
**STRATEGIC ENTREPRENEURSHIP IN ENHANCING THE ROLE AND
COMPETITIVENESS ADVANTAGE OF PHARMACY COLLEGES**

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Abstract

Pharmacy Colleges are demanded to have competitiveness and contribution in the economic and social development of the community which so far has been lacking. this requires a strategic entrepreneurship to be able to take advantage of opportunities simultaneously creating competitiveness advantage. This research used descriptive qualitative methods and theoretical studies to get an overview of the implementation of strategic entrepreneurship at pharmacy colleges. The results of the study showed several obstacles and weaknesses of pharmacy colleges in implementing strategic entrepreneurship, including the weak mindset of entrepreneurship, entrepreneurship leadership, and the culture of entrepreneurship in managing resources, so that the results of innovation and down streaming of research results are still not widely felt by the public. This requires the application and development of an appropriate strategic entrepreneurship model to be used in pharmacy colleges in seeing opportunities and increasing competitiveness through managing available resources.

Keywords: strategic entrepreneurship, competitiveness advantage

1. Introduction

1.1 Introduce the Problem

The role of educational institutions to produce and encourage human resources, both students and communities who have the character of entrepreneurship is increasingly becoming a demand and a need in line with the development of the regional and global environment. Higher education as one of the leading mediators and facilitators in developing young generation has an obligation to teach, educate, train and motivate their students so that they become intelligent generations who are independent, creative, innovative and able to create various job or business opportunities. This requires universities to increase their role not only as a learning institution, but also as a research and entrepreneurial university. And unfortunately this has not been fully played out by many tertiary institutions including pharmacy study colleges.

One concept of entrepreneurial university is the existence of a strategic innovation system accompanied by awareness of the importance of insight into entrepreneurship that is developed creatively and systematically in universities to create effective mechanisms in the transfer of science and technology, community empowerment, and enhancement of national economic competitiveness.

Entrepreneurial universities can mean three things, namely colleges as an organizations become entrepreneurial, entrepreneurial campus communities, and universities with regional environments follow the pattern of entrepreneurial relationships. With this paradigm, it will ultimately create an entrepreneurial atmosphere in the campus environment and create knowledge-based society and economic development.

The basic question is how the forms and ways that can and must be implemented by universities, so that they can be transformed significantly contribute to the development of science, community empowerment and have a great significance for economic growth.

The transformation towards entrepreneurial university is expected to be able to run if all the existing elements actively create innovation in each domain of their college mission [1]. Such circumstances encourage the emergence of a substantial shift in the character of the organization, ethos and work patterns that must be formed systematically to achieve a situation with better opportunities and values and continue to improve in the future.

This of course requires a good and integrated strategy and governance in utilizing and improving the quality of available resources, and the right education system to make it happen.

Strategic entrepreneurship is a simultaneous behavior in looking for opportunities (opportunity seeking) and at the same time looking for advantage (advantage seeking) superior organizational performance [2]. Strategic entrepreneurship has created a new field of research that must be developed [3]. An understanding of Strategic Entrepreneurship at an early stage asks whether Strategic entrepreneurship is a simple framework, model, theory, paradigm, concept or point of interface [3]. Although models related to Strategic entrepreneurship have emerged [2] [3] [4], new models need to be developed and the scope adopted in the proposed model needs to be analyzed in more detail.

This research was conducted to explore a strategic entrepreneurial model carried out at educational institutions especially pharmacy colleges in the city of Bandung to realize an entrepreneurial university. Starting from the direction of institutional policy, analysis of the factors that play a role, barriers to implementation and achievement, and the Strategic entrepreneurship model used.

The expected benefits are gaining understanding and inculcation of character and enhancing entrepreneurship skills that must be applied by all members of the community within the institution, both by the leadership with its strategic policies, lecturers with their learning methods, staff with the support of their resources and active involvement of students in the entrepreneurship program on campus.

1.2 Explore Importance of the Problem

The concept of entrepreneurial university which is assumed to be a step towards transformation of tertiary institutions is considered a failed idea [5] which states "The Entrepreneurial University is a failed idea. This is not to disparage the entrepreneurial activities of faculty, graduates and students. Research and higher education universities have a role in innovation. However, if entrepreneurialism is institutionalized as a policy of government and universities, all manner of things start to go wrong. Not only do participants suffer from disappointed expectations, as expected returns fail to materialize but also, more importantly, universities that

'go entrepreneurial' ultimately destroy the science commons essential to the university's continued [5].

This of course raises challenges for the education system governance in higher education to present a management strategy model that can accommodate these needs. The basis of strategic management is the thought that the strategy creates an integration between the company's internal strengths and weaknesses on the one hand and external opportunities and threats on the other [3]. Strategic management relates to the overall direction and vision of the organization implemented by management through a combination of resources with the aim of building capabilities in a particular environment.

1.3 Describe Relevant Scholarship

Entrepreneurial University

Referring to a book made by Triple Helix Research Group Director at Newcastle University Business School UK, Henry Etzkowitz, entitled *The Triple Helix*, mentioned that entrepreneurial university is a form of capitalization of knowledge [6]. He became the driver (driver) of the triple helix concept. Triple helix itself is a very interrelated interaction between universities, industry and government. Furthermore, Henry explained the five norms of entrepreneurial university. First, capitalization. The capitalization of knowledge is the basis for economics and development, which is an effort to enlarge the role of universities in society. Second, interdependence. Entrepreneurial universities interact closely with industry and government and do not become ivory towers for the community. Third, independent. Entrepreneurial university is a relatively independent institution. It does not depend on the environment of other institutions. Fourth, cross marriage (hybridization). The tension between the principles of interdependence and independence raises the driving force as an effort to realize the format of a hybrid marriage organization to realize both objectively simultaneously. Fifth, reflexivity is continuing the renovation of the internal structure of the university as its relation to changes in industry and government.

The above norms are added by the following four entrepreneurial university pillars. First, academic leadership is able to formulate and implement a strategic vision. Second, legal control (legal control) on academic resources, including physical property such as university buildings and intellectual property that emanates from research. Third, the organization's capacity to transfer technology through patents, licenses, and incubation. Fourth, an ethos of entrepreneurship among managers, faculty and students.

Strategic entrepreneurship

Strategic entrepreneurship emerged as a new concept in the study of entrepreneurship (behavior seeking opportunities) and strategic management (behavior seeking excellence). Studies in the field of strategic management have gradually explained the relationship between strategic management and entrepreneurship [7]. Strategic entrepreneurship is a newly recognized field that draws, not surprisingly, from the fields of strategic management and entrepreneurship. Strategic entrepreneurship is built around two core ideas. (1) Strategy formulation and execution involves attributes that are fundamentally entrepreneurial, such as alertness, creativity, and judgment, and entrepreneurs try to create and capture value through resource acquisition and competitive

positioning. (2) Opportunity-seeking and advantage-seeking - the former the central subject of the entrepreneurship field, the latter the central subject of the strategic management field - are processes that should be considered jointly. This entry explains the specific links between strategy and entrepreneurship, reviews the emergence and development of the strategic entrepreneurship field, and discusses key implications and applications. [8]

Studies that focus on the Strategic Entrepreneurship variable on how behavior seeks opportunities and excellence so that it can be integrated to create a balance between the two behaviors to achieve sustainable competitive advantage [2] have failed to consider time and space considerations related to "balance" [4]. practically improved and developed by maintaining the main structural stages. The Strategic Entrepreneurship Model designed [2] is then developed [4] as follows:

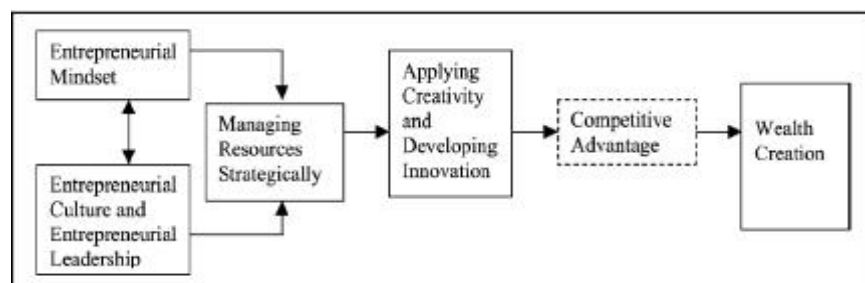


Figure 1 Practical Model of Strategic Entrepreneurship [2]

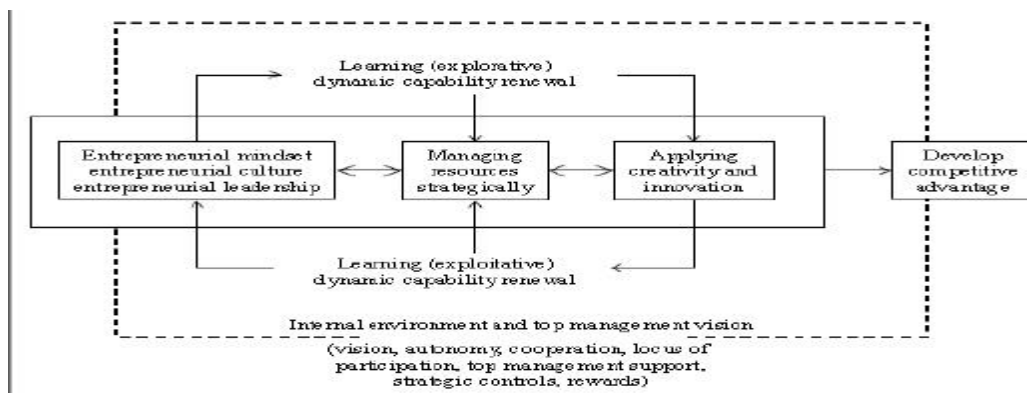


Figure 2: Strategic Entrepreneurship Model [4]

The transformation towards entrepreneurial university is expected to be able to run if all the existing elements actively create innovation in each of their dharma domains [1]. Such circumstances encourage the emergence of a substantial shift in the character of the organization, ethos and work patterns that must be formed systematically to achieve a situation with better opportunities and values and continue to improve in the future.

Increasing the role of tertiary institutions in realizing entrepreneurial university requires an effective strategic entrepreneurship model to improve the understanding and inculcation of character and entrepreneurship skills that must be applied by all members of the community within the institution, both by leaders with their strategic policies, lecturers with capabilities and

learning methods, staff with the support of resources and the active involvement of students in entrepreneurship programs in the campus environment and their interactions with the outside world.

1.4 State Hypotheses and Correspondence to Research Design

The concept of strategic entrepreneurship that has been developed suggests that companies use entrepreneurial thinking to identify opportunities, manage resources strategically to deal with opportunities; apply creativity and innovation and produce competitive advantage. Organizational leaders must maximize in pursuing new opportunities while simultaneously maximizing results and application of competitive advantage to create organizational value in a sustainable manner.

2. Method

In this research, the method used is a qualitative approach, with descriptive analytical methods. Qualitative research is research that intends to understand phenomena about what is experienced by research subjects such as behavior, perception, motivation, action, etc. holistically, and by means of descriptions in the form of words and language, in a specific context that natural and by utilizing various natural methods [9].

Research is done on natural objects, which develop as they are, not manipulated by researchers and the presence of researchers does not affect the dynamics of these objects [10]. Qualitative research is a method used to explore and understand meaning [11]. To explore these views, questions also need to be asked to construct the meaning of the situation of the participant.

Creswell further also mentions that: Qualitative research methods are used to obtain data from a particular place that is natural, but researchers conduct treatment in data collection by distributing questionnaires, structured interviews and so on [11].

Sugiyono said that: In qualitative research it does not use the term population, but is called a 'social situation', or a social situation consisting of three elements, namely: places, actors, and activities that interact synergistically. The social situation can be stated as an object of research that wants to be known "what happens in it". In social situations or objects of this study researchers can observe in depth the activities (activities) of people (actors) that exist in certain places (places) [10].

Therefore, in this research researchers will explore matters relating to the application of strategic entrepreneurship carried out in several pharmacy colleges in the city of Bandung in order to realize an entrepreneurial university. Determination of data sources on subjects that are observed and interviewed is done purposively, that is chosen with specific considerations and objectives.

The next step after determining the data and data source is defining it operationally. It is intended that the variables/studies of research that have been set can be operationalized so as to provide clues about how a variable/study can be measured and described.

In this case the researchers collaborated with partner research teams from Widyatama University to support studies in the form of a comparison of the implementation of strategic universities conducted at Widyatama University, especially in the faculty of engineering, which is a study program that has the same family, namely science and technology, and several colleges high who already applied Entrepreneur University.

3. Results

3.1 Recruitment

Data collection and analysis in this research was carried out through the stages of research activities carried out since 2018, both through literature reviews, policy reviews and documents as well as observations in exploring strategic entrepreneurship carried out by pharmaceutical universities in order to enhance their role and competitive advantage in dealing with social developments and technology which is currently entering the industrial era 4.0 faced by all educational institutions, which is demanded to immediately change the direction of higher education policies from high Learning universities and Research Universities to Entrepreneurial Universities.

One of the concepts of entrepreneurial university is the existence of a strategic innovation system accompanied by an awareness of the importance of insight into entrepreneurship that is developed creatively and systematically in tertiary institutions to create effective mechanisms in the transfer of science and technology, community empowerment, and enhancement of institutional competitiveness and national economic competitiveness.

3.2 Statistics and Data Analysis

The results of the field study in the form of literature reviews, policies, documents and observations to several universities indicate the important role of entrepreneurial mindset, entrepreneurial culture, entrepreneurial leadership, resource management strategies and the application of creativity and innovation in building the competitive advantage of a college.

Kemenristekdikti as a supervisor of tertiary institutions implements a university clustering program to assess the performance and health of their organizations, with the main components assessed among others: a) the quality of human resources, b) the quality of institutions, c) student activities, d) the quality of research and community service, and e) innovation performance.

From the analysis of available data both data from the Higher Education Database (PDDikti) Kemenristekdikti, data released by the main Kemenristekdikti units, as well as other relevant sources, then obtained 5 (five) Indonesian higher education clusters with the composition [1]:

Table 1. Clusterization of Higher Education in 2018

GROUP	NUMBER OF HIGHER EDUCATIONS	AVERAGE VALUE					
		QUALITY OF HUMAN RESOURCES	INSTITUTIONAL	STUDENTS	RESEARCH AND COMMUNITY SERVICE	INOVIATION	SCORE
1	14	3.49	3.64	2.13	2.69	2.06	3.06
2	72	2.36	3.08	0.71	1.30	0.57	1.96
3	299	1.24	2.59	0.19	0.66	0.13	1.26
4	1470	0.57	1.55	0.04	0.16	0.02	0.63
5	155	0.36	0.00	0.01	0.03	0.01	0.10
NATIONAL	2010	0.74	1.66	0.10	0.28	0.07	0.75

Source: Ristekdikti (2019)

The data shows that in general, most universities in Indonesia still have a low level of research and community service performance, which in turn also influences their innovation performance.

There are three things in the Entrepreneurial University paradigm, namely universities as organizations become entrepreneurial, entrepreneurial campus communities, and universities follow the pattern of entrepreneurial relationships with their regional environment. With this paradigm will ultimately create an entrepreneurial atmosphere in the campus environment and create knowledge-based society and economic development).

3.3 Ancillary Analyses

Strategic Entrepreneurship is a simultaneous behavior in looking for opportunities (opportunity-seeking) and at the same time looking for advantages (advantage-seeking) superior organizational performance [2]. The practical model of strategic entrepreneurship that is the operationalization of data collection and analysis is based on the concept of the Strategic Entrepreneurship Model [4].

The development and development of an entrepreneurial mindset, culture and leadership on average begins with the establishment of a clear vision and mission and institutional strategic plan and focus on achieving the entrepreneurial university organized in the Tridharma program of higher education.

The data obtained from the vision and mission plan document review and strategic plans from several universities included in cluster 1 or which are the object of benchmarking in conducting research shows clear statements and focus on the direction of their college to become an entrepreneurial university and even become a world class university that guides implementation operational plan both institutional strengthening and resource strengthening to encourage research performance and its down streaming and have an impact on the number and performance of innovations produced. The concept model that he developed consists of: resources, capabilities, strategy, entrepreneur, environment and organizational structure.

4. Discussion

The study of Strategic Entrepreneurship involves actions in a different combination of entrepreneurship (focus on opportunities) with actions that essentially create strategic advantage [4]. Specifically characterizes the making of entrepreneurial strategies with a level of intent and clear vision to change reinforce the concept of vision in Strategic Entrepreneurship, by identifying the focus at the present with the vision of the organization in the future. This is in line with the scope that adds a component of resource management and dynamic capability, so that the Strategic Entrepreneurship model consists of eight components: opportunity identification, innovation, acceptance of risk, flexibility, vision, growth, resource management and dynamic capability [13].

Even so, the field study shows that there are differences found in the challenges and obstacles of higher education institutions that are in government and private sector management. Resources that tend to be stable are owned by government universities. Another case with universities managed by private parties with various limitations is often an inhibiting factor in building and developing an Entrepreneurial ecosystem.

Field data shows that several state universities have adequate resources and facilities to create an entrepreneurial environment, for example there are business units that are built with all the conveniences when the leadership of the organization has an entrepreneurial character (entrepreneurial leadership). But on the other hand there are also weaknesses that have when the existing entrepreneurial culture does not encourage innovation because existing human resources already exist in their comfort zones.

Some private universities even have excellent innovation performance when an entrepreneurial culture that is built synergistically between independent needs and sustainability clashes with limitations and high levels of competition.

The basis of strategic management is the thought that the strategy creates an integration between the internal strengths and weaknesses of the organization on the one hand and opportunities and external threats on the other [3]. Competitive advantage results from the difference in value between organizational offerings compared to offers that are appropriate by competitors. Ownership of resources that are valuable, rare, cannot be imitated, and cannot be replaced [14] and also a favorable market position [15] is considered as the main source [16].

If entrepreneurship is understood as the identification and creation of new opportunities and if strategic management is understood as the transformation of these opportunities into sustainable competitive advantage, then entrepreneurial behavior is of primary importance to the organization if it wants to succeed in a competitive environment.

Resources and capabilities are interconnected. Organizational growth emphasizes the importance of human and physical resources mediated by managerial abilities [17]. Then build the cognitive abilities of actors and their ability to regulate interactions between resources in providing services to organizations, generating capabilities. Thus resources can be combined and developed from time to time to generate unique capabilities that enhance competitive advantage. The type of resources needed for an organization depends on the environment. organizations that grow fast in a dynamic environment require intangible resources (especially entrepreneurial human resources).

Strategic management is related to the overall direction and vision of the organization implemented by management through a combination of resources with the aim of building capabilities in certain environments to gain opportunities while creating competitiveness. Organizations must develop an entrepreneurial mindset as a way of thinking that focuses on identifying and exploiting opportunities in the face of uncertainty. This mindset is in line with a growth orientation, entrepreneurial culture that is tolerant of failure where individuals encourage flexibility, creativity, continuous innovation and renewal [2] and entrepreneurial leadership that refers to the ability to influence others and manage resources strategically. Entrepreneurial mindset needs are associated with EO (entrepreneurial orientation), ensuring that the mindset is changed into activities.

Meanwhile the organizational structure is considered as the basis for implementing an effective strategy, in the utilization and search for opportunities. The organizational structure is designed to assist the organization in allocating work, resources and administrative mechanisms that enhance the capabilities and control of the company's strategy. Changes in company structure are often needed when strategic changes, administrative problems and economic inefficiencies [3].

In Strategic Entrepreneurship, the company's structure should always describe the entrepreneurial culture (organizational). Then it helps develop and support a continuous search for entrepreneurial opportunities that can be exploited with sustainable competitive advantage.

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Author Profile



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