
Innovative Entrepreneurship for Online Business: Qualitative Study

Iwan Hermawan¹, Gita Hindrawati², Inayah³, Suharmanto⁴

iwanpolines@gmail.com¹, gita_hindrawati@sbm-itb.ac.id², inayah_pkp08@yahoo.com³,
suhenk999@gmail.com⁴

Politeknik Negeri Semarang^{1, 3, 4}, Institut Teknologi Bandung²

To cite this document :

Hermawan, I. ., Hindrawati, G. ., Inayah, & Suharmanto. (2021). Innovative Entrepreneurship for Online Business: Qualitative Study. Conference Series, 3(2), 520–536.
<https://doi.org/10.34306/conferenceseries.v3i2.619>

Abstract

Entrepreneurship in online business is related to the rapidly growing number of internet literacy in Indonesia. Currently, 160 million people access the internet, making Indonesia an economical cake that creates a potential market. It encourages market competition and innovation in the red zone. Competition triggers business actors, including entrepreneurs, to rethink the strategies applied to win market competition relevant to the current phenomenon. The research question is related to how online business entrepreneurs take advantage of innovation to survive the business turbulence, such as developing technology, changing regulations, market tastes, and the need for social distancing in a pandemic situation. Innovative Entrepreneurship (IE), initially inspired by Schumpeter and Lumpkin Dess, is now further transformed by the evolution of generations from generation X to generation Y (millennial generation). Millennials have different characters and lifestyles, so that in terms of entrepreneurial characteristics, millennials have an IE perspective that brings their uniqueness. In line with the development of the internet and application breakthroughs by unicorn developers, E-marketplaces have become an interesting online business phenomenon to explore and create the dynamics of IE. This study is based on the perspective of technology-based entrepreneurship through a qualitative approach. The results of the study obtained an IE construct with millennial ownership. The construct of IE in the online business environment is formed by four dimensions, namely technology, work atmosphere, organizational strategy, and market agility. By applying these four dimensions, the IE construct will foster entrepreneurship to formulate better ways to survive and win the competition in the e-marketplace business environment.

Keywords: Innovative Entrepreneurship, Millennial, Online Business, E-Marketplace

I. INTRODUCTION

In line with the entrepreneurship studies trend, the IE evolution has been built with the latest studies that have attracted the interest of scholars [1]–[3]. Many studies based on

entrepreneurship today refer to the entrepreneurship 4.0 platform [4]. It is related to the increasingly massive development of technological innovation and internet breakthroughs applied in entrepreneurship business. Online business is becoming a business attraction today, in line with internet infrastructure that is getting cheaper. An online business can be controlled easily at home, even in a narrow space, and with minimal workforce. The business phenomenon currently developing is the need for online business logistics such as finding raw materials, negotiating with suppliers, product assembly, and market distribution can be practically controlled online. One of the causes of the emergence of online business trends is that they have substantial flexibility to compete with malls or supermarkets with enormous capital. The phenomenon of online business also promotes the collapse of malls that do not connect to the digital ecosystem.

The wave of the digital economy revolution has significantly changed the spending pattern in society, especially in the pandemic era. Since the beginning of the pandemic (2019 – 2020), there has been an increase in public enthusiasm for shopping through online transactions. The pandemic has changed consumer behavior in transactions, and it is realized that entrepreneurship incorporated in a digital platform that can survive in the pandemic era is in line with [5], [6]. Thus, how innovation-based millennial online businesses can survive in the pandemic is an exciting study. Likewise, malls that rely on offline transactions cannot survive, especially with social restrictions or mall closures in the context of health security. Malls cannot withstand the development of business turbulence such as the advancement of digital platform trends and pandemics. In the global context, business turbulence exerts pressure on economic recession, restrictions on exports and imports for national security reasons, declining demand for export products, and the collapse of large retail companies. The entrepreneur's inability to read trends and advances from the outside led to the collapse of a retail company. According to Liputan6.com [7], Toys'R'Us, a global toy company (1,600 retail stores spread across 38 countries), experienced disruption. The CEO of Toys'R'US explained that its bankruptcy was partly caused by online retail stores such as Amazon.com. It also impacts large retail companies which cannot survive in the digital economy in Indonesia. Based on the detikFinance [8], several major retail branches of Ramayana began to close in 2017. Today's online businesses, which can beat offline businesses on a larger scale, are in demand and dominated by the millennial generation. The millennial generation population growth in organizations in Indonesia reaches 50-60% of the total, calculated to increase to 70% by 2025 [9]. The millennial generation has a challenging survivor character who is highly dependent on technology with the concept of job-hopping in work-life, providing space to create a gap with the loyalty value. The link between the millennial generation's high population, which is inversely proportional to organizational values, requires organizations to move in the face of change in this digital era [10]. This phenomenon has attracted scholars that entrepreneurs, especially millennials, are internet literate, technology-savvy, and can optimize

resources for business agility. Likewise, people in Indonesia who have internet literacy have become a potential market.

Indonesia has become a market for selling foreign products, such as Apple, Samsung, and other innovative products. Indonesia is like a big economic cake in its idiom, considering that the internet literacy rate grew rapidly compared to a decade ago, reaching 73.7% [11]. So, in terms of entrepreneurship and potential consumers, they are ready to be given breakthroughs in business applications. Internet development has also led to promising new models and trends in the business area. Several business applications are currently developing, such as e-marketplaces: Lazada, Shopee, Tokopedia, Bukalapak, and economic sharing applications such as Gojek and Grab, which have made a breakthrough in business technology is proven to open up vacancies. The phenomenon is in line with the fact that both entrepreneurs and consumers have captured the number of internet literacy in Indonesia, so entrepreneurship is crucial to building innovation to survive in business competition [12]. Creating a difference compared to competitors is the key to winning the market through innovation. However, many entrepreneurs have opened online businesses and failed to reach 30 million SMEs who went bankrupt, especially in the era of the COVID-19 pandemic [13]. Innovation cannot be separated from the role of technology to solve various challenges. Technology optimization in entrepreneurship refers to technology-based entrepreneurship theory. This study aims to find out how to formulate an online business to survive in increasingly complex market competition in the context of innovative entrepreneurship (IE). The approach in this study is a qualitative study with Indogreat MLP informants. The results of the study will build an IE construct for millennial online businesses.

II. LITERATURE REVIEW

1. Innovative Entrepreneurship (IE)

Entrepreneurship is related to managing innovation, measuring risk, building creativity, and developing knowledge enrichment in organizations towards continuous improvement [14]. In a broader context, IE is an entrepreneur's capability to combine knowledge and resources from different social structures to form an innovation system structure [15]. In this study, Schumpeter [16] inspired the concept related to IE that combines resources, innovation, and creativity. The next point, this concept developed in the thinking of Lumpkin and Barney [17], [18], introduces the concept of entrepreneurial orientation based on entrepreneurs' ability, which refers to aspects of innovation, proactiveness, and the ability to map risks. Further studies of Kozorog [19] continue the spirit of Schumpeter in the context of how to develop an organization based on innovation by bringing the concept of the Entrepreneurship Theory of Innovation (ETI). ETI identifies entrepreneurs as critical drivers of economic development through the innovation introduction. In this case, entrepreneurs construct innovations by introducing new products or production

methods, new sources of materials, becoming agents of change in the market and creating competitive advantages [20].

2. Online Business

An online business can be interpreted as a virtual community, such as transactions and information sharing [21]. Online business is part of e-business where functional elements are placed as drivers such as technology, human resources, operations management, finance, and marketing. The e-marketplace is a virtual meeting place for sellers and buyers in a platform integrated with a centralized system. Some relevant concepts in online business processes are service-dominant logic (SDL), organizational culture, and collaboration. SDL emphasizes value creation through services rather than products provided to consumers.

Furthermore, SDL has the direction of developing customer and supplier relationships through marketing activities, interactions, and resource matching. The concept in online business is relevant to market development and building loyalty through customer engagement. The application of SDL ensures that consumers do not abandon online businesses. Collaboration is an essential concept in online business, which refers to the collective involvement of consumers to develop new products. Collaboration is a co-creation concept that places consumer ideas with internal knowledge in creating innovations in product and service development [22]. Innovation is the key to achieving a competitive advantage. Innovation is at the root of SDL implementation and developing inimitable products critical to reaching the market leader.

3. Technology-based Entrepreneurship

Technology-based entrepreneurship (TBE) is a theory that emphasizes the optimal use of technological resources as a strategic medium to stimulate innovation. TBE is built on four main aspects [23]: (1) create and capture value for organizations by combining specialists and assets to produce and adopt the technology. (2) emphasizes collaborative experimentation and production of new products, new assets, and their attributes related to scientific and advanced technology and property rights of enterprise assets. (3) TBE enables projects to explore problems or applications for a particular technology, launch new ventures, introduce new applications, and take advantage of opportunities that rely on scientific and technical knowledge as long as a result creates and captures value for the organization. (4) TBE has a broad perspective, not only limited to technology designers but includes the part of the organization besides technology that stimulates innovation, such as operational activities to distribution channels both at local and regional levels. IT is a strategic infrastructure resource [24]. IT and TBE dimensions require other complementary concepts within the organization that must be elaborated to create survival performance in the pandemic era.

The novelty in this study is to build an innovative business in entrepreneurship, referring to the business needs of millennial ownership. Existing theories such as the Entrepreneurship Theory of Innovation refer to needs congruent with millennial characters in the internal context of building an atmosphere and work atmosphere in line with millennial identity will create agility in entrepreneurship.

III. RESEARCH METHODS

The study emphasizes a qualitative approach using interview instruments to build innovative entrepreneurship constructs in online business [25]. The qualitative approach was chosen because the excavation of studies relevant to the pandemic and millennial business has not been widely developed, so the case study approach is relevant to the needs of exploratory studies [26]–[28] who are affiliated to find out how to survive? The sample of this study is Indogreat MLP. Indogreat MLP is online business entrepreneurship engaged in a marketplace business environment with complex business processes ranging from market sensing to innovation in market penetration. Indogreat MLP is a form of internet mall that sells various products ranging from fashion, stationery, and accessories to fresh markets to become the sole informant in the case study design. Indogreat MLP has a national segment, so representatives become informants to explore how to win the competition and survive the online business.

All interviews are recorded automatically. Open-ended questions in interviews were used in the study to get the informant opinion, perceptions, and experiences related to building an organization, conducting market sensing, and implementing market strategies. All audio recordings of interviews were transcribed verbatim by the scholars. Relevant words will be classified and categorized into three main themes. The analysis in this study has steps: (a) the text is read several times and discussed at length to familiarize with the data collected, (b) followed by assigning a precode to the text to describe the content that reflects the key messages of the interview, (c) the next step is to look for patterns or themes in the initial code in different interviews, (d) the identified themes were then reviewed, defined, and named as key concepts, and these were approved and confirmed verbally by the informants, (e) build dimensions and indicators of innovative entrepreneurship constructs by synchronizing them with existing theories in the body of knowledge.

IV. DISCUSSION

Based on a qualitative analysis coded based on each dimension, the essential aspects that online business entrepreneurs consider in surviving in the market competition are focused on four themes: technology, atmosphere, strategy, and market.

4.1. Technology

Technology Platform. Technology is a crucial aspect of online business, especially in new entrepreneurial businesses [29]. In developing an online business, the chosen technology platform is recommended to have a tripartite arbitration model [30]. It is because the interactions between entrepreneurs as sellers and consumers often arise conflicts which can be from failed transactions, goods do not match, goods are lacking in quantity, quality does not match the description. Thus, it requires a third party as an intermediary who makes decisions on conflicts between sellers and consumers. A technology platform also guarantees transaction security based on a joint account and the ease of transactions through cryptocurrencies. For this reason, the informants chose the technology platform used in their business environment, namely the e-marketplace. -- *"It was sparked to open a digital business but not through Instagram or Facebook, but through the e-marketplace platform by considering transaction security."*

Technology Edge. For entrepreneurs in online business, future orientation technology is the key to always appearing in front using the latest technology bases and according to business needs, such as photography technology and visual design [31]. The tech edge concept encourages entrepreneurs to build an up-to-date business image. In the long-term technology base, it is necessary to be an entrepreneur who adopts advanced technology, both from photography, visual design, and interaction in the community. -- *"As leaders, we must have a vision for the future in preparing for future technological changes, including investing in technology that can support our business."*

4.2. Atmosphere

The atmosphere will be related to the entrepreneurial work culture in online business. Three critical points were obtained from interviews with informants, namely leadership, millennial work-life, and pro-growth.

Leadership. One of the critical aspects that become the driving force of organizations, including online business entrepreneurship, is leadership [32].

Millennial Work-life. Work-life balance is a crucial need for them. Their needs are material and immaterial, such as a family atmosphere and recreation room [33]. Millennials are the first generation to put the fun in work-life. Thus, the challenge in building an online business is good interpersonal relationships between leaders and employees, where a pleasant working atmosphere needs to be built, which is the main task in online business entrepreneurial organizations.

Pro-growth. Pro-growth is a commitment from members of the organization to grow the spirit of work and think positively about the future [34]. In its application in online business entrepreneurs, pro-growth directs organizational members to citizenship. By forming positive thinking and enthusiasm to move forward, members of the organization will grow a sense of belonging and maintain the organization's future. By developing pro-growth, the role of leadership is to forge character, work ethic, and skills. -- *"MLP has a family-based work ethic but is disciplined"*

to complete each other's work. One of the implementations of discipline is the existence of written daily attendance (entry and return hours) and a commitment to complete the incoming orders on that day as much as possible.

The crucial aspect when working with millennials is to build a work-life balance, set clear targets, provide supervision in their work, and provide creative space to express their ideas in adjusting work targets so that the three things emphasized by the informants include leadership, millennial work-life, and pro-growth. Although millennials in many studies have a job-hopping character and are disloyal to the organization compared to previous generations, if they get a leader that can accompany and induce their learning, awareness of organizational citizenship behavior will be awakened.

4.3. Strategy

Consumer Handling. Maintaining the existing market and building consumer loyalty is one of the prerequisites for online business companies to survive market competition [35]. For this reason, customer satisfaction is a priority that the informants follow up by building operational standards for excellent service. Consumer handling is implemented in the form of service in chat and complaint handling. Consumer handling is oriented to a strategy that ensures consumers provide a good rate, where this rate represents the store's reputation that can be seen by other consumers widely. So that consumer handling is a crucial business process in online business entrepreneurship.--"*Customer satisfaction is an essential aspect for MLP. Online consumers realize that buying products from stores with good rates is a priority, hoping that they will not be disappointed.*

Blue Ocean Strategy. This strategy ensures that competition will shift from price competition, making it safe for new entrepreneurs to set prices according to the desired margin [36]. The implementation of the strategy includes (a) re-photographing the product, (b) uniquely decorating the store, (c) updating the latest product, (d) bundling two or more products, (e) predicting complementary products.--"*The economy is a bit sluggish, so the products consumers are looking for must be daily necessities, so we are looking for primary products. Then after we re-photograph the products.*"

Teamwork. Teamwork is a work unit under the organization appointed by the leader or supervisor to complete a specific work target. Building a team makes it easier to achieve work targets with precision because each member is responsible for completing their overall targets [37]. As in the perspective of national culture in Indonesia, which tends collectivism, the crucial aspect in the work team is the friendly atmosphere or the feeling of togetherness. It will strengthen the work value because the burden is shared. -- "*Much work will not make us tired but instead will be more enthusiastic because sales increase. Gratitude for the sustenance is not only from honorarium but also togetherness.*"

Human Capital. The process of transforming information management into a creative entrepreneur occurs when applying the knowledge possessed and accompanied by a leader who can implement a creative situation approach [38]. An entrepreneur at the forefront of the organization must motivate and build a creative organizational climate for members [39]. It will impact the efficacy of entrepreneurial resources such as employees through an environment that encourages creativity [40]. --*"There is the creation of a career path. It is mandatory to give millennials a challenge. For example, let them create a new product that can be sold and accepted by the market."*

The application of strategy in online business entrepreneurship refers to internal and external contexts. The internal context will relate to how strategies are applied to build a work climate and culture that promotes effective organizations and human capital as a carrier of intellectual property to grow in efficacy, able to face business turbulence. Strategy in the external context aims to build a niche market, where price competition with competitors is avoided and ensures optimal profit margins.

4.4. Market

Selling Agility. Selling agility will be related to the entrepreneur's ability to see opportunities or turn threats into opportunities that convert them into performance. Agility in the market context includes building the entrepreneurial ability to maintain existing markets and reach new markets [41]. In online business entrepreneurship, the mission is to introduce new stores and products driven to catch potential consumers. The key is momentum, such as promo periods 1.1, 2.2, 3.3, flash sale, and free shipping, wherein consumers consent to the online store. It allows entrepreneurs to seize opportunities by allocating sufficient advertising costs, ensuring that advertised products can appear in top searches on e-marketplaces.--*"During the free shipping promo, we take advantage of the momentum to introduce our store to consumers in certain e-marketplaces on special dates such as 1.1 up to 12.12."*

Brand Image. Building a brand image in a store in an online business will reflect the store's reputation and build bargaining power against consumers [42]. Stores in e-marketplaces attach an attribute in the form of a reputation index. Usually, the maximum index owned by the store is 5. This index will represent how the store's reputation is in terms of product quality, speed of packing services, the number of complaints, and become an aspect to consider which store to purchase by consumers. The online business entrepreneurs ensure that the index is within the ideal range of 4.7-5.0.--*"Store reputation is a priority. It is a potential loss if the consumer gives a rate below 4.7. If the consumer gives a rate of 1/5, chat with the customer, ask for clarification."*

Service Quality. It will have an impact on customer satisfaction that is built with excellent service operational standards [43]. It is used to minimize complaints from customers. Besides, it will include questioning and discussion services on chat, safe packing services, and after-sales

services. Safe packing quality using bubble wrap, cardboard, or other environmentally friendly packing materials. One of the considerations given is the distance of delivery and the weight and level of product vulnerability. All are based on the speed and accuracy associated with the skills of the online business entrepreneurship task force. In serving consumers related to complaints, it is necessary to prioritize not being emotional, looking for the root of the problem, and building solutions together.--*"If we want to pack it, we have to look at the risk of damage to the product when the expedition later brings it."*

The market aspect of online business entrepreneurship refers to maintaining existing markets and opening up opportunities for the growth of new markets. Besides, the market aspect is also related to how to build consumer loyalty. According to the informant, three main joints need to be built in an online business: selling agility, brand image, and service quality. Selling agility and brand image is the capital to capture new consumers, while the brand image is formulated with service quality, dominantly being the capital to maintain the existing market, for example, reducing complaints.

Based on the results of qualitative coding from interviews conducted with informants, 27 themes indicated the key terms underlined in conducting online business. These themes are converted into 12 indicators in line with the theories in the body of knowledge, including technology platforms, technology edge, consumer handling, blue ocean strategy, teamwork, human capital, leadership, work-life, pro-growth, selling agility, brand image, and service quality. The informants confirmed the equivalent concept to explore the critical aspects that build the overall indicators according to the technical field described in table 2.

Table 2. Critical Success Factor

THEMES	INDICATORS	CRITICAL SUCCESS FACTORS
Motivation	Leadership	(1) The leader has strong confidence that the business will succeed, (2) The leader has a long-term oriented direction and vision, which is the core value of life.
Transaction Security	Technology platform	(1) The technology chosen is used to minimize fraud or failed transactions, (2) A third party manages the account and becomes an arbitrator when a dispute between the customer and the seller, (3) There is the use of digital money to facilitate digital processing, (4) Income can be withdrawn or guaranteed that consumer orders in the system are not lost.
Family Principles	Working atmosphere	(1) The existence of a cohesive environment encourages a working atmosphere as well as interacting with family, (2) Implementing collectivist culture in an eastern society where the problems and challenges of work-life are resolved by consensus and cooperation, (3) The organization has altruism value that is used to justify the coverage of the work area.
Commitment	Pro-growth	(1) Learning as a way of life, (2) Promoting affective commitment in the work environment, (3) Organization member has the efficacy to grow and develop.
Fun, togetherness, listening to music while working	Working Atmosphere	(1) Build incentives in the work environment, such as listening to music while working, (2) There are specific activities to strengthen members' interpersonal relationships, such as bonding time.

THEMES	INDICATORS	CRITICAL SUCCESS FACTORS
Togetherness	Teamwork	(1) A culture of helping is to solve problems in work-life, (2) Knowledge sharing is used to solve bottleneck problems.
Religious	Working Atmosphere	(1) Try as much as possible, supplemented by doa. (2) Based on the principles of Islamic ethics.
Product photography	Blue Ocean Strategy	(1) There are original photo products, (2) Product photos create a difference from competitors, such as brightness, layout, and description, (3) Product photos become visual marketing that has a solid impression to foster impulse buying.
Shop Decoration in line with a business character	Blue Ocean Strategy	(1) Build monthly store decoration themes in line with the theme in the market segment, (2) Build store profile banners and discount products in line with the marketplace campaign.
Complementary product bundling	Blue Ocean Strategy	(1) Measuring the probability that the paired products which potential in the future, (2) Mapping featured products and projecting them into viral products.
Customer satisfaction is essential	Consumer Handling	(1) Minimize customer complaints, (2) Build excellent service, (3) Encourage consumers to make repeat purchases.
Excellent Rate is priority	Brand Image	(1) Build the reputation of each product reaches the maximum 5/5, (2) There are no products rated below 4/5.
Shop reputation is number one	Brand Image	(1) There is an internal understanding that is oriented on product quality, (2) There is an internal understanding that is oriented toward consumers.
Chat Response Speed	Service Quality	(1) The percentage of answered chats reached 97%, (2) The percentage of chats answered on the same day reached 97%, (3) There is a task force that regularly answers chat.
Order Processing Speed	Service Quality	(1) The speed of order fulfillment on the same day reaches 90%, (2) Employees print shipping labels, pack, and input receipts in under three hours per order, (3) Standard packing per product is under 10 minutes.
Quality control, Ensuring the goods are functioning properly before delivery	Service Quality	(1) There are quality checks for available goods, (2) There is a check for the quantity of the product ordered, (3) Ensure that the shipping label matches the product being shipped.
After Sales Service	Service Quality	(1) Providing warranty via expedition on certain products, (2) Provide space for easy discussion regarding issues with orders through store guarantees, (3) Giving cashback to consumers.
When there is a complaint, chat first, ask the problem, find out the root of the problem	Service Quality	(1) Build problem-solving by finding the root of the problem, (2) Research and collect facts related to the problem before making a decision, (3) Confirming the relevant task force related to the problem complained.
Consumers give a 1/5 rate. Let us not be silent	Brand Image	(1) Approach dialogue and diplomacy so that consumers do not give a 1/5 rate, (2) Encouraging settlement solutions through efforts to replace damaged goods to avoid 1/5 rates, (3) For consumers who are difficult to engage in dialogue with, blocklists or blocking are carried out to avoid harmful transactions.
Take advantage of the momentum (flash sale) to introduce the store	Selling agility	(1) Perform market penetration, (2) Introducing new products, (3) Take advantage of the momentum of promotional opportunities to optimize sales.
Creative workspace	Working Atmosphere	(1) The organization dares to make investment steps to build infrastructure that inspires members to have creative workspaces, (2) There is leadership support and supervision to build member efficacy in presenting their ideas creatively.
The creation of a career path provides millennials with a challenge	Human Capital	(1) There is a clear career path for members of the organization, (2) Members have a passion for growing and developing, (3) Job challenges create an enriching experience.

THEMES	INDICATORS	CRITICAL SUCCESS FACTORS
Clear target	Leadership	(1) Members accept and execute clear instruction, (2) The achievement of clear and measurable work targets represents the achievements of organization members, (3) There is mentoring support from leaders/supervisors to organizational members to achieve work targets.

In line with the aim of the study to reveal how new online business entrepreneurship with millennial ownership can survive in the industry, four main dimensions have been built, which are practically confirmed by informants. They are technology, atmosphere, strategy, and market.

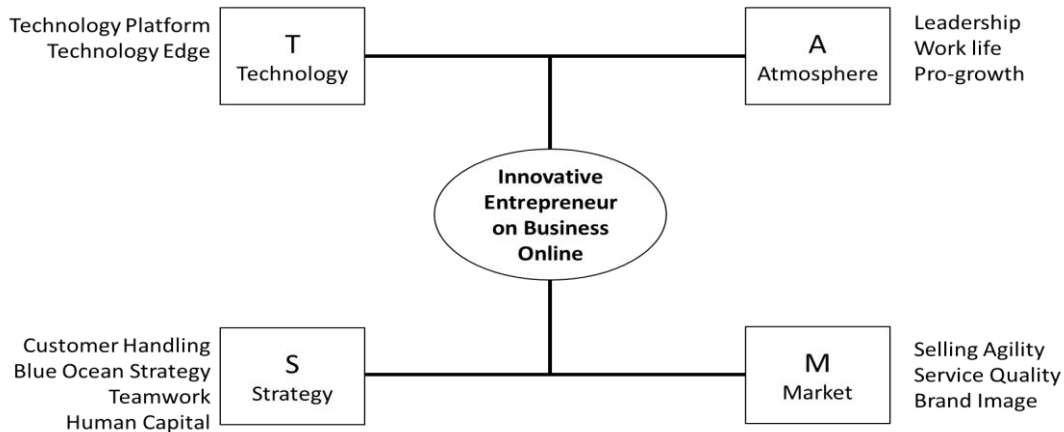


Figure 1. Conceptual Framework

The challenge that develops in online business entrepreneurship is a competition in the red zone, so entrepreneurship needs to pay attention to information flow in the market and convert it into knowledge. The application of market sensing is used to build product projections that will go viral in the market. Knowledge conversion is used to improve methods, fixes that are ineffective and build new inimitable products. Figure 1 is an IE construct for an online business formed on four dimensions: **(a) technology**, a strategic tool that becomes a knowledge infrastructure. Technology in online business can be hardware and software used to build social capital, create knowledge in visual design, and record administration and payroll. Technologies developing in online business today are social media such as Facebook, Instagram, Twitter; design applications such as CorelDraw, Photoshop, AdobePremier; applications to coordinate work teams such as Zoom, Google Meet. The technology that has been developed has specific challenges in providing work support in the pandemic era. **(b) Work Atmosphere**, this dimension refers to building organizational culture in the internal context of entrepreneurship. By building an excellent working atmosphere, the organization will get the acceleration to grow and be solid. The atmosphere is an essential dimension in the context of entrepreneurship which refers to the unique character of millennials. The absence of a supportive working atmosphere will create obstacles, such as employee turnover, low innovation, and failed work targets. In the context of entrepreneurship, the roles of leadership, work-life, and pro-growth become a triangular relationship whose existence is the key to the presence of innovation, harmonious culture, work-life balance, and building organizational solidity.

(c) Strategy, this dimension relates to the approach used by the organization to create a competitive advantage. The strategies implemented will be related to intellectual protection, building inimitable products, completing particular tasks, and building customer relations. The challenge of online business entrepreneurship, especially in newly established businesses, is senior players with market-leading products, which in their implementation in the marketplace often creates red zones. Products with the lowest prices become the consumer's choice and become the leader. It makes it difficult for new entrepreneurs to compete and take profit margins relevant to the sustainability of new business ventures. Therefore, a strategy is needed to find new market opportunities and shift the competition to avoid dealing directly with market-leading products. It is necessary to develop a special task force in a team to escalate performance. These teams are crucial to strengthen reputation, for example, through the consumer handling team, visual communication team, and packing team. By constructing the team, collaborations will form that generate and validate ideas and build a priority scale to implement existing ideas into reality to achieve work targets. Knowledge is the driving force of today's business, and human capital is the underlying intellectual property asset where ideas are developed and innovations are generated. Thus, entrepreneurial organizations must ensure the knowledge protection built in the organization's repository, optimized for developing innovations that competitors do not use.

(d) Market is a dimension built by selling agility, service quality, and brand image. This dimension is directly related to retaining customers and attracting new customers through developing a niche market. Brand image in e-marketplaces is represented by a reputation index, where a store with a premium reputation (close to 5/5) will have a strong perception of attracting consumers. Consumers envision the store will have good product quality, proper packaging, and smooth delivery. After building a positive brand image, service quality must be maintained, encouraging repeat purchases, consumer loyalty and further building customer engagement. Entrepreneurs need to pay attention to momentum to attract potential consumers, such as certain special days and hours when consumers focus on shopping, such as lunch hours, office hours, and main campaign days. The implementation of banners and advertisements is essential in this momentum. It is the concept of selling agility in online business.

V. CONCLUSION

To maintain entrepreneurial organizations, especially online businesses, to survive in the context of millennials is developing IE that has four main aspects as follows: (a) Technology is used to capture knowledge, find the best production methods and processes in building inimitable products so that the presence of technology becomes a strategic tool. (b) Work Atmosphere, it is essential for the organization to develop harmony in line with the millennial character that emphasizes fun, go-green, oriented to work-life balance. (c) Organizational strategy is applied to

entrepreneurial businesses by developing tactical methods and ways to build a superior value chain than competitors. (d) Market penetration and persuasive visual communication are significant, so the context of photography, the use of provocative languages, inviting consumers to shop, and designs that stimulate impulse buying are forms of selling agility. Another thing to note is the momentum to do advertising and promotions effectively captured by consumers.

Many studies only focus on the external context in the form of how to build a market, but in this study, the internal context offered is how to build a business atmosphere on millennial ownership and in line with the inherent character of millennials. The theoretical contribution of this study is as follows: first, the formation of an IE on online business, which consists of the dimensions of technology, work atmosphere, organizational strategy, and market penetration. Second, this study contributes to the body of knowledge in the domain of IE. Several managerial implications are emphasized in this study: first, a manager should be a responsible leader in making clear achievement targets and building a creative environment to form a digital culture to create innovation. Second, the leader needs to complete specific tasks by building a team, for example, to create store banners, organize campaigns, manage products to be advertised. Teamwork that is built cohesively will help the organization gain acceleration momentum to surpass competitors. Third, apart from developing through the e-marketplace platform, established businesses can start by creating the web and Instagram as an option for market expansion. It will strengthen the role of technology in its contribution to the role of entrepreneurs. The limitations of this study are that first, the discussion is based on only one key informant. Although one informant is sufficient to achieve information saturation, adding the number of informants in the same industry is recommended to enrich an in-depth understanding of the findings. Second, this study uses a qualitative approach that produces the construct of an IE on online business to be used as a basis for further quantitative study as confirmatory.

REFERENCES

- [1] J. Gabrielsson, D. Politis, K. M. Persson, and J. Kronholm, "Promoting water-related innovation through networked acceleration: Insights from the Water Innovation Accelerator," *J. Clean. Prod.*, vol. 171, pp. S130–S139, 2018, doi: <https://doi.org/10.1016/j.jclepro.2016.07.101>.
- [2] S. K. Zsuzsanna and E. Herman, "Innovative Entrepreneurship for Economic Development in EU," *Procedia Econ. Financ.*, vol. 3, pp. 268–275, 2012, doi: [10.1016/S2212-5671\(12\)00151-7](https://doi.org/10.1016/S2212-5671(12)00151-7).
- [3] N. Roig-Tierno, J. Alcázar, and S. Ribeiro-Navarrete, "Use of infrastructures to support innovative entrepreneurship and business growth," *J. Bus. Res.*, vol. 68, no. 11, pp. 2290–2294, 2015, doi: [10.1016/j.jbusres.2015.06.013](https://doi.org/10.1016/j.jbusres.2015.06.013).
- [4] H. Nowak, "Education for Entrepreneurship during Industrial Revolution 4.0: Opportunities and Challenges," *Przedsiębiorczość-Edukacja*, vol. 16, no. 1, pp. 74–84, 2020.
- [5] Bank Indonesia, "Survei Konsumen (SK)," *Bank Indones.*, vol. 3, no. Grafik 1, pp. 1–16, 2020, [Online]. Available: <https://www.bi.go.id/id/publikasi/laporan/Documents/SK->

- Januari-2021.pdf.
- [6] C. E. S. Aprilia, "Persentase Peningkatan Segmentasi Pasar Online di Masa Pandemi COVID-19," *kumparan.com*, Feb. 17, 2021.
- [7] A. Gideon, "Toys'R'Us Bangkrut, Revolusi Digital Terus Makan Korban," *liputan6.com*, 2017. liputan6.com/bisnis/read/3102254/headline-toysrus-bangkrut-revolusi-digital-terus-makan-korban.
- [8] D. Sugianto, "Kinerja 2017 Merosot, Ramayana Harap Pemerintah Perbaiki Ekonomi RI Baca artikel detikfinance, "Kinerja 2017 Merosot, Ramayana Harap Pemerintah Perbaiki Ekonomi RI," *detikfinance*, 2018. finance.detik.com/bursa-dan-valas/d-4038791/kinerja-2017-merosot-ramayana-harap-pemerintah-perbaiki-ekonomi-ri.
- [9] L. D. Jatmiko, "APJII: 196,7 Juta Warga Indonesia Sudah Melek Internet," *bisnis.com*, 2020.
- [10] T. Kang, C. Baek, and J. D. Lee, "Effects of knowledge accumulation strategies through experience and experimentation on firm growth," *Technol. Forecast. Soc. Change*, vol. 144, no. October 2018, pp. 169–181, 2019, doi: 10.1016/j.techfore.2019.04.003.
- [11] L. D. Jatmiko, "APJII: 196,7 Juta Warga Indonesia Sudah Melek Internet," *Teknologi.bisnis.com*, 2021. teknologi.bisnis.com/read/20201110/101/1315765/apjii-1967-juta-warga-indonesia-sudah-melek-internet.
- [12] I. Hermawan, N. G. Sartono, and L. Khakim, "Open Innovation on Entrepreneurial Knowledge Intermediation Through Social Media Creative Development: A Case Study of Creative Cities in Indonesia," *Soc. Sci.*, vol. 11, no. 18, pp. 4378–4383, 2016, doi: 10.36478/sscience.2016.4378.4383.
- [13] CNN Indonesia, "30 Juta UMKM Bangkrut, 7 Juta Orang Kehilangan Kerja," *cnnindonesia*, 2021. cnnindonesia.com/ekonomi/20210326124010-92-622407/30-juta-umkm-bangkrut-7-juta-orang-kehilangan-kerja.
- [14] A. Rosa and A. M. Rosa, "Innovative Entrepreneur and Creativity : A Bibliometric Analysis GSJ : Volume 9 , Issue 3 , March 2021 , Online : ISSN 2320-9186 Innovative Entrepreneur and Creativity : A Bibliometric Analysis," no. March, 2021, doi: 10.13140/RG.2.2.10833.25446.
- [15] M. Grillitsch, "Transformation Capacity of the Innovative Entrepreneur: On the interplay between social structure and agency," *Pap. Innov. Stud.*, vol. 2, 2017.
- [16] J. A. Schumpeter, "The general economist," in *Wesley Clair Mitchell: The Economic Scientist*, NBER, 1952, pp. 321–340.
- [17] J. G. Covin and G. T. Lumpkin, "Entrepreneurial Orientation Theory and Research: Reflections on a Needed Construct," *Entrep. Theory Pract.*, vol. 35, no. 5, pp. 855–872, Sep. 2011, doi: 10.1111/j.1540-6520.2011.00482.x.
- [18] J. Barney, "Firm Resources and Sustained Competitive Advantage," *J. Manage.*, vol. 17, no. 1, pp. 99–120, Mar. 1991, doi: 10.1177/014920639101700108.
- [19] M. Kozorog, "The ecosystem ideal and local neoliberalism of the young entrepreneur: The millennials' entrepreneurial environment in Slovenia," *Etnoloska Trib.*, vol. 48, no. 41, pp. 259–280, 2018, doi: 10.15378/1848-9540.2018.41.10.
- [20] Lee, R. Hallak, and S. R. Sardeshmukh, "Innovation, entrepreneurship, and restaurant performance: A higher-order structural model," *Tour. Manag.*, vol. 53, pp. 215–228, 2016, doi: <https://doi.org/10.1016/j.tourman.2015.09.017>.
- [21] P. Alkhairi, L. P. Purba, A. Eryzha, A. P. Windarto, and A. Wanto, "The Analysis of the ELECTREE II Algorithm in Determining the Doubts of the Community Doing Business Online," in *Journal of Physics: Conference Series*, 2019, vol. 1255, no. 1, p. 12010.
- [22] R. Smaliukiene, L. Chi-Shiun, and I. Sizovaite, "Consumer value co-creation in online business: the case of global travel services," *J. Bus. Econ. Manag.*, vol. 16, no. 2, pp. 325–339, Mar. 2015, doi: 10.3846/16111699.2014.985251.
- [23] T. Bialetti, "Technology Entrepreneurship: Overview, Definition, and Distinctive Aspects," *Technol. Innov. Manag. Rev.*, no. 2, pp. 5–12, 2012.
- [24] J. L. Roldán, J. C. Real, and S. S. Ceballos, "Antecedents and consequences of knowledge management performance. the role of IT infrastructure.," vol. 14, no. 4, pp. 518–

- 535, 2018, doi: 0.3926/ic.1074.
- [25] M. Saunders, P. Lewis, and A. Thornhill, *Research methods for business students*, Fifth Edit., vol. 295, no. 7655. Harlow: Pearson Education Limited, 1970.
- [26] F. A. Kalu and J. C. Bwalya, "What makes qualitative research good research? An exploratory analysis of critical elements," *Int. J. Soc. Sci. Res.*, vol. 5, no. 2, pp. 43–56, 2017.
- [27] S. R. Poneis, "Using interpretive qualitative case studies for exploratory research in doctoral studies: A case of information systems research in small and medium enterprises," *Int. J. Dr. Stud.*, vol. 10, no. 1, pp. 535–550, 2015.
- [28] W. Tellis, "Introduction to case study," *Qual. Rep.*, vol. 269, 1997.
- [29] H. Wang, "Realizing Digital Transformation in Retail Businesses with a Digital Technology Platform and Solutions: A Case Study of NEXTTAO BT - Business Innovation with New ICT in the Asia-Pacific: Case Studies," M. Kosaka, J. Wu, K. Xing, and S. Zhang, Eds. Singapore: Springer Singapore, 2021, pp. 133–151.
- [30] S. Sfenrianto, T. Wijaya, and G. Wang, "Assessing the Buyer Trust and Satisfaction Factors in the E-Marketplace," *Journal of Theoretical and Applied Electronic Commerce Research*, vol. 13, no. 2. 2018, doi: 10.4067/S0718-18762018000200105.
- [31] L. Chen and F. Zhu, "Seller information sharing in online marketplaces," *J. Mark. Manag.*, vol. 37, no. 11–12, pp. 1191–1218, Jul. 2021, doi: 10.1080/0267257X.2021.1900895.
- [32] S. Smith, "Goals and Online Retail Success: The Small Business Perspective."
- [33] F. C. Payton, "Workplace Design: The Millennials Are Not Coming—They're Here," *Des. Manag. Rev.*, vol. 26, no. 1, pp. 54–63, Mar. 2015, doi: <https://doi.org/10.1111/drev.10315>.
- [34] P. S. Babu, "E-commerce on Logistics," *Dogo Rangsang Res. J.*, vol. 10, no. 6, p. 6, 2020, doi: 2347-7180.
- [35] P. Kumari, S. Kumar, and M. N. Itani, "Scale development of customer satisfaction with complaint handling and service recovery in an e-commerce setting," *J. Glob. Bus. Adv.*, vol. 14, no. 3, pp. 383–407, Jan. 2021, doi: 10.1504/JGBA.2021.116722.
- [36] R. Schmuck, "The use of online business models," *Procedia Manuf.*, vol. 54, pp. 45–51, 2021, doi: <https://doi.org/10.1016/j.promfg.2021.07.008>.
- [37] G. Lohmann, M. A. Pratt, P. Benckendorff, P. Strickland, P. Reynolds, and P. A. Whitelaw, "Online business simulations: authentic teamwork, learning outcomes, and satisfaction," *High. Educ.*, vol. 77, no. 3, pp. 455–472, 2019, doi: 10.1007/s10734-018-0282-x.
- [38] D. Peicheva, V. Milenkova, B. Manov, and D. Peichev, "Leadership and the Role of Information for Innovation, Security and Knowledge Based Management BT - Advances in Human Factors, Business Management and Leadership," 2018, pp. 374–381.
- [39] F. E. Belawati, D. Setyadi, and M. I. Hendri, "Effect of transformational leadership style and knowledge management on organizational innovation through empowerment, member creativity and learning organization," *J. Arts Humanit.*, vol. 8, no. 8, pp. 1–16, 2019, doi: 10.18533/journal.v8i8.1699.
- [40] Y. Gong, J.-C. Huang, and J.-L. Farh, "Employee Learning Orientation, Transformational Leadership, and Employee Creativity: The Mediating Role of Employee Creative Self-Efficacy," *Acad. Manag. J.*, vol. 52, no. 4, pp. 765–778, Aug. 2009, doi: 10.5465/amj.2009.43670890.
- [41] S. Kosasi, Vedyanto, and I. D. A. E. Yuliani, "Improving organizational agility of micro, small, and medium enterprises through digital marketing strategy," in *2017 2nd International conferences on Information Technology, Information Systems and Electrical Engineering (ICITISEE)*, 2017, pp. 68–72, doi: 10.1109/ICITISEE.2017.8285561.
- [42] K. A. P. Dewi and I. G. A. K. Giantari, "The Role of Brand Image in Mediating the Influence of E-Wom and Celebrity Endorser on Purchase Intention," *Am. J. Humanit. Soc. Sci. Res.*, vol. 4, no. 1, pp. 221–232, 2020, doi: 2378-703X.
- [43] C. P. Yasa and N. N. Kerti, "The Influence of Corporate Image and E-Service Quality on E-Satisfaction and E-Loyalty of Shopee Application Users in Denpasar," *J. Mark. Consum. Res.*, vol. 42, 2018, doi: 2422-8451.