Business-to-Business Opportunity for a Creative Writing Agency Seen from the Industry’s Potential and Its Impact on the Society

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**ABSTRACT**

The field of creative writing is very diverse for professional practice. There has been a drastic digital acceleration that has forced the customers' behavior to adjust dynamically. The usage of digital platform services for film and the market demands in creative writing, especially screenplays, indicate a growing trend. For Laskara Creative, a fledgling company in the creative writing industry, this growth gives pertinent business-to-business opportunities. Analyzing the business ecosystem in a creative industry gives Laskara Creative insight on how to construct business-to-business opportunities that has the potential to be profitable and have a positive impact on the society. The process begins with an analysis of the company's and industry's ecosystem, both internally and externally, utilizing several tools and theories drawn from the literature study, including Porter’s Diamond, Porter’s Five Forces, and Resource Based View Analysis. Utilizing the Market Opportunity Analysis (MOA), the comprehensive external and internal analyses were combined. According to the Market Opportunity Analysis, the company is now in a good position but may face many difficulties if it is unable to convert its own resources, creativity, and connections into possibilities. The company’s existing business process and ecosystem are still far from ideal, which should create value for the common set of customers by creating a virtuous cycle supported by the intersectional relationship. To create an ideal business-to-business opportunity through cross-sectional collaboration consisting of shared IP, creative supply chains, and technology, that includes academia, government, business, and civil society, a Variable Quadruple Helix approach is advised. The process of formulating the opportunities is supported by Ardichvili’s theories of Business Opportunity and Value Creation Capabilities.

**Keywords:** Business to Business Opportunity, Creative Writing, Creative Industry, Variable Quadruple Helix.

I. INTRODUCTION

A. Background

Creative writing is a type of writing that deviates from the norms of professional, academic, or technical writing. It encompasses a variety of genres and styles from both fiction and nonfiction writing, such as storytelling and scriptwriting (Oxford Summer Courses, 2021). Among the creative writing types, there is tremendous interest in scriptwriting. The recent rapid growth of the creative industry, particularly during the pandemic, has increased the audience's demand for content. The film industry in Indonesia is developing at a rapid pace (Jewell, 2019). As a result, it is critical to bring in new writers so the stories produced are more varied (Kuncorojati, 2021). The existence of the writing competition that were held by big corporations shows there is demand for stories from the content producer’s side. The growing number of participants also reflects the needs of writers to be acknowledged for their works and to realize their dreams as recognized writers. There is a need from writers to submit stories and from filmmakers to find stories. The disproportion between demand and supply pushes strong encouragement from stakeholders in the ecosystem to resolve this issue (VOI Media, 2022).

Creative writings are needed not only for the improvement of the film and branded web series but are also needed for social media purposes and the advancement of the business industry. The TikTok vertical film X&Y is the first of its kind. This film features TikTok creators with acting talent and song (Studio Antelope Productions, 2021). The mentioned example demonstrates there is symbiotic relationships, in which growth in one part of the creative economy stimulates growth in other parts. Growth in one sector can reinforce the potential for growth in the others, creating a virtuous circle. Intersectional relationships are likely to continue to play a key role in the creative economy's overall growth (Deloitte, 2021).

Business ecosystems exist to collectively create more value than the members can individually, considering time, capital, brand permission, market access, and other real-world constraints. Members of a business ecosystem sell with each other to the common customers (Sarafin, 2021).

Given the trend, it shows the increasing demand of services in creative writing. This leads to the importance of Laskara...
Creative to construct the business-to-business opportunity by seeing the potential in its industry and how the created cross sectional collaboration opportunity impacts positively on the society for the creative writing business to survive in the country.

B. Business Overview

After trying to run the business as a storytelling agency that provides scripts for filmmakers, Laskara Creative has not yet obtained sales. The goal of signing a contract with production houses to sell the stories is not yet achieved by their distrust towards Laskara Creative because the company has no track record in the film industry.

The expectation of obtaining and managing business-to-business community is also hindered because Laskara Creative has no clear partnership with film production houses that can assure the writers that their stories will surely be sold to the filmmakers soon. Laskara Creative has only traction derived from 2 indie filmmakers and 1 big production house. The business has not yet monetized money, but only awareness from the 3 production houses as they are interested in the stories. There were some pre assumed hurdles and constraints of why the business has not generated revenue, such as Laskara Creative has no previous track in the creative writing industry, therefore it is hard to convince the production houses to sign the contract with Laskara Creative for the stories. As Laskara Creative has no clear partnership with production houses, writers are also reluctant to join the company.

Laskara Creative did some research regarding the prototype of the website. The idea of the website is to allow writers to submit their stories online. Laskara Creative then will select the stories. The chosen stories will be made into an attractive visual storytelling content (like a short comic) that can be accessed and read by the public audience. The popularity ranking system will help filmmakers to know which stories are feasible to be made into a film. Besides the ranking system, Laskara Creative will also provide logline (summary plot) to allow and ease the filmmakers in finding the desired stories to be made into a movie. With the contribution from the public audience, filmmakers will know which stories are potentially demanded and profitable.

The idea sounds finished. However, the company does not know what they should do next and how to realize this idea. More thorough research into the formulation of the business-to-business opportunities that result in positive monetization and good impact on the society need to be further explored to maintain the existence of the business in the industry. Afterall, it is important for the business in the creative industry values collaboration and intersectional relationships with other sectors (Pidun et al., 2020).

C. Research Objective

The objective of this study is to formulate relevant research on business-to-business opportunities that are categorized to have a positive monetization potential and impact on the society in a field of creative writing.

II. LITERATURE REVIEW

A. Business Ecosystem in the Creative Industry

A business ecosystem is a collection of enterprises with complementary and synergistic relationships that band together to give value to end-users or customers. These strategic partners can complement one another in a variety of ways. Every successful business combination, ecosystem, partnership, merger, or acquisition is determined by three factors: 1) all the enterprises must collaborate, 2) risk in the ecosystem should be managed, 3) the governance model must design a fair method for allocating the value that the ecosystem creates, guarantee all necessary partners may make a respectable profit (Pidun et al., 2020).

Business ecosystem in the creative industry consists of several fields, such as technology, society, and culture. There are mainly three categories of the linkages within the sector about the future of the creative economy. The linkages are 1) creative supply chains, 2) shared IP, and 3) creative technology (Deloitte, 2021).

With the support of the entrepreneur’s creativity input into the process of exploring the opportunities by finding the linkage between creative supply chains, shared IP, and creative technology, and adapting the theories of Variable Quadruple Helix to search for the players for the collaboration within business, government, civil society, and academia, business opportunities can be explored.

B. Business Opportunity

Entrepreneurs seek out business opportunities that will allow them to produce and give value to stakeholders in prospective companies. While some aspects of opportunities can be “identified,” opportunities are created rather than discovered. However, opportunity growth also includes the innovative and creative input from entrepreneurs. As a result, this approach focuses on “opportunity development” rather than “opportunity recognition.”

The creation of successful businesses follows a successful opportunity development process. This comprises recognizing, evaluating, and developing an opportunity.

1. Entrepreneurial alertness; 2. Information asymmetry and prior knowledge; 3. Social networks; 4. Personality traits such as optimism and self-efficacy, as well as creativity; and 5. The type of opportunity itself are all significant factors that affect this core process of opportunity recognition and development leading to business creation (Ardichvili et al., 2003).

C. Value Creation Capability in Business Opportunity

Value Creation Capability is opportunities coming from underdeveloped or unused resources, technology, or other sorts of intellectual properties or talents. The process of opportunity development may vary across the four categories of “opportunities”, in addition to the five criteria noted in the literature on business opportunity in the previous section. This theory distinguishes between "opportunities" depending on their point of origin and stage of development (Ardichvili et al., 2003).

A defined value creation capability provides broad guidelines for intellectual, human, financial, and/or physical resources (such as broad guidelines for a product or service).
Value creation capabilities may represent solutions, while value sought may represent issues.

The four categories are I). Dreams – issues and alternatives both unknown, II). Problem solving – issues are known but solutions are not, III). Technology transfer – issues are unknown, but solutions are present, IV). Business formation - both issues and answers are known.

III. METHODOLOGY

A. Research Framework

![Research Framework Diagram]

The conceptual framework created above is starting from explaining the business issue revolves around creative writing, in which the business discussed in this research is about. To explore the business issue, background information regarding scriptwriting and film industry, writing platform and creative storytelling agency is explored.

The business issue is explored with the theories and tools included in the external and internal analysis. The external analysis includes Porter’s Diamond and Porter’s Five Forces. This analysis is to provide the business current analysis from the external factor. The internal analysis includes Resource Based View. This analysis is to dig deeply into the internal business process such as the unfound potential resources. The external and internal analysis are then combined into the theory of Market Opportunity Analysis to later come up with the analysis of business opportunity with the support of Variable Quadruple Helix approach.

Inside the Market Opportunity Analysis there are other tools that can support the analysis of business opportunity, namely customer analysis, supplier analysis, market demand forecasting analysis, and competitor analysis (Bolt, 2014).

B. Research Method

The research method used is mainly qualitative. The data is based on both primary and secondary data. The qualitative primary data is obtained through observation and in-depth interview, while the qualitative secondary data will be collected through study literature with journals, reliable websites, and books. The data collection method used in this research is purposive sampling.

Purposive sampling is a collection of non-probability sampling techniques. Purposive sampling, also known as judgmental, selective, or subjective sampling, is based on the researcher’s judgment when selecting the units to be studied. There are varied types of purposive sampling, however in this research there will be two kinds of sampling that will be used namely expert sampling and maximum variation sampling.

IV. FINDING AND ANALYSIS

A. Overall Market Opportunity Analysis

Using the Market Opportunity Analysis method, this study provides information on the combined analysis of the company’s external and internal environments. It is discovered that the market is fiercely competitive, and the company’s strategy complies with all legal requirements. The fact that there is a strong demand and access to resources that can be fully utilized but are yet underutilized supports the optimistic view as well.

Because there are fewer screenplays accessible than there are buyers (filmmakers), it is difficult to find good quality scripts, which lowers the power initially. However, the low switching costs brought on by the abundance of freelancers and self-written scripts combined with backward integration increase the power. It is therefore determined to be medium. Because there are fewer buyers than suppliers, there is less purchasing power among the suppliers. Due to interchangeable suppliers results in cheap switching costs and inability to gain power through rate setting, the supplier's power is reduced. As a result, an industry with more potential for profit is born. The effort required to obtain connections
TABLE II: OVERALL MARKET OPPORTUNITY ANALYSIS

<table>
<thead>
<tr>
<th>Category</th>
<th>Positive</th>
<th>Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment</td>
<td>Competitive market and strong demand drive the company to be innovative. The medium entrants and buyer power show the company can possibly outperform the competition. Low supplier power makes a sector more appealing and boosts the possibility for profit.</td>
<td>Substitutes with a lower cost can scare the business. Due to fierce competition from other competitors in the filmmaking sector, Laskara Creative must innovate and improve its product offering.</td>
</tr>
<tr>
<td>Product or Service</td>
<td>The company provides product and service with the support of technology that will solve the problem of the target market.</td>
<td>Some of the target markets have not adapted with the new type of offered solution yet, means the company needs to think thoroughly about how to convince the market.</td>
</tr>
<tr>
<td>Customer</td>
<td>Laskara Creative has already had some connections with the targeted customers.</td>
<td>Some customers have no financial resources. The company needs to carefully choose customers with good financial prospects.</td>
</tr>
<tr>
<td>Competitor</td>
<td>Even though having the same objectives, competitors have different value offering, allowing the company to survive in the market with owned competitive advantage.</td>
<td>Major rivals are already there and have an advantage in the market. Compared to Laskara Creative, these businesses have more financial resources available.</td>
</tr>
<tr>
<td>Market Demand</td>
<td>Growing market with varied possible collaborations with cross sectional industries.</td>
<td>Various type of monetization challenge Laskara Creative to choose the best one that benefit the company.</td>
</tr>
<tr>
<td>Evaluation</td>
<td>Digital technology knowledge, human resources (expert, writers), founder’s experience and connection within the ecosystem benefit the business to strive for innovation to stay in the competition.</td>
<td>Slow return on investment for the first years, as the company will focus on building the company portfolio and create brand awareness.</td>
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and capital, which initially causes it to be low, and the existence of powerful players who are gradually moving to offer a product similar to Laskara Creative’s, which increases the threat, resulted in the medium threat of new arrivals. Because the demand for stories is growing rapidly in the film industry while writing is growing slowly, there is a high level of rivalry that has intensified. The variety of indirect competitors, low switching costs, transferable platform-building skills, and indirect competition from independent writers are further contributing factors. Laskara Creative’s high-quality services can compete with the high substitutes since the replacements cannot ensure the industry of high quality, which calls for a more organized agency like Laskara Creative.

Website development and reader relationship building are the two categories of temporary competitive advantage identified by the VRIO analysis. Five factors—team experience and expertise, writing expert assistance, relationships with film experts, connections with writing and film clubs, and networking with the target market—provide a sustained competitive advantage. However, social media is one parity competitive edge that must be fully leveraged.

The film business, brands, and book publishing are the attainable markets according to the market definition and analysis provided by tools for market opportunity analysis, and all of them have the potential to be made a profit from. All markets are attractive, but even though they can be simpler to implement, independent film production and book publishing have a smaller revenue potential than the others. Though it might be more difficult and take longer to implement, the production house for theaters and OTT services put a larger potential profit. The market for brands is fascinating because of its profit potential and practicable implementation. The examination of the competition reveals the market opportunity Laskara Creative has because the value provided differs despite having similar goals.

The market demand forecast shows the demand perspective based on financial criteria, sustained advantage characteristics including entry barriers and available segments, as well as based on synergistic criteria. Because certain markets are difficult to monetize but the majority have good potential, the financial side of demand is determined to be medium. Laskara Creative has the chance to survive in the market by examining potential demand opportunities from a variety of market segments thanks to the moderate entry barriers and enormous available segments. Since the demand may be monetized by working with numerous players and since the business can be structured in any innovative approach, the demand seen from the synergy viewpoint defines a very excellent prospect.

B. Business to Business Opportunity Formulation

The analysis’s findings indicate that there are many different forms of inputs in terms of resources and activities, both inside and between the helices, as well as many different types of valued outputs for the many varied players in the helices.

The output comes from collaborative, interactive procedures in which several groups of actors provide their knowledge based on their roles in society, allowing Quadruple Helix collaborations to generate innovation. Such partnerships formalize civil society's role, which fosters an innovation process that is more transparent and is founded on the principles of sustainable research and innovation.

Recalling the theory of Value Creation Capability, Laskara Creative positions itself in between III. Technology Transfer and IV. Business Formation. Laskara Creative is in between the two because in the process of aligning resources and market’s needs, it is still possible to develop the technology to fit with the created business opportunity formulation as the website is still in the development stage, which is not final and can still be improved at any time.

Here is the proposed business to business opportunities that can be applied for Laskara Creative after analyzing the industry ecosystem with Variable Quadruple Helix approach and adapting the business opportunity formulation theory.

1. Cross sectional industry collaboration within the creative industry between music, film, and creative writing with the support of technology and the participation of the mass audience.
2. Collaboration with book publishing supported by writing experts to publish screenplay in a print version participated by universities and its students.
3. Source of network for individual player in a film to team up and create a film for them to be able join and submit their works to film festivals that are often held in several cities in Indonesia.
4). Provide a service to help finish stories idea from the initial idea made by production houses. 
5). Collaboration with brands in creating a merchandise product that have storytelling 
6). Offering copywriting for advertising purposes to startup companies (UMKM)

C. Overall Explanation of Business-to-Business Opportunity for Laskara Creative

![Fig. 1. Laskara Creative’s B2B Opportunities Diagram.](image)

From business-to-business opportunity explanation in diagram above, it is concluded that the opportunity for Laskara Creative in the industry involves all possible related players include academia, government, businesses, and civil society. The group of these main 4 players can be broken down into various types of players. For example, if it is looked from the top left circle, the businesses are the music label and its artist, and also the film production houses. The civil society includes people who writes and who are interested in music. It also indirectly involves academia if the civil society contains of students. The technology, such as music digital platform like Spotify and Laskara Creative’s website revolve around this business opportunity activity. The shared IP that emerges from this collaboration is impactful both to the players inside the collaboration and the society. 

Despite the fact that this research only developed a modest number of business opportunities, those opportunities have a broad scope as taking into account the possibility of the type of players in the industry and the type of collaborations that can be explored by adding the entrepreneur’s creativity.

V. CONCLUSION

The external analysis brought to light several market perspectives on the industry, the enormous quantity of market needs that need to be investigated, and the opportunity Laskara Creative has to exceed the industry rivalry to keep its position in the market.

From the industry analysis, the country and the industry are highly competitive, pushing Laskara Creative to be continuously innovative. A company’s competitive environment in an industry in terms of structure and profit margins is quite hard to manage. However, if Laskara creative can turn the analysis into a strategy, the business can tackle the competition in a good way. The five competitive forces and Resource Based View analysis demonstrates that Laskara Creative needs to stay true to its sustained competitive advantage and continuously develop its value and maximize the underutilized resources to stay in the market.

In a Quadruple Helix scenario, the relationships between the players, resources, and activities are considered as the context that creates the opportunities for value creation. The value-creating process entails several actions taken and resources combined by various actors to produce several beneficial results (Payne et al. 2008). The formulation of business-to-business opportunities are done by classifying the empirical data in accordance with the three helices of government, industry, academia, and civil society based on the theoretical framework of the Quadruple Helix as a network of relationships with a focus on players, resources, and activities. As a second phase, it is by examining the categories’ content to look for patterns among and between the various actors, as well as in the actions carried out and the resources utilized.

Laskara Creative can explore the business-to-business opportunities if it understands the linkage between shared IP, creative supply chains and technology, and how they can utilize their resources and connection towards cross sectional industry collaboration within the ecosystem.

REFERENCES


