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Research paper

Entrepreneurship Learning System in Business Incubators : An Case Study In Indonesia

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Abstract

This paper aims to explore the system of entrepreneurial learning in Indonesian business Incubator and identify their success factors to support the entrepreneurs. This study is qualitative research using case approach. We collect data from six incubators in West Java Indonesia and interviewing tenants and person in charge of the incubation management. In general, we found three similar stages of incubation assistance to encourage and support entrepreneurial process for their tenants: pre-incubation, incubation, and post-incubation. Even though the condition is not in an ideal, the respondents highlight some influent factors of the incubation performance in Indonesia; 1) government support for incubation program related in funding, infrastructure and policies toward the entrepreneurship ecosystem; 2) networking with financial institution; 3) Support from university and research centre; 4) Social environment of incubators.

Keywords: *Business incubator, learning, entrepreneurship, start-up business*

1. Introduction

Increasing the number of entrepreneurs is one of the strategies of a nation to improve their competitiveness (Theodorakopoulos, Kakabadse, & McGowan, 2014; Campbell, 1989). Entrepreneurship brings to logic for the economic development of a nation. The successful new businesses could generate new employment, increasing incomes, productivity through innovation and then it contributes to the economic growth of the country (Peter, Rice, & Sundararajan, 2004; Sehitoglu & Ozdemir, 2013). In the last a decade, the number of business incubation rises significantly. Business Incubator is believed a suitable instrument to assist accelerating of entrepreneurship development (Theodorakopoulos, Kakabadse, & McGowan, 2014; Lee, Kim, & Chun, 1999; Peter, Rice, & Sundararajan, 2004; Voisey & Gornal, 2006). A business incubator provides supports, such as affordable co-working space, networking, knowledge sharing and in-house training to help entrepreneurs to understand their market (Adlesic & Slavec, 2012; Allen & Rahman, 1985).

Nevertheless, the study of the phenomena of business incubation is still under development (Phan, Siegel, & Wright, 2005).. Based on the data from Indonesian Economic Creative Body, there are around 81 active business incubators in Indonesia nowadays. 35 of them are established by state owner universities, 24 incubators by private colleges, seven by the government institutions and the rest of prolonged organization. These incubators is expected to increase the quantity and improve the quality of Indonesian small business that covers around 95 percent of Indonesian economic sectors. Even though, the number of small business in Indonesia always increase every year, but, their business development is prolonged, and some of them fail in the early stages (Tambunan, 2007).

This study is aimed to identify and to explore the practices of Indonesian incubators. Particularly to define their strategy to support the development of an entrepreneurial process in Indonesia, their learning approach and facilities for the entrepreneurs as well as to recognize their success factors in managing the incubator.

2. Literature Studies

2.1. The Role of Business Incubation

A business incubator is a unique institution arrangement which has a mission to promote and develop an entrepreneurial ecosystem and culture in a community. The concept of incubation is addressed to connect talents, knowledge, technology, and capital. It also expected to leverage the entrepreneurial capacities, to accelerate the development of new firms, as well as to speed the commercialization of technology (Mian, 1996; Peter, Rice, & Sundararajan, 2004). In the line with the change, the incubator business model also expands from non-profit to for a profit. The not for profit of business incubators usually affiliated to the universities or government agencies (Peter, Rice, & Sundararajan, 2004).

Previous studies had also outlined some reasons why a business incubator failure. First, it is utterly failed to deliver the primary objective of the business incubation mission. Entrepreneurs need high levels of expertise of mentors and capital assistant, while the majority of incubators concentrates on developing their infrastructure. Second, limited specific experts to support acceleration in the entrepreneurial process, in many cases, the incubator just provide the same people as a mentor for the different situation of the entrepreneurial problems (Peter, Rice, & Sundararajan, 2004)

In other words, the value of a business incubator lies on to what extent it focuses on facilitating an entrepreneurial process (Peter, Rice, & Sundararajan, 2004; Voisey & Gornal, 2006). Peter et al. (2004) stated that a business incubator should be a place for entrepreneurs to learn by doing. He suggested three principles need to incorporate into a business incubation: 1) the incubator should be designed as a learning organization with an explicit success parameter to all its tenants. Tenants do not just get a place to work,

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but also enrich their experiences and learn from a designed process through training or sharing of knowledge ecosystem; 2) tenants of the incubator should be considered valuable resources. Incubators should link them with suitable resources particularly to respective industries and 3) Incubator activities should enrich their tenant's social capital with various networking.

At this stage, sometime incubator needs to consider itself as a 'broker' and 'community of practices' at the same time. As a broker, incubator may link different people who are not directly connected, but in practice, they are respective partners. As a community of practice, incubator should be a place to connect people with various backgrounds that could shape tenant's learning process. Networking is a crucial factor in the accelerating entrepreneurial process and new venture creation (Birley, 1985; Carolis, Litzky, & Addleston, 2009). Corolis et al. (2009) stated that networking does not only provide a learning space for an entrepreneur to develop their venture, but also increase their confidence in making a business decision.

2.2. Supporting factors of the performance of Incubation Process

Empirical researched had found that success stories of business incubation processes have a significant impact to their tenants' business performance particularly to the firm survival, employment and job creation (Weinberg, Allen, & Schermerhorn, 1991; Sehitoglu & Ozdemir, 2013; Mian, 1996). But this finding was debated by Scwartz (2012). Scwartz (2012) argued that there are no significant contribution of an incubator to their tenant's survival, employment, and economic growth notwithstanding on time sent in the incubation program.

Ayatse (2017) highlights above debate as his interest in business incubation process and came up with some issues. He argued that success of business incubation is not a single factor of the incubation process, but it is affected by some aspects. First, the connection of the incubation with the government. The government must actively promote and share programs to increase the capacity of the incubator. It may share some fund to support the incubation programs. Second, The involvement of experts and successful entrepreneurs in the incubation process.

Startups need mentors, and advisors to understand and survive in their market. The participation of experiential people from the same industry could help a new venture to survive. Third, the incubator also needs to improve their ability and work with various sources of funding, patent application and other assistance related to legal issues. This study explores incubation process in Indonesian business incubators, and identify supporting factors of a learning process for their tenants, to what extent their practices had adopted to the best practices of the global business incubation programs. Principally, business incubation is not just about the physical facility but how the incubation program able to drive the mindset change of the entrepreneurs through knowledge sharing, skill and capacity building program, and various networks.

3. Methodology

This research is an explorative study, we worked with six business incubators in Indonesia, they are two incubators established by state universities, one is an Indonesian government incubator, two are private university's incubators, and one is a private incubator.

We collect data in two ways: primary and secondary. The primary data is collected through interviews on the site with a person on charges of each incubator. We also interview two to three of the tenants of incubators. The interviews with the incubator officers focus on their specific incubator services to their tenants, how they manage the incubators and what factors influent their performance. While, our interview with incubators tenants explore some issues related to their background of joining the incubator, the benefit they receive from the incubator's programs and their business progress. Besides, we also do observation and sit in some incubator activities. The secondary data is the incubators documents and any publications related to their operations.

Those data and information are analyzed using the thematic approach with a coding method in the initial stages. We explore some similarity and differentiation practices among incubators and factors of their success. Some comment of our respondent is quoted to support our argument of the analysis.

4. Research Finding and discussion

4.1. Entrepreneurial Foresting Program and learning facilities in the incubations

According to our observations and interviews with incubator officers, majority inductors provide their tenants with focus on two services. First, office space with some shares facilities, such as meeting room, lobby, and classroom for training or multifunction room that tenants could utilize with an arrangement. Second, programs related to entrepreneurial capacity building through training, business coaching and mentoring. Those activities are conducted either in the location of incubator outside of incubator collaborating with other institution, such as government or other private organization. All incubator identify their program in three stages of entrepreneurial capacity building: Pre-incubation, Incubation, and post-incubation program. Pre-Incubation The pre-incubation program is for individuals or groups who are still in early stage of their initiation to develop a startup. Majority of them come up with a potential business idea, but again, have difficulty how to begin their business idea. The prospective participant of pre-incubation then will be recommended to join in incubation program.

> *"Many students and alumni of our university have a business idea how to solve some problem in our community, but they do not know how to realize that. The majority ideas come up from their final project and collaborative research with their lecturers. Incubation program just focuses on developing the early stage of a startup, not for people who just thought an idea to start a business. That is why pre-incubation is the important stage" (State Own University 1)*

According to our observation, there are some different approach of this program conducting by our studied incubators

> *"The pre-incubator program we made a comprehensive approach combining the training coaching and fieldwork activities. The training addresses to introduced step by step with detail framework and theoretical to begin the business. After one topic of training, the participant will request to implemented to their business idea; they sometimes have to do field work and do market research to validate their information and data. The coaching is for whom may have difficulty to implement the concept of finding some problem during their fieldwork" (State University's Incubator 1)*
>
> *"For people who came to our incubator and need our help initiated their business, usually we position our role as a mentor, helping them step by step how to realize their business idea. Training them, we provide especially in term of developing a business plan" (State University Incubator 2)*
>
> *"We have the training of pre-incubation with some topics, such as developing a business plan, business idea generation and other related topic needed by early business development. We hope also have such mentor, but our resources are limited" (Government's Incubator)*

Related with main topic issues of the pre-incubation program is, most incubation argues, two main approaches that should bet He main focus: helping the pre-incubation participant to understand their market, do market fit to their product and prototype development.

"Market and meeting the need of market is the crucial stage for new start-ups, our pre-incubation program concern about this and become the main issues that need to do by our participant, we puss them look outside and be close to their potential market or consumer, explore what the market needs are. Since this incubation focus on the technology-based business, so we also provide them with funding for developing their first prototype. The pre- incubation program has an evaluation system, ten best potential startups every year are selected, and we give them 5 million rupiahs per group, we request them to identify what they can do with the amount of money to start their prototype" (State University's Incubator 1)

"Many people come here with their assumption they have a good business idea, but they did not test their idea to the market yet. So we encourage them to do that in our pre-incubation program" (Private Incubator)

"A prototype product is the end of the target of our pre-incubation program as well as to Enright their basic management knowledge and skill how to start the business" (Private University Incubator 2)

Incubation stage Incubation is a facility that addresses newly established businesses. Most of our studied business incubator put the same requirement of tenancy. Some tenant is the graduate from their pre-incubation program; other come from direct recruitment of their program of call for tenants'.

"Majority of our new tenant is from our direct requirement, some of them is from our pre-incubation process. Pre- incubation may become a 'nature' selection. Usually, only 5 to 10 percent of our pre-incubation participant keep work and commit running their business idea"(The Private University Incubator 2)

"We do twice a year requirement; every potential tenant from our pre-incubation program will be directly become our new tenant, while for direct application will be selected from an interview process. The interest startups are asked to present their business to our selection teams. The startup who meet our requirement will directly become our tenant and the rest applications who have a good idea but need the basic skill of entrepreneur we recommend to join the pre-incubation process before starting their tenancy" (State Owner University Incubator 1)

Table 1. The designed system of entrepreneurial learning instudied incubators

No	Incubator	Learning strategy approach dan fasilities	Duration of incubation
1	State owner incubator 1	**Coaching and Mentoring**: there are a full-time mentor/coaches work in the incubator and also guest mentors: success entrepreneur mostly is alumni **Technopreneurship Sharing/Talk Show**: Regular seminars, invite guest speakers, business practitioners, and expert in particular topic discussion **Training**: regular training: business valuation, un-regular training depends on the tenant requests and also tenant problem that was identified through their 3-month report, such as pitching strategy, presentation skill, etc. **Legal, ethical and paten service and consultant** **Exhibition, pitching with investors** (yearly agenda) **Funding network** (investor club)	2 years can be extended depending on the tenant business readiness
2	State owner incubator 2	**Coaching and Mentoring**: internal and external (guest mentor/coach). Internal mentors/coaches are lecturers with various expertise from the university, while external mentors/coaches is from success entrepreneur **Seminar/talk show:** success entrepreneurs with different topic, one in a month **Training:** specific issues of business management: team building, financial management, marketing strategy, etc **No legal and paten service/consultant**. This function under different institution within university **Join exhibition, and funding resources**	Not designed (depend on tenant business condition)
3	Private University Incubator 1	**Coaching and Mentoring**: internal and external (guest mentor/coach). Internal mentors/coaches are lecturers with various expertise from the university, while external mentors/coaches is from success entrepreneur/alumni **Seminar**: success entrepreneurs with various topics twice in a month (training in the stage of pre-incubation) **No legal and paten service/consultant.** **Potential funding from the university foundation** and other funding resources	Not designed
4	Private University Incubator 2	**Coaching and Mentoring**: internal and external (guest mentor/coach). Internal mentors/coaches are lecturers with various expertise from the university, while external mentors/coaches is from success entrepreneur **Seminar:** success entrepreneur with various topics twice in a month No legal and paten service/consultant.	Not designed
5	Gaverement Incubator	**Seminar and training** **Exhibition** No. legal and paten service/consultant Potential funding from government SMEs program and other funding networks More formal approach	Not designed
6	Private Incubator	**Coaching and Mentoring**: internal and external (guest mentor/coach). Internal mentors/coaches are lecturers with various expertise from the university, while external mentors/coaches is from success entrepreneur **Training**: specific business topic No. legal and paten service/consultant **Entrepreneurial community**	Normally 2 years, but after they graduate they still active in the community

Mentoring and coaching are the primary approaches during the incubation process. The mentors and coaches are coming from internal as well as the external incubator. The external mentors are usually successful entrepreneurs and businessmen.

"Mentoring and coaching are our main method for assist our tenant; we provide internal mentor form the university. Usually, they are our lecturers. We also invite external mentor, they are successful entrepreneurs, and the majority are our alumni" (Private university incubator 1)

"Every tenant is unique, so we think mentoring and coach-

ing are two the most effective way to help our tenants. besides mentoring, we also conduct short training or sharing session on a specific issue" (State University incubator 2)

Based on our observation Stated owner university incubator 1 is the most complete earning facilities to their tenants. This incubator plans more detail and specific learning support as well as the monitor system of the tenant progress. Every tenant has to prepare their three months target as their Key Performance Indicator (KPI). The end of three months (March, June, September, and December), the tenant is requested to upload their report online, and the incubator will evaluate their progress based on their signed KPI. The evaluation input becomes a specific program for enhancing their tenant's skill and insights.

"Evaluation of each tenant becomes our main input what kind of assistance we need to provide to our tenant. Special training or session will conduct according to their problem. We will invite the expert or success entrepreneurs that could give insight to our tenants, for example, we decided to conduct regular business valuation session, it was because we see our tenant was getting difficult to deal with potential investors. The two-day business valuation training is designed with one day to discuss related the theoretical issues, and the next day, our tenant directly applied to their business through tutorial coached by the lecturer and tutors" (State owner university incubator 1)

This incubation defined their tenant stage in three levels of maturity with some criteria related to the technology readiness level (TRL) of the product and market penetration sophisticated: 1) Early startup; It is for tenants who is in the beginning stage of their business, struggling in market penetration, mostly their product is still in TLR four to six. 2) Survival startup, startups in this phase have success enter the market; they already get the consumer but they still survive with their review, teamwork, sometimes they persist with their business model. Majority startup in this stage is in the TLR 6 to 8 3) Scale up startup; this startup gets starting to scale up their business, in term of the TLR, this business is starting having a stable business model and commercialization process. The tenant in this stage may be considered to phase the post-incubation process. Incubation process is also facilitated by some supporting program, for example, access to funding resources, legal assistants including patent documentation and registration supports.

Another unique approach is designed by Private incubator. This incubation use community-based approach to brand their incubation. They provide many sharing programs and community discussion to update and give insight to their tenant. This incubation argues that it is a right way also to enrich their tenant experience and networks as well as their primary branding strategy.

"Because this incubation is a private incubation, our approach should be different from other incubation, particularly from the university incubators. The university have direct access to the potential startup, they also have an academic infrastructure, such as laboratory and maybe also big funding. So we use the community-based approach as our main strategy to making people aware of our services. Every week, we have an interesting topic to discuss, and everybody is allowed to feel our entrepreneur atmosphere. So far, it works, the majority of our tenants are the person who is active to come and feel the benefit"(Privat incubator)

In term of duration of Incubation, the majority of the incubator does not sign the period; only Stated owner incubator 1 stated their length of incubation for two years. However, it could be extended depending on the progress. Private incubator even noted the incubation stage would be two years, but actually, they expect their previous tenant keep involve in their community program.

Pasca-Incubation Programs

Drawing from table 1, we could say that only state owner university incubator 1 and private incubator that have incubation graduate or the startup who have to finish their incubation process.

According to our discussion with State owner university incubator 1, tenants who are accomplish their incubation program keeps monitoring for one year and still allowed to use some business consultation and join the sharing session or exhibition program of the incubator. As well, the graduate tenants will ask to decide their next plan: become independent or merge with the university enterprise as the holding company.

"After two years, when the tenant finishes their tenancy program, they still under our monitor for a year. They also allowed to join other our programs such as exhibition, seminar, talk show or another sharing session. If they still need the consultancy service, we still allow them to come. Only office facility is not eligible for them, we expect they already able to rent or have their private office that more representative to their business" (State owner university incubator 1)

"We expect our tenant when they finish with their tenancy keep come to our community, so with that why we keep maintaining the relationship and keep an update on their

"Honestly to say, until now we don't have the term of finishing tenancy of incubation. Our success tenant they automatically found their space 7 outside, and their place then changes by the new one. We keep monitoring of their business informally and sometimes invite to give the lecture or sharing session here" (Private university incubator 2)

4.2. Supporting Factor of the Incubation process

The success of the entrepreneurial process is not a single factor to help maturity process of entrepreneurship (Ayatse, Kwahar, & Iyortsuun, 2017). Incubation process has to be supported by another function. According to our interview with people in incubation management and their tenants. We list some crucial supporting factors according to their experiences.

First, the support and government's political wills to support entrepreneurship. Some government support should be included in the funding.

"Government through the ministry of research, technology, and high degree education has a competitive fund for a startup in Indonesia every year. First is Calon Pengusaha Pemula Berbasis Teknologi (CPPBT) program. This program is for newly established startups. The startup could get the fund until 200 million rupiahs to initiation their business. The second funding program is Pengusaha Pemula Berbasis Teknologi (PPBT), this program is for more mature startup, they have been in the commercialization process. A participant who had won CPPBT in the previous year is allowed to join this program and them possible to get fund until 700 million, if they show the good progress in running the business. Our tenants who win this competition got many advantages and rapid growth" (State owner university incubator 1)

Nevertheless, in general, the Indonesian government is considered still low to support the incubators programs.

"CPPBT and PBBT programs are two good programs that could support our incubation process. Even this is very competitive, but for the winner of this program show the rapid progress in their business. But the most valuable government support, I think how the fund also allocate to support incubators and their entrepreneurship programs. So far, I see integration the between incubator and government program are low. I don't see a compact initiations to link between incubation in university with government entrepreneurship program" (State owner university incubator 2).

"Even the government provides funds through CPPBT and PBBT; it is a small number of startups could get the fund. The rest, we struggle to support our tenant. I think the

weakness of Indonesian entrepreneurship ecosystem is the low coordination, collaboration and integration between government program and incubator activities" (private university incubator 1)

Second, Collaboration and Cooperation with other institution, especially in term of funding resources. Some incubators try to initiate cooperation with some funding supports an organization. Two state owner university's incubator, for example, works with Corporate Social Responsibility (CSR) program of a private company and bank.

"Funding is the main problem of an incubation process, not only to fund the newly established business but also our operational programs. Our strategy for this is trying to approach private and state-owned corporations, we target their CSR to support our programs. It works, you can see, our co-working space and acceleration program is our collaboration with Lintas Arta CSR program" (State owner university's incubator 1).

"Perhaps, this is the main problem of all business incubators in Indonesia, getting funding for operational and also for the tenant's startups. Our strategy is working with CSR program. If you go to Cisangkui street, there is a small business gallery there. It was our gallery as a collaboration with Mandiri Bank" (state owner university incubator 2).

Even there are many funding institutions established in Indonesia, such as venture capital, bank and other angel investors, there is no collaboration yet to generate incubators program and funding institution.

"Yes, we know that some funding institutions could work with us, but until now, the collaboration is still low" (Government's incubator)

"As you know incubator business trend in Indonesia is still new, we are still struggling to develop our incubator and its program; we believe having collaboration with venture capitals or angel investors will much help for our tenant business development" (private university's incubator 2)

Third, Access to research institution and laboratory. Majority of our respondents believe link with the research institution; the particular lab could accelerate the development of new ventures. Nevertheless, it is not an easy way, even though the incubation belongs to the university.

"Link with the laboratory is the main issues we discuss to accelerate the business incubation process. Nevertheless, it is not easy. At our university, majority start-ups are developed by students in their final semester or young alumni, after finishing their study. They do not have access to the laboratory any more. Sometimes, the startup idea and initiation are coming from students who have business not based on their background. So it is difficult to get access to the specific laboratory" (State university's incubator 2)

"Collaboration with lecturers and laboratory are important, but honestly, it is the most difficult issues we discuss in our university, the bureaucracy is not easy" (Private university 1)

The fourth is the social environment in incubation; according to our observation, social condition and interaction in the incubation are essential factors to ensure conducive work situation in the incubation. This factor comes out from our interviews with the tenants of incubation.

"I think beside the facilities, something that makes us happy is the environment, meeting many people with different business, sometime we also could collaborate each other. The staff is also helpful and friendly; the mentor is also nice and very cooperative. I'm joining this incubator since I just come with an idea" (tenant from State owner university incubator 1)

"Beside the link and networking, I think the concept of community in this incubation make this incubation become a nice place to work" (tenant from Private incubator)

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4. Conclusion

As a conclusion, Indonesian business incubators have strived to adopt the good practice and provided their best effort to facilitate the acceleration of entrepreneurial process of their tenants. Nevertheless, there are many aspects they need to develop. As mentioned by Peter at al (2004), an incubator needs play a role as a 'broker' and a 'community of practice.' As a broker, an incubator needs to expand their network and generate much collaboration with success government, funding institution, industries, and universities. As a community practice, a business incubator needs to keep improving their incubation process. We argue that an incubator should not only a media for entrepreneurial learning but also a place where intellectual people work together and make interaction (Irfan et al., 2017). Therefore, a sociable environment in the incubator is essensial. Social interaction is one of the critical issues of entrepreneurship process and impacts significantly to the entrepreneurship behaviors. Positive social interaction would create a conducive learning environment for entrepreneurs in the process of their venture creation and development (Uloi, 2005; Lechler, 2001; Fletcher, 2006).

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