

## **Role of Triple Helix to Develop Multi Stake holder Cooperative: Conceptual Research in Sport industry**

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### **ABSTRACT**

*The purpose of this article was to discussed the role of the Triple Helix model in advancing the sports industry in Indonesia through the idea of a multi-stakeholder cooperative. The triple helix component that was built in this article was academic/HEI - sports business actors - government with their respective roles in sports event-based cooperative efforts. Furthermore, the multi-stakeholder cooperative had members from elements of sports business actors consisting of sports event organizers, SMEs, sports clubs, and sports associations. This contextual review was built from various literatures and the viewpoints of managing the sports industry in Indonesia. The basic conclusion that might be built in this article was the sports industry which was able to provide a large multiplier effect on the economy could be realized through multi-stakeholder cooperative. The idea of a multi-stakeholder cooperative was optimized through the role of a synergistic triple helix component. The strategic role of each component in a multi-stakeholder cooperative would realize the management of the sports industry towards a just economy through cooperatives.*

**KEYWORDS:** *triple helix, sport industry, multi-stakeholder cooperative*

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### **I. INTRODUCTION**

Sports industry is defined as the participation of economic relations in the field of sports by those who sell and buy products and services of sports, providers and users of sports information, sports event organizers and sports markets (2006); (Marijanović, 2012). In addition, Zhang, et al (2018) explain that sports industry as an economic globalization consequence that must be built well. For more, Humprey, et al (2010) argues that sports industry is a unique industry that prioritizes community participation as audience, listener, and sports fans through various media.

Indonesia has approximately 269 million of people and becomes a promising market for sports industry. Rozali's study on football industry (2018) revealed the more football clubs grow in a particular area, the higher provincial GDP growth potential from entertainment will be. The existence of sports industry can also multiply other economic activities. Kristiyanto (2019) and Utomo (2018) argue the potential of sports industry to trigger national tourism industry.

Another fact showing the potential of sports industry can be seen from the success of ASIAN Games 2018. Ministry of National Development Planning of the Republic of Indonesia (Bapenas) data in 2018 showed that during 2015-2018, the growth of people who worked as entertainer for Asian Games amounted to 108.780 people in Jakarta and Palembang. Further, Asian Games 2018 could contribute to the multiplier effect of Jakarta economic outputs in 2015-2019 of 28.2 trillion and Rp 14 trillion in Palembang. INASGOC in Revindo, et al. (2019) state that Indonesia tourism drastically increases during the event of Asian Games, while as the sports event organizer, Indonesia could attract tourist and obtained about 62 percent of revisit potential.

The development of sports industry not only covers economic valuation, but also its contribution to the country GDP. Other than these benefits, there is also a need to discover the multiplier effects of sports industry on people's economy. Ghauri, et al (2003) in Zhang, et al (2018) mention several problems faced by sports equipment producers in developing countries, such as limited financial resources, lack of skilful workers and advanced machinery, and limited foreign markets. This condition certainly contradicts to the spirit of people's economy in Indonesia.

Based on the above description, there found two major problems in the development of sports industry. First, sports industry needs link and match between sports industry players and sports markets (Zhang, et al, 2018). Second, there is a need for community and demography participation that supports the development of sports industry (Lera-López & Rapún-Gárate, 2007). Thus, sports industry needs to be supported by an active

and participative networking system from business field, government support, and sports industry education. Then, how should Indonesia sports industry be developed?

The development of sports industry by prioritizing economic multiplier effects can be done through the synergy of various components in it. Triple helix model concept may provide synergies between business environment, the government, and academician in the development of economic ecosystem (Libena, 2012; Guerro, 2016; Liu, 2018; Kalenov, 2018). The provision of synergy in triple helix model can increase the components roles in developing economy and competitive advantage (Jaelani, 2019; Purwaningsih, 2019, and Utami, et al., 2019). Triple helix model application in sports industry is expected to increase the multiplier effects of sports so that in turn it can contribute economy impact to community.

Until now, the common problems faced by sports industry are in terms of regulation and legal standing (Pavlovna, 2019; Mitten, 2019). Here, the researchers proposed triple helix model that has not yet been utilized by stakeholders. The determination of components in triple helix model sometimes becomes an obstacle in sports industry management that is overlapped and does not support the interests of the people.

The second problem experienced by Indonesia sports industry is the low competitiveness by industry players (Humphreys, 2010; Sugito, 2018). Problems such as business capital, inadequate skills and inadequate marketing are the main problems for business doers in the sports sector (Farida, 2012; Kurnia, 2019). These problems then have an impact on the low organization of sports events and community participation in the sports industry.

One effort to deal with the aforementioned problems is the formation of a business enterprise that represents community economy at large. Cooperative is the main pillar of Indonesia economy as a realization of the main people's economy movement that is just. Setting up a cooperative in sports industry is an effort to overcome the capitalization problem in the sports sector. Various discussions related to sports industry problems need to be focused on the perspective of economic valuation and a just people's economy. This article would discuss further how the triple helix model idea can move the sports industry in Indonesia through a multi-stakeholder cooperative.

Sports industry is inseparable from the way sports can generate money from various resources. This one is broader than sports funding that is merely oriented to achievement (Rein, et al, 2015). In this perspective, sports is considered as an economic commodity that is potential and valuable. Rein, et al (2015) mentions ways sports organizations can generate money from six categories of income resources, namely: 1) Games, 2) Media, 3) Sponsorships, 4) Merchandise, 5) Events, 6) subsidies.

Rein, et al (2015) explains that at least there are three advantages that can be gained from those resources. First, the resources can manage and trace financial performance of a model, and give a holistic view of corporate earnings. Second, the resources facilitate the analysis of resources that have good and bad performance, and clarify potential opportunities and strategies for further growth. Finally, it can inform decision-making about problems across organizations in which the financial implications are only one piece of the puzzle (Rein et al., 2015). Furthermore, there is a need for synergy between various parties which is manifested in a measurable relationship model with a participatory role.

## **II. METHOD/DESIGN**

This research used Literature review approach to develop the model of multi stakeholder cooperative in Sport Industry with triple helix model as human resources supports. This article collected the previous research that study about Multi stakeholder coop and triple helix model in term of least 10 years. The material is obtained from various sources such as: Google Scholar, Springerlink, Researchgate, Emaerald and So on.

## **III. RESULTS AND DISCUSSION**

Triple helix model was first developed by Etzkowitz (1993) and Etzkowitz and Leydesdorff (1995) in the 1990s as a result of the analysis of a shift from a single source of innovation related to product manufacturing in industry, policy making in government and knowledge performance and research in education. In the past, industrial movement was determined by two components, namely industry and the government. This made the innovation slowly developed and industrial transformation process often contradicted the interests of community.

Etzkowitz and Leydesdorff (1995) broaden the source of innovation and decision making for industry by adding the element of academician in it. Asheim, Coenen (2005); Jerome, Jordan (2010); Leydesdorff (2005); Leydesdorff, Etzkowitz (2001) say that triple helix collaboration model represents a new collaboration pattern between industrial consortia, university and government agencies by emphasizing on commercialization.

Triple helix concept is later used to establish a synergy between the government-industry-academician (education) and implement it in various fields. Etzkowitz (Etzkowitz 2002) states that there are three major dimensions of triple helix. The first dimension concerns internal transformation in each component. The second dimension shows the effects of one component to another. The third dimension deals with the development of a

new trilateral networking model and organization resulted from the interactions between the three components that are aimed at producing new ideas and format for developing new ways.

The application of triple helix model in various fields apparently creates a good and beneficial synergy. Tetřevová (2012) says that triple helix model can establish a strong partnership between government agencies and related industries in terms of regulation, higher education institutions and related industries in terms of innovation, and government agencies and higher education institutions in terms of creating efficiency for industry. Moreover, Leydesdorff (2010), Utami et al (2019) describe the role of partnership is to build economic empowerment and independence. Gurerro (2017), and Gachihe (2020) conducted a correlational study in triple helix partnership in building useful innovations for industry and society.

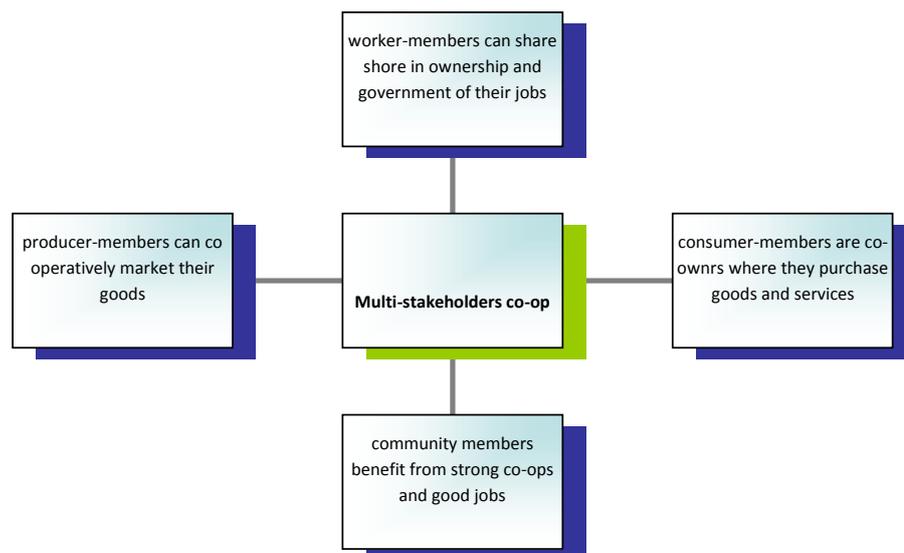
Triple helix studies in sports field have not yet been directed to sports industry. Some studies, such as by Santos (2019) who investigated the roles of Olympic Park management as a legacy of Munich Olympics only from the perspective of management. His study found that there is no support from higher education due to the strong domination of the government. This makes investors reluctant to invest. Also, Terra (2013) explains the roles of innovation for sports equipment developed after the 2014 World Cup that is strongly supported by universities and the government.

Based on the conceptual elaboration of triple helix model, it was known that the role of each component is dominant for the success of partnership, namely industry-government-higher education institution. In the discussion section of this article, the researchers explain the roles and actors in the partnership of sports industry.

Multi-stakeholder cooperative is defined as a cooperative which has more than two members, such as consumer, producer, and the government (Faedulloh, 2018). This type of cooperative has not been many in Indonesia, but developed and familiar in several developed countries. This is caused by the tendency of the characteristic of Indonesia cooperative that is limited to the members only. This multi-stakeholder cooperative is managed by some stakeholders, farmers who become producers, workers, distributors, volunteers, community supporters, and consumers based on solidarity. This model opens a space for dialogue participation for members to discuss agenda together, such as the election of the committee and representative supervisory bodies, management, and sharing of fair business results among groups (Rahman, 2015 and Faedulloh, 2018).

Lundsgaarde and Keijzer (2018) mention that to boost the efforts to achieve sustainable development goals, cooperative should change its coordination pattern to be multi-stakeholder cooperative that is supported by multiple ownership. Meanwhile, Birchall (2018) explains multi-stakeholder cooperative trend has now become a solution for building a bigger and more efficient cooperative. He gives examples such as asiCoop cooperative in Korea whose members are consumers and producers in the agricultural sector, and Eroski, the largest retail cooperative in Liberia, which is proven to be able to form a high efficiency pattern.

Gonzalez (2017) in his study explains that multi-stakeholder cooperative has gone beyond the limit of single stakeholder cooperative in terms of food supply in various countries in Europe. In details, the overview of multi-stakeholder cooperative can be seen in the following figure 1:



**Diagram 1.** Multi-stakeholder Cooperative Relationships

### **1. Description of Problems and Ideas**

There are at least six sources of income in organizations involved in sports industry (Rein et al. 2015). If the sources are managed well, the income can contribute to national economy. Apart from the sources, Indonesia has potential sports markets that are supported by its large population. However, it is not as easy as what is expected. Hua-hu (2016) states one of problems in sports industry comes from its gradual activities that have no exact sustainability. His ideas are supported by De Bosscher, et al (2010); Vuori (1998); Shibury (2008) that the expected change in sports industry is to change the gradual habit to daily habit. This surely requires active participation from community. To do so, there is a need to improve the managerial aspects of sports industry players to be more comprehensive and based on the needs of sports consumers (Lera-Lopez, 2007).

Another problem is related to the need of sports regulations that can support various economic activities in any sports activities (Green, 2008; Bloomfield, 2002; Hill, 2002). If the government and stakeholders in sports sector can give productive regulations, sports industry can be managed well. The synergy that occurs between the government and industry players is a required for the development of sports industry.

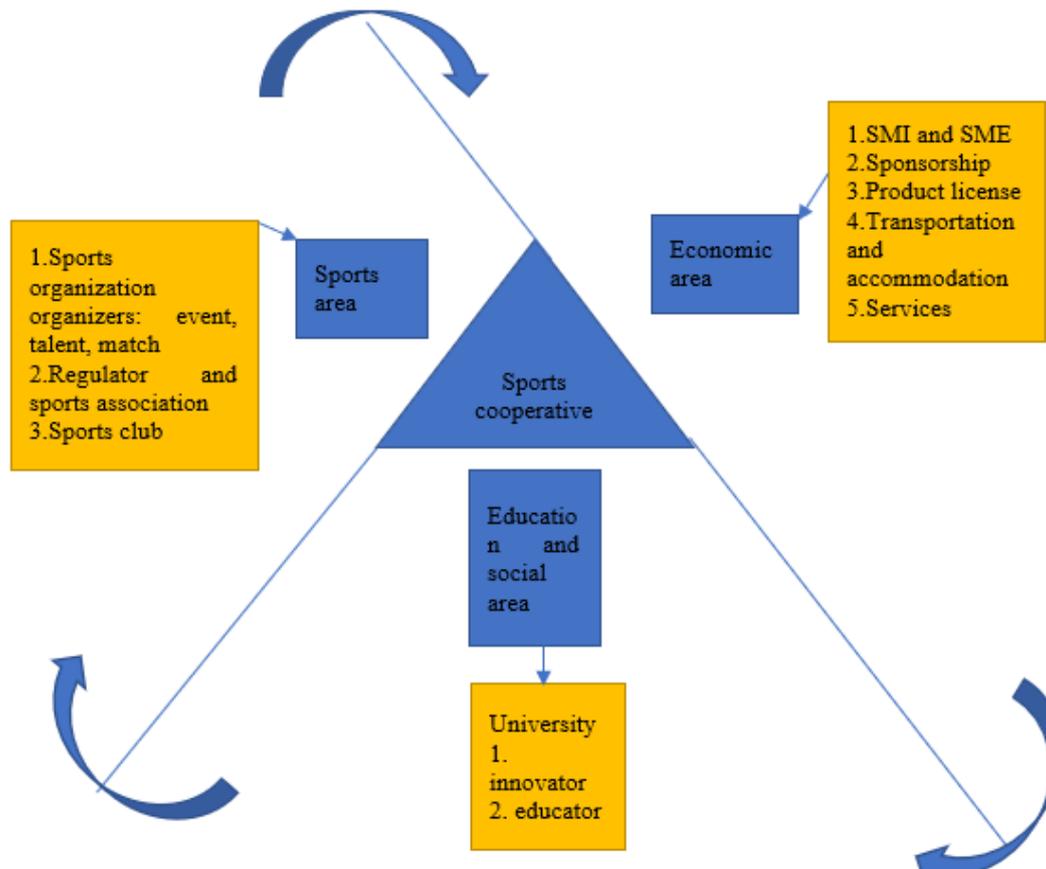
There also found lack of motivation in Indonesia sports industry. Ratten (2019) confirms that the rapid development of sports in a decade is inseparable from various innovation and technology in sports field. To advance sports industry, innovation in technology and entrepreneurship is needed (Ratten, 2017). Therefore, it is necessary to combine sports industry with institutions that are able to give support in innovation, technology and education to people.

All problems mentioned earlier need can be overcome by making a combination and synergy between various parties so that sports industry advancement can be realized. The first idea that comes up in this article is to explain triple helix concepts which are assumed to answer these problems. (Tetřevová, 2012; Leydesdorff, 2010; Utami et al, 2019; Gurerro, 2017; and Gachihe, 2020).

### **2. Design of Multi-Stakeholder Cooperative**

The application of triple helix model in advancing sports industry describes not only the actors and their roles (helix) in this industry, but also the institution. It is commonly found that the synergy of triple helix is incidental and not institutionalized as a collective activity. There should be a joint business as a realization of synergy made in triple helix model. The multi-stakeholder-based sports cooperative can be a manifestation of business enterprises synergic form with the application of triple helix model in it (Lundsgaarde and Keijzer, 2018; Gonzalez, 2017; Faedulloh, 2018; Birchall, 2018).

Diagram 2 shows the relation between helix in multi-stakeholder cooperative. This cooperative will be a business enterprise that excels in partnership and government assistance, has a wide cooperative network, open and democratic ownership. This is in line with the principles of triple helix model synergy.



**Diagram 2. Triple Helix Model in Starting Sports Cooperative**

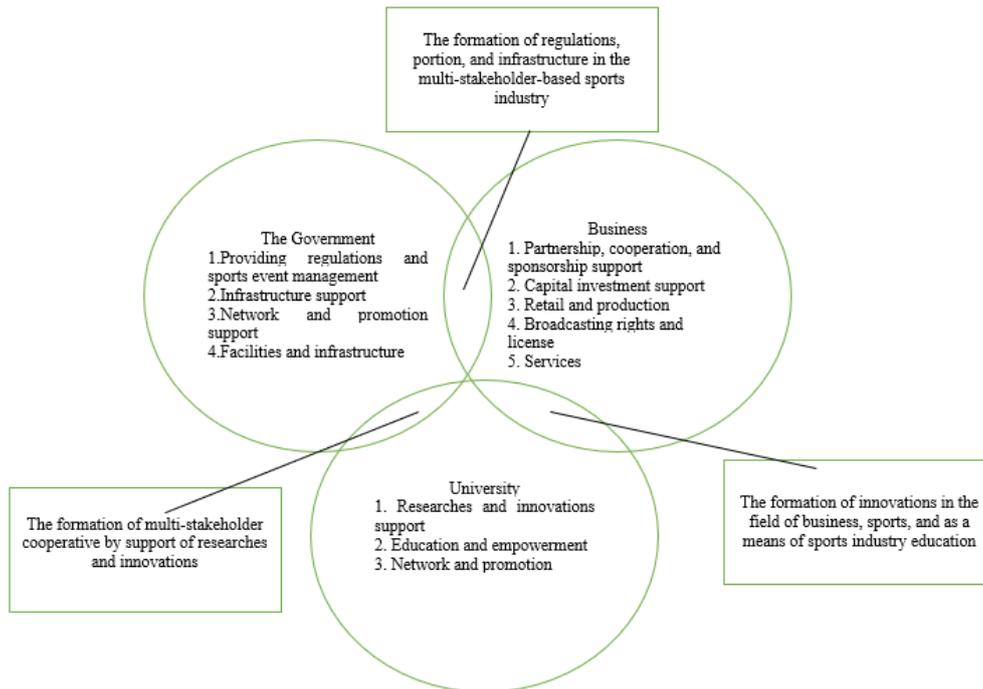
Based on the overview of multi-stakeholder cooperative in diagram 2, we know that the synergy of stakeholders involved in sports industry can trigger economic strength that is interrelated. Event organizers and talent scout will meet SMI (Small and medium-sized Industry) and SME (Small and medium-sized Enterprises), sponsorship, company owners and sports services to be partners in a cooperative. Meanwhile, the regulator of sports events and association are met with innovators and educators to optimize programs, policies and innovations as well as socialization to community. We actually can organize a multiple sport event which the manager, participants, and stakeholders of the surrounding economic activities are members of a cooperative company, so the profits will be shared by each portion and not dominated by one company or investors alone.

The meeting between parties in a cooperative company as explained in diagram 2 according to Gonzalez (2017) is a part of multi-stakeholder excellence in winning the market. Besides, Faedlulloh (2016) states that the relation between more than one parties can develop more emancipatory economy. In this way, it is possible for multi-stakeholder cooperative to generate greater and more democratic economic opportunities in sports industry.

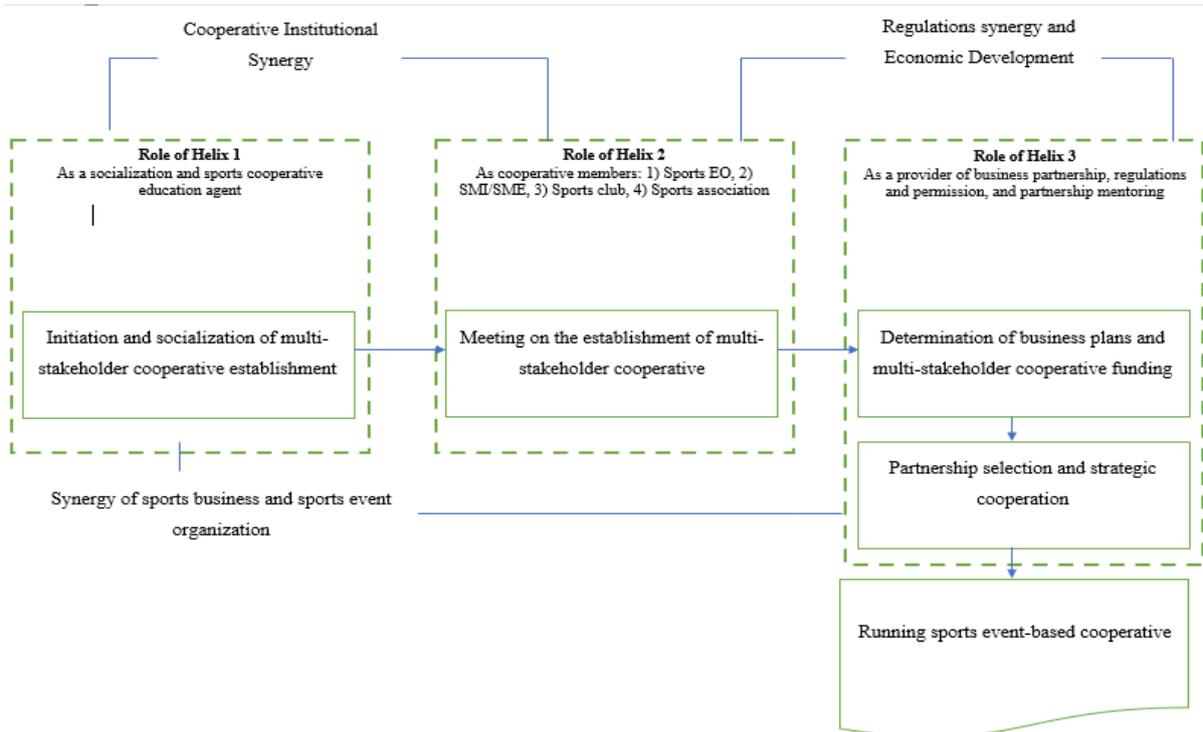
### **3. The Roles of the Components in Triple Helix Model**

To start multi-stakeholder-based cooperative in sports industry, there is a need for a combination and synergy of all components to maximize the efforts. Triple helix concepts will elaborate roles and synergy of sports industry stakeholder so that the effective and efficient work plan will be obtained. In details, the roles and synergic patter of each component in triple helix model in multi-stakeholder cooperative as developed from Gachihe (2020), Guererro (2016), Tetřevová (2012), Leydesdorff (2010) are as follows: 1)The main role of the government is to provide supporting regulations for industry/ business climate, facilities and infrastructure, and funding for researches and innovations. In terms of sports industry, the government is expected to give not only regulation, but also portion for cooperatives to manage resources in sports industry. 2)The main role of industry/ business is as manager of economic and capital resources. It can go broader into the management of sports organization income as stated by (Rein, 2015). It is expected that industry/ business not only acts as the manager, but also triggers economic multiplier effects and realize a just economy. 3) University main role is to support industry in terms of research and innovation, and educate sports industry to community.

The roles of all parties are explained in Figure 3, while the synergy is presented in the flowchart of the formation of a multi-stakeholder-based sports cooperative in Figure 4.



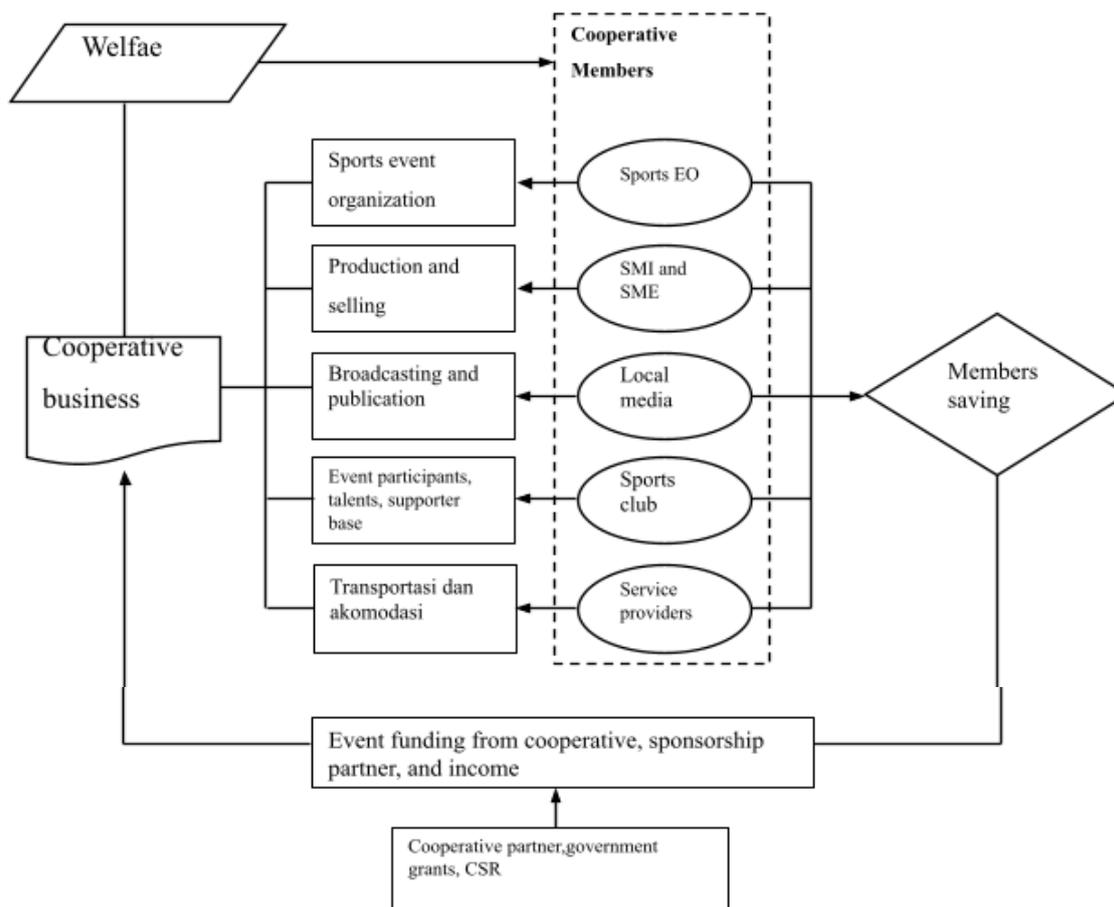
**Diagram 3. The Framework of Business-The Government-University Relations (Designed based on Literature Reviews)**



**Diagram 4. Flow of Cooperative Formation and Helix Involvement in It** Description: Helix 1 (Academic / HEI), Helix 2 (sports business environment), Helix 3 (Government)

Diagram 4 shows the relations between helixes in the process of multi-stakeholder-based sports cooperative. Helix 1 (academics) and Helix 2 (business environment) roles will form cooperative institutional synergies related to the process of initiating the formation, socialization and education of cooperatives in the sports industry. Likewise, Lokhande (2017) explains the role of universities in supporting sports industry through education and research. The role of helix 2 and helix 3 (government) will form a synergy between

regulation and economic development. This idea is in line with the findings of Fang et al (2019); Morgan & Taylor (2017) on the role of the sports business in economic development. Meanwhile, the roles of helix 1 and helix 3 will form a synergy in sports business innovation and event organization. Ratten (2018) explains the important relationship between innovative sports education that is aimed at developing sports entrepreneurship which must be supported by appropriate curriculum policies.



**Diagram 5.** Business Simulation for a Multi-Stakeholder-Based Sports Cooperative Company(Adapted from Hansen and Pleasant, 2015; Revindo et al, 2019 and Fedulloh 2018)

Diagram 6 shows several weaknesses of sports event organization, such as funding and management. These weaknesses can be overcome by establishing cooperative. Another advantage is the profit-sharing orientation of event organization. Thus, members welfare and economic democracy can be achieved. Further, the existence of sports cooperative with the basis of sports events organization can boost national sports achievement through various competitions held.

#### IV. CONCLUSIONS AND SUGGESTIONS

The multi-stakeholder-based sports cooperative is a part of ideas to boost national sport industry. Issues of funding, management, and regulations in the organization of sports organization can be minimized through cooperative whose members are stakeholders and business doers in sports field. Through this cooperative, it is expected that the democratic and just people's economy can be realized.

The application of triple helix model in forming the multi-stakeholder-based sports cooperative emphasizes the roles of each component in the formation and running the cooperative business. Synergy between Academic (HEI) – Business Environment – The Government is a supporting factor of the establishment of multi-stakeholder-based sports cooperative.

The researchers realize that these conceptual ideas are lacking and must be refined. It is expected that these ideas can be realized in action research by studying the management of sports events in Indonesia.

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