STRATEGIC INTELLECTUAL PROPERTY MANAGEMENT AND INTRAPRENEURSHIP: LEVERAGING TALENT DEVELOPMENT FOR COMPETITIVE ADVANTAGE IN THE INDONESIAN FILM INDUSTRY

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Abstract

This study analyzes the strategies of intellectual property (IP) management, talent development, and the role of intrapreneurship performance in the film industry, as well as the implications of the Resource-Based View (RBV) Theory on the business potential of companies. A comprehensive approach to IP management includes identification, valuation, and legal protection, recognizing creativity as a primary asset. This strategy maximizes the economic value and legal protection of each film production. Additionally, talent development and regeneration in the film industry are achieved through collaborations with educational institutions and internship programs, creating a work environment that supports creativity and innovation. Intrapreneurship performance is a key factor in achieving a competitive advantage. A strong culture of innovation and entrepreneurship enables companies to support employees' creative ideas through internal programs and competitions, providing a competitive edge that is difficult for competitors to replicate. From an RBV perspective, film companies have significant business potential by leveraging unique resources and capabilities, such as a culture of innovation and talent development programs. Theoretical implications suggest that integrating IP management, entrepreneurship performance, and RBV can build a sustainable business strategy. Companies are advised to focus on IP protection, support intrapreneurship performance, and develop talent to maintain competitive advantage, using RBV for long-term growth strategies through sustainable innovation and effective resource management.

Keywords: Intellectual Property Management, Talent Development, Intrapreneurship Performance, Resource-Based View, Film Industry

INTRODUCTION

The global creative industry has seen rapid growth, significantly contributing to economic development, job creation, and social inclusion worldwide. In Indonesia, the creative economy, also known as the creative industry, has emerged as a crucial sector, making substantial contributions to the national GDP. Comprising various subsectors such as fashion, culinary arts, design, and media, the creative industry plays a pivotal role in enhancing cultural identity and economic vitality (Lubis et al, 2023).

Among the subsectors, the film industry holds particular promise in Indonesia. With a high percentage of the population engaging in film viewing as a primary leisure activity, the Indonesian film market has expanded rapidly. This growth trajectory is projected to continue, with an annual growth rate exceeding the global average. Despite this growth, the Indonesian film industry faces significant challenges, particularly in the realm of intellectual property (IP) management.

Effective management of intellectual property is critical for fostering innovation and protecting creative assets (Maulana & Hidayati, 2023). However, many stakeholders in the Indonesian film industry lack adequate understanding and implementation of IP rights. This deficiency poses a barrier to the industry's development and its ability to compete on a global scale. In contrast, established film industries, like Hollywood, benefit from robust legal frameworks and proactive IP management strategies that secure their creative assets and support industry innovation.

Moreover, the Indonesian film industry struggles with disparities in production quality and technological infrastructure compared to its global counterparts. Limited budgets and outdated technologies hinder production capabilities and innovation potential. The industry's reliance on market trends rather than original content development further constrains its creative output and competitiveness in the global market. Addressing these challenges requires a strategic approach to talent development and resource management within the industry.

In response to these challenges, there is a growing recognition of the importance of human resource development in enhancing the industry's competitiveness and sustainability.

By investing in talent development and fostering a culture of innovation, the Indonesian film industry can strengthen its position and achieve long-term growth. This research aims to explore the impact of effective intellectual property management on intrapreneurial performance and talent development within the Indonesian film industry, offering insights into strategies for enhancing industry competitiveness and fostering sustainable growth.

REVIEW OF LITERATURE

In the realm of business management, strategies play a crucial role in enhancing a company's competitive position within its industry or market segment (Marova, 2014). Business activities, which operate through transactions, offer opportunities for profit and revenue generation. Strategies are closely linked to planning, and the Grand Strategy Matrix (GSM) serves as a famous tool for formulating the most appropriate strategic alternatives for decision-making processes (Sofjan Assauri, 2017). The GSM categorizes companies into four quadrants based on their competitive position and market growth, aiding companies in implementing sustainable business strategies (Pearce and Robinson, 2011).

Business Strategy

The Grand Strategy Matrix (GSM) assists managers in evaluating current positions and selecting alternative strategies for companies (Pearce and Robinson, 2011). It offers opportunities to build new values that relate to market, operational, and management activities. Managers face challenges in planning for the future, utilizing resources managed for assessment and analysis, and effectively determining and implementing company business strategies in the long term (Pearce and Robinson, 2011).

Intellectual Property Management

Intellectual property management involves a set of critical concepts, methods, and processes designed to align a company's intellectual assets with predetermined business goals and strategies (Miresi and Lumnis, 2013). The need for intellectual property management is a consequence of globalization and economic growth. Companies must leverage intellectual property assets as business components and strategies. The main task of intellectual property management is to integrate intellectual assets into creating innovation strategies and business models, supporting innovation, portfolio management, and intellectual asset exploitation.

Entrepreneurship

Entrepreneurship management contains the strengths of a company that ensures its business remains sustainable and competitive by utilizing entrepreneurial strategies that utilize the company's internal capabilities and activities with the company's external environment. Entrepreneurship (entrepreneurial) within a company will help teams improve their knowledge reserves, mitigate the resources they have, develop innovative capabilities, capture opportunities that will and can occur, and improve business performance (Liu, Xianyue; Yuan; Sun, R; Zhao, Chenxi; Zhao, Dali., 2023). Intrapreneurship (entrepreneurship in the company) is the process of creating new businesses, new products, and new processes within an organization to increase profitability and organizational value that gives the organization a competitive advantage (Carrier, 1996:6; Bulent Guvena, 2020). Intrapreneurship is a type of entrepreneurship that has grown into a new concept and has proven in the organization network or in established and developing businesses and communicating with others, weaving and evaluating them with their talents and values. The purpose is to mobilize and revitalize the organization that exists through risk-taking, innovation, competitive behavior, and sales (Zahra & Covin, 1995: 44).

Resource Based View (RBV)

In Jane, Orpha (2022; 110-113), Resource Based View (RBV) is an approach that is born from the results of Edith Penrose's (1959) research into company growth processes. RBV is specifically focused on the characteristics of the resources owned by the company, in this case, it will help the company grow together with the competitiveness of the company. The company has the task of maintaining profits continuously by creating and protecting competitive advantages as its strategic assets. Based on Barney (1986) as well as Hamel and Prahald (1996), the concept of this RBV will focus on building resource attributes that have valuable (valuable) characteristics, rare (rare), inimitable (unintelligent), and non-substitutable (unsubstituted). Companies that have these resources can develop and maintain their competitive advantage and by using their resources and their competitiveness, companies can achieve optimal performance (Collins and Montgomery, 1995; Grant, 1991; Wernerfelt, 1984). RBV's approach has a role in the company's performance.

RESEARCH METHOD

Qualitative research design is known for being more flexible, inductive, and non-linear. It adapts to what is encountered in the field rather than following a predefined sequence of steps (Maxwell, 2013). This approach is characterized as interactive, with interconnected and flexible structures (Indrawati, 2018).

Types and Sources of Data

This qualitative research aims to comprehend events related to a subject comprehensively through explanations and using several natural techniques (Lexy J. Moleong, 2006). Qualitative research broadly produces and presents facts and understands meanings as they occur in the field of research, both through direct interaction and the researcher and subject.

Primary Data: This type of data will be obtained through interviews or direct surveys of research subjects at the research location. The research will produce data such as statements from informants, descriptions, and facts of the case.

Secondary Data: This type of data will provide research information that can be obtained indirectly through intermediaries in the form of the company's vision and objectives, as well as applicable policies.

Methods of Data Collection

Indrawati (2018) and Straus et al. (1998) describe the researcher as the main data collection tool in qualitative research. Qualitative researchers should possess attributes like appropriateness, authenticity, credibility, intuitiveness, receptivity, reciprocity, and sensitivity.

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In-depth Interviews: This method involves respondents describing facts and providing opinions within their specialized field.

Conversations: This method involves informal qualitative data collection through discussions related to the researched case.

Semi-structured Interviews: This data collection technique is advantageous because it can handle specific issues and interpret respondent responses more easily and effectively in terms of cost because it does not need to involve an interviewer.

Sample and Sample Selection

Sample selection in qualitative research is usually purposive. The researcher will select a sample based on a case study at a production company as an organization that manages intellectual property as a business management system within a company or organization. The researcher will interview Producers, Executive Producers, Line Producers, Directors, and 2 Creative Workers who have been employed for more than 5 years, whether or not they have ever received awards or exclusivity contracts.

RESULTS AND DISCUSSION

Management of Intellectual Property in a Film Production House

Intellectual property (IP) management is crucial for any film production house, ensuring that creative works are protected and commercialized effectively within the bounds of the law. This research explores the practices and strategies employed by a film production company in Indonesia to manage its intellectual property.

Identification and Categorization of Intellectual Property

A film production company has a diverse range of intellectual property assets, including creative content, copyrights, and technical intellectual property. These assets are identified and categorized to understand their economic potential and to strategize their management effectively. For instance, the company assesses scripts, the selection of actors, and production budgets to evaluate the potential value of each film project. Moreover, the company conducts market research to gauge audience interest and feedback on its films, which informs its marketing and distribution strategies. This comprehensive approach allows the company to manage its intellectual property assets more strategically and profitably.

Evaluation of Intellectual Property Value

The value of intellectual property in the film industry is determined by various factors such as creative content, copyrights, and technical intellectual property. The value is not solely dependent on economic benefits but also on the film's cultural impact and audience reception. For instance, successful films not only generate revenue but also enhance the company's reputation and attract future investments. This demonstrates that intellectual property is not just a legal asset but also a strategic asset that contributes to the overall success of the company.

Legal Protection of Intellectual Property

Legal protection is essential for safeguarding intellectual property rights and ensuring that the company can benefit economically from its creative works. For example, copyrights protect scripts, film content, and artistic works from unauthorized use or reproduction. This legal protection not only secures revenue streams through licensing and royalties but also motivates creative talent to innovate without fear of infringement. Additionally, it enhances the company's reputation and encourages collaboration with other industry players, thus fostering growth and sustainability.

Development of Talent and Regeneration

Effective management of intellectual property fosters talent development and regeneration within the film industry. By creating an environment that values and protects creative ideas, the company encourages its employees to continuously innovate. For instance, the company collaborates with educational institutions to nurture new talent and provide them with hands-on experience in film production. This initiative not only benefits the company by tapping into fresh perspectives but also enriches the overall creative ecosystem of the film industry.

Enhancing Intrapreneurship and Performance

Intrapreneurship is vital for driving innovation and achieving sustainable growth in the film industry. By encouraging employees to take initiative and develop new ideas, the company enhances its competitiveness and adapts to changing market trends. For example, the company implements key performance indicators (KPIs) to measure the success of its intrapreneurial efforts, such as the number of new ideas generated and the efficiency of film production. This proactive approach not only improves employee satisfaction but also contributes to the company's overall profitability and market position.

CONCLUSION

Managing Intellectual Property (IP) has proven to be crucial for companies in the film industry, as it helps protect creative assets and drive commercial value. Effective IP management involves identifying, assessing the value of, and legally protecting intellectual property such as copyrights, trademarks, and patents. This ensures that companies can maintain a competitive edge by safeguarding their unique ideas and information, preventing competitors from imitating their products or services. IP management strategies are pivotal in enhancing the economic value of creative works and motivating creative professionals to continue innovating.

The development of talent and regeneration of the industry is essential for sustaining long-term growth and innovation. Companies play a pivotal role by creating environments that inspire creativity and provide opportunities for young professionals to learn and grow. Collaborating with educational institutions and offering internships and training programs are effective ways to foster a talented workforce. This not only benefits individual employees but also ensures that the industry remains vibrant and competitive.

Intrapreneurship, both in the form of entrepreneurship and intrapreneurship, serves as a foundation for achieving competitive excellence within organizations. By promoting a culture of innovation and entrepreneurship, companies can enhance their overall organizational performance. Key Performance Indicators (KPIs) for intrapreneurship emphasize innovation, production efficiency, and employee satisfaction, highlighting its crucial role in achieving competitive advantage. Empowering employees to develop new ideas and providing resources for experimentation is key to fostering innovation and maintaining a dynamic work environment.

Resource-Based View (RBV) Theory underscores the importance of internal resources that are rare, valuable, non-imitable, and non-substitutable in creating competitive advantage. Companies that leverage internal resources effectively can create significant value and strengthen their market position. By focusing on fostering a culture of innovation and entrepreneurship, companies can enhance their competitive edge and integrate these elements into their business strategies.

Theoretical implications from IP management, entrepreneurship, and RBV Theory provide the foundation for building strong and sustainable business strategies. Integrating these theories offers a deeper understanding of how companies can create sustainable competitive advantages through effective IP management and proactive entrepreneurship. Protecting IP is critical for creating commercial value and the innovation driven by entrepreneurship can add value to a company's offerings.

By combining the theoretical implications of these three concepts, companies can develop holistic, innovation-oriented business strategies. They can adopt a proactive approach to IP management, placing entrepreneurship as a driving force to identify and exploit new opportunities driven by their intellectual property. Additionally, companies can use the RBV framework to identify internal resources as capabilities in talent development and regeneration within the company that provide competitive advantages and integrate them into their business strategy.

Managing Intellectual Property (IP) requires companies to focus on managing and protecting copyrights, trademarks, and patents. This requires careful strategies to manage licenses, maintain the secrecy of projects in development, and manage broadcasting rights. Managerial implications include developing a competent legal team in intellectual property issues, implementing rigorous processes to track and manage IP rights, and ensuring awareness of the importance of IP protection at all levels of the organization.

To facilitate innovation and creativity within the organization, management should provide strong support for intrapreneurship performance. This involves empowering employees to develop new ideas, providing necessary resources for experiments and testing, and creating a culture that encourages measured risk-taking. Managerial implications include creating an inclusive and collaborative work environment, developing incentive programs that motivate employees to innovate, and forming management teams that support new ideas.

Management should prioritize talent development and regeneration to ensure long-term sustainability. This involves identifying and developing new talents, both behind the scenes and in front of the camera, and creating clear and supportive career paths for employees. Managerial implications include investing in training and development programs, forming partnerships with educational and industry institutions, and implementing performance management practices that promote growth and individual development.

Management should use RBV Theory to analyze their business potential, considering the internal resources the company possesses. This involves identifying core resources that are rare, valuable, non-imitable, and non-substitutable, which provide competitive advantages. Managerial implications include conducting audits of internal resources, prioritizing investments in the most valuable and rare resources, and developing growth strategies based on unique competitive advantages.

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