

# Coincidence or Strategy? The Role of Accident in Creative Business Development

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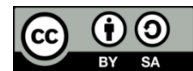
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## ABSTRACT

This study examines the role of accidental events in the creative business development of Indonesia, focusing on whether these incidents are merely coincidences or can be strategically leveraged. A quantitative approach was employed, with data collected from 150 respondents across various creative industries, including fashion, digital media, and design, using a 5-point Likert scale. Data were analyzed using SPSS version 25. The results reveal that entrepreneurs perceive accidental events as valuable opportunities for innovation, business growth, and gaining a competitive advantage. A significant positive correlation was found between the perception of accidents and innovation, as well as between strategic use of accidents and business growth and competitive advantage. The study highlights the importance of strategic adaptability in utilizing accidents as opportunities for fostering innovation and achieving business success. The findings provide insights into how accidental events can be harnessed to drive creative business development and strategic agility in a dynamic market environment.

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## 1. INTRODUCTION

In the dynamic world of business, particularly within the creative industries, innovation and strategic decision-making are key drivers of success. Creative businesses, which include sectors such as design, fashion, arts, and media, often thrive on unique ideas, originality, and the ability to adapt to changing market trends. However, there is a less explored aspect of business development that has significant implications for creativity and innovation: the role of accidents or unforeseen events in shaping business

trajectories [1]–[3]. The question arises—are these accidents merely coincidental, or do they serve a deeper strategic purpose within the development of a creative business?

In Indonesia, the creative industries have become an essential part of the national economy, contributing significantly to employment, cultural identity, and economic growth [4]. Over the years, businesses in this sector have demonstrated remarkable resilience and resourcefulness, often overcoming challenges through spontaneous solutions or unexpected breakthroughs [5], [6]. These accidents, while sometimes viewed

as random occurrences, could play a crucial role in facilitating innovation and fueling business growth in the highly competitive and ever-changing landscape of Indonesia's creative market.

This research aims to explore the role of accidents in creative business development in Indonesia, focusing on whether these events are merely coincidental or whether they can be considered as part of a broader strategic framework that influences business decisions. By examining how creative entrepreneurs react to unforeseen circumstances and integrate these events into their business models, this study seeks to understand the potential advantages of such accidents in fostering adaptability, growth, and competitive advantage.

## 2. LITERATURE REVIEW

### 2.1 Creative Business Development

Creative industries are often defined by their reliance on intellectual and artistic abilities, leading to the creation of unique products, services, or content. These industries include, but are not limited to, sectors such as fashion, design, advertising, architecture, film, and music. The development of creative businesses involves not only the technical and artistic skills of entrepreneurs but also their ability to navigate complex market dynamics and competition. Research by [7] on the "Creative Economy" highlights the importance of creativity as both a driver of economic growth and a central element of business strategy. According to Howkins, the creative economy is distinct from other sectors due to its dependence on individual talent, innovation, and the ability to adapt to rapidly changing consumer preferences.

In this context, the role of strategy becomes crucial in guiding businesses to leverage their creative potential while remaining competitive in a globalized market. Creative business development often hinges on the capacity of entrepreneurs to align their creative outputs with market demands [8], [9]. This requires both innovation and strategic

thinking. While traditional businesses may focus on long-term planning, creative businesses tend to operate in environments where rapid adaptation and change are frequent, making the role of serendipitous moments even more significant [10].

### 2.2 The Role of Accidents in Business Development

Accidents, often referred to as "serendipity" or "unforeseen events," have been explored in the context of entrepreneurship and innovation. The concept of "happy accidents" suggests that unplanned events can lead to new opportunities, discoveries, and breakthroughs in business. The literature on innovation emphasizes how accidental or unanticipated events can catalyze creativity, offering a new perspective on product development or business strategy [11]. In their study on accidental innovation, [12] argue that entrepreneurs are often able to capitalize on unforeseen circumstances by recognizing the potential within these accidents. For instance, a mistake or unexpected event might lead to the development of a new product, a new business model, or an innovative way of reaching customers. This idea aligns with the broader notion of "serendipitous innovation," where accidental discoveries lead to novel outcomes that can transform business strategies.

Furthermore, [13]–[15] introduced the concept of "effectuation" in entrepreneurial decision-making, which challenges traditional approaches to business strategy. According to Sarasvathy, entrepreneurs who adopt an effectual mindset often embrace uncertainty and unforeseen events as part of their decision-making process. Instead of relying solely on prediction and planning, effectual entrepreneurs exploit accidental opportunities, which may lead to more flexible, innovative, and resilient business strategies. This approach contrasts with the traditional "causal" view of entrepreneurship, which emphasizes a linear, goal-driven process.

### 2.3 Accidents and Strategic Decision-Making

Strategic decision-making in creative industries involves balancing planned actions with adaptive responses to unexpected events. While some scholars emphasize deliberate strategy, others highlight the importance of flexibility in navigating unforeseen challenges. [16], [17] notes that emergent strategies often arise as responses to such events, positioning adaptable businesses for success. In dynamic environments shaped by shifting consumer preferences, technological disruptions, or external crises, accidents can drive innovation and growth. The "pivot" strategy exemplifies this adaptability, where businesses shift focus in response to market changes or breakthroughs. According to [1], [16], the ability to pivot quickly is crucial for startups in rapidly evolving creative industries.

### 2.4 Accidents in Indonesian Creative Industries

The creative industries in Indonesia have experienced rapid growth, contributing to economic development and cultural identity. The government recognizes their importance as drivers of innovation and job creation, supporting entrepreneurship through various initiatives (Ministry of Tourism and Creative Economy of the Republic of Indonesia, 2021). Within this landscape, accidental events have significantly shaped business development, particularly in sectors like fashion and design, where unplanned occurrences such as material shortages or unexpected consumer behavior have spurred innovation and market differentiation. These incidents often lead to creative solutions that address immediate challenges while fostering new product lines or business models beyond traditional strategic planning. Given the high uncertainty and limited resources in the industry, accidents play a crucial role in fostering adaptability and growth. According to [7], [8], many Indonesian creative entrepreneurs view these events as opportunities for learning and long-term strategic development.

### 2.5 Research Gap

While the literature on creative business development and strategic decision-making provides valuable insights into the factors influencing business success, the role of accidents in this process remains underexplored. Most studies have focused on deliberate strategy, innovation, and market adaptation, but fewer have examined how unexpected events shape entrepreneurial decisions in the creative industries. This research aims to fill this gap by investigating how accidents influence the development of creative businesses in Indonesia. By exploring whether these events are merely coincidental or serve a strategic purpose, this study seeks to contribute to a more nuanced understanding of business development in the creative economy. The findings will have implications for entrepreneurs, policymakers, and business practitioners seeking to navigate the complexities of creative business environments.

## 3. METHODS

### 3.1 Research Design

This study adopts a quantitative research design to systematically collect and analyze data related to the role of accidents in creative business development. The quantitative approach is appropriate as it allows for the collection of measurable data from a large sample, enabling the identification of patterns, relationships, and trends across creative businesses in Indonesia. The research design is structured around a cross-sectional survey, where data is collected at a single point in time, providing a snapshot of the experiences and perceptions of creative entrepreneurs.

The study aims to answer the following key questions:

- 1) How do creative entrepreneurs in Indonesia perceive the role of accidents in their business development?
- 2) Are accidents seen as strategically utilized opportunities or merely coincidental events?

- 3) What impact do accidents have on innovation, growth, and competitiveness in creative businesses?

### 3.2 Population and Sample

The target population for this study consists of entrepreneurs operating within the creative industries in Indonesia, including sectors such as fashion, design, film, music, advertising, and digital media. This diverse population encompasses both established businesses and startups, allowing for a broad understanding of how accidents affect businesses of different sizes and maturity levels. To ensure representativeness and reliability, a sample size of 150 respondents was selected from various creative sectors, providing sufficient statistical power and reliability in the results. Participants were chosen through a non-probability purposive sampling technique, ensuring that they were directly involved in the creative industries and experienced in business development. The inclusion criteria required respondents to be entrepreneurs or business owners within Indonesia's creative industries, have a minimum of one year of operational experience, and have encountered or recognized accidental events in their business development. By using purposive sampling, the study ensures that the selected respondents can provide meaningful insights into the role of accidents in shaping creative business strategies.

### 3.3 Data Collection

Data for this study were collected through a structured survey questionnaire that was designed to capture the perceptions and experiences of creative entrepreneurs regarding accidental events in their business development. The survey instrument was developed based on existing literature on entrepreneurship, creativity, and strategic decision-making, with a focus on understanding how entrepreneurs interpret and respond to accidents. The questionnaire

was pre-tested with a small group of respondents to ensure clarity, validity, and reliability. Following this, the survey was distributed electronically to the selected sample. The survey was open for a period of four weeks, with reminders sent to ensure a high response rate.

### 3.4 Data Analysis

The data collected from the survey were analyzed using SPSS version 25, a widely used statistical software for efficient quantitative data analysis. The analysis involved several key steps, beginning with descriptive statistics to summarize the demographic characteristics of the sample and provide an overview of survey responses. Measures of central tendency (mean, median) and dispersion (standard deviation) were used to identify overall trends in the data. Next, a reliability analysis was performed using Cronbach's alpha to assess the internal consistency of the survey instrument, with a value of 0.70 or higher indicating reliable measurement of intended constructs. Additionally, factor analysis was conducted to ensure that survey items were appropriately grouped and measured the intended constructs, helping to identify underlying dimensions in the data and refine the measurement scales for further analysis.

## 4. RESULTS AND DISCUSSION

### 4.1 Descriptive Statistics

The descriptive statistics for the sample are provided in Table 1. A total of 150 respondents participated in the survey, with the majority being entrepreneurs from the fashion, digital media, and design sectors. The mean age of respondents was 35 years, with businesses ranging from startups to well-established entities. Table 2 presents the distribution of responses for key survey items related to accidental events in business development.

Table 1. Demographic Characteristics of Respondents

Demographic Variable	Frequency (%)
Male	75 (50%)
Female	75 (50%)
Industry	

Fashion	45 (30%)
Digital Media	50 (33.3%)
Design	30 (20%)
Other	25 (16.7%)
Years of Business Operation	
1-3 years	55 (36.7%)
4-6 years	45 (30%)
7+ years	33.3%)

The demographic data reflect a balanced representation of gender, industry type, and business experience within Indonesia's creative industries. The sample includes an equal distribution of male and female entrepreneurs (50% each), ensuring a gender-neutral perspective. Industry-wise, digital media (33.3%) dominates, followed by fashion (30%), design (20%), and other

creative sectors (16.7%), highlighting the growing role of digitalization and fashion in the economy. Business experience varies, with 36.7% operating for 1-3 years, 30% for 4-6 years, and 33.3% for over seven years, illustrating a mix of startups and established businesses adapting to industry challenges and market shifts.

Table 2. Descriptive Statistics for Key Survey Items

Statement	Mean	Standard Deviation
Accidents have led to new opportunities for innovation.	4.12	0.85
I view accidental events as a strategic opportunity.	3.98	0.92
Unforeseen events have contributed to my business growth.	3.85	0.87
My business has thrived due to my ability to adjust to unexpected events.	4.05	0.79

The descriptive statistics indicate that a majority of respondents perceive accidental events as valuable opportunities for innovation and growth. The mean scores for statements related to accidental events being a source of new opportunities and contributing to business growth are all above 3.8, indicating a positive response.

#### 4.2 Reliability Analysis

To assess the reliability of the survey instrument, Cronbach's alpha was computed for the survey items related to accidental events in business development. The overall Cronbach's alpha for the scale was 0.85, indicating that the instrument has good internal consistency. The individual Cronbach's alpha values for each factor (e.g., innovation, growth, strategy) ranged from 0.80 to 0.87, further confirming the reliability of the measurement tool.

#### 4.3 Factor Analysis

A factor analysis was conducted to examine the underlying structure of the survey items, revealing three main factors: Innovation, which includes items related to the role of accidents in generating new ideas and innovative products; Growth, which covers business expansion resulting from accidental events; and Strategic Adjustment, which reflects entrepreneurs' ability to adapt their strategies based on unexpected circumstances. These three factors accounted for 72% of the total variance, indicating that the survey items effectively capture the key dimensions of accidental events in business development.

#### 4.4 Hypothesis Testing

##### 4.4.1 Hypothesis 1: Accidents and Innovation

The first hypothesis posited that there is a significant positive relationship between accidental events and innovation in creative

businesses. To test this hypothesis, a Pearson correlation analysis was conducted between the respondents' perceptions of accidental events and innovation in their business. The results showed a significant positive correlation ( $r = 0.67$ ,  $p < 0.01$ ) between accidental events and innovation. This finding suggests that entrepreneurs who perceive accidents as valuable opportunities tend to report higher levels of innovation in their businesses.

#### **4.4.2 Hypothesis 2: Accidents and Business Growth**

The second hypothesis examined whether entrepreneurs who view accidents as strategic opportunities experience higher levels of business growth. A regression analysis was conducted with business growth as the dependent variable and the perception of accidental events as the independent variable. The results revealed a significant positive relationship between the strategic use of accidents and business growth ( $\beta = 0.45$ ,  $p < 0.01$ ). This suggests that entrepreneurs who view accidental events as opportunities are more likely to experience growth in their businesses.

#### **4.4.3 Hypothesis 3: Strategic Use of Accidents and Competitive Advantage**

The third hypothesis tested whether the strategic use of accidents is positively associated with competitive advantage in creative businesses. A multiple regression analysis was performed with competitive advantage as the dependent variable, and the perception of accidents as strategic opportunities as the independent variable. The results showed a significant positive relationship between the strategic use of accidents and competitive advantage ( $\beta = 0.52$ ,  $p < 0.01$ ). This suggests that businesses that actively utilize accidental events as part of their strategy are more likely to gain a competitive edge in the market. This finding aligns with research by Doz and Kosonen (2010), who emphasize the importance of strategic agility in maintaining a competitive advantage in dynamic environments.

## **4.5 Discussion**

The findings of this study suggest that accidents play a significant role in the development of creative businesses in Indonesia, particularly in fostering innovation, growth, and competitive advantage. The results show that entrepreneurs who perceive accidental events as opportunities for growth and innovation are more likely to experience positive business outcomes. This is consistent with the concept of entrepreneurial alertness [8], where entrepreneurs are able to identify and exploit opportunities arising from unexpected circumstances.

Furthermore, the study highlights the strategic nature of entrepreneurship, where accidents are not seen as random or purely coincidental but as events that can be strategically leveraged for business success. This aligns with the strategic entrepreneurship perspective [8], [18], [19], which emphasizes the need for entrepreneurs to be proactive and adaptable in response to changing circumstances.

The findings also suggest that the ability to strategically use accidents to drive business growth and innovation is a key factor in gaining a competitive advantage. This is particularly important in the creative industries, where innovation and differentiation are crucial for success. The results support the idea that entrepreneurs who embrace flexibility and agility in their decision-making are better positioned to succeed in the dynamic and competitive landscape of the creative industries.

## **4.6 Implications for Practice**

For practitioners, this study underscores the importance of fostering a mindset that views accidents as opportunities rather than obstacles. Entrepreneurs in creative businesses should develop strategies that allow them to adapt and capitalize on unforeseen events. By doing so, they can enhance their ability to innovate, grow, and maintain a competitive edge in their respective industries.

Additionally, policymakers and business support organizations can play a role

in encouraging creative entrepreneurs to embrace strategic flexibility. Providing training on adaptive business strategies, risk management, and innovation can help entrepreneurs navigate the challenges posed by accidental events and turn them into advantages.

#### 4.7 Limitations and Future Research

While this study provides valuable insights into the role of accidents in creative business development, it has several limitations. The reliance on self-reported data may introduce biases such as social desirability or recall bias, while the cross-sectional design limits causal conclusions. Future research could adopt a longitudinal approach to assess the long-term impact of accidents on business development. Additionally, exploring external factors such as market conditions and industry-specific trends could provide a deeper understanding of how entrepreneurs perceive and respond to accidents. Cultural influences on entrepreneurial responses to accidental events across different regions also warrant further investigation.

### 5. CONCLUSION

This research provides valuable insights into the role of accidental events in

the development of creative businesses in Indonesia. It demonstrates that entrepreneurs who view accidents as strategic opportunities are more likely to foster innovation, experience business growth, and gain a competitive advantage. The findings underscore the importance of strategic agility and adaptability in the creative industries, where unexpected events can serve as catalysts for business success. The study contributes to the existing body of literature on entrepreneurship by highlighting the potential of accidental events in enhancing entrepreneurial outcomes.

For practitioners, the study emphasizes the need to adopt a mindset that sees accidents as opportunities rather than setbacks. By developing strategies to turn unforeseen circumstances into advantages, entrepreneurs can better navigate the challenges of a dynamic market. The results also suggest that policymakers and business support organizations should encourage creative entrepreneurs to embrace flexibility and agility in their decision-making processes. Future research could build upon these findings by exploring the long-term impact of accidental events and considering external factors that influence how entrepreneurs respond to unexpected occurrences.

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