrix Mochi Bagja

	Strength (S) 1. Quality and halal production raw materials 2. Able to continuously innovate 3. Prices are able to compete under competitors 4. Partners relationship is well maintained	WEAKNESS (w) 1. Companies have difficulty adapting to technological developments 2. Digital marketing doesn't work as it should 3. HR competence is not good 4. The company does not yet know the entrepreneurial orientation
INTERNAL EXTERNAL		
Opportunities (O) 1. Wide open market segmentation 2. Technological developments help companies increase profits 3. Wide open company market expansion 4. The culinary industry is an industry that will never die	SO strategy 1. Segment Expansion, Market Expansion 2. Optimizing potential partners in each tourist area 3. Utilization of Digital Marketing	ST Strategy 1. Improving HR Competence, especially IT 2. Improving Production Quality
THREATS (T) 1. Market competition is getting tougher, especially the culinary industry 2. Economic instability 3. The arrival of new competitors 4. Companies that find it difficult to adapt will find it difficult to develop	WO strategy 1. Carry out the latest innovations from existing flavors and products. 2. Establish a cooperative relationship with the relevant Government	WT Strategy 1. Increase company income through online marketing activities.

3.7 QSPM Matrix Assesment Result

The matrix used in this decision stage is QSPM (Quantitative Strategic Planning Matrix) matrix. This technique will show which alternative strategy is the best and most relevant for the company to choose. QSPM. The QSPM matrix is the final stage in the analysis of strategy formulation which provides choices for the company's priority strategies that are most suitable for implementation [21] (Table 5).

The formulation is based on calculations made with AS values and TAS values, AS values provide a choice of strategies related to the factors in the priority strategy, which will later be used as a suitable strategy for the company. The results of the table show that the main priority strategy that Mochi Bagja immediately carried out was to carry out the latest innovations to make the latest innovations in taste and product development with a TAS value of 8.07.

Table 4. Result Alternative Strategic

Alternative Strategy
AS 1 = Segment Expansion, Market Expansion
AS 2 = Optimizing potential partners in each tourist area
AS 3 = Utilization of Digital Marketing
AS 4 = Improving Production Quality
AS 5 = Improving HR Competence, especially IT
AS 6 = Doing the latest innovations from existing flavors and products.
AS 7 = Establish a cooperative relationship with the relevant Government
AS 8 = Increase company income through online marketing activities.

Table 5. Score Result QSPM Matrix

No	Strategy	Mark	Rating
1	Segment Expansion, Market Expansion	6.92	V
2	Optimizing potential partners in each tourist area	5.25	VII
3	Utilization of Digital Marketing	6.67	VI
4	Improving Production Quality	4.74	VIII
5	Improving HR Competence, especially IT	6.93	III
6	Doing the latest innovations from existing flavors and products.	8.07	I
7	Establish a cooperative relationship with the relevant Government	7.82	II
8	Increase company income through online marketing activities	6.92	IV

4 Conclusion

The results of this study's SWOT identification using the Penta Helix method provide an understanding in analysing and predicting activities that should be evaluated and developed by the Mochi Bagja company. Mochi Bagja's current business condition is *Hold & Maintain*, in this position the company should carry out intensive strategies whereby market penetration, market development, product building and product development are able to assist the company in developing its business. The results obtained in the IE Matrix analysis, SWOT Matrix on Mochi Bagja produce eight alternative strategies on Mochi Bagja as an alternative including Segment Expansion, Market Expansion, Optimizing potential partners in each tourist area, Utilization of Digital Marketing, Improving Production Quality, Increasing HR Competence, especially IT, Establish cooperative relationships with The strategies can be seen above where what is most needed by this company is intensive in nature where the results of the strategy are related to market penetration, product development market development and product building. So that it can be used as an assessment that the research conducted is evaluation in nature. This is

also in accordance with the resulting IE matrix that Mochi Bagja is in a Hold & Maintenance position, namely a suitable strategy is a strategy that is suitable is a strategy of market penetration and product development [17] related Governments, increase company income through online marketing activities. Based on the results of the Quantitative Strategic Planning Matrix (QSPM) the priority alternative strategy that has the highest rating is the latest innovation of flavors and existing products with a TAS value of 8.07.

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