

***Analysis of the Role and Performance of Business Incubator al-Ahmadi
Entrepreneurship Center Batam Riau Island***

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ABSTRACT. *This study aims to determine the performance of the Al Ahmadi Entrepreneurship business incubator in assisting the fostered businesses. Knowing the benefits of the incubation program on the performance of the fostered business. The method used in this research is descriptive quantitative. The data used in this study are primary and secondary data. The primary data was obtained from questionnaires distributed to the fostered business incubators, while the secondary data came from literature studies sourced from books, journals, reports or previous research. The data obtained were analyzed using the Balanced Scorecard (BSC) method. The results showed that the achievement score of Al-Ahmadi Entrepreneurship Center's performance was 82,127. According to Price Waterhouse Coopers Al- Ahmadi Entrepreneurship Center in mentoring fostered businesses is satisfactory. Al-Ahmadi Entrepreneurship Center has played a role in improving the performance of the fostered businesses seen from four indicators, namely increasing turnover, increasing the number of workers, increasing production capacity, and increasing access to sources of capital.*

Keywords: *performance, business incubator, balance scorecard*

1. INTRODUCTION

Indonesia as the fourth most populous country in the world is projected to have a demographic bonus in 2030. A condition where the proportion of the productive age population (15-64 years) is greater compared to the non-productive age population (<15 years or >64 years) (Katadata, 2019).

The demographic bonus provides economic strength and great labor potential in Indonesia. With this demographic bonus, it is hoped that it will contribute to the increase in Indonesia's Gross Domestic Product (GDP). This should be used properly by the government both at the center and in the regions by preparing policies such as strengthening investment in health, education and employment (BPS, 2013).

One of the keys for Indonesia to be included in the ranks of developed countries is that there should be at least 14 percent of the total population in Indonesia who are in the entrepreneurial profession. Currently, entrepreneurs in Indonesia have only reached around 3 percent (Media Indonesia, 2020). On the other hand, the results of the World Economic Forum survey stated that as many as 35.5% of youth aged 15-35 years in Indonesia have the desire

to become entrepreneur. The future desire could be due to the rapid growth of startup companies *in* recent years (Katadata, 2019). Considering Indonesia's economic strength, it certainly gives optimism for the future of Indonesia.

Indonesia also has a very good business climate and the resilience of the digital economy which is considered quite resilient despite the Covid-19 pandemic, namely its growth is able to reach 11 percent. Furthermore, Jakarta, which is ranked number two out of 100 cities in the world with the *startup* also has huge potential (Media Indonesia, 2020).

These various potentials will surely realize if they are carried out with hard work and collaboration of various parties to create an entrepreneurial ecosystem in Indonesia. One of them is by optimizing the existence of a business incubator. Incubators are expected to have a key role in creating new businesses, strengthening and developing the quality of MSMEs. This is confirmed in Law no. 11 of 2020 concerning Job Creation which encourages the birth of entrepreneurs to drive the economy in Indonesia (Kompas, 2020).

The role of business incubators in Indonesia has become the center of attention of business people, SMEs (Small and Medium Enterprises)/IKM (Small and Medium Industries) to the level of ministries and non-ministerial government institutions (LPNK). This is because the business incubator is expected to be an alternative solution for business development that can later contribute to the provision of jobs in Indonesia.

The business incubator is one of the models for the growth of new business units/businesses through the provision of training and coaching for SME fostered/prospective entrepreneurs so that they can master all aspects of the business, provide facilities and working capital, as well as intensive assistance (Syarif, 2009).

According to the National Business Incubator Association (NBIA), a business incubator is a business support process that can accelerate the successful development of *startups* and start-ups by providing entrepreneurs with the necessary resources and services. These services are typically developed or managed by incubator management and are offered both within the business incubator itself and through a network owned by the business incubator entrepreneurs' *early stage* or *startup*, which are designed to foster and accelerate the success of business development through a series of capital programs followed by partnership support or coaching other business elements with the aim of turning the business into a *profitable*, having good management, proper organization and finance, as well as being a *sustainable*, until finally it has a positive impact on society (Warta Ekonomi, 2019).

Al-Ahmadi Entrepreneurship Center Batam City, Riau Islands Province, is a pioneer of business incubators in the Riau Islands that apply the MASK + C pattern, namely Mindset, *Attitude*, *Skill*, and *Knowledge* plus the *Community*. Al-Ahmadi Entrepreneurship Center has succeeded in building *entrepreneurial ecosystem* by collaborating with LPPOM MUI (Institute for the Assessment of Food, Drugs, and Cosmetics of the

Indonesian Ulema Council), BPOM (Food and Drug Supervisory Agency), and the health office regarding PIRT permit certificates. (Household Food Industry). Currently, the Al-Ahmadi Entrepreneurship Center is still in partnership with the Mark plus Institute by becoming the only official branch to hold the Mark plus Institute training program in the Riau Islands province. Some of the *entrepreneurship* offered by the Al-Ahmadi Entrepreneurship Center are Business Incubation (entrepreneurship transmission program so that business actors are stronger in running their business), *Pensionpreneurship* (business preparation program before retirement), *Young Start Up Business* (entrepreneurship for business people from 18-25 years old), and *Entrepreneurship Go to School* (entrepreneurship program to schools or colleges).

In order to function optimally, business incubators need to be evaluated for their performance on a regular basis. In managing a large number of patrons, of course, requires skills from the internal aspects of the organization, innovation and development, finance, and management of the fostered. With good performance, it will have an impact on the quality of the management of fostered assistance.

2. LITERATURE REVIEW

A. Business

a) Incubator Definition

The word incubator is originally from Dutch and French *cauveuse* and *couver* which means to incubate. In daily activities, an incubator is defined as a device or closed room to care for babies who require special care. It also means laboratory equipment that can maintain the desired temperature for incubating eggs, breeding germs, and other laboratory examination purposes (Indonesian National Encyclopedia, 1990).

This principle is then "adopted" in the economic concept to develop a business activity. SMEs that are difficult to develop, are less developed, even though they have sufficient potential to progress and develop, need to be assisted and given assistance with an incubator pattern in order to experience growth and the ability to operate more optimally (Hoedhiono, 1997).

A business incubator is an institution that develops prospective entrepreneurs into independent entrepreneurs through a series of integrated coaching including the provision of workplaces/offices, office facilities, management guidance and consultation, research and development assistance, training, capital assistance, creation of business networks both locally and internationally (Ministry of Cooperatives and Small and Medium Enterprises, 1999).

Types of Incubators

Based on a study conducted by Midland Bank (1997) in (Dewi, 2012), there are 4 types of incubators:

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- 1) *Technopoles incubators*, which are included in integrated projects that include universities, research institutions, and other institutions to support regional economic growth.
- 2) *Sector specific incubator*, more focused on developing local resources for new businesses in a sector.
- 3) *General incubator*, more inclined in general business development efforts.
- 4) *Building incubator*, to realize business opportunities by utilizing the management team that will run and develop the business.

Coopers (1999) grouped incubators into 4 categories, namely:

- 1) *Standalone*; an incubator that is held by an independent party that is not a business unit and is separate from the parent that houses it.
- 2) *Embedded*; incubator that is not separated from the parent that houses it.
- 3) *Networked*; incubator whose implementation is due to a formal collaboration with other incubators.
- 4) *Virtual*; incubator that provides the majority of services through long-distance communication networks.

Campbell (1989) divides 4 types of business incubators based on sponsorship, namely:

- 1) *Public sponsored*; incubator sponsored by the government and non-profit institutions. Job creation is the main goal.
- 2) *Non-profit sponsored*; incubators managed by private institutions and community institutions. Regional development is the main goal.
- 3) *University related*; usually an incubator in terms of science and technology. Its main purpose is to conduct research and discoveries into new technology products.
- 4) *Privately sponsored*; an incubator managed by a private company that aims to earn profits and contribute to society.

b) Principles of Incubation

There are 2 principles for implementing business incubators, namely (Bank Indonesia, 2006):

- 1) There is a positive impact on community economic empowerment with the existence of a business incubator.
- 2) A business incubator is a dynamic model that can follow developments and operate efficiently to achieve independence

c) Stages of Business Incubator Development

According to Bank Indonesia (2006), one of the interesting aspects of incubators is that there are no 2 incubators that offer the same services. Some focus solely on high-tech industries while others accommodate manufacturing companies within the same premises. The development of the incubator is carried out in 3 stages, namely:

- 1) *The start-up phase* (approximately 3 years)
 - a) Community or local government initiation for the establishment of an incubator as part of the overall community economic development plan.
 - b) Looking for a location to set up an incubator as well as a source of funds.
 - c) Constructing buildings and providing facilities that are rented to the inmates.

At this stage, the incubator manager focuses on the physical construction of the incubator and then looks for a mentor. This stage ends when the incubator contains 60%-70% and the rental fee is able to cover the operating costs of the incubator.

- 2) *The business development phase* (2-3 years)
 - a) Incubator management focuses on the fulfillment of the target.
 - b) Incubator management develops a business network for the fostered.
 - c) Starting to form a synergy between incubator owners.

- 3) *The maturity phases*
 - a) The demand for space in the incubator has exceeded the existing facilities.
 - b) Patrons already have access to global business consulting services.
 - c) The establishment of the incubator has proven that there are benefits in the economy of the
 - d) assisted communities who graduate have an impact on employment in the local scope.
 - e) The incubator begins to plan expansion or establish a new incubator.

d) Implementation of the Business Incubation Program.

In the concept of incubation, there are 3 stages that will be carried out by incubation participants, namely (BPPT, 2014):

1) Pre-Incubation

This stage is an activity carried out to build a network of partnerships to reach an agreement to be fostered.

2) Incubation

The activity stage is to realize the facilities needed by the fostered. The series of processes that will be passed are as follows:

- a) **Incubation Preparation.** Prepare business plans, work programs, legal aspects, prepare necessary agreements such as financing agreements, product status to be produced, profit sharing, and prepare the necessary infrastructure.
- b) **Product Test.** Assisting the fostered in preparing the equipment and then the production process to make the product.
- c) **Training and Mentoring.** Provide business development training and mentoring.

- d) Certification Assistance. Accompanying the implementation of required product testing in accordance with the provisions stipulated by the authorized institution for the purpose of the product commercialization process.
- e) Consumer Test (*Alpha Test*). Business incubator fostered must conduct surveys and analyze consumer tendencies towards the products that have been produced. The survey will produce an analysis of consumer needs which will be a reference in making further products.
- f) Sales Test (*Beta Test*). Business incubator fostered must conduct a sales test on the products that have been produced under the guidance of the incubator institution. Products to be tested must be certified beforehand. Incubator institutions of course also do promotions. The products to be sold must be adjusted to the targets that have been prepared in the previous business plan.
- g) *Monitoring* and Evaluation. There is *monitoring* and evaluation per incubation stage at the end of the incubation stage. Then an evaluation of the development of the fostered business is carried out according to a predetermined schedule.

3) Post-Incubation

Stages of the business process in the form of mass production accessibility. After the mentors are declared to have passed, then they can prepare the mass production process and develop the ability to expand the business network.

B. Performance

According to Benardin and Russell in Priansa (2014), the notion of performance is a work result obtained by an employee to achieve an expected goal. Meanwhile, according to Wibowo (2007), the origin of the word performance comes from the word *performance* which means the result of work or work performance. Performance is not only the result of work or work performance, but also includes how the work process takes place. According to Wirawan (2009), performance is an abbreviation of work energy kinetics whose equivalent in English is *performance*. Performance is the output obtained by the functions or indicators of an activity or a profession within a certain time.

Performance Measurement and Assessment

According to Stout (1993: 33), performance measurement is a process of recording and measuring the achievement of the implementation of activities in terms of achieving the mission through the results displayed in the form of products, services, or processes. Performance measurement is needed to determine the level of success of the targets that have been set (LAN & BPKP, 2000).

Performance measurement reflects the philosophy and culture of an organization and describes how well a performance has been completed

with optimal cost, time, and quality (Tatikonda & Tatikonda, 1998).

Mulyadi and Setyawan (2002) define performance appraisal as a periodic determination of the operational effectiveness of the organization, its part of the organization, and its employees based on predetermined goals, standards, and criteria.

3. RESEARCH METHODOLOGY

This study uses a quantitative descriptive method. The number of samples used as many as 30 respondents. The data used in this study are primary and secondary data. The primary data was obtained from questionnaires distributed to the fostered business incubators. While secondary data comes from literature studies sourced from books, journals, reports or previous research. The data obtained were analyzed using the *Balanced Scorecard* (BSC) method.

a) Concept of Balanced Score Card

Concept *Balanced Scorecard* developed by Robert S. Kaplan from Harvard Business and David P. Norton in 1990. *Balanced* is defined as performance measured in a balanced way from two sides, namely financial and non-financial covering the short term and long term as well as internal and external. While *scorecard* (score card) is a card used to record the results of performance scores that apply in the present as well as for future planning. From this definition, the notion of a *balanced scorecard* is a scorecard used to measure performance by taking into account the balance between the financial and non-financial sides, between the short and long term, as well as internal and external factors (Rangkuti, 2011).

There are 3 stages in measuring performance through the *balanced scorecard approach*. First, formulate parameters by identifying strategic targets and indicators to be achieved. Second, measurement of organizational performance is in accordance with predetermined parameters. Third, data analysis and interpretation. Performance is measured through 4 perspectives, namely internal process perspective, learning and development perspective, customer perspective, and financial perspective. The four perspectives are measured by strategic objectives consisting of the vision and mission of the organization to be achieved.

b) Formulation of Strategic Goals from 4 Perspectives with the Balanced Score Card

The Balanced Scorecard as a performance measurement model is related to 4 perspectives, namely (Koesomowidjojo, 2017):

1) Internal Business Process Perspective Internal

business processes are a series of activities that run on the internal business and are often called the value chain (*value chains*). In this case, it is necessary to identify and ensure that each process that produces a product or service runs well. In this study, the parameters used in the internal

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perspective are divided into three, namely:

- a) Means; provided to the fostered which includes the area of the management office, the number of fostered rooms, meeting rooms, training rooms, computers, internet, *outlets* joint marketing *e-markets*.
 - b) Management; it includes the number of full-time staff, part-time staff, administrative staff, as well as the number of assistants.
 - c) Incubation; it includes the incubation period, intensity of visits, training, product exhibitions, business meetings, financing facilities.
- 2) Innovation and Development

Perspective This perspective will show how an organization can survive and be able to adapt according to external demands. In this perspective it is divided into 2, namely from the incubator side (number of business incubator networks, number of fostered) and from the fostered side (product marketing reach, increase in average annual turnover, increase in the number of workers, increase in the number of fostered who have distribution permits, increase in number of partners who have marketing authorizations.

3) Financial Perspective Financial

performance is used to measure the impact on the organization by knowing the organization's strategy, implementation of the strategy to its implementation. Each measurement will definitely have a cause-and-effect relationship that can improve the financial performance of the organization. The objectives and measures of this perspective must be able to play a role double in determining the strategy, the ultimate goal of the goals that have been set In this perspective the income target of the business incubator will be known

4) Customer

Perspective Customer perspective is one indicator that is sufficient to determine organizational goals an organization has a product that is valuable in its eye's customer. To achieve this, organizations must create products of value if they are to achieve good financial performance in the long term. In the customer perspective, the calculation of organizational performance is by looking at how much satisfaction is obtained from the organization's services. The customer perspective uses the built-in variable because the target is a customer who uses the services of a business incubator. This study uses a scale to measure performance from the customer side.

4. RESULTS AND DISCUSSION

Business Incubator Performance

The achievement indicators used refer to *plans* set by the Al-Ahmadi

Entrepreneurship Center. The maximum score from each perspective (internal perspective, innovation and development perspective, financial perspective, and fostered perspective) is 25. The maximum total score obtained from all perspectives is 100. The formula for calculating the score of each indicator is as follows:

$$\text{Result Score Per Indicator} = \frac{\text{Tercapai}}{\text{Then}} \times 100$$

from the results of the above formula the average achievement will be calculated with the following

$$\text{Average} = \frac{\text{formula:} \times \text{Achievement}}{=100 \text{ Next}}$$

Then, calculate the score for each perspective with the following formula:

$$\text{Perspective Score} = (\text{Average Achievement} \times 0.25)$$

1. Internal Perspective

There are 3 strategic objectives, namely facilities, management, and incubation. The strategic targets of the facilities include the area of the management office, the number of fostered rooms, meeting rooms, training rooms, computers, and the internet. Management's strategic objectives include full-time staff, part-time staff, administrative staff, and the number of mentors. Furthermore, the strategic objectives of incubation include the incubation period, intensity of visits, training, product exhibitions, business meetings, and financing facilities. The total indicators that are taken into account in this perspective are 18.

Table 1. Results of Calculation of Scores from Internal Perspective

Strategic Goals	Indicators of Achievement	of Units	Target	Achieved	Results Scores Per Indicator
Means	Management Office Area	80	40	50	Number
	Building Rooms	Unit	1	1	100
	Meeting Rooms	Unit	1	1	100
	Training Room	Unit	1	1	100
	Computer	Unit	9	9	100

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	Internet	Unit	1	1	100
	Joint Marketing Outlet	Unit	1	1	100
	E-market Products	Unit	4	4	100
Manag ement	Full Time Staff	Person	1 0	5	50
	Part Time Staff	Person	1 2	20	166,6 66
	Administrative Staff	Person	1	1	100
	Number of Mentors	10	1 0	10 0	Incubation
Month	Period	Incubation	8	8	100
	Intensity of Visits	Times/pr ogram	1 6	16	100
	Training	Times/pr ogram	1 2	12	100
	Product Exhibition	Times/year	1 5	15	100
	Business Meeting	Times/year	5	5	100
	Financing Facility	Partnership	5	4	80
$\frac{0}{\text{Average Achievement} = \frac{97,037}{\text{Perspective 24,259 Score}}}$					=
(Average Achievement × .) .Source					:

Al-Ahmadi Entrepreneurship Center

Based on the table above, it can be seen that the achievement score for the internal perspective is 24,259. Most of the achievement indicators have met the planned targets. However, there are several things that need to be improved, including office space, full-time staff, and financing facilities.

2. Innovation and Development Perspective

Strategic targets in the innovation and development perspective consist of the incubator and the performance of the fostered business. The

strategic objectives of the incubator include the network of business incubators and the number of partners. Then the strategic targets for the performance of the fostered businesses include the reach of product marketing, increasing the turnover of the fostered, increasing the number of workers owned by the fostered, increasing the number of the fostered having legal entities, and increasing the number of the fostered having marketing permits. The total indicators that will be calculated are:

Table 2. Results of Calculation of Scores from the Perspective of Innovation and Development of

Strategic Goals	Indicators of Achievement	of Units	Targets	Achieved	Scores Per Indicators of
Incubator	Networks for	Institutional	20	16	80
	Number of Fostered	Persons	1000	200	20
Performance	Product Marketing Outreach	Region	5	4	80
	Increase in Average Annual Turnover	Percent	10	15	150
	Increase Total Assisted Workforce	Percent	10	5	50
	Increase in Number of Fostered Owning a Legal Entity	Percent	30	20	66,666
	Increase Permit	Percent	30	20	66,666
$\text{Average Achievement} = \frac{\sum \text{Tercapai} \times 100}{\text{Jumlah}}$					Score
$= (\text{Average Achievement} \times 18,333.) \text{Source}$:

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3. Fostered

Perspective The fostered perspective provides an overview of the demands that must be provided by Al-Ahmadi Entrepreneurship Center for building. There are 2 strategic targets, namely customer satisfaction and business growth. In this perspective, the researcher distributed questionnaires to 15 participants at random. The maximum score that must be obtained is 5.

of Strategic Goals	Indicators of Achievement	Units	Target	Achieved	Results of the Scores Per
Satisfaction	the Recruitment System	Score	5	4.3	86
	Training	Score	5	4.4	88
	Capability of Facilitators	Score	5	4.3	86
	Knowledge	Score	5	4.2	84
	Facilities	Score	5	4	80
	Managers and Assistance Teams Provide Motivation	Score	5	4.1	82
	Current Business Information	Score	5	4.2	84
Business Growth	Network and Relationships	Score	5	4.3	86
	Number of Employee	Score	5	3.7	74

	es				
	Emplo yee Work Qualit y	Sc ore	5	3.7	74
	Product Capacity	Sc ore	5	4.2	84
	Product Quality	Sc ore	5	4.1	82
	Increase	Sc ore	5	4.4	88
	Access to Capital	Sc ore	5	4.3	86
<p style="text-align: center;">Turno verRe sourc es ×100 Average Achievement = $\frac{\text{Jumlah}}{\text{2Perspektive AI}}$ 83,14</p>					-
<p style="text-align: center;">Score = (Average Achievement × 20,785.)Source</p>					Question naire Guided by

Ahmadi Entrepreneurship Center (processed)

From the table above it can be seen that the total score for the fostered perspective is 20,785 . This figure shows that perspective performance is close to the maximum score for each perspective, which is 25. So far, the target audience is satisfied with the services provided by the AI Ahmadi Entrepreneurship Centre. From the table above, it can be seen that the score of the innovation and development perspective is 18,333 with an average achievement of 73,333.

4. Financial Perspective Financial perspective, provides financial goals that need to be achieved by the organization in realizing its vision. The strategic target from a financial

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perspective is the income generated by the Al-Ahmadi Entrepreneurship Centre. The indicator that will be taken into account is the income of the Al-Ahmadi Entrepreneurship Center in implementing each program.

Table 3. Results of Calculation of Scores from Financial Perspective

Strategic Goals	Indicators of Achievement	Unit	Target	Achieved	Score Results Per Indicator of
Income	Business Incubator	Rupiah/	80,000,000	60,000,000	75
$\text{Average Achievement} = \frac{\text{Income} \times 100}{75 \text{ Perspective Score}}$					
= (Average Achievement × 18.750.)					:

Source
Al-Ahmadi Entrepreneurship Center

From the table above, it can be seen that the score from the financial perspective is 18.75With an average achievement of 75. The income obtained comes from funds from an institution that collaborates with the Al-Ahmadi Entrepreneurship Center to hold a business incubation program.

After following the incubation period, these benefits are felt by the inmates. The management and mentoring team always motivate the fostered to be able to develop their business. In addition, the mentors also always provide consultation time to the coaches in dealing with problems that exist during the business process, the capacity of the assistants is quite capable in providing solutions.

Business growth is important for the coaches. After participating in the business incubation program, the inmates felt an increase in business turnover. The inmates also feel the expansion of the company's network after participating in exhibitions and *workshops*. The company's production capacity and access to capital sources have also increased. The smallest number is the indicator of the increasing number of employees. Participants who have participated in the business incubation program indirectly

experienced an increase in the number of employees.

Al-Ahmadi Entrepreneurship Center's Performance Achievement in Assistance of Fostered Businesses

The score of Al-Ahmadi Entrepreneurship Center's performance achievement is obtained from the sum of the scores of the four perspectives, namely the internal perspective, the innovation and development perspective, the financial perspective, and the fostered perspective.

Table 5. Business Incubator Performance Achievement Score

Perspective		
Internal	20,785	18,750
Total	Assisted Financial Innovation and Development 24,259 18,333	82,127

Incubator performance score is 82,127. According to *Price Water House Coopers*, the calculation results show that the performance quality of Al-Ahmadi Entrepreneurship Center is satisfactory because the performance score is in the range of 75-85. From the table above, it can be concluded that the scores for each perspective are very diverse. But in general, it can be seen that the score of the innovation and development perspective as well as the financial perspective is the lowest score.

Benefits of the Business Incubation Program on the Performance of the Fostered Businesses Business performance

Measurement is a process of measuring the development of the parameters set as development indicators (Hasbullah et al., 2015). Performance measurement serves to:

1. Evaluate how well the target business
2. Controlling the target group to carry out its business activities correctly
3. Setting targets as motivation for achievement to be achieved
4. Evaluating/taking lessons from the things that have been done
5. Identifying and finding solutions to problems/obstacles encountered.

The survey on the performance of the fostered businesses that has been conducted on the respondents of the Al-Ahmadi Entrepreneurship Center uses 4 main indicators, namely an increase in turnover, an increase in the number of workers, an increase in production capacity, and an increase in access to sources of business capital.

To find out what the percentage increase in each is as

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$$\frac{(\text{followscalculated} : - \text{point} \times) 100}{\% \text{ Increase in}}$$

1) Turnover

Table 6. Results of Calculation of Percentage Increase

Responde nts	Type	Business Average Turnover Per Month Before Joining	Average Turnover Per Month After Joining	Percentage
1	Culinary	5,000,000	10,000,000	100%
2	Culinary	1,500,000	4,000,000	166.67 %
3	Apparel	3,000,000	5,000,000	66.67%
4	Culinary	10,000,000	12,000,000	20%
5	Culinary	500,000	750,000	50%
6	Apparel	1,000,000	2,000,000	100%
7	Culinary	500,000	3,000,000	500%
8	Culinary	5,000,000	8,000,000	60%
9	Culinary	2,000,000	5,000,000	150%
10	Culinary	1,500,000	4,000,000	166.67%
11	Culinary	6,500,000	8,500,000	30.77%
12	Fashion	4,000,000	6,000,000	50%
13	Culinary	7,000,000	10,000,000	42.86%
14	Culinary	1,000,000	4,000,000	300%
15	Culinary	5,000,000	7,000,000	40%
16	Handicraft s	300,000	500,000	66.67%
17	Clothing	750,000	1,500,000	100%
18	Culinary	1,500,000	4,000,000	166.67%
19	Culinary	4,000,000	6,500,000	62.50%
20	Culinary	4,500,000	6,000,000	33.33%
21	Culinary	200,000	2,000,000	900%
22	Culinary	600,000	900,000	50%
23	Crafts	2,000,000	4,500,000	125%

24	Clothing	3,000,000	5,000,000	66.67%
25	Culinary	300,000	500,000	66.67%
26	Culinary	2,000,000	4,000,000	100%
27	Culinary	4,000,000	8,000,000	100%
28	Services	350,000,000	500,000,000	42.86%
29	Culinary	5,000,000	12,000,000	140%
30	Culinary	750,000	1,500,000	100%

Source: Questionnaire Guided by Al-Ahmadi Entrepreneurship Center

Based on the questionnaires that have been distributed, the average respondent experienced a very rapid increase in turnover per month after following the business incubation program. This shows that participating in a business incubation program can increase turnover. There were 15 respondents who experienced an increase in turnover from 100% to 900% per month after participating in the business incubation program. Meanwhile, 9 respondents experienced an increase in turnover of 50% to 66.67% and the other 6 respondents experienced an increase in turnover below 50%.

2) Increased Number of Workers Workforce

Res pon den ts	Type of Business	Number of Workers Before Joining	Number of Workers After Joining	Perce ntage
9	Culinary	1	3	200%
10	Culinary	1	3	200%
11	Culinary	2	2	0%
12	Fashion	1	3	200%
13	Culinary	2	3	50%
14	Culinary	2	6	200%
15	Culinary	2	5	150%
16	Handicraft	0	0	0%
17	Clothing	0	0	0%
18	Culinary	1	3	200%
19	Culinary	1	2	100%

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20	Culinary	2	3	50 %
21	Culinary	1	5	400%
22	Culinary	0	0	0%
23	Craft	0	1	100%
24	Clothing	2	5	150%
25	Culinary	1	3	200%
26	Culinary	1	1	0%
27	Culinary	1	1	0%
28	Services	1	4	300%
29	Culinary	1	2	100%
30	Culinary	0	1	100%

Source: Questionnaire Guided by Al-Ahmadi Entrepreneurship Center

From the questionnaire results obtained, on average, respondents increase the number of employees they have after participating in the business incubation program. There are 20 employees who increase the number of employees, the percentage is 100% to 400%, in line with the increase in turnover experienced. Then 2 respondents added employees with a percentage increase of 50% from before. And 8 other respondents the percentage increase in the number of employees is 0% or has not added employees after joining the program.

3) Increased Production Capacity

Table 8. Calculation Results of Percentage Increase in Production Capacity of

Res pon dent s	Type of Business	Product yon Capacit y Before Joining	Production Capacity After Joining	Percentage
1	Culinary	600	1200	100%
2	Culinary	2000	5000	150%
3	Clothing	20	50	150%
4	Culinary	50	80	60%
5	Culinary	300	450	50%

6	Clothing	5	10	100%
7	Culinary	10	60	500%
8	Culinary	500	800	60%
9	Culinary	100	200	100%
10	Culinary	30	65	116.67%
11	Culinary	500	650	30%
12	Fashion	20	35	75%
13	Culinary	1000	1500	50%
14	Culinary	200	600	200%
15	Culinary	300	550	83.33%
16	Handicrafts	10	60	500%
17	Clothing	2	5	150%
18	Culinary	70	200	185.71%
19	Culinary	350	600	71.43%
20	Culinary	300	450	50%
21	Culinary	100	400	300%
22	Culinary	60	100	66.67%
23	Craft	200	600	200%
24	Clothing	75	100	33.33%
25	Culinary	100	250	150%

From the table above, it can be seen that the number of products produced per month increased after participating in the business incubation program. In accordance with the increased turnover, production capacity also increased. There are 18 respondents who experience a percentage increase of 100% to 500% in producing products per month. There are 9 other respondents experiencing a percentage increase of 50% to 83.33%. A total of 3 respondents experienced a percentage increase of less than 50%.

4) Increased Access to Business Capital Sources Table 9. Result of Calculation of Percentage Increase in Access to Business Capital Sources

Respondents	Type of Business	Access to Business Capital Sources Before Joining	Access to Business Capital Sources After Joining	Percentage
1	Culinary	1	3	200%

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2	Culinary	1	2	100%
3	Clothing	1	2	100%
4	Culinary	1	2	100%
5	Culinary	1	2	100%
6	Clothing	1	3	200%
7	Culinary	1	3	200%
8	Culinary	2	3	50%
9	Culinary	1	2	100%
10	Culinary	1	2	100%
11	Culinary	1	3	200%
12	Fashion	2	5	150%
13	Culinary	2	4	100%
14	Culinary	1	2	100%
15	Culinary	1	2	100%
16	Handicrafts	1	2	100%
17	Clothing	1	2	100%
18	Culinary	1	2	100%
19	Culinary	1	2	100%
20	Culinary	1	4	300%
21	Culinary	1	3	200%
22	Culinary	0	2	200%
23	Crafts	1	2	100%
24	Clothing	1	4	300%
25	Culinary	0	1	100%
26	Culinary	1	2	100%
27	Culinary	1	2	100%
28	Services	1	2	100 %
29	Culinary	1	3	200%
30	Culinary	1	3	200%

Source: Questionnaire Guided by Al-Ahmadi Entrepreneurship Center

Based on the results obtained, access to capital sources for each respondent increases. Shows that by participating in the business incubation program, one can expand the network, one of which is a network to get business capital. There were 29 respondents who had access to expanded access to business capital, the percentage increased from 100% to 300%. And 1 respondent experienced a 50% percentage increase for access to business capital sources.

5. CONCLUSION

Based on the *balanced scorecard* conducted at the Al-Ahmadi Entrepreneurship Center Business Incubator, the internal perspective got a score of 24,259, the innovation and development perspective got a score of 20,119, the financial perspective got a score of 18,333, and the fostered perspective got a score of 20,785.

The achievement score of the Al Ahmadi Entrepreneurship Center Business Incubator is 82,127. Based on these results, the role of the Al-Ahmadi Entrepreneurship Center Business Incubator in mentoring fostered businesses according to Price Waterhouse Coopers is satisfactory.

The Al-Ahmadi Entrepreneurship Center Business Incubator has provided benefits that have an impact on improving the performance of the fostered businesses. The benefits obtained by the fostered by participating in the business incubation program include increased turnover, increased number of workers, increased production capacity, and increased access to capital sources.

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