INNOVATION WITH SMALL INDUSTRY PLAYERS TO CREATE SHARED VALUE IN THE EXPERIENCE OF THE COVID-19 PERIOD IN INDONESIA

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ABSTRACT

The COVID-19 pandemic has presented serious challenges for small industry players in Indonesia, forcing them to respond with innovation to survive. In this context, collaborative innovation with small industry players is the key to creating shared value and responding to rapid economic changes. This research aims to deepen understanding of the role of innovation with small industry players during the COVID-19 period in Indonesia, exploring how this collaboration forms a business ecosystem, creates shared value, and contributes to sustainable economic growth. The research approach used is descriptive qualitative, involving in-depth interviews with small industry players, documentation analysis and case studies. Data is collected and analyzed to identify patterns, trends and impacts of collaborative innovation during COVID-19. The research results show that innovation with small industry players in Indonesia during the COVID-19 period has created a strong collaborative ecosystem. This collaboration not only responds to crises, but also forms the foundation for sustainable growth. Sharing knowledge, operational efficiency through collaboration, and the use of digital technology are the main pillars in creating shared value amidst uncertainty.

Keywords: Collaborative Innovation, Small Industry Players, Shared Value, Digital Technology, Economic Growth.

INTRODUCTION

In the midst of the challenges faced by Indonesia and the world during the COVID-19 pandemic, the small industry sector is one of the most affected sectors. This pandemic has not only caused a global health crisis, but also involves significant economic implications (Purbasari et al., 2021). In this context, efforts to create shared value through innovation are crucial. Innovation involving small industry players is the main foundation in facing uncertainty and rapid change. During the COVID-19 pandemic, the small industry sector in Indonesia experienced tremendous economic pressure. Limited access to capital, decreased demand, and logistical constraints are the main challenges faced by small businesses. However, in the midst of these difficulties, innovation emerges as a catalyst capable of changing the game and creating new opportunities. Innovation is not only understood as the introduction of new technologies, but also as adjustments in business models, marketing strategies, and more adaptive work patterns (Sugianto et al., 2023).

Small industry players in Indonesia are increasingly realizing that to survive and grow in the pandemic era, collaboration and joint innovation are the keys to success. The paradigm shift from competition to collaboration creates a supportive ecosystem, where every small industry player has a strategic role in creating shared value. Innovation is no longer limited to product or service development, but also involves efficient production processes, resilient supply chains, and the use of digital technology to increase competitiveness (Hasrudin &; Sagena, 2023). In this context, joint innovative efforts between small industry players and related parties such as governments, research institutions, and communities are becoming increasingly relevant. This collaboration not only has a positive impact on business survival, but is also able to create a significant social impact. Innovation by involving small industry players not only creates new economic value, but also contributes to national economic recovery and improving community welfare (Kartika, 2023).

In this view, this article will discuss more about how innovation involving small industry players can be a key driver in creating shared value in the midst of difficult times due to the COVID-19 pandemic in Indonesia. Through this discussion, it is expected to provide deeper insight into the potential and importance of collaborative innovation to face the economic challenges caused by this global pandemic (Mitariani et al., 2023).

RESEARCH METHODS

This research adopts a descriptive qualitative approach to explore a deep understanding of innovation by involving small industry players in an effort to create shared value during the COVID-19 pandemic in Indonesia. The qualitative approach was chosen because it provides space to explain the context and complexity of the observed phenomena in more detail (Sugiyono, 2017). Data will be collected through in-depth interviews with small industry players, relevant stakeholders, and parties involved in supporting innovation at the local and national levels. In addition, participatory observations will be made to understand directly the dynamics of interaction and implementation of innovations in the context of everyday life. Documentation in the form of official documents, industry reports, and publications related to innovations and their impact during the pandemic will be analyzed to provide a comprehensive perspective. Descriptive qualitative data analysis will be carried out through a process of reduction, presentation, and conclusions. The results of interviews and observations will be categorized and interpreted to identify patterns, trends, and challenges faced by small industry players in developing collaborative innovations (Sugiyono, 2018). Through this method, it is hoped that a deep understanding of the role of innovation in creating shared value can emerge, as well as illustrate how small industry players in Indonesia respond to the economic challenges posed by the COVID-19 pandemic. This research is expected to make a significant contribution in the context of developing strategies and policies to support sustainable economic growth at the micro level in situations of global crises such as pandemics.

RESULTS AND DISCUSSION

A. Research Results

An interview with Mr. A, a small industry player in the manufacturing sector, revealed that the COVID-19 pandemic has drastically changed his business paradigm. According to Mr. A, the key to surviving this difficult time is collaborative innovation. He explained that since the beginning of the pandemic, he, along with several other small industry players, began to design innovative solutions to overcome production and distribution constraints. In our long discussion, Mr. A highlighted the importance of sharing knowledge and resources among small industry players as the first step in creating shared value. According to him, this collaboration not only improves operational efficiency, but also creates new opportunities to increase competitiveness in an increasingly tight market.

An interview with Ms. B, a culinary entrepreneur in a small industry, also described the transformation that occurred during the pandemic. Ms. B emphasized that innovation is not only related to products, but also to marketing and distribution. In creating shared value, he, together with other culinary industry players in the region, came up with the idea to establish a joint platform for marketing and delivery services. Through this collaboration, small industry players can support each other, reduce marketing costs, and reach a wider market. According to Ms. B, the pandemic opened the door to creative ideas that may never have been thought of before, and collaborative innovation is the key to surviving and growing in the midst of a crisis.

The interview with Mr. C, a small tech entrepreneur, highlights the role of digital technology in supporting collaborative innovation. According to him, digital platforms and technology-based applications have become bridges that connect small industry players, enabling the exchange of information, experience, and business opportunities. In an effort to create shared value, Mr. C and a number of other small industry players are investing in the development of technology solutions that can improve production efficiency, inventory management, and interaction with customers. The interview with Mr. C provides an overview of how technological innovation can be a key driver in responding to economic changes caused by the pandemic.

Overall, interviews with small industry players show that collaborative innovation has been key to success in facing economic challenges during COVID-19. Through knowledge sharing, marketing collaboration, and technology utilization, small industry players in Indonesia strive together to create new value that not only supports their own business growth but also contributes positively to the national economy.

From the results of this study, it can be seen that innovation by involving small industry players plays a central role in creating shared value during the COVID-19 pandemic in Indonesia. Key findings show that collaboration between small industry players is not only responsive to crises, but also a strategy that has a positive impact in the long run. Mr. A, a manufacturing industry player, emphasized that sharing knowledge and resources between small industry players is the main foundation in creating shared value. This illustrates that collaboration is not just about sharing responsibilities, but also about the exchange of ideas and deep knowledge. In the context of the culinary industry, Ms. B described how collaboration in marketing and distribution has a significant impact. The shared platform of marketing and delivery services not only reduces operational costs, but also provides mutual advantages in reaching a wider market. These results suggest that collaborative strategies at the local level can be a driving force for creating resilient and sustainable ecosystems. Therefore, small industry players not only survive in the midst of the crisis, but also form a stronger foundation for future growth.

Mr. C, a small tech entrepreneur, highlighted the important role of digital technology in supporting collaborative innovation. The use of digital platforms and technology-based applications is the key to accelerating information exchange and development of technological solutions. These results confirm that investment in technology can be a key driver in improving operational efficiency, competitiveness, and connectivity among small industry players. Overall, the research highlights that collaborative innovation not only helps small industry players to survive times of crisis, but also creates greater shared value. This fits with a new paradigm in which competition is replaced by collaboration as a foundation in the face of economic uncertainty. The implications of these findings point to the need for support from governments, research institutions, and other relevant parties in creating an environment that supports innovative and collaborative growth among small industry players. Thus, the results of this study provide important insights in developing strategies and policies to strengthen the small industry sector during the pandemic and outside the pandemic.

B. Discussion

1. Collaboration as a Catalyst for Innovation

In this ever-evolving era, collaboration has gained a central role as a major catalyst in driving innovation across various industrial sectors. This phenomenon is no exception amid the global COVID-19 pandemic, where businesses, especially small industry players, responded by embracing collaboration as a key strategy to survive and grow. Collaboration as a catalyst for innovation is no longer just an idealistic business concept, but has become a necessity in facing a complex and dynamic business environment (Kristiana et al., 2021). In the contemporary era, especially during the COVID-19 pandemic, collaboration is not just about sharing responsibilities, but also about optimizing shared expertise, stimulating shared growth, and creating shared value. Business paradigms have changed, and collaboration has become the foundation that shapes the way companies operate, innovate, and respond to change.

In essence, collaboration in a business context can be interpreted as a form of interaction involving parties who have common interests to achieve common goals. In the past, businesses were often seen as competing entities with each other. However, the COVID-19 pandemic has shaken this foundation and turned it into a collaborative ecosystem where business entities, especially small industry players, depend on each other and support each other (Hadi, 2020). Small industry players who previously may have focused on competition and market defense, are now driven to embrace collaboration in response to rapid economic change. Collaborative innovation is a particularly relevant alternative, given the resource constraints, changing consumer behavior, and logistical challenges faced by small industry players during the pandemic. In this situation, collaboration is not just a strategy of choice, but an urgent need to maintain business continuity (Rachmawati et al., 2021).

1. Knowledge Sharing as the Foundation of Collaborative Innovation

   It is important to highlight that effective collaboration in creating innovation is based on strong knowledge sharing. Small industry players, with diverse experience and expertise, can embrace this concept as a key foundation of collaborative innovation. Knowledge sharing not only includes the exchange of technical or operational information, but also involves the exchange of ideas, views, and strategic understanding. By sharing knowledge, small industry players can explore shared potential and identify opportunities that may be missed if working alone. The results showed that small industry players who successfully integrated knowledge sharing into their business practices were able to create more relevant and effective innovations. Collaboration between small industry players with different backgrounds and expertise opens the door to creative solutions that would not be possible without cooperation. This illustrates that collaborative innovation not only results in new products or services, but also stimulates more profound changes in the way we think and operate.

ii. Operational Efficiency as a Direct Impact of Collaboration

   When small industry players come together to collaborate, operational efficiency becomes a measurable immediate impact. A concrete example can be found in the manufacturing sector, where small industry players can share production resources, supply chains, and distribution infrastructure. The results highlight that this collaboration not only significantly reduces operational costs, but also increases competitiveness in an increasingly tight market. When small industries work together in a common supply chain, they can minimize waste, improve production efficiency, and achieve economies of scale that may be difficult to achieve individually. This collaboration forms a more resilient business ecosystem, where the weaknesses of one entity can be offset by the strengths of another. Improved operational efficiency through collaboration creates shared value in the form of reduced production costs, increased profit margi, and finally, stronger competitiveness in the market.

iii. Digital Technology as a Driver of Collaboration and Innovation

The role of digital technology in supporting collaborative innovation cannot be ignored. The use of digital platforms, technology-based applications, and online collaboration tools has become a key means of facilitating interaction between small industry players. Digital technology is not just a tool, but also a driver of cultural change where collaboration becomes more integrated and accessible globally. The results showed that small entrepreneurs who utilize digital technology can form partnerships and collaborations more effectively. Online collaborative platforms allow small industry players to access a vast network of potential partners, share information in real-time, and communicate without geographical boundaries. The utilization of digital technology also allows small industry players to integrate technology solutions in their operations, creating space for new technology-driven innovations.

Collaborative innovation does not only occur at the micro level between small industry players, but also requires adequate support and infrastructure from the macro level. Governments, research institutions, and other stakeholders have a key role to play in shaping an environment that supports and stimulates innovative collaboration. In terms of policy, incentives are needed that motivate small industry players to collaborate. These incentives can take the form of financial support, taxes, or subsidies for collaborative projects aimed at improving operational efficiency or developing new innovations. The government can also play a role in establishing collaboration and innovation centers that provide resources, mentors, and facilities for small industry players to gather, share ideas, and develop joint projects (T. Lestari, 2020). In the context of research and development, research institutions can collaborate with small industry players to support innovative research. Joint research between research institutions and small industry players can lead to a deep understanding of the problems faced by small industries and create more contextual and sustainable solutions.

In order to build a collaborative environment that supports innovation, it is also necessary to pay attention to aspects of education and skills development. Training and educational programs can be designed to equip small industry players with collaborative skills, project management, and mastery of digital technologies. This will help create a stronger collaborative culture at the small industry level. In a broader view, collaboration as a catalyst for innovation carries strategic implications for the future of business. The shift in business paradigm towards collaboration as a more meaningful and effective work model shows that the future no longer belongs to those who compete separately, but rather to those who can work together and innovate together (Ayu et al., 2023).

With digital technology as a key enabler, small industry players have the opportunity to engage in broader and deeper collaborations, open up new opportunities and face common challenges. With the implementation of supportive policies and the establishment of a collaborative business environment, collaborative innovation will not only be a response to change, but will also be a key impetus for economic growth and sustainable development.

It is important to continue to understand and study the dynamics of the interaction between collaboration and innovation, given that change and challenges will continue to be an integral part of the global business environment. By harnessing the power of collaboration and using it as a catalyst for innovation, small industry players can carve out a brighter and more adaptive future in an era that continues to transform.

2. **Impact of Collaboration on Operational Efficiency**

Collaboration as a key element in contemporary business dynamics, produces a significant impact on the operational efficiency of companies, especially in the context of small industry players. Operational efficiency is no longer just a goal, but a foundation of common strength that can shape sustainability and competitiveness in the era of globalization and economic complexity (Setyoko &; Kurniasih, 2022). In collaboration scenarios, sharing resources emerge as one of the key elements supporting operational efficiency. Small industry players, through cooperation and partnership, can combine their resources to create a common force that is greater than the sum of its parts. Sharing resources involves everything from infrastructure to technology to labor.

At the simplest level, collaboration in resource sharing can involve sharing overhead costs, such as shared use of production facilities or warehouses. The results show that small industry players who successfully integrate sharing resources into their operational practices can significantly reduce costs, generate fundamental efficiencies and improve financial balance. But sharing resources is not only about minimizing costs, but also about maximizing capacity and utilization of existing resources. For example, small industry players who unite to share advanced production technologies or tools can improve their operational efficiency, speed up production processes, and even create new products or services that would be impossible to achieve without collaboration (Nurhayati et al., 2021).

The impact of collaboration on operational efficiency is also strongly linked to the concept of a shared supply chain. In the past, small industry players tended to rely on linear and centralized supply chains. However, collaboration introduces a more integrated and dependency shared supply chain model. Through shared supply chains, small industry players can optimize the flow of materials and information between collaborative entities. The results show that small industry players who run shared supply chains can reduce production cycle times, avoid inefficient stock buildup, and even improve responsiveness to changes in market demand. In the context of shared supply chains, digital technology plays a key role. Online collaborative platforms and technology-based supply chain management solutions facilitate real-time communication, accelerate response to change, and increase visibility throughout the supply chain. This collaboration creates higher efficiencies in product distribution, minimizes logistics costs, and overall improves supply chain performance.

In the traditional business paradigm, small industry players are often faced with scale limitations that can limit their ability to compete. However, through collaboration, small industry players can achieve a fundamental scalability effect. This effect arises when the shared power of a group of small industry players surpasses their individual capacity and potential. The results show that collaborating small industry players can increase their production capacity without having to bear significant costs. For example, through cooperation in marketing, small industry players can reach a wider market without having to improve their own marketing infrastructure. In this case, collaboration creates operational efficiencies by leveraging shared capacity to achieve economies of scale that may be difficult to achieve individually (Prabowo et al., 2021).

By summarizing the impact of collaboration on operational efficiency, it becomes clear that the collaborative business paradigm brings about a profound transformation in the way small industry players operate. Sharing resources, shared supply chains, and the scalability effects resulting from collaboration create a foundation of shared strength that not only overcomes individual limitations, but also fuels business growth and sustainability. While these impacts provide significant opportunities, keep in mind that collaboration is not without challenges (Irawan et al., 2022). Issues of ethics, data security, and the sustainability of collaborative relationships need to be carefully managed. Governments, research institutions, and small industry players themselves have a role to play in creating an environment that supports and stimulates effective collaboration.

In a broader perspective, integrating collaboration in company operations is no longer just a business strategy, but the essence of competitiveness in a rapidly changing business era. Enhanced operational efficiency through collaboration creates a strong foundation for sustainable business growth, illustrating that the future of business lies in shared strengths and collaborative innovation.

3. The Role of Digital Technology in Collaboration

This emerging digital era has fundamentally changed the business paradigm. One of the key elements that plays an integral role in this transformation is the role of digital technology in collaboration. Digital technology is not only a support tool, but also a major catalyst that changes the way industry players collaborate. One of the most visible impacts of digital technology in the context of collaboration is the emergence of online collaborative platforms (Muhyiddin &; Nugroho, 2021). The platform provides an infrastructure that allows small industry players to communicate, share information, and work together without geographical boundaries. A study shows that small industry players who use collaborative platforms tend to have faster response times to market changes, increase efficiency in decision making, and have better access to global resources.

Collaborative platforms not only facilitate the exchange of information, but also facilitate project coordination and team management. The presence of features such as chat, video conferencing, and shared documents on this platform enables real-time collaboration, overcoming communication barriers and creating the speed required in modern business. The role of digital technology in collaboration is also reflected in data analytics capabilities (Dwiedienawati et al., 2021). By providing tools to collect, analyze, and present data, digital technology enables small industry players to make more informed and timely decisions. In the context of collaboration, data analytics can be used to understand market trends, predict customer demand, and identify collaborative opportunities.

Leveraging data analytics in collaboration can also help improve operational efficiency. For example, by analyzing shared supply chain data, small industry players can identify areas where processes can be optimized, minimize waste, and improve overall efficiency. However, along with its benefits, data analytics also poses challenges related to data privacy and security. Therefore, small industry players need to implement policies and infrastructure that ensure that the data collected and used in collaboration is closely guarded.

The role of digital technology in collaboration is incomplete without a discussion of cybersecurity. As small industry players increasingly rely on collaborative platforms and data analytics, risks to cybersecurity are also increasing. Small industry players are often attractive targets for cyberattacks because they may have weaker security policies compared to large companies (Kurniawan &; Nurlaela Arief, 2023). Therefore, the role of digital technology in collaboration also includes the implementation of strict cybersecurity measures. This involves data encryption, security monitoring, and educating employees about cyber risks. A study shows that small industry players who prioritize cybersecurity in their collaboration tend to have higher levels of collaboration sustainability and less data loss.

In addition, the role of digital technology in collaboration is further strengthened by the integration of the Internet of Things (IoT). IoT connects devices and systems in real-time, enabling small industries to collect operational data directly from their production equipment, warehouses, and supply chains. Through IoT integration, small industry players can gain a deep understanding of their operational performance, identify potential problems, and respond quickly to changing conditions. For example, IoT sensors in production equipment can provide immediate information about performance and maintenance needs, increase efficiency and reduce downtime (R. Lestari et al., 2023).

A deep understanding of the role of digital technology in collaboration opens the door to designing a more connected and effective collaborative future. By optimizing the use of collaborative platforms, data analytics, cybersecurity, and IoT integration, small industry players can build a solid foundation for their continued collaboration. In terms of policies and strategies, governments can play a key role in shaping regulations that support and stimulate the adoption of digital technologies in collaborative business. These measures could include tax incentives for technology investments, employee training in digital literacy, and the establishment of rigorous cybersecurity standards.

This lengthy exposé details how the role of digital technology in collaboration creates the basis for a more connected, efficient, and responsive business. While digital technology brings endless opportunities, small industry players are also faced with challenges such as data security and organizational culture change.

In crafting a collaborative future, awareness of the importance of integrating digital technology as a catalyst for innovation is crucial. Only through a deep understanding and planned application of digital technologies can small industry players unlock the full potential of collaboration, address modern business challenges, and shape a connected and sustainable future.

CONCLUSION

In the grip of the extraordinary challenges brought by the COVID-19 pandemic, small industry players in Indonesia have gone on an unexpected journey, responding to uncertainty with innovation as the main weapon. In an effort to survive and grow in the midst of crisis, collaborative innovation becomes a pillar that strengthens the foundation of business, creates shared value, and opens up new opportunities previously unthinkable. Through this long journey, it has been revealed that collaboration among small industry players is the key to achieving meaningful innovation. The exchange of ideas, knowledge sharing, and mutual support have formed a resilient collaborative ecosystem, presenting creative solutions that have a positive impact on various industry sectors.

It is important to recognize that innovation with small industry players is not only a response to the pandemic, but also a statement about adaptability and creativity in the face of rapid global change. The sustainability of a business in the future depends not only on individual strengths, but on the ability to jointly innovate, collaborate, and create greater value from individual results. In line with this collaborative spirit, governments, research institutions, and small industry players need to continue to synergize to create an environment that supports innovation. Policies that facilitate collaboration, incentives for investment in technology, and educational support to improve digital literacy are important steps in maintaining this innovative momentum.

In crafting the future, keep in mind that innovation with small industry players is not only about overcoming crises, but also about building foundations for sustainable growth. The collaboration that emerged during the COVID-19 period became the foundation to continue to explore the boundaries of possibility, arouse entrepreneurial spirit, and bring positive change that is not only felt by small industry players, but also by society as a whole. As we move into the future, may the spirit of collaborative innovation continue to burn. Through shared creativity, small industry players in Indonesia can guide change, shape a more resilient economy, and inspire the next global challenges. Innovation with small industry players is not only a step forward, but also a promise to engage all parties in building a better, more resilient and more empowered future.

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