

CONFERENCE PROGRAM & ABSTRACT BOOK

The 4th Sebelas Maret International Conference
on Business, Economics, and Social Sciences

SMICBES

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“BUSINESS INNOVATION, GLOBAL MARKETS,
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AN ANALYSIS OF BUSINESS INCUBATOR PERFORMANCE IN THE PARTNERSHIP OF TENANT BUSINESS (A CASE STUDY ABOUT TECHNOLOGICAL BUSINESS INCUBATOR OF SOLO TECHNOPARK)

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ABSTRACT

Business Incubator is an institution that produce new strong entrepreneurs who are able to become one of the efforts in the SMEs development, to increase the economic growth and the national competitiveness. The aims of this research is to assess performance of business and technology incubator in mentoring business tenant.

The research was held in business and technology incubator of Solo Technopark and done by interviewing manager and tenants incubator. The type of research used is a quantitative descriptive. The source obtained was analyzed by a method balanced scorecard (BSC).

Based on Balance Scorecard Analysis, the score of performance achievement of "Inkubator Bisnis Teknologi Solo Technopark" is 48.52797259. Based on that result, the role of "Inkubator Bisnis Teknologi Solo Technopark", according to Price Waterhouse Coopers in the tenant business partnering, shows that "Inkubator Bisnis Teknologi Solo Technopark" needs more efforts. "Inkubator Bisnis Teknologi Solo Technopark" has already contributed in developing the performance of tenant business, especially increasing of the turnover, the quantity of labor, the production capacity, and the access to the capital resources.

Keywords : Balanced Scorecard, Business and Technology Incubator, Performance

INTRODUCTION

The population of Indonesia continues to steadily increase year by year. It increases in line with the rise in Indonesias productive age population. According to Statistics Indonesia (2013), Indonesia has experienced demographic dividend in 2012. It is expected that the demographic dividend can contribute to the improvement of the Indonesian economy. One of ways to improve the economy is to increase the number of entrepreneurship. It is economy driver that can create employmnet and bring about a variety of innovations.

In recent years, entrepreneurship has become more interesting to people in Indonesia, such as entrepreneurs, Small and Medium Enterprises (UKM), and Non-Ministerial Government Agencies (LPNK). The development of incubator business in Indonesia began in 1993. It is one of programs that a role to create entrepreneurs. Besides, it also has a role to create vigorous and competitive entrepreneurs. Solo Techno Park (STP) is one of incubators funded and managed by the Government.

LITERATURE REVIEW

Business Incubator

Hewick (2006) from Canadian Business Incubator defined incubation as “the concept of nurturing qualifying entrepreneurs in managed workspaces called incubators”. Incubator is also physical building for supporting qualified business through mentoring, coaching, professional networking, and looking for funding until they graduate and can survive in competitive community. Meanwhile, based on Presidential Regulation No. 27 of 2013 on Small Business Incubator Development, incubator is intermediation institution that carries out incubation process toward incubation participant (tenant, incubator or incubation client) and has physical building to the daily business scope for incubation participants. Therefore, incubation is the process of coaching, mentoring, and development provided by the incubator entrepreneur to the participants.

According to Reith (2000), incubators is designed to help new and emerging businesses so establishes and able to achieve profit by providing information, consulting, services, and other supports. The purpose of the establishment of incubators in Indonesia in general, as follows:

- 1) Developing new and small business to be independent, so that they are capable to face local and global competition.
- 2) Promoting entrepreneurial encouragement with inviting private companies which can give hope and contribute to the market economic system.
- 3) Bringing the technology shift and the business development of research results commercialization as well as technology from expert, inventor, university researcher.
- 4) Creating alternative opportunity through new company development.
- 5) Bringing technology application in industry commercially through study and research which spend time and inexpensive expense.

Performance

Performance is a view of the company in whole in a period of certain time. It is the result or achievement influenced by the company's operational activities in utilizing its resources owned (Helfert, 1996)

Performance measurement is a measuring rod or for company management in determining company policy, whether the company's performance has been fine in financial and non-financial aspects.

RESEARCH METHOD

The research was carried out at Solo Technopark Technology Business Incubator. This study is a quantitative descriptive research. The data employed are primary and secondary data. Interviews were conducted toward incubator managers and business owners (tenants). To measure KPI, the expected

achievement target of each indicator needs to be established. The determination of target dimension is based on the Master plan of Solo Technopark Technology Business Incubator. The value target determined is an absolute number or a score. The KPI and target determination at each perspective has been validated by the Solo Technopark Technology Business Incubator Team.

DATA ANALYSIS

Balanced Scorecard (BSC) is generally divided into three main stages. First, the formulation of parameters beginning with identifying strategic objectives, then identifying key performance indicators (KPI) for each strategic objective. Second, the measurement of organizational performance is based on determined performance measurement parameters. Third, the stage of data analysis and interpretation. Performance is measured through four aspects, such as financial perspective, customer perception, internal process perspective, and learning and development perspective. These four perspectives are measured through strategic goals that are important, prioritized, long-term, and significant to organizational performance. This strategic goal is a reflection of the vision and mission of the organization to be achieved. After formulating strategic objectives along with key performance indicators, performance calculation with balanced scorecard method is done by (Hasbullah: 2015):

- a. Describing and explaining the data obtained;
- b. Providing scores for each performance booster based on four balanced scorecard perspectives;

$$Score = \frac{\text{the average cumulative value of KPI achieved}}{\text{the average cumulative value of KPI targeted}} \times 0.25$$

Information :

Each perspective score is obtained by summing the target value achieved by each indicator each perspective divided by the value target of each indicator each perspective determined by the Solo Techno park Business Technology Incubator then multiplied by 100%. After obtaining the value of achievement and divided based on the sum of existing perspective indicators then multiplied by 0.25 because each weight of perspective is 25. Therefore, if the four perspectives are totaled, it will get the number 100 (maximum). The summation results in a business incubator performance.

- c. Determining performance quality criteria is by making scale of balanced scorecard performance assessment from scoring result on each indicator. Scope range and quality performance according to Pricewaterhouse Coopers are as follows :

Table 1 Performance Criteria

Source : Pricewaterhouse Coopers

Score	Performance Criteria
> 85	Very satisfied/excellent
75 - 85	High level of satisfaction
60 - 75	Needs improvement
< 60	Needs action

RESULT AND ANALYSIS

The Achievement of Solo Technopark Technology Business Incubator Performance

The score of achievement Solo Technopark Technology Business Incubator performance obtained from the sum of scores of four perspectives namely internal perspective with the strategic goals of facilities, management, and incubation. The innovation and development perspective has strategic targets of incubator and tenant business performance, financial perspective with strategic targets of financial efficiency, and tenant perspectives consist of two strategic goals, tenant satisfaction and business growth. The data obtained then was calculated the achievement of its performance to result a score for each perspective. The four perspectives score totaled result the final score of business incubator performance. The achievement score of business incubator performance is 48.528. These results indicate that the quality of Solo Technopark Technology Business Incubator Performance has not been satisfactory and therefore requires further action. According to Price Water House Coopers the quality of performance is satisfactory if the total score of all perspective is more than 85.

Based on the table it can be concluded that the score of each perspective is very diverse. It, however in general, can be seen that innovation and development perspective scores and finance contribute a low to the performance score. The table also shows that Solo Technopark Technology Business Incubator has two major limitations. *First*, limitations in terms of innovation perspective and development of strategic objectives of tenant business performance. *Second*, Solo Technopark Techno Business Incubator is still low in terms of efficiency and financial independence. The financial perspective shows this figure 0, it is because the operational financing structure of Solo Technopark Techno Business Incubator still depends on project / program government funding, so that the sustainability of incubation activities depends on whether or not the program funds are available.

Seen from the aspects of management, Solo Technopark Technology Business Incubator has weaknesses in full-time workers, managerial education, administrative staff, and the low of ratio staff. The presence of full-time staff greatly affects the Business Incubator's performance as it will focus and have enough time to manage and develop Business Incubators, expand the network, and develop its capabilities as a Business Incubator manager. The ratio of companion and tenant personnel has not been sufficiently proportional and adequate intensive facilitation frequency and optimum facilitation quality. During this time, two tenants were accompanied by a companion in which this Solo Technopark Technology Business Incubator also become an administrative staff. The weakness of management and facilities of Business Incubator are closely related to the structure of the Business Incubator financing (Hasbullah: 2015).

Tenant Business Performance

Measurement of business performance is a process of measuring the development of parameters established as an indicator of development. The functions of performance measurement as follows (Hasbullah: 2015):

- A. To evaluate how well tenant enterprises perform;
- B. To control tenants to conduct their business activities properly;
- C. To set targets as motivation of achievement to be achieved;
- D. To evaluate / take lesson from the things that have been carried out; and
- E. To identify and find solutions to problems or obstacles encountered.

Tenant business performance surveys have been conducted on the respondents of Solo Solo Technopark Technology Business Incubator using four key indicators such as increasing turnover, increasing labor total, increasing production capacity, and obtaining business capital aid from bank credit, BUMN PKBL, grants or other capital sources.

a. The increase of Turnover

Based on the research conducted, in the increase of the average turnover per year there are four tenants who has a turnover of 26% -50% per year and two tenants have increased turnover of 51% -75% per year. One of the stages of incubation activities, promotion facilities and tenant product marketing. Incubators assist to promote tenant products in various events, such as exhibitions, workshops, seminars, and joint marketing outlets. These activities are very beneficial and have an impact on the increase of business turnover.

b. The increase of the worker quantity

Based on the result of research, tenant which has increase of workers per year is 76% -100% as many as four tenants while two other tenants have increase until 51% -75%.

c. The Increase of Production Capacity

With the increase in the number of workers, this also affects the production capacity. There are 3 tenants that have increased production capacity by 51% -75% while the other 3 tenants are 76% -100%.

d. The Acquisition of Business Capital support

Business capital is one of the problems met by business owners in Indonesia. Through the facilitation activities of capital resources carried on the Business Incubator, certainly may help the tenants in accessing financing sources in order to expand their business. The financial sources are from banks or unsecured loans such as low interest credit. Based on the survey results, it is known that after becoming a Business Incubator tenant, only a few tenants obtain the opportunity to get tenant business financing. The increase of getting business financing easily is only 0-25%.

DISCUSSION

Technology Business Incubator Solo Techno Park is still low in terms of efficiency and financial independence. The future financial structure of Technology Business Incubator Solo Techno Park needs to get exclusive attention from the stakeholders in order to create financial independence and operational activities as well as more optimal assistance. It also needs to improve its performance in various ways such as improving aspects of incubator management, adding competent managers and companions to assist the tenants. This needs to be considered because the current companion still doubles as administrative personnel. The total of tenant companions currently is only three people while the number of tenants is 6 (six) tenants. In addition, the Business Incubator is expected to join the Business Incubator association and other associations to build a tenant business partnership.

To flourish a business incubator, the government support is truly required. The government is expected to provide socialization concerning the business incubator role in providing business assistance, so that people can utilize the business incubator facilities that have been provided thoughtfully. This is necessary as until now there is still a tenant space that has not been utilized properly. Moreover, with the socialization it is expected many people harnessing business incubator in business assistance can create a new and tough entrepreneur who is able to increase economic growth and nation's competitiveness.

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To flourish a business incubator, the government support is truly required. The government is expected to provide socialization concerning the business incubator role in providing business assistance, so that people can utilize the business incubator facilities that have been provided thoughtfully. This is necessary as until now there is still a tenant space that has not been utilized properly. Moreover, with the socialization it is expected many people harnessing business incubator in business assistance can create a new and tough entrepreneur who is able to increase economic growth and nation's competitiveness.

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KARYA ILMIAH : **PROSIDING** *

Judul Karya Ilmiah (paper) : An Analysis Of Business Incubator Performance In The Partnership Of Tenant Business (A Case Study About Technological Business Incubator Of Solo Technopark)

Jumlah Penulis : 2 Orang (Aninda Nuraisyah, **Nurul Istiqomah**)

Status Pengusul : ~~Penulis pertama~~ / penulis ke 2 / ~~penulis korespondasi**~~

Identitas Prosiding :

- a. Nama Prosiding : **The 4th Sebelas Maret International Conference on Business, Economics and Social Science (SMICBES) The 1st Sebelas Maret International Conference on Social Science (SMICSOS)**
- b. ISBN/ISSN : -
- c. Tahun Terbit, Tempat Pelaksanaan : **2017, Solo**
- d. Penerbit/organiser : **Fakultas Ekonomi dan Bisnis Universitas Sebelas Maret**
- e. Alamat repository PT/web prosiding : <https://drive.google.com/open?id=1RYELIsSqaUijvHGybV0As4F6m5zwBrn->
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Komponen Yang Dinilai	Nilai Maksimal <i>Prosiding</i> 15		Nilai Akhir Yang Diperoleh
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a. Kelengkapan unsur isi paper (10%)	14		1,4
b. Ruang lingkup dan kedalaman pembahasan (30%)	14		4,2
c. Kecukupan dan kemutahiran data/informasi dan metodologi (30%)	13		3,9
d. Kelengkapan unsur dan kualitas terbitan/prosiding (30%)	13,5		4,05
Total = (100%)			13,55
Nilai Pengusul =			

Catatan Penilaian artikel oleh Reviewer :

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Surakarta, 7 Mei 2018

Reviewer 1/2

Prof. Dr. Yunas  Purwaningsih, M.P

NIP 195906131984032001

Fakultas Ekonomi dan Bisnis
Universitas Sebelas Maret

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Judul Karya Ilmiah (paper) : An Analysis Of Business Incubator Performance In The Partnership Of Tenant Business (A Case Study About Technological Business Incubator Of Solo Technopark)

Jumlah Penulis : 2 Orang (Aninda Nuraisyah, **Nurul Istiqomah**)

Status Pengusul : ~~Penulis pertama~~ / penulis ke 2 / ~~penulis korespondensi**~~

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Reviewer 1/2

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