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Creating Entrepreneurs through Business Incubator

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Abstract: The objective of this paper is to investigate and to identify the business incubator (BI) program in SMEs (Small and Medium Enterprises) in Bangunjiwo, Kasihan subdistrict, Bantul residence, Province of DIY (Daerah Istimewa Yogyakarta), Indonesia. Bangunjiwo has their own superiority in regards of SMEs which is handicraft SMEs as well as their superior cluster, which is KAJIGELEM cluster (a port-manteau consists of the first syllables from four regions: Kasongan, Jipangan, Gendeng, and Lemahdadi). Several academicians as well as practitioners agreed that business incubator program is beneficial for entrepreneurship, job creation, graduated companies, and can also be used as a facilitator in implementing many kinds of innovation such as technology or service. The methodology design in this study is mixed method (both quantitative by using questionnaire survey and also qualitative by using literature review and case study). The finding in this study is expected to support local government, universities and policy makers in implementing business incubator program successfully. It is also expected to support academicians and practitioners in terms of knowledge

Keywords: business incubator (BI), SMEs and Entrepreneurs.

I. INTRODUCTION

The effort to develop new entrepreneurs through small and medium enterprises is the right solution to improve local, regional, and national economy growth. A country's economic state will become stronger is supported by these small and medium enterprises (SMEs) that able to give significant contribution to their country. In Indonesia, SMEs is mostly known as one of the economy supporters in times of crises [11], [10], [17], [13]. [1] has an idea that to develop entrepreneurs, business incubator is one of the option. In developing country, business incubator is the most important approach to accelerate technology, industry and business expertise development [6]. This happens in Indonesia as well, one of the methods used by the government to grow and to develop new and existing entrepreneurs is through business incubator [15]. This method is fitting to be implemented in developing countries, although it also fails sometimes [14].

According by *The National business incubation association*, 1997, [1] “the incubator programs accelerated the

successful development of entrepreneurial companies through asset of shared resources and services, guided by incubator management and offered both in the incubator and through its network of contacts”. The objective of business incubation is to increase the percentage of success of startup companies, and reduce the time and cost of stabling and expansion of business [1], entrepreneurship, job creation, graduated companies [2], and can also be used as a facilitator in implementing many kinds of innovation produced by many parties [5]. In Indonesia, the existence of business incubator is predicted to push the emergence sturdy entrepreneurs, where they can be the effective instrument to develop small and medium enterprises. Moreover, this rapid development of SMEs in Indonesia, especially in Yogyakarta, which is in Bangunjiwo, Kasihan subdistrict, Bantul pushes Department of Research and Community Service (Lembaga Penelitian dan Pengabdian Masyarakat/LPPM)) through Management Departement of UPN ‘Veteran’ Yogyakarta (UPNVY) to initiate business incubator program to accelerate the objective of business incubator program just as stated by [11], [2], [3].

The objectives of this study are: (1) obtaining the portrait of SMEs in Bangunjiwo, Kasihan subdistrict, Bantul, DIY, (2) obtaining the portrait/image on the implementation of business incubator program of SMEs in Bangunjiwo, Kasihan subdistrict, Bantul, DIY, Indonesia. This business incubation program was initiated in two stages: pre-incubation and implementation.

2. LITERATURE STUDY

Business Incubator in Indonesia

In Indonesia, incubator has been developed since 1992 initiated by the government, Cooperative Department and also universities. This effort continued in 1997 when there was a program called The Development of Entrepreneurship Culture in Universities and of its activity was New Entrepreneur Incubator. Until 2005, there were 32 incubators in Indonesia. From this number, 24 incubators (75%) were built by Government and Private Universities while 8 other incubators (25%) were built by: (1) Job Training House Service, (2)

Technology Business Center BPPT, (3) BPPT Incubator House, (4) PT. Freeport Incubator Program. The status of these 32 incubators are dormant (not operated), semi (operated but not very active) operated (active). From these 32 incubators, 9 incubators (69.23%) are active, 2 incubators (15.38%) semi active and 2 incubators (15.38%) in dormant condition. In general, these incubators is building more tenant out wall rather than in wall [15].

According to Bank Indonesia [5], several factors that make the development of incubators in Indonesia decreased are: (a) the limitation of operational facilities that causes the low rate of in wall tenants absorption ability (b) the lack of seed capital support that makes incubator not professionally handled and there are significant numbers of in wall tenants that cannot obtain seed capital even though their business is feasible, (c) commitment and government support is relatively lacking and inconsistent in developing incubator. [9] added that there are several reasons on the importance of incubator existence. It is because in general, small enterprise is vulnerable when it comes to loss especially in startup phase. A number of experts stated that in startup phase, small enterprise is just like a premature fetus. In this time, there seems to be a necessity to do a special treatment, such as through incubation so these enterprises can survive just like fetus that was born safely and to avoid death risk. This incubation system has been proven to be adopted as a part of small enterprises building strategy in several countries.

In Indonesia, Cooperative Department and Small Enterprises (1998/1999) and the Ministry of Cooperative and SMEs year of Indonesia (Menteri Negara Koperasi dan Usaha Kecil dan Menengah Republik Indonesia, 2002) [15] stated that the basic concept of incubator is an institution that provides 7 s': (1) space, (2) shared office facilities, (3) service which is a management counseling: marketing, finance, production, technology and others, (4) support in terms of business research and development as well as access of technology usage, (5) skill development which is training, business plan formulation, management training and others, (6) seed capital and the effort to gain capital access to financial institution and (7) synergy which is creating an adequate business network, local and international. Aside from previous basic concept, there are main terms of an incubator: (1) the existence of selection and staff system to determine the success/graduation in certain timespan (for example 2 to 3 years), (2) the capacity of an incubator between 15-20 tenant that can be trained in wall and between 20 – 40 tenants that can be trained out wall (3) potential tenant to-be is best suited for those who start from zero and (4) incubator shall be managed in business sense. This means that there should be profit from the comparison between income and cost, (5) incubators shall be managed independently by using professional method.

Based on several countries' experience that have implemented business incubator program, according to the survey result from R&D team of Bank Indonesia, 2006, [5] explains that there are three stages that needs to be done in implementing business incubator function, which are:

1. The forming stage of business incubator, including: (a) the development of business incubator should become a part of economy development strategic policy that needs to obtain government support especially in creating job opportunity through growth and new business development, (b) business incubator can be used as tools to develop local economy which in the ends can increase local economy competitiveness by forming new business, (c) the forming of business incubator requires cooperation all related stakeholders, be it central government, local government, private, universities as well as financial institution, (d) before establishing business incubator, market analyzing, infrastructure and capital as well as management is needed, and (e) the certainty of adequate and continuous fund resource [5].
2. The operational stage of business incubator, including: (a) in establishing business incubator, target focus needs to be made sure, be it technology or service based, so that the direction of the development will be much clearer, (b) the needs of certain area is an absolute thing for business incubator. In this matter, the width of the area needs to be considered in scale that it would accommodate the development of tenant business and for efficiency; (c) tenant needs to participate in rent payment or fee to support the continuity of business incubator finance. In European union, most tenant (96%) pay the rent or fee for the service given by incubator but still below market price, while the rest is not paying their rent or fee; (d) to guarantee the success in incubation process, selection criteria for tenant is needed, will it be using first come first serve approach or other criteria. This also applies for graduated tenant when determines the due date for the existence of tenant in the incubator, for instance 3 – 5 years, (e) after graduated period, tenant still needs to be controlled considering the fact that this is a vulnerable period after incubation period. This makes after-care-services-to-graduate an important part to guarantee tenant's business viability, (f) in business incubator management, management team with certain qualification standard is needed. In Europe, generally business incubator is managed by 5-6 staffs, three of them are senior manager with experience in business field. Aside from that, the ratio between manager with tenant is 1:3 – 1:5 and (g) the management of business incubator will depend on the incubator type which is incubator owned by the government or private party, technology based or service based [5].
3. Business Incubator Service Evaluation Stage, including: (a) the success of business incubator determined by achieved result such as: effect given for business world, economy development in wide range through creating job opportunity, and (b) to assess business incubator success rate, direct feedback from tenant is needed [5].

Meanwhile, business incubator implementation model is divided into two categories according to Ministry of Cooperative and SMEs of Indonesia (Menteri Negara

Koperasi dan Usaha Kecil dan Menengah Republik Indonesia, 1998/1999) No. 81.2/KEP/M.KUKM/VIII/2002:

1. *in wall*: incubation by using small entrepreneur who is still in training concentrated into a building or certain area and incubator management providing many kinds of place renting service and management counseling.
2. *out wall*: incubation by using small entrepreneur or entrepreneur to-be who is still in training. They will not be stationed in one building or area managed by business incubator management team, but they will be in each of their business place and will still be active to follow continuous and programmed training.

From several explanations, through cooperation between Department of Research and Community Service (Lembaga Penelitian dan Pengabdian Masyarakat/LPPM) and Directorate General of Higher Education on the program of Technology and Knowledge for Society (Iptek Bagi Masyarakat/IbM) so business incubator program is initiated as a university program to accelerate industrial growth and technology innovation referred to recommendation from [4] and [3]. This study aims to implement business incubator program by two stages which is: pre-incubation and incubation implementation on SMEs in Bangunjiwo, subdistrict Kasihan, Bantul, DIY, Indonesia.

3. METHODOLOGY

3.1 Case Study

The method of this activity implementation is by using mixed method, quantitative (questionnaires) and qualitative (literature review and case study) in SMEs of Bangunjiwo, subdistrict Kasihan, Bantul, DIY, Indonesia. Bangunjiwo has their own superiority in regards of SMEs which is handicraft SMEs as well as their superior cluster, which is KAJIGELEM cluster (a port-manteau consists of the first syllables from four regions: **K**asongan, **J**ipangan, **G**endeng, and **L**emahdadi). Several case study strategies obtained from several sources such as: documentation, archives, interviews, and observation. This has been done by [2]. In specific, these stages are:

1. Desk Study and survey to obtain conditional data of social and economy and biography characteristics of handicraft SMEs
2. Implementation stage through in wall, most activities is being done indoor. The attendants of this activity are the owners of handicraft SMEs. In this stage, implementation takes form as: (a) management training, accounting, innovation, entrepreneurship and technology, (b) the forming of handicraft SMEs organization, and (c) the forming of business consultant. Business counseling is provided by the proposer by building Business Incubator Service Center in universities for tenant that has obtained business incubator implementation. This is needed to maintain the continuity of business incubator model for future. In the end, this enterprise can be used as an example for other region, (d) business assistance and (e) monitoring and evaluation.

3.2 History

Handicraft SMEs in Bangunjiwo has increased significantly. The amount of SMEs that run in this sector is quite a lot, this is usually caused by market demand towards this product is very high especially export market. Other reason is because the infertility and the lack of agriculture land, so serious management from local government in facilitating SMEs to solve the poverty problem is needed. This policy is also in line with government program in creating partnership and cooperation with many universities and institutes as well as other independent institution in order to take the benefit of village potency and human resources.

The general problem including: institutional management problem, managerial, and accessibility. If this problem can be cured, it means that local government's problem can also be minimized especially regarding the decreasing number of poverty and unemployment through the provision of job opportunity. Developing SMEs are supported by professional management strengthening that will add job opportunity for the citizen in this area. For this, there is a necessity to do a strengthening model and SMEs development through business incubator program role. Business incubator role becomes strategic because it is expected to create new job opportunity, creating new entrepreneurs and become the container in implementing various innovation resulted from SMEs, universities and local government themselves.

4. THE FINDINGS

This activity is implemented in two stages: pre-incubation and incubation implementation.

Pre-incubation stage. In this stage, there are 45 respondents chosen as tenant as well as SMEs owners that have already existed and motivated to join business incubator program. The characteristic of respondents can be seen from: age, education, gender, position, type of business, business period, and the amount of worker as illustrated in Table 1.

1. Based on Age, it can be described that the respondents with the age >50 years old are 12 respondents (26.7%), 38-49 years old amounted to 22 respondents (48.9%), age of 28-37 years old amounted to 9 respondents (20%) and the rest, age ranging from 17-27 years old amounted to 2 respondents (4.4%). Most of the respondents is in productive age and if there is a training, it is predicted that the development will be maximum.
2. Based on education, it can be described that respondents that graduated elementary school are 13 respondents (28.9%), graduated from junior high are 2 respondents (4.4%), graduated from high school are 24 respondents (53.3%), those who obtained diploma or bachelor degree are 5 respondents (11.1%) and one person with master degree (2.2%). Most of the respondents were graduating from high school so motivation and training to give more knowledge to them is necessary.
3. Based on gender, it can be described that male respondents are 41 people (91.1%) and female respondents are 4 people (8.9%). Most of these respondents are male. This shows that they have wider

working space and more possible to expand their businesses.

4. Based on their position, those with the position of owner are 43 people (95.6%) while the rest are merely family's close acquaintances (2 people, 4.4%). Most of the respondents are the owner. This means they can directly make significant decision including decision to expand their businesses.

Table 1
Description of SMEs owner

	Frequency	Percentage (%)
Age (years old)		
➤ 50	12	26.7
38 – 49	22	48.9
28 – 37	9	20.0
17 – 27	2	4.4
Education		
Elementary School	13	28.9
Junior high	2	4.4
High School	24	53.3
Diploma/Bachelor	5	11.1
Master	1	2.2
Gender		
Male	41	91.9
Female	4	8.9
Position		
Owner	43	95.6
Acquaintances	2	4.4
Business Type		
Bamboo	10	22.2
Stones	4	8.9
Leather	3	6.7
Clay	16	35.6
Others	12	26.7
Business Period (Years old)		
➤ 5	6	13.3
5 – 10	17	37.8
11 – 15	6	13.3
16 – 20	9	20.0
➤ 20	7	15.6
Worker (person)		
➤ 5	15	33.3
5 – 10	17	37.8
11 – 15	5	11.1
➤ 20	8	17.8
Total	45	100

5. Based on type of business, those who run bamboo handicraft are 10 respondents (22.2%), stones handicraft are 4 respondents (8.9%), leather handicraft are 3 respondents (6.7%), clay earthenware vessel handicraft are 16 respondents (35.6%) and the rest are 12 respondents (26.7%). The respondents have adequate

several handicraft SMEs clusters to be trained and to be developed with business incubator program.

6. Based on business period, it can be described that: business that have been running for less than 5 years amounted to 6 respondents (13.3%), while those running for 5-10 years are 17 respondents (37.8%), those running in 11-15 years are 6 respondents (23.3%), those running in 16-20 years are 9 respondents (20%) and those running in more than 20 years are 7 respondents (15.6%). Most of these respondents have been running their business between 5-10 years. This means that even though their business have been running for a long time, their business has not showed any significant development so they will need a motivation from training programs and assistance for their business' future.

Based on the number of workers, those with >5 workers are 15 respondents (33.3%), those with 5-10 workers are 17 respondents (37.85%), with 11-15 workers are 5 respondents (11.1), while those with more than 15 workers are 8 respondents (17.8%). This means that most respondents have 5-10 workers. With the right motivation and direction, they will significantly contribute to their boss' business

Incubation Implementation Result

Then, from 45 respondents, next stage is to assess their business idea and business feasibility by analyzing indicator that supported business idea and business feasibility that they have been implementing; those indicators are assessed with certain value referred to a study by Bank Indonesia [5]. After this process, these 45 respondents that deemed feasible will be given business planning and will be incubated are 33 respondents that are ready to join the next business incubator program activity stage. The result shows from 33 SMEs are as illustrated in Table 2.

- (1) Based on motivation in joining business incubator program; to gain friend are 7 SMEs (21.2%) and to not gain friend are 26 SMEs (78.8%). The reason is because to gain friend means to also gain competitor which can be seen as a threat.
- (2) Based on motivation to gain network: willing to gain network are 10 SMEs (30.3%) and those does not will to gain network are 23 SMEs (69.7%). The reason is that gaining network will make possible for competitors to copy their product.
- (3) Based on motivation to develop their business: does not will to develop their business are 7 SMEs (21.2%) and those who are willing to develop their business are 26 SMEs (78.8%). The reason is that they want to develop their business but they do not know how.
- (4) Based on having motivation for business idea: those who do not have willingness or motivation are 3 SMEs (9.1%) and the rest with business idea motivation are 30 SMEs (90.9%). The reason is that business idea is important to create an innovative goods/service.
- (5) Based on business idea to increase sales: those who do have not experienced sales increase from time to time

are 2 SMEs (6.1%) while the rest with sales increase are 31 SMEs (93.9%).

- (6) Based on business idea to create new product: all SMEs (100%) stated their willingness to create new product. They also stated the support and accordance with BI program.

Table 2
Respondents Description
on Pre-Incubation Activity

Descriptive	Frequency	Percentage (%)
Motivation in joining BI program	26	78.8
To gain friend	7	21.2
To not gain friend		
To gain network	23	69.7
To not gain network	10	30.3
To develop their business	26	78.8
To not develop their business	7	21.2
Having motivation for business idea	30	90.9
Does not have motivation	3	9.1
To increase Sales	31	93.9
Does not willing to increase sales	2	6.1
To create new product	33	100
To have an idea in creating new product	33	100
Using technology	23	69.7
Not using technology	10	30.3
Willing to attend training	33	100
Having a competitive and unique product	29	87.9
Does not have	4	12.1
Competitive price	29	87.9
Does not have	4	12.1
Having a financial planning	12	36.4
Does not have	21	63.6
Having a business management	14	42.4
Does not have	19	57.6
Total	33	100

- (7) Based on the usage of technology to create new product: those who do not use technology to create new product are 10 SMEs (30.3%) while the rest who do use technology to create new product are 23 SMEs (69.7%). They need tools and infrastructure to develop their business.
- (8) Based on the possession of unique and competitive product: those who do not have unique product or product with competitiveness are 4 SMEs (12.1%) while the rest of 29 SMEs (87.9%) are having a unique and competitive product. This is expected to even more increase the popularity of SMEs KAJIGELEM in tourists' eyes because their product is unique with competitive value.
- (9) Based on price competition: those who stated that they do not have a competitive price are 4 SMEs (12.1%) while the rest of 29 SMEs (87.9%) are having a competitive price. This can be proven by fame of KAJIGELEM SMEs' product with competitive price compared to their competitors.
- (10) Based on financial planning aspect: those who don't have financial planning are 21 SMEs (63.6%) while the rest of 12 SMEs (36.4%) are having their financial planning. Most of these SMEs have no idea on how to formulate a good financial statement.

Based on the ownership of organization management aspect: those who do not have organization management are 19 SMEs (57.6%) and the rest of 14 SMEs (42.4%) stated that they do have organization management. Most of them are individual business with traditional management system

Based on this finding, management training, accounting, innovation and technology for KAJIGELEM handicraft SMEs is needed for business incubator program. This means that next step is implementation stage. Implementation stage from business incubator program is applied with in wall method, where most activity is being one indoor. The attendants for this activity are tenants that are considered feasible in Bangunjiwo. The activity includes:

- Management training, accounting, innovation, entrepreneurship, technology and case study
- The forming of organization of handicraft SMEs to connect between SMEs, universities and local government so there will be mutual synergy that can be found between all parties.
- The forming of business counseling by building business incubator service center in universities for tenants with business incubator implementation. Aside from that, business incubator service center needs to be built in local government also. This is necessary to maintain business incubator model continuity for the future so they can be used as an example for other region.
- Business assistance. In form of information service, contact service and business network or other business assistance with the objective to strengthen SMEs institution.

This activity is having few obstacles, because:

- Motivation from SMEs is not strong enough. They are still being ignorant and lacking confidence in creating new business and manage their business
- Heterogenic education level is making it hard for the team when they try to socialize the program as well as giving special training material related to accounting and financial aspect

The solutions:

- Keep trying to motivate SMEs directly or indirectly when doing training, business co counseling and assistance
- Giving material that is fairly easy to understand by every SMEs attending this business counseling, training and assistance.

Even so, overall this activity will run smoothly.

CONCLUSION

Bangunjiwo is actually having several handicraft industry centers which has a high potency to develop their regional economy which is: Kasongan (Earthenware or Ceramic), Jipangan (Bamboo), Krengseng (Knife), Kalangan (Plants), Kalipucang (Kreneng), Gendeng (Leather/Wayang), Petung (imitation flower), Kenalan (Frames), Lemahdadi (Statue). Local government finally decides the name of superior industry which is known as the region of KAJIGELEM (**K**asongan, **J**ipangan, **G**endeng, and **L**emahdadi) by considering the fact that this region is export oriented.

With the existence of KAJIGELEM region, it can be seen as an opportunity as well as a major challenge. This region is also very promising for Bangunjiwo to create productive society in terms of production and business management aspect in Bangunjiwo. This matter needs an integrated approach between government, universities and society themselves. This business incubator activity aims for the society in KAJIGELEM region to become high performance/productive society as well as having a sturdy economic force, with peaceful and prosper life. The role of business incubator has become strategic because it can create new job opportunity, growing new entrepreneurs and to become the container in implementing various innovation resulted by SMEs, universities and local government themselves

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