Intrapreneurial Innovation in E-Commerce: Driving Fashion Business Growth

Marita Sri Nuryati¹, Ratih Purbasari², Margo Purnomo³
¹Business Administration, Padjadjaran University
*Corresponding author: Marita Sri Nuryati
E-mail: Marita23001@mail.unpad.ac.id

Abstract: This study explores the application of intrapreneurship principles in the growth of the e-commerce fashion brand CultureBasic. Through qualitative methods, the research involved in-depth interviews with the company owner to investigate the impact of intrapreneurship on product innovation, customer orientation, and marketing strategies. The results show that intrapreneurship significantly enhances company performance through key mechanisms: skill development via continuous training and education initiatives, effective collaboration that emphasizes strategic discussions and team synergy, and proactive leadership that is inclusive and adaptive. These findings affirm that intrapreneurial practices not only help maintain competitive advantage but also relevance in the dynamic digital era. The implementation of intrapreneurial principles at CultureBasic has proven capable of sustainably boosting product innovation and developing dynamic marketing strategies, which in turn increases customer satisfaction and loyalty, providing significant competitive advantages. The potential impact of these results indicates that applying intrapreneurial principles can drive sustainable and innovative business success across various industries.

Keywords: Intrapreneurship, Corporate Entrepreneurship, E-commerce, Fashion, Qualitative Research.

Introduction

In recent decades, the development of technology and the Internet has significantly reshaped the global business landscape, providing a strong impetus for the growth of e-commerce. E-commerce businesses have paved the way for entrepreneurs to reach broader markets and increase transaction efficiency, changing how consumers interact and transact (Indiani et al., 2023). In Indonesia, the rapid adoption of the Internet has triggered rapid growth in the e-commerce sector, which has now become one of the most competitive arenas in the national economy (Yudhistira & Khafidz, 2020). This market expansion increases opportunities and tightens competition, forcing e-commerce businesses to develop more innovative strategies to win consumers’ hearts. In this context, customer trust becomes a vital asset. High product quality and satisfactory customer service are essential for building this trust, along with technology that can enhance the transaction experience (Wijaya & Rosyidi, 2020).

In this framework, intrapreneurial experience, which refers to innovative activities...
within a company, plays a critical role in shaping quick and effective business responses to ever-changing market dynamics. Research by Nurani et al. (2021) shows that managers' intrapreneurial experience can increase customer satisfaction and loyalty online by developing more dynamic and personalized marketing strategies. Referring to the theory of intrapreneurship outlined by experts such as Miller (1983), Antoncic & Hisrich (2001), and Zahra & Covin (1995) intrapreneurial activities within a company can encompass strategic renewal and ongoing organizational rejuvenation. In Indonesia's fashion industry, one of the critical sectors in the country's socio-economic development (Sinurat, 2023), applying intrapreneurial principles in e-commerce can bring significant positive impacts.

In the continually evolving digital era, applying intrapreneurial principles becomes essential for growth and innovation across various industries, including the e-commerce sector (Hsieh & Wu, 2019). Intrapreneurial principles that promote initiative and creative thinking within a corporate environment provide a foundation for companies to adapt to market changes and enhance their competitiveness. Fashion brands operating in highly competitive and constantly changing markets find intrapreneurship a strategic tool to maintain relevance and expand their market reach. One successful example of applying intrapreneurial principles is CultureBasic, a CV Culture Cipta Kreasi subsidiary, which focuses on selling fashion accessories for men through e-commerce. Since its establishment in 2018, CultureBasic has implemented various intrapreneurial strategies that increase brand visibility and strengthen relationships with customers through product innovation and dynamic marketing approaches. By leveraging e-commerce and social commerce technologies, CultureBasic has successfully cultivated a unique consumer shopping experience and effectively captured the needs of segmented markets.

This article will further explore how applying intrapreneurial principles in e-commerce affects the business growth of the fashion brand CultureBasic. It will explore how CultureBasic integrates an intrapreneurial approach to face competition, meet dynamic market expectations, and enhance business value in the digital economy by analyzing various internal company factors that support innovation and regeneration.

Intrapreneurship, an innovation activity carried out by employees within large organizations, has been identified as a critical factor in driving innovation and regeneration within companies (Hanifah et al., 2022). Other studies show that e-commerce is an effective marketing tool beyond being a sales platform. It positively and significantly influences people's buying interest, including in traditional markets (Nurazila et al., 2023). People often use e-commerce as a catalogue to obtain information about products before buying them in traditional markets (Aprilia et al., 2022).

Additionally, the innovative response from cultural fashion SMEs shows that implementing e-commerce strategies can help achieve sustainable business (Wijaya & Rosyidi, 2020). Sustainable digital transformation ensures business success (Ajidin et al., 2024). In order to survive and succeed in business, optimal digital marketing platforms can aid entrepreneurs. Using these platforms through training and mentoring significantly improves their business performance (Nuryati & Bahri, 2022). Product innovation and dynamic marketing strategies have increased brand visibility and customer loyalty. Therefore, integrating intrapreneurial principles into e-commerce strategies can provide significant competitive advantages for fashion businesses.
Method

This research adopts a qualitative method to gain an in-depth understanding of the intrapreneurial phenomenon at CultureBasic. The qualitative method is chosen for its ability to uncover more prosperous and detailed insights into the experiences and perspectives of research subjects (Creswell, 2013). According to Denzin & Lincoln (2005), qualitative methods allow researchers to understand the meaning of individual experiences in specific contexts, in this case, the intrapreneurial experiences within a fashion brand.

The research sample is the owner of the CultureBasic brand, chosen for his extensive knowledge and detailed understanding of the topic being studied. Data were collected through participatory observation and in-depth interviews. Participatory observation allows the researcher to be directly involved in the daily activities at CultureBasic, providing a more comprehensive view of the brand's operations and internal dynamics (Spradley, 1980). In-depth interviews were conducted using semi-structured questionnaires designed to explore intrapreneurial experiences in detail. This technique effectively uncovers the subject's perspective and obtains accurate primary data (Patton, 2002).

Narrative analysis techniques were used for data analysis. Narrative analysis allows for deeply exploring ideas or stories and their communication with all involved parties (Riessman, 2008). This technique is beneficial for interpreting operations, employees' feelings about their work, and other aspects related to intrapreneurial experiences. The narrative approach helps reveal how individuals construct meaning from their experiences and how these stories influence their actions and decisions (Clandinin & Connelly, 2000). By using this method, this research aims to provide deep insights into how intrapreneurial principles are applied at CultureBasic and how this impacts the growth and sustainability of the brand's business.

Result and Discussion

Intrapreneurship

Intrapreneurship is essential for established organizations to innovate, develop new competencies, and access new markets (Annisa et al., 2022). This concept is particularly crucial for medium to large-sized companies that aim to incorporate entrepreneurial spirit within their organizational structure, thereby driving growth and competitiveness in rapidly changing markets. According to (Maier & Zenovia, 2011). Intrapreneurship functions as an innovation instrument that not only encourages the creation of new competencies but also facilitates entry into unexplored market territories. This perspective highlights the importance of intrapreneurship in ensuring that companies remain at the forefront of innovation and market development.

Kuratko et al. (2001) further clarify this definition by describing intrapreneurship as a characteristic of medium-sized organizations that exhibit entrepreneurial traits. This indicates that intrapreneurship is not limited to startups or small businesses but is a critical strategy for larger companies seeking agility and innovation akin to entrepreneurial ventures. Pinchot (1985) elucidates the operational aspects of intrapreneurship by dividing it into two main facets: intrapreneurship as a set of good business practices and intrapreneurship as actions of individuals and teams. The first facet emphasizes empowering individuals within the organization who possess entrepreneurial traits, enabling them to innovate quickly and effectively within the confines of a larger organization, benefiting both the company and its...
clients. The second facet views intrapreneurship as actions undertaken by individuals or teams demonstrating entrepreneurial behaviour to advance the interests of the larger company and its supply chain (Parpanji, 2016). These actions can occur with or without formal support from the organization, highlighting a grassroots approach to innovation and problem-solving.

Moreover, the impact of intrapreneurship on organizational performance is substantial. According to Qori and Ikin (2020), the effective implementation of intrapreneurial practices within an established corporate framework positively influences company performance, particularly in growth and profitability. This relationship underscores the importance of a conducive internal and external environment that supports intrapreneurial activities, allowing companies to respond swiftly to market and technological change.

Research by Hasibuan (2023) also shows that intrapreneurial behaviour can be influenced by spiritual leadership, religiosity, and organizational support. This research emphasizes that these factors can strengthen the intrapreneurial spirit within organizations and drive more effective innovation. In summary, intrapreneurship encompasses companies' proactive and strategic approaches to foster innovation and entrepreneurial behaviour within their structures. By doing so, companies enhance their competitiveness and ensure sustainable growth and profitability in an increasingly complex business landscape.

Discussion

CultureBasic

CultureBasic is a subsidiary of CV Culture Cipta Kreasi, which was established in 2018. The brand focuses on providing fashion accessories for men that can serve as the perfect gift. With the slogan "The Perfect Gift for Man," CultureBasic targets women looking for high-quality, stylish gifts for the men in their lives and men who want to look casual yet contemporary. As a modern and adaptive brand, CultureBasic relies on online sales through e-commerce and social commerce platforms. This approach allows them to reach customers more broadly and effectively, especially in the digital era. These online platforms serve as transaction venues and interactive spaces between the brand and consumers.

The flagship product of CultureBasic is a romantic gift box designed to leave a lasting impression. This research employs a qualitative method, selecting the owner of CultureBasic as the sample due to their deep understanding of the topic. Data were collected through participatory observation and in-depth interviews using a semi-structured questionnaire to delve into intrapreneurial experiences. Narrative analysis techniques facilitated an in-depth exploration of ideas or stories and their communication to all involved parties. This technique is beneficial for interpreting operations, employees' feelings about their work, and other aspects related to intrapreneurial experiences. The narrative approach helps reveal how individuals construct meaning from their experiences and how these stories influence their actions and decisions.

Intrapreneurial Experience

The research results are based on interviews conducted regarding CultureBasic's intrapreneurial experience in the e-commerce business. This study explores various intrapreneurial aspects identified in the literature. The dimensions and indicators of intrapreneurship identified in this research include product innovation, where CultureBasic consistently introduces new products and adjusts designs according to current trends,
emphasizing the importance of product development to keep the brand relevant and competitive (Review, 2021).

Customer orientation is also crucial, with a focus on customer satisfaction and loyalty. All marketing activities and products align with values and quality standards to meet customer expectations, utilizing highly active social media platforms to build two-way communication with customers, referred to as "Sobat Culture" (PwC, 2019). Risk-taking is another critical aspect, with the owner describing their willingness to take risks in entering the e-commerce market, investing in innovation, and pivoting from offline to online strategies to adapt to changing consumer preferences (Forbes, 2020). The company encourages skill development through training and education, offering classes and learning materials to enhance employee competencies according to job requirements (McKinsey, 2021).

Collaboration and teamwork are emphasized, with a work environment based on close collaboration among teams and the importance of discussion and deliberation in making strategic decisions, demonstrating teamwork practices in daily operations (Inc, 2020a). Leadership is based on principles of togetherness and an egalitarian approach, treating employees as partners and creating a comfortable and productive work atmosphere (Deloitte, 2020). Creativity is continuously sought in facing market challenges, with the owner and team finding creative ways to attract and retain consumer interest through marketing campaigns and product designs (Entrepreneur, 2021).

Goal orientation is strong, with a clear vision and mission directing all activities, ensuring every aspect of the business supports values and social benefits, reflecting the company's orientation towards goals beyond mere profit (Accenture, 2021). Job satisfaction and well-being are highly prioritized, ensuring employees feel valued and supporting a work-life balance, which enhances their productivity and loyalty to the company (Inc, 2020b). Through this intrapreneurial approach, CultureBasic has not only thrived as a business but also created a supportive and innovative work environment.

**Conclusion**

Since its founding in 2018, CultureBasic, part of CV Culture Cipta Kreasi, has used intrapreneurial principles to survive and thrive in a competitive market. Research shows that CultureBasic has successfully adopted sustainable product innovation, strong customer orientation and calculated risk-taking. CultureBasic also took measured risks by entering the e-commerce market and investing in innovation to adapt to changing consumer preferences. Superior products and engaging customer experiences increase satisfaction and loyalty, contributing to CultureBasic's competitive advantage. Overall, this research shows that an intrapreneurial approach can improve competitiveness, business growth, and sustainability and serve as a model for other companies that aim to achieve long-term success.

**Acknowledgements**

The author wishes to express sincere gratitude to everyone who contributed to the success of this research. Special thanks go to the owner of CultureBasic, whose insights and cooperation were invaluable throughout the study. The author also profoundly appreciates the guidance and expertise their academic advisor provided, which helped shape the direction and scope of this work.
References


https://journal.itqanpreneurs.com/index.php/itqan/index


