

Actor Collaboration in the Entrepreneurial Ecosystem: Triple Helix Approach

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ABSTRACT

This article aims to analyze the collaboration of business actors, government and academics (universities) involved in the creative industry entrepreneurial ecosystem in the East Priangan Region. This study uses a qualitative method with a descriptive analysis approach. Data collection was done by in-depth interviews. To get a proper analysis of the roles and collaborative processes of these actors, this study uses the Triple Helix approach (business, government and academic actors). The results showed that there were several programs as a form of collaboration between the business actors, government and academics (universities) in developing the entrepreneurial skills of the creative industry business actors in the East Priangan Region. Some of the programs are considered to be limited and not sustainable, so a strategy is needed to design a program that are planned, integrated, targeted and sustainable for improving the performance of the entrepreneurial ecosystem in producing productive entrepreneurship.

Keywords: Entrepreneurial Ecosystem, Creative Industries, Triple Helix Approach, Entrepreneurship.

1. INTRODUCTION

The creative economy sector in Indonesia makes a significant economic contribution, especially in the province of West Java. West Java is known to have a lot of potential creative industries and is a province with the largest export contribution to the creative industries in Indonesia (33.56%) (Creative Economy Agency (Bekraf), 2017). In line with the Regional Plan of West Java Provincial Government as set out in the Regional Medium-Term Development Plan (RMTDP) of West Java Province in 2013 - 2018, Chapter VI-4 (Regional Medium-Term Development Plan (RMTDP) of West Java Province in 2013 - 2018, Chapter VI -4), it is stated that one of the strategies in the industrial sector is to increase industrial competitiveness, with policy directions (a) to increase small and medium-scale industrial business units and partnerships between industries; (b) increasing production and quality of leading industries (agro

industries, creative industries and information technology communication industries). It can be understood that the creative industry is one of the focuses of the program in the industrial sector of the West Java Provincial Government (Popy Rufaidah & Sutisna, 2015; R. Purbasari et al, 2018).

One area in West Java that has the potential for creative industries is the East Priangan Region, as evidenced by the many creative industry centers located in the East Priangan Region (R. Purbasari et al, 2018). However, these potentials have not yet been fully exploited to the fullest and are still considered to be lagging behind other West Java Regions. As expressed by the Deputy Chair of West Java Kadin Empowerment and Economic Potential Region IV (East Priangan) Nana Mulyana that so far, the economic potential in East Priangan has not been exploited optimally. In fact, some of these regions have leading economic potential based on localization so that the government is encouraged to optimize regional potential in East Priangan to be more competitive (bappeda.jabarprov.go.id, 2017).

A study conducted by the Directorate for the Development of Special and Disadvantaged Regions found that the East Priangan Mainstay Region has four core business sectors consisting of agribusiness, marine, tourism, and small and medium industries, which in its management lead to the tourism sector. In general, the key factors of HR, R&D, markets, access to capital and infrastructure inputs, and policies, have become the development concepts that are considered. However, for the relationship and cooperation has not been a concern. Patterns of linkages have been created between small and medium industries with the agribusiness, fisheries and tourism sectors. Yet, it has not included the production process, cooperation, and supporting sectors. Sectoral programs, which are mostly in the region, are still oriented towards the production system. The HR and R&D factors have been taken into account, although they are not yet dominant. Conversely, business climate factors and cooperation/partnerships are lacking and not being addressed. In the pattern of interrelation, sectoral programs fill in many supporting components, namely infrastructure and human resources, as well as the main activities, namely inputs and processes (Directorate of Special and Underdeveloped Area Development, 2011).

Of the various problems of regional economic development found in the East Priangan Region, the entrepreneurial factor played by entrepreneurs can certainly be an important force that can influence the dynamics of economic growth. Many previous studies have shown that entrepreneurship is a catalyst for economic growth (Audretsch & Thurik, 2001; Carree & Thurik, 2010; R Purbasari, HA Muhyi & I Sukoco, 2020). Based on R Purbasari, HA Muhyi & I Sukoco (2020), entrepreneurial activities can increase the fluidity of the labor market (Roudy, 2017), job creation (Folster, 2000) and the introduction of innovative products and services (Roudy, 2017). This is possible because entrepreneurs show proactive behavior, competitiveness, innovation, risk taking and independence (RK Moruku, 2013). According to Voelker (2012) entrepreneurship also plays a major role in maintaining the productive use of human capital in the world of global trade (Hatos & Hatos, 2010), has a level of optimism (Hmieleski & Baron, 2009), awareness of opportunities (Arenius & Minniti, 2005) and enhancement of social networking abilities (De Carolis, Litky & Eddleston, 2009). Associated with its ability to form social networks, this is due to entrepreneurship resulting from interactions between individual attributes and the surrounding environment (Stam, E & Bosma, N, 2015; Acs., ZJ, Stam, E., Audretsch, DB, & O 'Connor, A, 2017; Purbasari, R et al., 2018), which is inherent in social relations (Nijkamp, 2000; Stuart & Sorenson, 2005;

Borissenko & Boschma, 2016). Capital obtained by an entrepreneur from social relations can increase the collective learning capacity of local networks, especially informal social relations (Doloreux & Parto, 2005; Borissenko & Boschma, 2016; Purbasari, R et al., 2018). Based on Heny Kusdiyanti (2008), entrepreneurial competence within the framework of business continuity is closely related to the elements and roles that exist in the business environment that can encourage increased competency and business continuity (R Purbasari, HA Muhyi & I Sukoco, 2020).

Based on the Small and Medium Industry Development Program (Strategic Plan (RENSTRA) of the Department of Industry and Industry of West Java Province in 2013 - 2018), problems faced by entrepreneurs in West Java include:

1. Limited ability of innovation and product diversification, knowledge of business management, marketing and working capital.
2. Limited mastery of technology, and handling and knowledge of raw materials / supporting materials.
3. Lack of understanding of the benefits of legality, standardization and product certification

From some of these problems, Isenberg (2011) explains that fostering entrepreneurship has become a core component of economic development in cities and countries throughout the world. The main metaphor for fostering entrepreneurship as an economic development strategy is through the "entrepreneurial ecosystem".

Isenberg (2011) explains that the entrepreneurial ecosystem is a set of actors and factors that are interrelated and formally and informally coordinated to unite with one another. Entrepreneurial ecosystems mediate and regulate entrepreneurial performance in local entrepreneurial environments to help entrepreneurial success through all stages of creating new businesses and developing existing ones to produce productive entrepreneurship to enhance local competitive advantage (Isenberg, 2011; Clarysse et al., 2014; Mason & Brown, 2014; Stam, 2015; Purbasari, R et al., 2018). A good entrepreneurial ecosystem enables the creation of entrepreneurial quality and competitive values at the regional level (Fritsch & Michael, 2012; Tsvetkova, 2015; R. Purbasari, et al., 2019). The concept of entrepreneurial ecosystems emphasizes the relational elements between multi-actor networks within the region that govern entrepreneurship and knowledge creation. The entrepreneurial ecosystem is dynamic and systemic involving several actors, institutions and processes (Mason & Brown, 2014). Some actors involved in the entrepreneurial ecosystem are business actors, government and universities (Isenberg, 2010; R. Purbasari, et al., 2019).

Government actors have an important role in removing barriers and in providing ideal prerequisites for entrepreneurship development (Isenberg, 2011; Mason & Brown, 2014). These prerequisites relate to reforms in the legal, bureaucratic, and regulatory framework relating to the business environment (Cohen, 2006; Isenberg, 2010; R. Purbasari, et al., 2019). However, government programs that support entrepreneurship are often questions about its effectiveness, given the interventions that tend to focus solely on business financing or the development of entrepreneurial personal abilities without paying particular attention to the operational context. As a consequence, innovation institutions both inside and outside the government are moving towards entrepreneurial interventions aimed at enabling the creation of "entrepreneurial ecosystems" specifically at the regional or sub-national scale of the city to support entrepreneurs directly (Auerswald, 2015). Therefore, the government as a policy maker and public institution has a big role in maintaining the entrepreneurial ecosystem

through the formation of regional dynamics, and designing policies and programs that strengthen the level and quality of policies that will greatly impact on reducing the threshold of entrepreneurial weaknesses (Aaltonen, A., 2016 ; R. Purbasari et al., 2019). While Academic Actors or Universities as non-governmental organizations play a role in providing support services as accelerators, hubs and incubators (Arruda et al., 2015; Purbasari, R et al., 2018).

In carrying out its role as one of the actors in the creative industry in West Java, a problem that often arises is the government, which despite having a policy instrument to support the creative industry, the implementation of the policy is still unsatisfactory, so there are still complaints from business actors creative industries regarding the difficulty of obtaining business licensing, promotion, a place of expression, ease of obtaining loans and tax rates that are felt to be still burdensome (Tuty Herawati, Christina L Rudatin & Djuni Akbar, 2014). As for the problems in the East Priangan region itself includes infrastructure factors due to the role of the government that is still lacking, human resources are still relatively minimal and plans regarding the development of thematic areas that require a concept that is able to describe how each element involved in it synergizes (Deputy Chairperson of the Field West Java Kadin Information and Data Januar P Ruswita, bappeda.jabarprov.go.id, 2017; R Purbasari, et al, 2018).

While University actors who are often regarded as the heart of the entrepreneurial ecosystem with local knowledge, provide workforce talent and transitioning from academic findings to something commercializing will be very easy to do through the entrepreneurial process (Aaltonen, A., 2016), also considered to be lacking contributing to the development of entrepreneurial quality in the creative industries of the East Priangan Region, apparently for example lacking technical guidance in managing businesses (R Purbasari, et al, 2018)

Of the various problems in the roles of these actors, of course they can have a negative impact on efforts to create resilience and health in the entrepreneurial ecosystem. In fact, Feld (2012) emphasizes the importance of interaction between players in the entrepreneurial ecosystem (with high network density, many links and large companies collaborating with local startup businesses) and access to all types of relevant resources (talent, services and capital), with the role of government as a background (Stam, 2015). For example a network program sponsored by a local government (material attribute) depends on the pre-existence of a network of knowledge sharing within the area to be built (social attributes), which in turn requires business networking efforts and knowledge sharing to be legitimized in the local culture (cultural attributes), which further strengthens and produces through the creation of successful new businesses by building networks with other entrepreneurs as a normal business activity (Spigel, B., 2017). Unfortunately, in the creative industry entrepreneurial ecosystem in the East Priangan Region, collaboration between actors related to the development of creative industries is still not maximized (R Purbasari, et al, 2018). Therefore, the study of collaboration between actors in the entrepreneurial ecosystem, especially the creative industries in the East Priangan Region, is important to be carried out in order to maximize the potential of local industries through the entrepreneurial ecosystem as an effort to improve the excellence of regional competitiveness.

Thus, this research will be conducted in the East Priangan Region with a focus on the creative industry of craft sub-sector for the following reasons (Creative Economy Agency (BEKRAF), 2017):

1. The third largest sub sector contributing to Indonesia's creative economy by 15.7% after fashion (18.15%) and culinary (41.69%)
2. The second largest sub sector contributing to exports (37%) after fashion (56%)
3. Most areas in East Priangan have local handicraft industries based on local resources and culture

The locus of this study consists of the Regencies of Tasikmalaya (Mendong woven craft industry), Garut (Akar Wangi handicraft industry) and Ciamis (coconut stick handicraft industry) with the consideration that each industry meets the criteria as an industry that already has a competitive advantage (R Purbasari, et al, 2018).

Based on the description above, this research intends to conduct an analysis of the collaboration of business actors, government and academics (universities) involved in the creative industry entrepreneurial ecosystem in the Eastern Priangan Region. To get a proper analysis of the roles and collaborative processes of these actors, this study uses the Triple Helix approach (business, government and university actors) which is considered to help provide an explanation of the roles and collaborative processes of each actor in developing the entrepreneurial quality of creative industry in East Priangan Region.

2. LITERATURE REVIEW

2.1 Entrepreneurial Ecosystem

The entrepreneurship development literature is divided into three groups: studies of the influence of individual factors on entrepreneurial success; study of the influence of environmental factors on entrepreneurial success and entrepreneurial performance; and studies on the influence of individual and environmental factors on entrepreneurship development. The entrepreneurial ecosystem literature belongs to the third group. The entrepreneurial ecosystem approach has focused on various elements for the development of entrepreneurship in a region (Yagoub, Entezari, 2015; Purbasari, R., Wijaya, C., & Rahayu, N, 2018).

Along with the increasing global attention on the importance of the entrepreneurial ecosystem, Isenberg then defines the entrepreneurial ecosystem as a set of institutional networks with the aim of helping entrepreneurs to drive success in going through all stages of the process of creating and developing new businesses. The entrepreneurial ecosystem consists of a set of individual elements (such as leadership, culture, human capital, and markets and others), which are combined in complex ways. This can be understood as a service network, where entrepreneurship is the focus of actions and measures of success (Isenberg, 2010, 2011; R Purbasari, HA Muhyi & I Sukoco, 2020).

A distinctive feature of each entrepreneurial ecosystem is the symbiotic relationship between different stakeholders, and that it is not only about trade but is seen as a solution to economic and social problems (Xavier, Kelley, Kew, Herrington, & Vorderwu lbecke, 2013; Neumeyer, X., & Corbett, A.C, 2017).

Mason and Brown (2014) argue that the concept of entrepreneurial ecosystems is holistic and interactive, similar to the concept of clusters, industrial zones, local innovation systems, and learning regions, which have been proven to play a role in shaping local economic development policies. Business performance depends not only on the company's internal behavior (eg workforce skills, level of investment in innovation strategies, marketing and internationalization, etc.) but also on the quantity

and quality of interactions with external stakeholders (ie companies, investors, public sector organizations, universities and research institutions, etc.) and with regulated patterns of interaction.

The entrepreneurial ecosystem approach emphasizes the interdependence of actors and factors, but sees entrepreneurship (new value creation) as an output of the entrepreneurial ecosystem. This means that this concept has a focus on creating aggregate value in certain regions, using regional development literature. Outputs and outcomes can be in the form of productive entrepreneurship concepts (Baumol, 1990), leading to the definition of entrepreneurial ecosystems as a set of interdependent actors and factors coordinated in such a way as to enable the creation of productive entrepreneurship in certain areas (Stam & Spigel, 2016; R. Purbasari et al, 2019).

According to Isenberg (2010), the renewal of the entrepreneurial ecosystem approach lies in its focus on entrepreneurship (productive) as an ecosystem output. Within the entrepreneurial ecosystem a more central role is oriented towards successful entrepreneurs with long-term commitment to the region (Feld B, 2012). This entrepreneurship refers to ways of organizing yourself in the entrepreneurial ecosystem, not only being an output, but also an input to the system (Mason & Brown, 2014; Stam, 2015; Acs et al., 2017).

2.2. Collaboration Theory with the Triple Helix Approach

Collaboration is defined in various ways in various fields. Collaboration is a model of human involvement that requires a theoretical structure and framework to guide individuals and groups towards successful collaboration (Montiel-Overall, 2005). The need for people to think and work together on issues of critical concern has increased (Welch 1998; Austin 2000; Montiel-Overall, 2005). In the era of collaboration, this phenomenon is explained in various ways: systems (Austin 2000; Noam 2001), dialogues (Clark et al. 1996; Senge 1990), creative problem solving (John, Steiner, 1992), and relationships between organizations involved in technology information (Black et al. 2002; Montiel-Overall, 2005)

Kukulska-Hulme (2004) explains that collaboration is a "philosophy of interaction" where there is a premise underlying consensus building. The definition proposed by Schrage (1990) that collaboration is a process of joint creation: two or more individuals with complementary skills interact to create a shared understanding that was not previously owned or can be owned by themselves. Collaboration creates shared meaning about a process, product, or event. In this case, there is nothing routine about it. Collaboration can occur through letters, through telephone lines, and in person. But the real collaboration media is someone else (Montiel-Overall, 2005).

John, Steiner, Weber, and Minnis (1998) state the principles in collaboration represent complementary fields of expertise. Collaborators not only plan, decide and act together; but also think together, combining independent conceptual schemes to create an original framework. Also, in collaboration, there is a commitment to shared resources, strengths, and talents: no individual's perspective dominates authority for decisions and actions to be in a group, and work products reflect a combination of the contributions of all participants (Montiel-Overall, 2005).

One form of collaboration that has long developed is Triple Helix. The literature on Triple Helix has grown substantially over the past decade. The essence of "Triple Helix" is that the university-industry-government network relationship is the key to knowledge-based economic development in various capitalist societies and post-

socialist post-laissez-faire societies (L Leydesdorff & H Etzkowitz, 2001) and that universities can play an enhanced role in innovation in an increasingly knowledge-based society (L Leydesdorff & H Etzkowitz, 2000; L Leydesdorff & M, Meyer, 2003).

The Triple Helix knowledge production model, developed by H Etzkowitz and L Leydesdorff (2000), emphasizes three interconnected 'helices' and, hereby, produces an innovation system: academia/university, industry, and government. Triple Helix can be considered a 'core model' for innovation, resulting from interactions in knowledge production that refers to universities (higher education), industry (economics), and government (multilevel) (Carayannis, E. G & Campbell, D. F. J., 2011)

Carayannis, E.G & Rakhmatullin, R. (2014) distinguish between two main types of relationships as mechanisms of social evolution that drive change in the Triple Helix system:

- a. Collaboration and conflict moderation including providing R&D and consulting services, developing competencies, forming new markets or consolidating existing ones, creating and changing organizations and / or institutions, networks, technology transfer or acquisition of goods and services through market or non-market interactions, activities incubation, financing, negotiation etc.
- b. Substitution, where the relationship arises when, in addition to fulfilling its traditional functions, each institutional space can also 'take on another role' by filling in gaps that arise when other fields are weak, or unable or unwilling to carry out their traditional roles.

2.3 Actor Collaboration in the Creative Industries Entrepreneurial Ecosystem in Indonesia

The government in terms of regional and national authorities has a number of ways to encourage entrepreneurship. Policy makers and public institutions participate in protecting the entrepreneurial ecosystem through the formation of regional dynamics and designing funding policies and programs that strengthen private investment. The level and quality of policies designed will greatly impact the lower threshold of entrepreneurial weakness (Aaltonen, 2016). The main role of the Government in the development of creative industries has the influence of four dimensions (Creative Economy Agency (Bekraf), 2017) as follows:

1. Provision of buildings: the availability of foundations and policies that underlie creative economic activities.
2. Provision of infrastructure: physical / non-physical facilities and infrastructure that support reactive economic activities.
3. Institutions: organizations formed by the government and regulations made to support creative economic activities.
4. Synergy between factors: internal and external cooperation. Internal cooperation is collaboration between institutions within one local government or with other local governments. External collaboration is an alliance between local government and other elements, such as community, academia, and business.

While university actors play a key role in the development of knowledge and technology innovations that will be transferred to creative economy entrepreneurs. This strategy can be implemented as follows (Kadiman, 2006; Dewi Eka Murniati, 2009):

1. Conducting preliminary research to test innovations and appropriate technology before socialization in creative economy entrepreneurs.
2. Creating and developing new technologies to support the creation of a creative economy.
3. Carrying out education, training and assistance for the creative economy in a sustainable manner.
4. Developing home industry technology as an effort to create a new creative economic incubator.

The role of universities is to produce or transfer knowledge and provide leadership for the creation of entrepreneurial thinking, actions, institutions and what Audretsch calls 'entrepreneurship capital' (R. Agarwal, D. Audretsch, & M. Sarkar, 2010; Purbasari, R., Wijaya, C., & Rahayu, N, 2018). University performance is a relevant factor in shaping innovation capacity and competitiveness in certain regions (Li, 2009; Bonardo et al., 2010; Lehmann et al., 2012; M Guerrero et al., 2014; R. Purbasari, C. Wijaya & N. Rahayu, 2019)

The role of the industry itself, apart from being an object, is also a subject responsible for maintaining the health of the entrepreneurial ecosystem. Entrepreneurial actions taken by industry players are a key element of the entrepreneurial process (Acs, Autio & Sczerb, 2014; R. Purbasari, C. Wijaya & N. Rahayu, 2019), because of their ability to produce innovation (Bird, B., Schjoedt, L., & Baum, J.R, 2012; R. Purbasari, C. Wijaya & N. Rahayu, 2019). The identification of this entrepreneurial opportunity is considered strategic requiring entrepreneurial action to achieve the tactical competitiveness planned by (Kuratko, Donald F. & David B. Audretsch, 2009). In the development of the creative economy, industry players play a role (Creative Economy Agency (Bekraf), 2017):

1. As creators of excellence and new products and services, industry players can create new markets to absorb their products and services, and also create jobs for innovator resources or other supporting individuals.
2. As a community developer and visionary entrepreneurship by forming public spaces to share ideas, mentoring that can hone creativity in conducting business activities, in training or management workshops in the creative industries.

Government, universities and business actors have an important contribution to the formation of a healthy and sustainable entrepreneurial ecosystem that can support the creation of regional competitive advantage (Purbasari, R., Wijaya, C., & Rahayu, N. 2018). As also the opinion of Rodriguez, E.S. (2015) that to achieve a country to be competitive and have a strong entrepreneurial culture, there must be a public policy that utilizes both; the pillar of competitiveness and the formation of an entrepreneurial ecosystem.

Therefore, the Triple-helix approach emphasizes the interactive features of pure research (scientific knowledge) and its application by emphasizing the process of collaborative knowledge production between universities, industry, and government (JC Shin, SJ Lee, & Y. Kim., 2011), is expected to be used to support the development of entrepreneurial quality of business actors in the creative industry entrepreneurial ecosystem in the East Priangan Region, West Java.

3. METHOD

The research method used was a qualitative approach and contextual techniques regarding the development of entrepreneurial quality of the creative industries in the East Priangan region. The data collected was primary data derived from in-depth interviews. The determination of informants was carried out using snowball technique based on the perspective of business actors, which involved 46 informants consisting of government, universities and also business actors it self.

In this study there are limits on the categories of types of creative industries studied, namely the creative industry of craft sub-sector. This selection is based on the results of previous research conducted by R Purbasari, W Chandra, N Rahayu & E Maulina (2018), which states that the creative industry of craft sub-sector is a creative industry that already has competitive advantages in the East Priangan Region.

This study applied the triple-helix model theorized by H Etzkowitz and L Leydesdorff (2000). Data analysis using descriptive analysis with data triangulation method. The focus of analysis was the triple-helix collaboration between government, universities and business actors in the context of knowledge transfer to enhance entrepreneurial skills.

Before analyzing triple-helix collaboration in the creative industry of craft sub-sector entrepreneurial ecosystem in the Eastern Priangan Region, a triple helix intervention mapping was carried out based on common characteristics and approaches (Rhiannon Pugh, 2016) through a process of in-depth interviews with informants and documentation studies. From the mapping results, two triple helix program categories were found in the creative industry of craft sub-sector entrepreneurial ecosystem in the East Priangan Region, namely:

1. Collaboration between government, universities and business actors in the Entrepreneurship and Business Institutional Training Program for the creative industry of craft sub-sector in the East Priangan Region.
2. Collaboration between government, universities and business actors on education, research and community service programs for the creative industry of craft sub-sector in the East Priangan Region.

These two forms of triple-helix collaboration will be analyzed, discussed and concluded.

4. RESULT AND DISCUSSION

4.1 1. Collaboration between government, universities and business actors in the Entrepreneurship and Business Institutional Training Program for the creative industry of craft sub-sector in the East Priangan Region.

In collaboration between the government, universities and business actors in the Entrepreneurship and Institutional Training Program for developing the entrepreneurial quality of the creative industry of craft sub-sector players in the East Priangan Region, business actors recognize that one of the main sources of knowledge they have to manage the creative industry of craft sub-sector comes from the actors government and universities through training programs. The training program held primarily is an entrepreneurial and business institutional training program. The entrepreneurship and business institutional program is a program designed based on Presidential Regulation No. 96 of 2014 concerning licensing for micro business to help the community who need institutional arrangements in their efforts to improve the creation of innovation and to realize entrepreneurship in a business and improve the quality of human resources.

The program is expected to be able to help SME status be equal to SIUP (Trading Business License) and in the future it can be made in the sub-district in accordance with the domicile of its business with a fast and free process.

In organizing entrepreneurship and business institutional training for the industry, the government collaborated with the university as a resource. Routine training activities are carried out at least 2 times a year according to the draft budget of local government activities. Government actors, revealed that the government involved universities (ITB, UNSIL, IPB, Unpad, UNIGA, UNIGAL) as experts and resource persons in entrepreneurship training organized for the creative industry of craft sub-sector. The entrepreneurship training includes business management training, export-import training, training related to product design and motifs and coloring innovations, as well as designing weaving equipment that can support the creation of new motifs in the creative industries.

In addition, business actors also revealed the involvement of universities in training activities in providing concepts and theories regarding the infestation of tick animals in craft raw materials, seminars and training on designs and motifs and coloring innovations for craft products. Business actors recognize that universities are the actors whose knowledge is most useful for the advancement of creative industries. Not a few business actors who feel the benefits of the knowledge provided by university actors, especially knowledge of product design and motives because it provides a significant change in current product creations. Now craft products can be in the form of file boxes, tissue boxes, wall hangings and so on. Innovation must be considered as an interactive process, network and collaboration (Guerrero, M et al., 2014; R. Purbasari, C. Wijaya & N. Rahayu, 2019). Given the number of actors involved (universities, research institutions, business companies, government organizations, etc.). The process of knowledge transfer can occur between universities, governments and business actors that occur in the entrepreneurial ecosystem (Guerrero, M et al., 2014). Universities play a relevant role in the identification and exploitation of opportunities that have not been visualized before (Audretsch, DB, & Lehmann, EE, 2014; Guerrero, M et al., 2014; R. Purbasari, C. Wijaya & N. Rahayu, 2019). The role of universities not only generates / transfers knowledge but also provides leadership for the creation of entrepreneurial thinking, actions, institutions, and "entrepreneurship capital" (R. Agarwal, D. Audretsch, & M. Sarkar, 2010; Purbasari, R., Wijaya, C., & Rahayu, N, 2018). Universities can be at the heart of the entrepreneurial ecosystem with local knowledge, providing workforce talent and inventions that can be commercialized through entrepreneurship (Aaltonen, 2016).

However, business actors still consider that the training programs that have been held are still ineffective, because the government is considered to be merely implementing a program of activities, not paying too much attention to the continuation of the outputs generated from training activities. In addition, business actors also revealed the limited information received by business actors related to the implementation of training activities organized by the government. The government in this case is considered lacking in providing facilities, support, or ease of doing business. So that it does not have a significant impact on the development of the creative industry of craft sub-sector.

The opinions of business actors are also supported by university actors who reveal that some of the problems that often arise in training activities are that most participants are not business actors, but craftsmen or employees. So that it causes the

activity targets to be inaccurate, because implementation tends to be more concerned with absenteeism and the distribution of allowances so that the program can be said to be implemented. The university actors also considered that the government did not have a good strategic plan for the development of MSMEs because they were considered to be less creative in developing project plans (tend to be the same every year) and the small number of programs developed.

Thus, the government has a role to remove obstacles and provide ideal prerequisites for entrepreneurship development (Isenberg, 2011; Mason & Brown, 2014). This prerequisite is related to reforms within the legal, bureaucratic and regulatory framework (Cohen, 2006; Isenberg, 2010). Actions to meet this objective include simplification and regulation of tax collection, decriminalization of bankruptcy, protection of shareholders in the presence of creditors, capital market creation, liberalization and simplification of termination of employment contracts and support for unemployment (Isenberg, 2010; 2011; Autio et al., 2014; R. Purbasari, C. Wijaya & N. Rahayu, 2019). Therefore, to advance the creative industry of craft sub-sector in the East Priangan Region, the government should be able to understand its big role and correct the shortcomings in various program activities so that it can be designed so that it can provide sustainable benefits for the creative industry entrepreneurs in the East Priangan Region.

Thus, the involvement and collaboration between government, universities and business actors in the process of knowledge transfer is expected to be able to create a formal and informal institutional framework that can produce quality programs of activities needed by the creative industry of craft sub-sector entrepreneurial ecosystem actors in the East Priangan Region.

4.2.2. Collaboration between government, universities and business actors on education, research and community service programs for the creative industry of craft sub-sector in the East Priangan Region.

University actors in the entrepreneurial ecosystem are included in the supporting services component, where these services are divided into infrastructure, non-governmental organizations and supporting professions. The infrastructure group includes telecommunications, transportation, logistics and energy conditions (Isenberg, 2011). Universities as academics who have invested significant resources into the configuration of supporting mechanisms to enhance innovation and entrepreneurship (Mueller, P, 2007).

Universities as intellectuals have a role as agents who spread and implement the contribution of science, art and academics which can be translated into three roles (Tri Dharma Higher Education in Indonesia):

1. The role of education is aimed at encouraging the birth of Indonesia's creative generation with a mindset that supports the growth of initiatives and work in the creative industries.
2. The role of research is to provide input on policy models for developing creative industries and the instruments needed, producing technologies that support the workings and efficient use of resources and make national creative industries competitive.
3. The role of community service is carried out to form a society with social institutions / structures that support the growth of the national creative industry.

Based on interviews with informants, collaboration in research programs and field practice education between the government, universities and business actors in the East Priangan Region is shown by the role of intellectual universities in transferring technology and innovation in research and science results in the development of creative industries through educational programs, research and community service, in collaboration with local governments by involving the right industry. This program is carried out at least 1-2 times a year, depending on the plan of holding educational programs, research and preservation to the community of each university. Universities that have been involved in these activities include ITB, UNSIL, IPB, Unpad, UNIGA, UNIGAL.

Universities conduct research activities, one of which is in the field of biology to examine the ticks of mendong, which are the raw material of craft products, so that the raw materials of craft products used are safer and of higher quality. In addition, the University also conducts Field Work Practices (KKN) at the craft industry location where business actors and students learn together to create an online web for the purposes of marketing craft products. Business actors also revealed that universities and the government often conduct counseling activities in the use of tools in the innovation process to improve product quality. The role of government in this collaboration, in addition to providing support, includes facilitating access to data and facilities, data, licensing activities and connecting between university and business actors. The government also said that it would take advantage of the transfer of knowledge provided by university actors to develop a more strategic plan for the development of the creative industry of craft sub-sector in the East Priangan Region.

All activities carried out by university and government actors are considered to be very useful and help businesses in developing their businesses. This is in line with the opinion of Malecki, E.J (2011) that most of the scattered knowledge arises from entrepreneurial activities, which can come from universities, research institutions and small and medium enterprises (SMEs). When innovation becomes more widespread and globalized, at the same time it remains local. Local culture, institutions and traditions instill a strong uniqueness in the industrial mix, company size, institutional support and business practices in a region (R Purbasari, HA Muhyi & I Sukoco, 2020).

However, business actors feel that there are still some problems related to the implementation of this activity. Most activities are unsustainable because they are determined by activity proposals both for research and for training, where all of these activities are funded based on the submission of research grant proposals or community service programs. Of course, the improvement of the research implementation and community service system needs to be noticed and improved.

Based on that explanation, linking universities and applied research with the market, through technology transfer and commercialization mechanisms including government-university-Business partnerships and capital investment, is a trigger and drive mechanism for achieving sustainable competitive advantage and prosperity (Carayannis E.G., and Campbell D.F.J., 2011; R Purbasari, HA Muhyi & I Sukoco, 2020). With the full involvement of universities, the creation of creative industries can be more successful. This strategy can indirectly address government problems to stimulate the growth and development of the creative industry in Indonesia.

From the explanation of each of these roles, it can be understood the importance of collaboration between government actors, universities and business actors in increasing the competitiveness of the creative industries entrepreneurial ecosystem,

especially in this case is the creative industry of craft sub-sector in the East Priangan Region. Collaboration between government, universities and business actors, explained through the concept that innovation has been recognized to encourage competitiveness and wealth, a prosperous region must also have a large number of local actors who support the transformation of innovative projects into economic and social value through business creation. The scale and quality of entrepreneurial capital depends, to some extent, on policies designed and implemented by local governments, which shape regional entrepreneurial activities. Innovation, entrepreneurship and regional competitiveness are subjects that have emerged as focal points for many scholars and policy makers (Audretsch, D.B. & Peña-Legazkue, I, 2012).

5. CONCLUSION

Collaboration between government actors, universities and business actors in an effort to improve the entrepreneurial abilities of the entrepreneurial ecosystem of creative industry of craft sub-sector in the East Priangan Region has been done quite well and has given tangible results. However, the sustainability process of each program is still felt to be lacking so a strategy is needed to design a program of activities that are planned, integrated, targeted and sustainable.

6. RECOMMENDATIONS

1. Local government and the Creative Economy Agency (BEKRAF) should design a program of activities that are planned, integrated, targeted and sustainable, through collaboration with fellow relevant government agencies, universities, professionals (business incubators, consultants and private training institutions), banking (venture capital funding) and creative industry business actors by synergizing the program of activities owned by each party, so that each program of activities carried out does not overlap and is able to make a real contribution to the progress of the creative industries in the East Priangan Region.
2. For Universities, it is better to make a grand design and implement a research program based on creative industries, especially in the East Priangan Region as a form of support for development plans in the East Priangan Region. This program can be carried out with the spirit of collaboration with local governments, business incubators, local communities, markets, NGOs and foreign universities with the same research interests. This effort is to overcome the tendency of less useful and sustainable research programs and community service activities that have been carried out by the University, especially for creative industry of craft sub-sector in the East Priangan Region.

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