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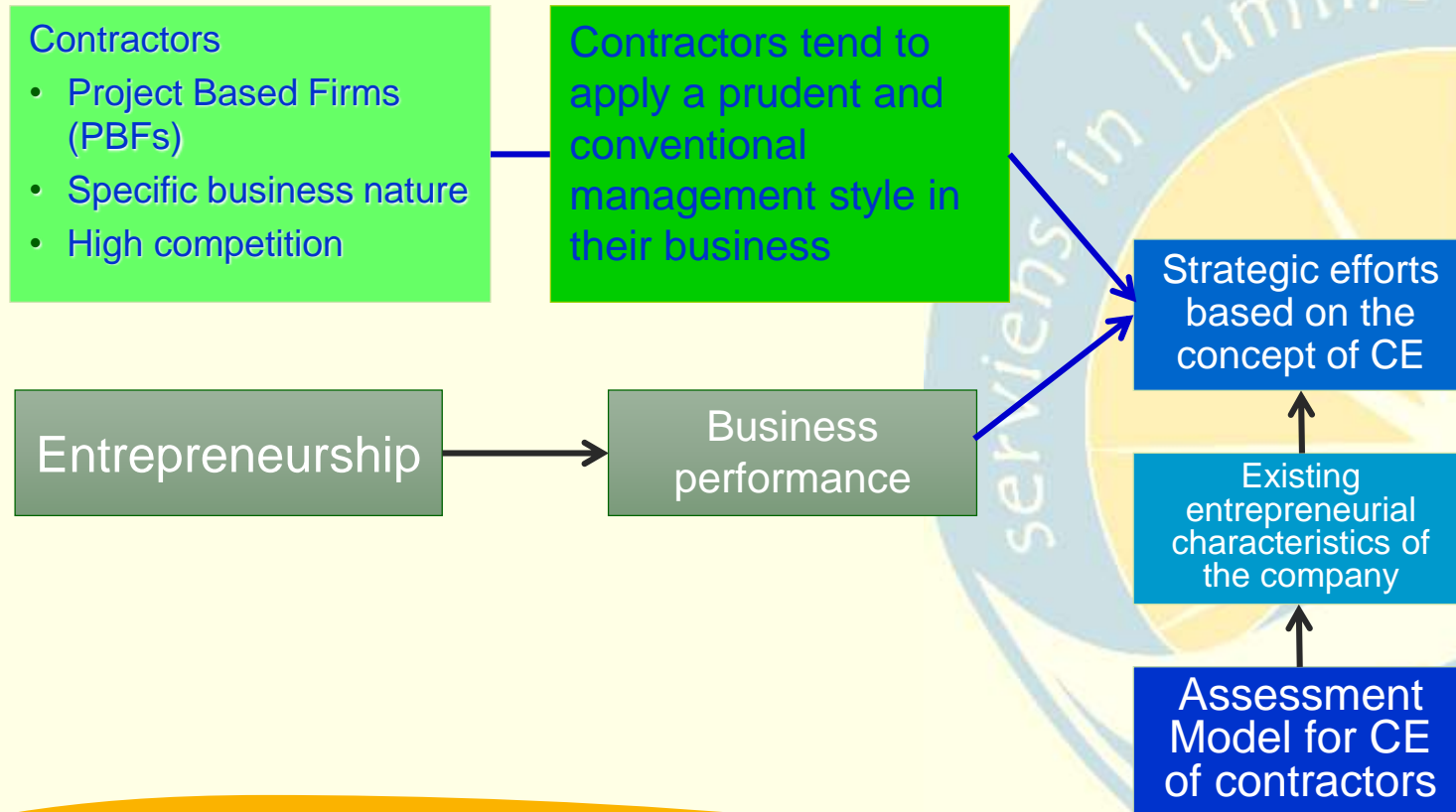
CORPORATE ENTREPRENEURSHIP LEVEL: A CASE STUDY OF CONTRACTORS IN INDONESIA

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BACKGROUND

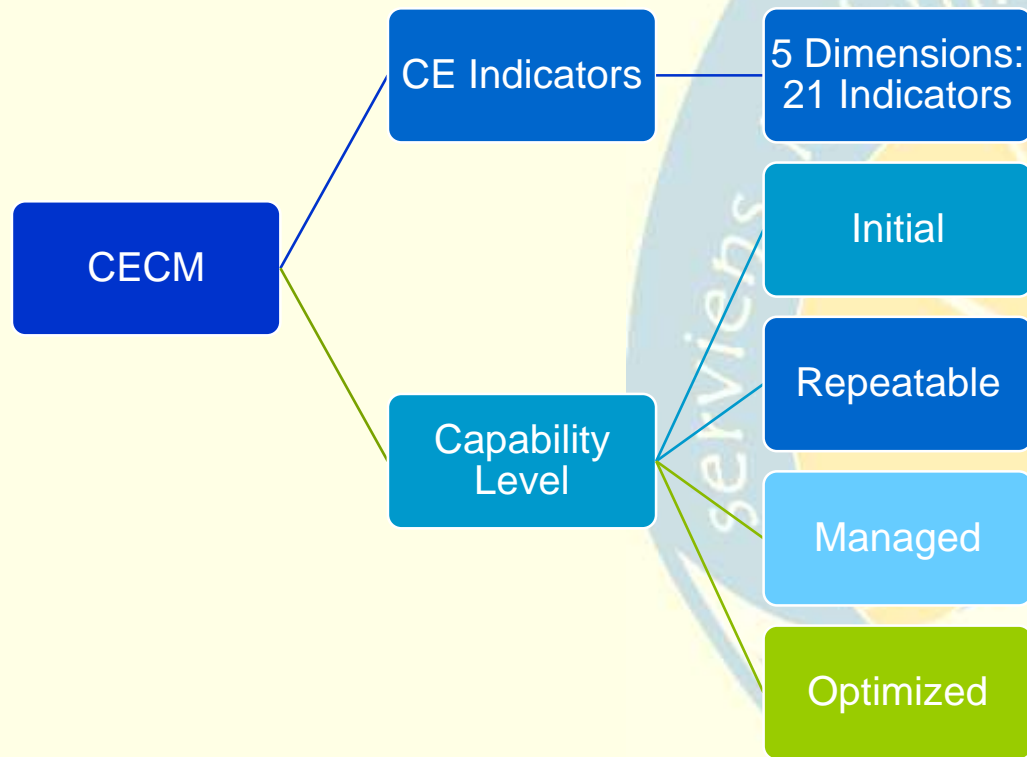




RESEARCH OBJECTIVE



CORPORATE ENTREPRENEURSHIP CAPABILITY MODEL (CECM)





THE FIVE DIMENSIONS OF CE AS INDICATORS





AUTONOMY

- **Autonomy for accessing information**
- **Autonomy for communication**
- **Autonomy for proposing suggestions that benefit the projects and company**
- **Autonomy in planning and managing projects**





COMPETITIVE AGGRESSIVENESS

- Acting as problem solver for clients
- Being different compared with competitor
- Building and maintaining client confidence in the company's trustworthiness and reliability
- Maintaining relationship with clients
- Positioning on markets that are concerned about quality





INNOVATIVENESS

- Carrying out research and development activities
- Challenging staff to be innovative
- Supporting programmes that spark innovation





PROACTIVENESS

- **Carrying out marketing activities**
- **Expanding market segment**
- **Looking ahead to future demands**
- **Running business diversification**



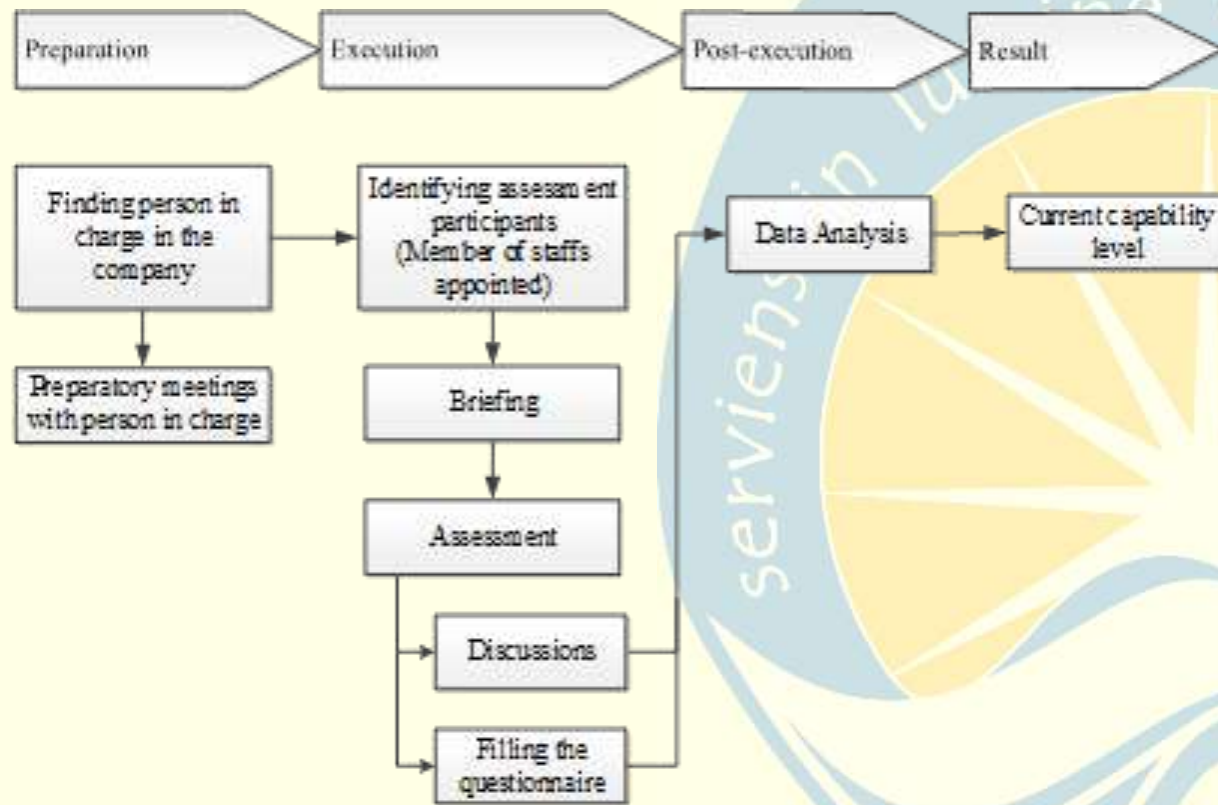


RISK TAKING

- Risk Taking for Innovation
- Risk taking for selecting clients
- Risk taking on the financial aspects of projects:
- Risk taking on the social aspects of projects
- Risk taking on the technical aspects of projects

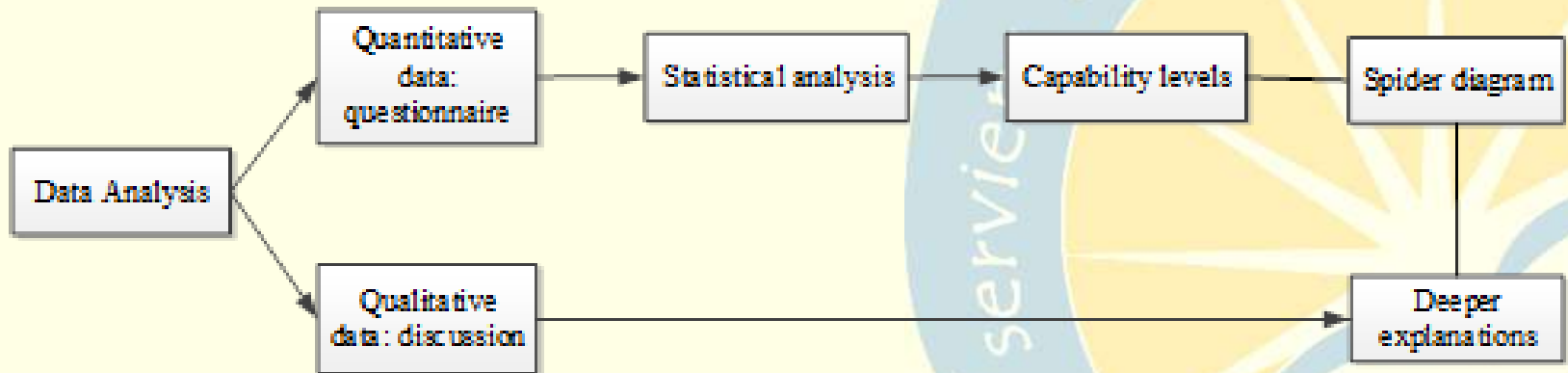


METHODOLOGY





Data Analysis





RESPONDENTS BACKGROUND

- Contractor 1
 - General Contractor (building specialist)
 - Privately owned
 - Established since 1970
 - 1100 staff (400 engineers)
 - Respondents: 13 (engineers)
 - Positions: director, manager, engineer
 - Education: bachelor, master
 - Experience: 1 to 23 years

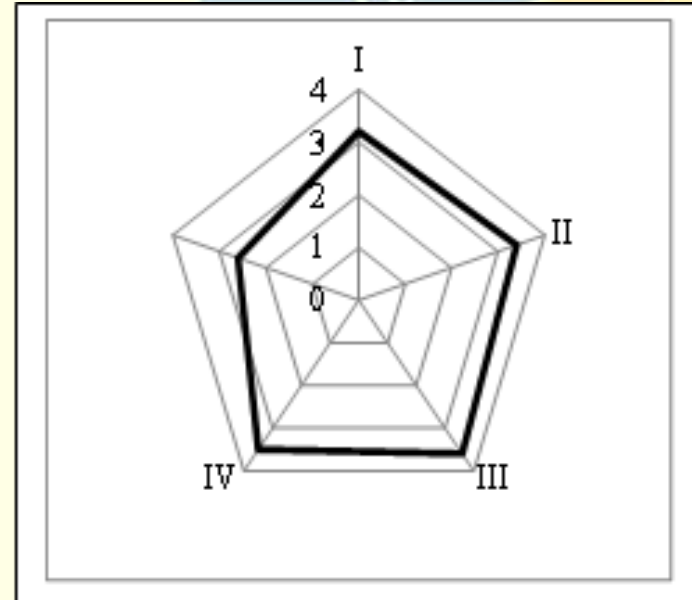
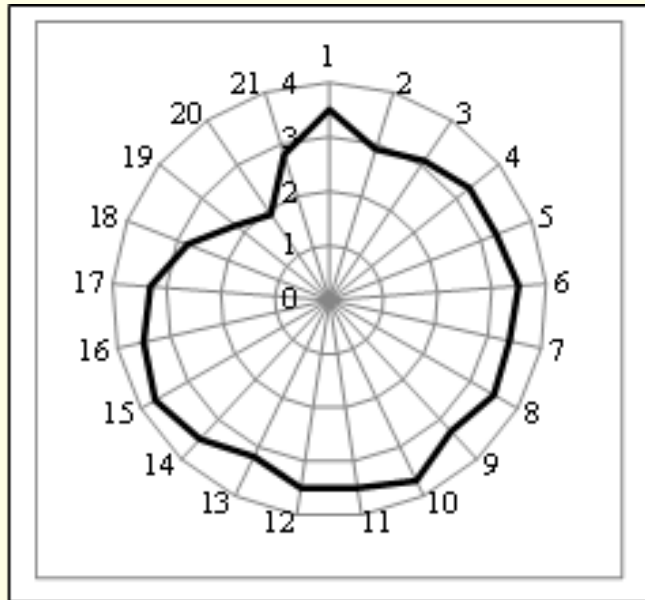


RESPONDENTS BACKGROUND

- Contractor 2
 - General Contractor
 - State-owned
 - Established since 1961
 - 1077 staff (817 engineers)
 - 30 branch-offices (Indonesia and overseas)
 - Respondents: 13 (engineers)
 - Positions: general manager, project manager, site manager
 - Education: bachelor, master
 - Experience: 3 to 26 years

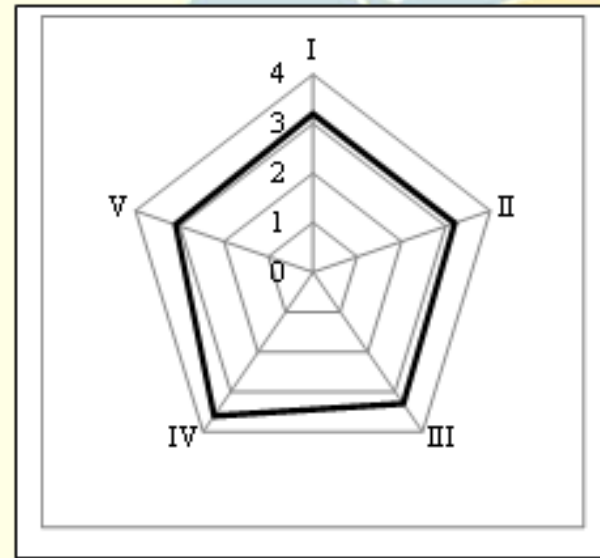
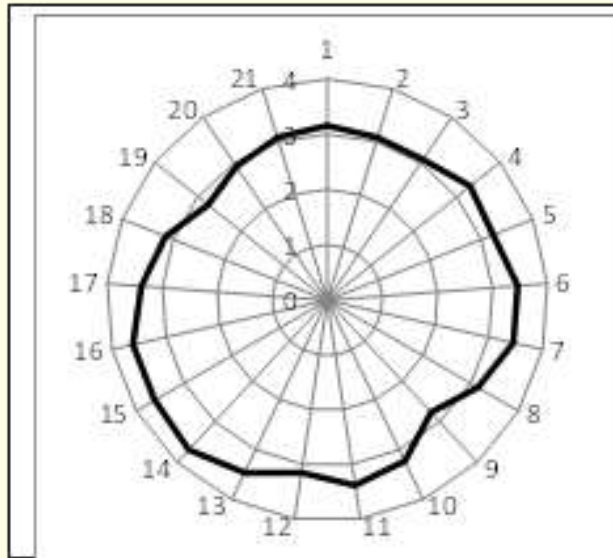
RESEARCH FINDING

- Capability Level of Contractor 1



RESEARCH FINDING

- Capability Level of Contractor 2



DISCUSSIONS & CONCLUSIONS



Capability level of both contractors: between 3 (managed) and 4 (optimized)



DISCUSSIONS & CONCLUSIONS

Lowest level: risk-taking (both contractors), two issues can be considered as a background for this finding

1. Contractors run very high-risk businesses, the failure of their business can result in commercial fatality such as bankruptcy
2. The participants in these case studies are well established contractors therefore risk taking is not their concern

DISCUSSIONS & CONCLUSIONS



- Each contractor concentrate on a different strategy to run the business
- The strategies are influenced by business circumstances, business aims and objectives



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