



MANAGEMENT SYSTEM BASED STRATEGY FOR CREATIVE INDUSTRIES IN THE JEMBER DISTRICT REGION

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ABSTRACT

This study aims to develop a business strategy based on the clusters identified in previous studies. In addition, this activity will also measure the management system in accordance with the business strategy to be developed. The population of this study were all parties involved in the creative industry in the Jember district. To determine which respondents will be used as sources in this study, accidental sampling techniques are used with certain criteria for the benefit of a quantitative approach to produce an appropriate analysis. The close integration of employees and the selected manual structure contributes to the fact that management manuals are developed, which are used and maintained in daily work. As a result of the participatory measures implemented, the motivation and desire of both owners and employees is very high during all creative industry activities. Furthermore, it shows that IMS serves as a motivator and also determines strategies for each creative industry based on its orientation. Thus, the methodology described seems very suitable for applying IMS to creative industries.

Key words: Creative Industry, Integrated Management System, Strategy.

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1. INTRODUCTION

Strategic issues in the development of creative industries include: (1) Availability of creative resources (creative people) who are professional and competitive; (2) Availability of quality, diverse and competitive natural resources; and easily accessible resources; (3) A competitive, growing and diverse creative industry; (4) Availability of suitable, accessible and competitive financing; (5) Expanding the market for creative works; (6) Availability of appropriate and

competitive infrastructure and technology; and (7) Institutions that support the development of creative industries.

Strategy-based management systems are a concept that is expected to be in line with the creative industry which is mutually interacting with management functions (Mackau, 2003), especially in the creative industry. In the past, in addition to implementing management systems, management systems focused more on the environment and work safety, but along with the development of the industry, management systems have also focused on thinking processes and also integrating management systems.

The development of the management system integration process shows that not all management systems meet the expectations of employers and employees. The fact that the development and implementation of an integrated management system, regardless of the approach used, always leads to decisive changes in the company, is often ignored. Every change in an organization, whether structural or process-oriented, however, is very complex (Zeng, Shi, & Lou, 2007).

The lack of employee integration in the IMS development and implementation process becomes increasingly apparent through an unacceptable and non-transparent examination of management systems which, in addition, are rarely single-company specific. So that we need an integrated approach, especially in the creative industry. There are a number of good methodologies, which are often not used when introducing an Integrated Management System (IMS) to the creative industry. In addition, there are several results that discuss how to implement IMS and how to encourage employee recruitment to create sustainable performance.

Based on the existing phenomena, this research is important to do because studies and research related to IMS for the creative industry, especially in the Jember district are still limited. This study tries to map and see the IMS based on the characteristics of the existing creative industries.

2. LITRATURE REVIEW

2.1. Integrated Management System

The integrated management system model has undergone various developments (Ossa, 2019). Based on the ISO 9000 standard (including ISO 9001: 2000) has developed an integrated management model into five parts, namely: 1. Company design and management; 2. Products and services, 3. Process design, 4. Focus on customers and supply, 5. Benchmarks and continuous improvement. These five parts are part of total quality management to ensure an organization or business unit becomes more transparent and has a clear direction in accordance with the vision and mission as well as the goals to be achieved. This can be done by creating, modifying or even conducting management strategy analysis so that these goals can be achieved

2.2. Implementation of Integrated Management Systems in Creative Industries

A management system serves to describe business practices and must live and grow through experience and practice; employees are responsible for continuous system development, therefore employees are already involved in the project from the start. The creation of each manual content is, in part, related to the further execution of complex tasks. This could be, for example, creating and editing an occupational health and safety analysis, or an environmental analysis, or formulating management objectives for each segment.

A top-down / bottom-up strategy for the introduction of management systems in the creative industry is developed which is essential to gain management commitment to the project and agreement on future strategies before the introduction of an integrated management system can be implemented (Mackau, 2003). First, a matrix containing all operations is created to record

all tasks, allocation of responsibilities and time during the introduction process. During the process, all the important actions that are part of the implementation are identified, arranged in chronological order, and allocated to the person or group.

3. METHODS

3.1. Research Location and Design

This research will be carried out in Jember Regency in particular. This research is a descriptive exploratory research carried out with a survey method. To develop the research, first an exploratory study was carried out through field observation. The instruments used included external and internal factors from the creative industry so that a mapping of the creative industry management system was found.

3.2. Population and Sample

The population in this study were all parties involved in the creative industry in the Jember district. The first step is to use a qualitative approach to determine respondents for the purpose of extracting data related to the existing conditions of the research object. The second step, sampling using accidental sampling technique with certain criteria for the benefit of a quantitative approach to produce a suitable analysis. Respondents in this study were creative industry players. The sample selection is based on its relevance to the research objectives as previously described in order to obtain comprehensive research data.

3.3. Design and Research Analysis Techniques

The research design was carried out using a qualitative approach by exploring the existing conditions of the research object. The next step is to use the interview approach to identify and finally to map the management system. The data in this study are primary and secondary data. Primary data were obtained through a series of interviews, focus group discussions (FGD), field observations for a qualitative approach, and distribution of questionnaires to research respondents who had been determined for a qualitative approach as well as interviews. The number of respondents will be adjusted according to data needs.

4. RESULT AND DISCUSSION

4.1. The need for IMS Creative Industry Models

Based on the development of IMS, the main focus on the integration of management system elements includes clarity of structure, continuous improvement, increased productivity, integration and consideration of individual characteristics (Mackau, 2003). The same is true for the STI criteria used in creative industries. Based on the research results, it can be seen both the existing creative industry clusters, namely the market-oriented cluster and the entrepreneurial-oriented cluster, not all of them have a clear organizational structure. It can be seen that the majority of the existing creative industries are still managed traditionally, that is, owners run their businesses without legalizing their business form. In addition, business owners also dominate decision-making due to the lack of delegation to existing employees.

The second criterion, namely continuous improvement. From the existing creative industries already have guidelines and plans for continuous improvement. One of them is the availability of existing SOPs in carrying out its activities. Even so, there are still creative industries that do not yet have SOPs because they consider that in running their business it is only based on habit without the need for a written guideline or guide. In addition, several creative industries also have SOPs for continuous improvement but they only have them and are not implemented. This group only sees that the existing SOP is just a formality and this causes several processes that do not comply with the standards they should be.

The third criterion is increased productivity. This can be done by how the process of developing human resources skills possessed and by conducting performance evaluations. In terms of skills development processes, most of them have implemented skills enhancement to increase productivity by going through several trainings or following several events to become benchmarks in order to increase productivity. The creative industry that exists in the effort to develop resource skills comes more from the initiative of the owner. This shows the lack of awareness of business owners in maintaining productivity. As for the creative industries that do not yet have a skill development plan, generally the creative industry does not require special skills so that they see that skill development is not needed and is only based on the experience gained while running a business. To maintain productivity, the creative industry also Most of them have carried out periodic performance assessments which is aimed at controlling and maintaining business productivity. Even so, there are still creative industries that do not evaluate periodically because they see that while running a business there are no problems, they don't need to do evaluations. This is mostly used in creative industry which is still managed traditionally. In addition, to increase productivity is done by adding to the menu or product variants offered to consumers based on the results of market surveys, this has been used in market-oriented creative industries. The high interest and good market response also shows that the productivity of the creative industry is quite good. On the other hand, the creative industry that is entrepreneurial in orientation has not all implemented a planned productivity improvement system.

The integrated system in question is a system that is in the business. Although the existing creative industries consist of two types of clusters, most of them already have a good and well-planned system. One of them is a system of providing compensation that is tailored to the capabilities of the business and also a well-planned recruitment system for employees

Individual characteristics are an important aspect of the IMS model. This section considers that characteristics can have an impact on business continuity and also the strategy of the creative industry. Based on the research results, all creative industries have made considerations based on the characteristics of their resources. This shows the awareness of the creative industry in the importance of the characteristic aspects of resources for long-term business planning.

As a result, it can be noted that the current model only partially fulfills the requirements. The ISO 9000 standard is underdeveloped, whereas the TQM model exposes organizations and employees to many situations with excessive demands. The IMS model should present a structure that is easy, understandable and practical. In addition, appropriate measures regarding participation and training should be developed to ensure active engagement of employees from the start of the change process.

4.2. Creative Industry IMS Model Structure

Mackau, (2003) developed an IMS structure that was derived from the ISO 9000 and ISO 14001 standards. This model can also be applied to various business fields to increase competitiveness and also the basis for their strategy making (Zeng et al., 2007). The implementation of IMS requires changes in various fields, both at the organizational and individual levels. Structuring the organizational aspects of the creative industry aims to optimize the operation process. In the next section, we will discuss steps that focus on developing creative industry organizations in the Jember district.

4.3. Business Vision

Based on the research results obtained information related to the business vision. In the creative industry, both market-oriented and entrepreneurial in general, there is no difference, this is indicated by the existence of the creative industry where the owner acts as the decision maker

to determine the goals and certification of the product or ajsa offered. The owner determines the type of business and product and the strategy used. However, there are several creative industries that are market-oriented, involving how their employees provide input regarding the product or service responses received and also provide information to the owner as an owner's consideration in making managerial decisions and strategies in accordance with the business being carried out.

4.4. Continuous Inetration- Circle (CI-Circle).

Although IMS only briefly addresses this particular issue, some creative industries have unconsciously paid attention to and practiced this CI-circle. Based on the findings in the field, it is explained that the existing creative industries already have integrated programs, starting from the recruitment process, the compensation system, to the workforce planning. Several creative industries that are market oriented have implemented resource planning which in the long term is expected to create employee independence and foster a responsible and creative attitude. The level of job distribution is clear and directional. The owner provides knowledge to employees in accordance with their respective fields so that it will make it easier for the owner to coordinate and evaluate his employees. The hope is that it can increase productivity, expand markets, and also foster innovative and creative attitudes as well as the use of technology to deal with existing threats and opportunities. The process of developing an IMS for a market-oriented creative industry identifies many internal factors. As a result, questions arise about how to convey the information obtained to new employees, thereby enabling them to identify with the system being developed.

Meanwhile, for creative industries that are oriented towards entrepreneurship, although most of them already have a plan, there are still creative industries that have not been running well in terms of human resource planning. This is due to the recruitment system that is not based on planning and does not have a good employee development program. The recruitment strategy used is generally not based on expertise, but is based more on the availability of labor alone. This is sometimes a difficulty in itself and a challenge for the creative industry that is based on entrepreneurship. From the marketing aspect, the strategy that is often used by most of the creative industries that is entrepreneurial-oriented is the strategy of waiting for consumers. This is due to fairly fierce competition and also demands for high innovation and creativity in running its business, because it has a more specific segment than the market-oriented creative industry. If this strategy is not supported by the strength of the product or service being offered, it will tend to decline, especially if it cannot adapt to consumer tastes and has a fast product cycle. With regard to the products and ajsa offered, the majority are general and standard products, so they still have the opportunity to diversify their products. Another obstacle that is often faced in entrepreneurial-oriented creative industries is the use of technology. In some businesses in this industry, the tendency is that they are satisfied with the existing conditions, so it is still necessary to cultivate how to use technology in running their business.

5. CONCLUSION

The close integration of employees and the selected manual structure contributes to the fact that management manuals are developed, which are used and maintained in daily work. As a result of the participatory measures implemented, the motivation and desire of both owners and employees is very high during all creative industry activities. Furthermore, it shows that the IMS functions as a motivator and also determines strategies for each creative industry based on its orientation. Thus, the methodology described seems very suitable for applying IMS to creative industries.

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