

Digital Entrepreneurial Strategy (Des) as A New Concept Business Strategy from offline to online post Pandemic Covid - 19

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ABSTRACT

Entrepreneurship is business activity to make a profit. in contrast to this view, entrepreneurship during and post covid-19 entering into a new wave of business called digital business transform whishings shifted the market behavior from offline to online. this study aplows the rigor of literature and explore empirical analysis based on entrantrreenurial strategy. this study aims to leageage firmance and as partation of faceing society 5.0. entrepreneurial orientation (eo) concept and digital entrepreneurial strategy (des) are analyzed to explore larger market with unlimited time and distance. this research could become a reference for entreprreens in ining business and making a recce decor digital dra.

INTRODUCTION

Entrepreneurship is a business activity that aims to benefit(*profit*)from the business that is run. As part of achieving the individual welfare orGroup, entrepreneurship provides an opportunity to every business(*entrepreneur*)To advance his efforts. However, in the process of advancing the business, the behavior of business actors depends on its understanding of the business that is being run, business climate, and the strategy he applied. In the era of current digital revolution, entrepreneurship and every entrepreneurial imperial is faced with more complex and complicated problems in the field of business, which makes them should be creative and innovative to produce new products or new services, or just a switch modifying the product or service to be something new. The entrepreneurial complexity begins to appear when a business is faced with changes in the time in which digital technology began dominating any new business unit line.

Entrepreneurship is an active-containing risk(*risk*)and the heaviest is suffering(*lose*). But behind the risk is the opportunity(*opportunity*)which will ultimately be able to provide welfare(*wealth*)For every individual who runs it. The challenge that will be faced in a form of high business competition, in addition, it is necessary in early capital, and most importantly is to have a strategy in doing business. The risks that emerge from entrepreneurship can vary depending on*the output*Expected (Ginting, 2020). An entrepreneur must be able to face every risk that comes to the current competitive market, all the resources possessed to be utilized to address the risk of failure that may occur in the future. Entrepreneurship is basically finding ideas that can be used to create something good of goods or services(*Good and Services*)which is unique, new, and different from adding value(*value*)on the goodsOr the service so it becomes better and superior to the competitors and the most important will later be able to compete in the business world.

In running a business that can compete in the business world, then the performance or performance of business should continue to be improved. Entrepreneurship is the discipline that every individual can learn by both formal education, training, seminars and entrepreneurship workshops, to dare to try to do businesses based on existing opportunities.

The formulation of the problem

The number of entrepreneurs in Indonesia is still small that it causes low competitiveness, as well as entrepreneurial activities are still conventionally or traditional. Pandemic Covid 19 has changed the map of entrepreneurship roads in Indonesia even in the world. In Indonesia, the fact revealed that the current entrepreneurship activities have shifted from *offline* to *online* (Maskur, 2020), some Membership of MSMEs eg has been doing this transformation before the plague hit. To understand more in the above problem, let's look at the following facts:

First, according to Bank Indonesia that competitiveness of business actors in Indonesia is relatively low compared to ASEAN countries.

Second, based on the ranking of the Global Entrepreneurship Index Year 2018 (Global Entrepreneurship Index) or abbreviated as GEI stated that Indonesia's entrepreneurial ecosystem is still low to rank to 94 of 137 countries in the world with Gei Index 21.

Third, based on information delivered by the Ministry of Cooperative and Small Medium Enterprises that 2020 has been transformed by MSMEs from *offline* to *online* Massively, recorded at 8 million UMKM that has been switching to *online* or about 13% of all the actors of MSMEs in Indonesia. This causes the market shift (*Market Shift*) which requires new regulations as well as new entrepreneurial strategies as well.

From the above facts can be explained that the main problem affecting business performance in Indonesia is a competitiveness that comes from low productivity and minimal innovation, licensed issues are folly but in the last 3 years have been through one door, access to capital, market access, and adequate infrastructure support. Another fact revealed that based on the 2018 Gei data that still shows low.

The entrepreneurial ranking in Indonesia is due to the capacity of human resources that has not been qualified in the existing parentalial business, this is also due to the lack of strategy in carrying out a business or indeed due to lack of understanding of the field of business that is being carried out by business actors. The latter, the current pandemic conditions force the actors to switch to online that causes the rapid development of online businesses in the country. Business expansion *online* does have many advantages like *market* The wider, free time working on the business, minimal capital, no need to rent the place, and others. The other terms they use and quite popular are entrepreneurial digitalization. However, it is required the right regulation to protect it as well as the strategy that is to start. And most likely businesses that are not adaptable to the changing times this will be easily eroded by an online market current as it is currently. Some *Digital Platform* Available in the market, but business actors must remain jelly see the opportunity of the entrepreneurship of this entrepreneurship.

RESEARCH OBJECTIVES

The changes in the time caused by the progress of information technology have changed all sides of human life, not except with business. Business opportunities are open widely. In Indonesia new business opportunities every year continues to populule, his trend is always up and down. However, entrepreneurs who are able to survive in building and developing its efforts are still slightly, this should be necessary for attention to business actors especially for new beginners entrepreneurs. The purpose of the selection of this topic is:

Improving the ability and competitiveness of business actors in Indonesia, especially the actors of MSMEs in improving business performance.

Building public awareness for entrepreneurship, understanding the ins and outs of businesses that are being denied by applying the right business strategy.

Cropping online based business as a form of preparedness in the face of changes in the time of the connectivity era that has started entering Society 5.0 (Ginting, 2020).

The importance of research

Some reasons behind the importance of this study to do is:

In the connectivity era as it currently improves business performance is necessity. The 19-coving Place of Indonesia, which has a significant impact in the change of attitude and consumer behavior as well as proves that entrepreneurship is still wide open. The progress of information and communication technology opens opportunities for business actors to apply *Entrepreneurial Strategy* which is more competitive, creative, and innovative-based technology.

Theory *Entrepreneurial Strategy* In the connection of the connection should be developed based on market needs, which has been a shift in the market behavior (*Market Shift Behavior*) and shifts of consumer behavior (*Consumer Shift Behavior*) which causes ease of access to product, market access, and online transactions. The theory is not to use, but need to be developed with the concept of entrepreneurial digitalization.

For the industry, topics *Entrepreneurial Strategy* Contribute to pace for the permanent businesses in improving its business performance. Of course, such strategies should be right in the face of the changing times, easy to understand and easy to be applied by every business actor in their respective industries.

For the author, topics *Entrepreneurial Strategy* can be developed into *Digital Entrepreneurial Strategy* (DES) developed specifically for the needs of the perpetrators Industry in digital times.

RESEARCH METHODS

This study uses the literature study of the latest data rising in 2020. The author also conducts literature studies and reveals empirical facts about entrepreneurial strategies in the digital era. Furthermore, the author analyzes from the results of the entrepreneurial strategy review (*Entrepreneurial Strategy*) and are looking for a gap (*gap*) From the existing strategy pattern then connect it with business digitization in improving business performance.

DISCUSSION

The concept of entrepreneurship strategy: *Strategic Based View (SBV)*

The connectivity era is characterized by the acceleration of the delivery of information assisted by the development of information technology. In the face of that speed, it is needed to reliable and competitive individuals in the advanced and consequent context of adaptation to changes in the time including changes and technological developments. In other words, the quality of competitive human resources becomes a company's superior strategy in competing. Concept theory *Strategic Based View* (SBV) is a concept of strategic entrepreneurship that integrates entrepreneurship as a search process of opportunities and strategic management as the transformation of opportunities that exist in order to improve sustainable competition (*Sustainable Competitive Advantage*) (Ginting, 2020).

In the era of Industrial Revolution 4.0, entrepreneurial activities should be done in a sophisticated way, in the sense of any business unit can involve digital technology in the production process of marketing. So the product speed is to get to the hands of consumers (*enduser*) With a level of satisfaction guaranteed. In the business world, the most important power it takes in business decision making is the speed and response *Real time* (Ginting, 2020), so when a decision can be taken quickly, then all business organizations will run smoothly and quickly, including the complain issues and the product distribution speed. So also with the consumer response as the end user will provide a rapid and positive satisfaction level. The digitalization cycle does have more advantages compared to conventional systems. But it is necessary to know, that entrepreneurial digitalization is also very prone to online-based fraud, and the worst is attacked by hackers.

The concept of entrepreneurship orientation: *Entrepreneurial Orientation (EO)*

Entrepreneurship in the connection activity is to be able to evolve from conventional work systems more becoming more modern with assisted by technological sophistication. Then the important thing that needs to be concerned in improving business performance is the entrepreneurial orientation itself (*Entrepreneurial Orientation*) or abbreviated EO. EO in the study (Wiklund, 1999) that there is a very close relationship between EO and company performance in which sustainability (*sustainability*) It is a key factor of the success of the relationship. Wiklund (1999) Emphasizing the use of resources (Resource) in the company can be used as a strategy to improve business performance. The sustainability in this study is the mechanism of the dimension of the entire entrepreneurial orientation maximality, inactive, proactive, dare to take risks, autonomy, and aggressive competitive. However, in the digital era like this time, the five EO components are still less and the need for added mediation elements that will enhance it as a research model that has a positive impact on business performance.

According to (Poudel et al., 2019) that business performance is not only caused by entrepreneurial orientation alone, but also because there is the effect of technological capability (*technological capability*) and consumer behavior (*Consumer Attitude*). Before this 2019 study was made, (Poudel et al., 2012) has also made research on EO by using the medical ability of the ability of technology (*Technological Capability*), innovation (*innovation*) and growth (*growth*) as a study to improve company performance. In the full-time technology Currently, entrepreneurship orientation should not only focus on entrepreneurial dimensions only, but also see the opportunities of the flexibility of technology (*Technological Flexibility*) (Chen et al., 2020). While the same research was done by (Mullens, 2018) explained that the main component in entrepreneurial orientation was innovation (*innovativeness*), proactive (*proactiveness*), and risk-oriented (*Risk Orientation*). Mullens (2018) emphasizes Research on entrepreneurship orientation to social investment and environmental responsibility, where the company's performance in addition to focusing on production factors should also have an impact on the surrounding environment. The same view is also shown by (Linton & Kask, 2017) that the component of the entrepreneurship orientation consists of innovation, proactive, and taking risks (*risktaking*). But Linton & Kask (2017) believes that the company's competitive strategy factors such as Price leadership (*cost leadership*), and differentiation factors (*differentiation*) also affects improved business performance.

As a discipline (Crocini, 2016) explains the highly evidential enthusiast study and the entrepreneurial orientation is one of them. There is even a study written by (Covin & Miller, 2014) explains about the International Entrepreneurial orientation (*International Entrepreneurial Orientation*) As a new model in business performance research. IEO is done with the aim of collecting data from various countries in order to improve business performance. The phenomenon of entrepreneurial orientation becomes very interesting when talking about entrepreneurial leadership. According to Long Lee et al., (2019) that entrepreneurship orientation consists of innovation, proactive, risk, autonomy, and aggressive competitive. However (Loong Lee et al., 2019) emphasizes that leadership (*leadership*) is one of the important factors that need to be added in creating a good organizational culture.

In the existing connectivity era, the entrepreneurship is expected to adapt to reaches the development of the time with a dynamic complexity level. In that sense that, in improving business performance, the company must have the ability in digging out of new science (*New Knowledge*) (Wales et al., 2013) including technology-based entrepreneurial capabilities (*Technology-based Enterprises*). Based on the study (Parveen et al., 2016) that social media has a positive effect on organizational performance especially in dearers cost (promotion), improving relationships with consumers, and to gain access to the information needed by the company. However, the most digital digital platforms in the market today have become free available containers to be utilized by business actors. Digitalization of Business has opened up opportunities for business actors in improving the performance of the effort in the middle of its resources (*Lack Resources*) (Cenamora et al., 2019). This is underlying the ideal of Digital Entrepreneurship Strategic (Digital Entrepreneurial Strategies) or abbreviated Dec Describe.

Based on research conducted by (Quinton et al., 2018) that digital technology has changed many organizations, organizational attitudes toward marketing that significantly affect the organization's performance. While research conducted by (Octavia et al., 2020) that business digitalization especially for SME business actors are an effort to improve *Market Share* and catch a broader opportunity. In addition to EO, Octavia et al emphasizes the improvement of business performance to market adoption (*Market Adoption*) i.e. the use of e-commerce platforms as in part of the market expansion process. In this study I propose a digital entrepreneurial strategic (*Digital Entrepreneurial Strategies*) or abbreviated as *DES* as a mediation that connects between orientation Entrepreneurship with business performance. Entrepreneurship orientation has been long-termed by researchers to measure corporate performance or improve business performance. At the time (Lumpkin & Dess, 2001) connecting only two dimensions of entrepreneurial orientation are proactive and competitive aggressively alone, starting a lot of debates that arise on the effectiveness of the EO itself in measuring the company's performance. Previously many studies conducted by Lumpkin & Dess, including clarification it gave about EF's influence on corporate performance.

Relationships of entrepreneurial orientation to *Digital Entrepreneurial Strategies (DES)*

This study uses some variables associated with strategic entrepreneurship such as innovation (*innovativeness*), proactive (*proactiveness*), take the risk (*Risking Taking*), and competitive aggressive (*Competitive Aggressiveness*) (Poudel et al., 2019; Mullens, 2018; Linton & Kask, 2017; Loong Lee et al., 2019). In developing business, companies can take advantage of technological advances in particular digital. The results of the research conducted by (KropP & Zolin, 2005) by developing a model that entrepreneurial orientation published by (Lumpkin & Dess, 1996) that SBIR has an important role in the formation of technology-based environment for the company, to be a commercial and advanced company they should be able to become a technology company that is located (*technology-entrepreneurs*). The study conducted by (Cenamor et al., 2019) against 230 SME business actors (SMES) proves that digital platform has an important role in improving business capabilities. This study indicates that the ability of business actors in operating a digital platform is closely related to its entrepreneurship orientation itself.

Another study conducted by (Quinton et al., 2018) introduced the digital orientation (*Digital Orientation*) or abbreviated as *DO* to connect between entrepreneurial orientation with market changes. The dynamics of digital technology progress has much affected the growth of organizations and marketing of its products.

Relationships of entrepreneurial orientation to business performance through *Digital Entrepreneurial Strategies (DES)*

Business performance can be achieved by utilizing existing digital opportunities currently used for expansion of enterprise entrepreneurship strategies. In this case, the authorized orientation orientation can open a broader and wider market share. Digitalization of marketing for example, adds consumers for company products with unlimited areas, more seagical market segments are limited by distance and time. Popular terms used to distinguish it from EO are entrepreneurial marketing.

Digital Transformation (*Digital Transformation*) has changed a greatness of entrepreneurship in Indonesia even the world. Digital Business topics were once delivered by (Bharadawj et al., 2013) on the progress of informatics technology that may have a serious impact on business performance. In fact, the current digital transformation has become one of the business strategies to improve competitiveness (*Competitive Advantage*) and business performance (Ferreira et al., 2019) in other words that inevitably, likes not like, that the entrepreneurial digital (*digital entrepreneurship*) is part of an inseparable future business process. In the year 2016, (Nwanwpa & Roumani, 2016) has reminded us of IT capabilities and digital transformation in improving corporate performance. According to his research that the future economy will be dominated by the digitization of products or services that impact on innovation and business performance. *Des* is an effort undertaken by business actors in order to develop

its efforts by utilizing digital opportunities available free of charge today, so then business actors can easily benefit more by mastering broad market share without distance and time.

CONCLUSION

Some of the above descriptions, it can be concluded that there is a gap in research the effect of entrepreneurial orientation and business performance through *Digital Entrepreneur Strategies* as follows:

Since the term entrepreneurship orientation was introduced by (Wiklund, 1999) and its influence on corporate performance, many emerging research studied that the basic idea of EO. One of them research is done by (Poudel et al., 2019) that EO is not enough to affect the performance of the company, should be added to the technological capabilities and consumer behavior as well. Theoretically, EO with some of its variables such as innovation, proactive, risk, and aggressive competitive (Poudel et al., 2019; Mulelins, 2018; Linton & Kask, 2017; Loong Lee et al., 2019) is sufficient to see EF's effect on business performance.

The study conducted by (Loong Lee et al., 2019) on the entrepreneurial orientation by prioritizing the leadership role (*leadership*) and Studies (Wales et al., 2013) about the company's ability to absorb new knowledge (*New Knowledge*) It turns out also affects the company's performance.

Studies conducted by (Parveen et al., 2016) on the social role of the media in improving business performance, as well as the study of digital platform and digital utilization by ((Quinton, 2018); (Cenamor, 2019); (Octavia, 2020); (Bharadwaj, 2013); (Ferreira, 2019); (Nwanwpa & Roumani, 2016)) can improve company performance.

Theoretically

Research on entrepreneurship orientation has been done by just analyzing some entire entrepreneurial orientation orientation such as innovative, proactive, risk-risk, and aggressive competitive described proportionally according to market needs. The emphasis on the utilization of digital platforms or with adaptive words to technological advances has not been discussed when any digital utilization can also improve company performance and business performance. The author proposes the new theory by name *Digital Entrepreneurial Strategy (DES)* as a liaison mediator between entrepreneurial orientation and business performance.

In practice, entrepreneurial orientation should immediately adapt to the progress of the time and technological advances. Plus again with the circumstance of the Covid Covers of the 19th obviously has influenced the growth of entrepreneurship in Indonesia even the world. Practically, there are not yet many research on the influence of entrepreneurial orientation to business performance after the Covid Pandemi 19. Some studies of post-pandemic entrepreneurial conditions are described as follows:

The study conducted by (Ratten, 2020) explains that after the Pemandic Covid 19 entrepreneurship can change life and work. Agreed with research (Liguori & Winkler, 2020) that has been going on *shift massive from offline to online* After the Covid 19 pandemic, which will certainly lead to behavioral changes Consumer (Donthu & Gustafsson, 2020).

The study conducted by (Kapoor & Sharma, 2020) that Covid 19 has threatened the global economy including entrepreneurship, so that the state-owned strategic policy is to deal with it. On the contrary to business actors then the best solution that the company should immediately change is *Business Model* which already exists and starts focusing on business digitization (seetharaman, 2020). Thus the company will remain survive until the Camid 19 pandemic.

Empirical Facts

Based on the facts that are in the field that the condition of COVID 19 has forced drastic changes in the entrepreneurial sector. The transition of the business from *offline to online* It is proof that there has been a change in consumer behavior, where consumers have switched to online in buying goods and services.

In Indonesia there are 8 million SMEs have been switched from offline to online. This condition becomes very influential on the development of Indonesian business and economy. Other facts come from the role of the EO itself in improving the performance of the company, that is, that the EO variable is like innovative and proactive to be very dominant in improving business performance, but has not touched many digital problems. There is no research that does the analysis about *Digital Entrepreneurial Orientation* (Deo) so the innovative variables turn into innovative digital, and proactive variables turn into a proactive digital. Conditions On top of our eyes that the entire entrepreneurship is the property of a digital-based entrepreneurial.

The ERO's role on business performance will be more maximized if assisted by a digital entrepreneurial strategy (*Digital Entrepreneurial Strategy*) (DES), but other than in the entrepreneurial-based entrepreneurial, entrepreneurship marketing (*Entrepreneurial Marketing*) Abbreviated EM influence the business performance. Based on the study conducted by (Alqahtani & USLAY, 2020) found that marketing entrepreneurship (EM) has a positive effect on the company's performance. His research was done by reviewing the existing concept of Empurities from various literature studies later added *moderating effect* In his research in the form of network structures (*Network Structure*), Variable Environment (*environmental variables*), and the size of the company (*Firm Size*).

Thus, the author believes that by adding marketing entrepreneurship strategies (EM) can also improve business performance. Research on the relationship between des, EO, and EM and its effect on business performance in the digital era can be further developed in the next study.

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