

The Role of The Business Incubator of The Research and Innovation Agency of The West Nusa Tenggara Province In Improving The Marketing Performance of Tenant Businesses

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ABSTRACT : This research aims to analyse the role of BRIDA business incubator in improving the marketing performance of tenant businesses. This research is a descriptive qualitative research where data collection is done through interviews, focus group discussions, and documents. In this study, the marketing performance variable refers to Song and Parry (1997: 3) formed by three indicators, namely sales growth, customer growth and sales volume. The results of this study show that the role of triple Helix actors in improving marketing performance is very helpful in improving tenant marketing performance where it will increase, sales growth, customer growth and sales volume as well as there are several inhibiting factors and supporting factors for tenant development.

KEYWORDS: *Business Incubation, BRIDA NTB Province, Triple Helix Actors, Tenant Marketing Performance.*

I. INTRODUCTION

Indonesia's economy is one of the largest in Southeast Asia and is developing into a global economic powerhouse. Various sectors drive Indonesia's economy including the huge potential of startups. In terms of quantity, the number of Indonesian startups reached 2,492 (startupranking.com, 2023). This ranks 6th in the world behind the United States, India, the United Kingdom, Canada and Australia. In terms of quality, many Indonesian startups have successfully become unicorns and even decacorns such as Gojek, Tokopedia, Bukalapak, Traveloka, and so on. This is a testament to the potential and opportunity for Indonesian startups to grow and develop, especially in the last 10 years.

In order to support the growth and development of startups, especially in West Nusa Tenggara Province (NTB Province), through NTB Governor Regulation Number 49 of 2021 Fourth Amendment to Governor Regulation Number 51 of 2016 concerning Position, Organisational Structure, Duties and Functions and Work Procedures of Regional Offices of NTB Province stated that the Regional Research and Innovation Agency (BRIDA) of West Nusa Tenggara Province carries out the implementation of Government Affairs Supporting Elements in the fields of research, development, assessment, application, invention, innovation, intellectual property management, and carries out the preparation of master plans and road maps for the promotion of science and technology as a basis for regional development planning.

The establishment of the Business Incubation Area of the Regional Research and Innovation Agency of West Nusa Tenggara Province (BRIDA NTB Province) is strengthened by the regulation of Governor Regulation Number 19 of 2022 concerning the Implementation of the Business Incubation Area which is directly under the auspices of the Business Partnership and Incubation sector. Through the business incubator at BRIDA NTB Province, startups that are selected through the selection stage will be joined by the Decree of the Head of BRIDA NTB Province to become tenants. Tenants will be provided with facilities for a maximum of two years in the form of infrastructure such as electricity, water, internet network, air conditioning, and work space. Furthermore, tenants will go through a mentoring class stage filled with the basics of entrepreneurship for three months and full assistance by mentors and field assistants who have been appointed based on the Decree of the Governor of NTB.

During the two-year incubation period, tenants will be included in various activity programmes of government and private agencies that have collaborated with BRIDA NTB Province at local, national and international levels.

There are 6 (six) tenants as of 2024 who are prioritised for assistance including the processing sector, the machinery sector, the information technology sector, the agribusiness sector, and the creative industry sector, namely Nikah yuk, PT Karya Iwin Insani, Bokah Farm, PT Berkahi Gumiku Lestari, Le-Bui, and Wishfood Indonesia. Through the function of collaboration from upstream to downstream applied in the NTB Province BRIDA business incubator in creating and growing startups, these collaborations at least start from research research in the form of scientific studies that have collaborated with the Regional Research Council (DRD) which is a collection of academics in NTB Province, then developed in the form of prototypes and analysed based on business management to product development that is ready to enter the market.

In addition to producing innovative products, the new tenants are also expected to be a place for the community to learn and become part of tourism education. The pattern of collaboration created is none other than the role of the triple helix collaboration theory, namely the collaboration of government, industry players, and academics in one place for the development of renewable innovations. Based on the triple helix concept above, the implementation of innovation development in business incubators requires each actor to support each other to create a joint organisation and determine the programmes to be created. The role of academia is not only to contribute to the growth of new businesses but also to ensure that the business development process is supported by knowledge and best practices gained from research and education. The role of government is that with comprehensive support from the government, business incubators can become more effective in helping startups grow. The government can create an environment conducive to innovation and business growth through various policies, programmes, and initiatives that support entrepreneurship. And the role of the startup industry in business incubators can accelerate their growth, access a wider range of resources, and increase their chances of success in a competitive market. This industry support is critical to ensure that innovations generated by startups can develop into sustainable and successful businesses.

In this study, the triple helix concept is used for relationships that have been implemented in the field where the implementation of the triple helix concept is designed to have an independent and sustainable innovative capacity which is expected to be able to overcome various problems in economic development that develop along with the increase in science and technology. In the triple helix collaboration, BRIDA NTB Province as the government has a role as a tenant coach where this is in line with various research results including the results of research by Orchidamoty, et al (2023) revealed that there is a curriculum carried out at BRIDA NTB Province including teaching tenants related to business character, character in entrepreneurship, business planning, industrial internships, and continued by providing space to apply ideas and businesses in encouraging tenants towards the development and maturity phase. However, this research has not further explained the form of business marketing performance that can develop the company and form the independence of the startup itself.

II. OVERVIEW

2.1 Business Incubator

According to the *National Business Incubation Association* (NBIA), in Elmansor & Arthur, (2015) business incubation is a business support process that accelerates the successful development of startups by providing various resources and services needed by entrepreneurs. These services are usually developed by incubator management through its business network. Business incubation conducts coaching to create young entrepreneurs in two ways, among others (Idris, 2012), namely In-Wall coaching is a classic way of coaching, such as training activities, learning, internships, to productive business startups carried out in one building unit. Each business incubation participant (tenant) conducts its activities in each room provided by the business incubator. And Out-Wall Coaching is a form of business coaching activities not carried out in the same place as in-wall or separate coaching outside the business incubator management. The business incubator functions as a coach, consultant, and companion for business activities. Thus, in this way it is more likely to resemble a *business partner (business networking)*.

The goal of a business incubator is to reduce the likelihood of startup failure and provide them with support and nurture them to a stage where they can become self-sustaining businesses (Hewitt & Rensburg, 2020). According to Lesáková (2012), a business incubator is a programme designed to accelerate business growth through various activities complemented by a range of resources and services that support businesses. Incubator management manages the programme and offers these resources to its peers. Business incubators are tasked with assisting new entrepreneurs by providing technical knowledge, infrastructure, easily accessible start-up capital, and expertise (Zreen et al., 2019). According to Hon Peter Reith (2000) in (Sahban et al., 2014) states that business incubators provide services to tenants that include 7S, which include Space, Shared, Service, Support, Skill Development, Seed Capital, and Synergy. According to Bone et al., (2017) there is support offered to a business or entrepreneur by a business incubator, namely Mentoring, Seminars/Workshops, Office/Workspace,

Laboratory Space, Funding Advice, Demo Day, Network connections/Access to investors, Training, Legal/accounting support, Direct Funding (e.g. grants or equity investments) and investment readiness.

2.2 Marketing Performance

Marketing performance is a component used to measure the effect of the strategy implemented by the company (Ferdinand, 2000, p. 23). Companies always focus on good marketing and financial performance. Business effectiveness, sales growth, and relative profit growth are three indicators of marketing performance according to Pelham (1997). His study also found that there is a significant relationship between market orientation and business effectiveness and sales growth, which in turn results in increased profits. Best (2005) says that market-based performance is a measure of marketing performance that is based on external conditions and the market in which the business operates. This includes factors such as *market growth*, *competitive pricing*, *relative product quality*, and *customer satisfaction*.

Marketing performance variables refer to Song and Parry (1997: 3) formed by three indicators, namely sales growth, customer growth and sales volume.

a. Sales growth

In Cashmere (2016: 107) defines that sales growth is, "Sales growth shows the extent to which the company can increase its sales compared to total sales as a whole". According to Swastha and Handoko (2011: 98) defines sales growth, "Is an important indicator of market acceptance of the company's products and / or services, where the revenue generated from sales will be used to measure the level of sales growth". Meanwhile, the definition of sales growth according to Armstrong (2012: 327) is sales growth per year. Sales growth of a product is highly dependent on the product life cycle. According to Cashmere (2016: 107) this growth ratio pattern can be formulated as follows:

Net Sales t - Net Sales $t-1$ x 100%

Net Sales Growth Ratio = $\frac{\text{Net Sales } t - \text{Net Sales } t-1}{\text{Net Sales } t-1}$ Description:

- Net Sales t : Net sales of the company in year t

- Net Sales $t-1$: Net sales of the company in year $t-1$

Based on the research above, it can be concluded that the sales growth rate is the difference in changes in the number of sales per year which can be calculated based on the formula above.

b. Customer Growth

Customer growth is the increase in the number of new customers acquired during a certain period. Customer growth is an important aspect of business that reflects a company's ability to attract and retain new customers over time. Customer growth can be measured in a variety of ways, including through increases in the number of new customers, customer retention, and revenue growth derived from the existing customer base.

The calculation of customer growth is where the number of customers this year minus the number of customers last year is divided by the number of customers last year multiplied by 100 per cent.

c. Sales Volume

Sales volume is a measure that shows the number or amount of goods or services sold. The conditions and abilities of the seller determine a person's confidence in buying a marketed product. According to Rangkuti (2009: 57), sales volume is the achievement of sales expressed quantitatively in terms of physical or volume or units of a product. The ups and downs of sales can be seen in units, kilograms, litres of product sales.

Meanwhile, according to Daryono (2011: 187), that sales volume is a measure that shows the number or amount of goods or services sold. Sales volume greatly affects the size of the profit that will be obtained by the company. An increase in profit will affect the volume of product sales, and vice versa, if profits do not reach the optimal target, sales volume will also decrease. From the opinions of experts, it is concluded that sales volume is a measure that shows the amount of goods sold and sales achievement targets the number of product sales within a certain period of time.

2.3 Startup

Startups emerged around 1998-2000 at the beginning of the global economic crisis. In the beginning, a startup was just a business entity for services and products that were sought after and needed by many people with a small market reach (Kiwe, 2018). Along with the rapid growth of the internet, business has also changed to a faster and more strategic direction. This is one of the factors that make startup businesses more popular and growing every year. Not only abroad, but also within the country. The term startup comes from English which means "*The act or process of starting a process or machine*, a new organisation or business venture." The term startup is popularised in Silicon Valley as synonymous with technology, especially ICT (*Information and Communication Technologies*), so startups are better known for the technology and communication sectors.

A startup is a company that is still new and is looking for a form that continues to grow and is projected as a company that aims to get a large profit while a digital startup is a company that aims to continue to grow and find a form (Hardiansyah & Tricahyono, 2019).

Startup Development in Indonesia Indonesia is a country that emerged in the midst of a wave of increasingly rapid globalisation and includes very significant growth in Southeast Asia (Permadi, 2017). This triggers digital entrepreneurship for human resource development. The rise of startup growth in Indonesia is followed by the growth of the internet from year to year. The use of technology and digitalisation aspects intervene and change the conventional business model paradigm. The presence of startups that hold the status of unicorns to decacorns also enliven the atmosphere of the digital ecosystem in Indonesia.

Based on statistical data and special survey results released by the Creative Economy Agency, creative economy players in the digital field in Indonesia are growing at 4.86% each year and contribute 44.83 trillion to the national GDP (Gross Domestic Product). The steps given by Bekraf towards this subsector are to focus on human resource development by providing training to creative businesses. In addition, Bekraf provides direction to focus on collaboration for the sub-sector in forming a collaborative creative digital ecosystem.

Based on this great potential, creative businesses are able to contribute significantly to national economic growth. This proves that the creative economy in the field of digital startups has the potential to grow in the future (Bekraf, 2018).

2.4 Innovation

Larsen, P & Lewis, A. (2007) state that one of the most important characteristics of entrepreneurs is their ability to innovate. Without innovation, the company will not be able to survive for long. This is due to the changing needs, wants and demands of customers. Customers will not always consume the same product. Customers will look for other products from other companies that they feel can satisfy their needs. For this reason, continuous innovation is needed if the company is to continue and remain standing with its business. Innovation is something related to goods, services or ideas that are perceived as new by someone. Even though the idea has long existed, it can be said to be an innovation for people who have just seen or felt it.

2.5 Triple Helix

The triple helix is an interaction between academia, industry or business and government developed in the 1990s by Etzkowitz and Leydesdorff, this concept became a common strategy used by governments in developing innovation policies. One of the main claims of the triple helix thesis is that academia (scholars), industry and government provide optimal conditions for innovation. The triple helix concept as a strategy in the development of creative industries requires the three pillars of economic development and creative industries, namely the government, academics and entrepreneurs to take roles and responsibilities individually and together, so that the desired goals can be achieved (Zul Asfi, 2018).

The triple helix concept is expected to provide an impetus to find fault between the institutional dimension of the setting and the social functions it performs. The friction between the two layers of knowledge and institutions among the three domains (academia, industry and government) will provide an opportunity to jointly solve problems and innovate (Leydesdorff, 2006). Based on the description above, the main goal of implementing the triple helix concept is sustainable economic development based on science and innovation and allows for the creation of innovation space and joint problem solving. Its implementation is often expressed in the form of policies to protect intellectual property rights, subsidies for the development of high-tech companies or the creation of specialised entities to support technology transfer and interaction between relevant actors, innovations here being those with economic potential.

III. METHODOLOGY

This research is qualitative research, which is based on nature, relies on humans as research instruments, uses qualitative methods, is descriptive, emphasises process more than results, focuses on a particular subject, has criteria for checking data validity, temporary research designs, and research results are accepted by researchers and research subjects (Moleong, 2004).

Qualitative research is divided into interactive methods, such as ethnography, history, phenomenology, case studies, grounded theory, and non-interactive methods such as concept analysis, policy analysis, and historical analysis (Mc.Milan and Scumacher in Hamdi and Bahrudin, 2014). This research adopts a phenomenological approach, which analyses and describes individual experiences in everyday life. The focus of this research is to understand how the business incubator at BRIDA of NTB Province develops tenant business marketing by using a qualitative approach and descriptive analysis. To obtain accurate data both primary and secondary, in this study researchers used several data collection techniques, namely Interviews, Observation, and Documentation. Data analysis in qualitative writing includes textual analysis and involves developing theme descriptions. Data in qualitative articles are analysed by reading and reviewing data such as observation notes and interview transcripts to detect emerging themes and patterns (Emzir, 2012). The data collected was then

analysed using content analysis, which examines and draws conclusions about a phenomenon using documents (texts) as written material (Eriyanto, 2011). As well as using the Triangulation Technique which is a data validity technique that uses something other than the data to verify or compare with the data (Moleong, 2004, p. 178). The triangulation used in this research is source and method triangulation. Source triangulation can be achieved by comparing the circumstances and perspectives of a person with different opinions and perspectives of other people (Moleong, 2004, p. 178).

IV. RESULTS AND DISCUSSION

The object of research is the Business Incubation Institute of the Regional Research and Innovation Agency of NTB Province (BRIDA NTB Province), with a population of fostered tenants. To improve tenant marketing performance using Triple Helix Actor Collaboration and determine the level of success of the NTB Province BRIDA Business Incubation Institute using the calculation of Marketing Performance variables.

a. Implementation of BRIDA Business Incubation Programme NTB Province

Four main indicators used to measure the quality of business incubators according to Aninda Nuraisyah (2017) in BRIDA NTB Province are: increased turnover, increased number of workers, increased production capacity, and acquisition of business capital assistance either credit from banks, PKBL BUMN, grants or other sources of capital.

i. Increased Turnover

Based on the research that has been conducted, the increase in tenant turnover has experienced an average increase of 50%-70% per year. One of the stages of incubation activities, namely promotion and marketing facilities for tenant products. The incubator helps promote tenant products in various events, such as exhibitions, workshops, seminars and joint marketing outlets. These activities are very beneficial and have an impact on increasing business turnover. According to Nikahyuk's tenant CEO, Deny Fathul Aziz, "We experienced an increase of more than 100% and even almost 200%."

Based on the entire amount of tenant turnover, it can be seen that Nikahyuk in 2022 is IDR 350,000,000 and in 2023 is IDR 893,000,000, PT Karya Iwin Insani in 2022 is IDR 345,000,000 and in 2023 is IDR 634,500,000, PT Berkahi Gumiku Lestari in 2022 is IDR 25,186,000 and in 2023 is IDR 38,969.850, Bokah Farm in 2022 which is Rp 300,600,000 and in 2023 which is Rp 636,200,000, Le-Bui in 2022 which is Rp 160,000,000 and in 2023 which is Rp 360,000,000 and finally Wishfood Indonesia in 2022 which is Rp 27,344,000 and in 2023 which is Rp 43,279,000 (Source: partnership and business incubation sector, BRIDA NTB Province, 2024).

CEO of tenant PT Karya Iwin Insani, Iwin Insani also said something similar about the increase in tenant turnover, namely, "We tried to implement at the end of 2023 with various printing packages with low price bundling, so that our customers increased and of course turnover almost 100% increased. We have many relationships, even in 2024 our relationships are almost all over Indonesia. Even at the beginning of the year, our turnover was already decent." Tenant Le-bui also experienced an increase in marketing with an increase in turnover obtained as well as an increase in the number of customers.

In addition, despite experiencing obstacles during the marketing process, tenants of PT Berkahi Gumiku Lestari have also experienced an increase in turnover where fresh magot is prioritised, namely magot that is still alive before being marketed will be divided into baby magot and packaged dried magot.

Tenant Bokah Farm originally had three branches, namely in Bokah Village, Central Lombok, in Mataram City and at BRIDA NTB Province. Currently the focus of implementation is only at BRIDA NTB Province, due to a significant increase in turnover, supported by visits from school children and students who carry out the MBKM programme. Indirectly there is product promotion.

Wishfood Indonesia's tenants are active in various events held by the BRIDA business incubator organisation in NTB Province. In addition to being a tenant, Wishfood also teaches business projects to other tenants so that there is a pattern of transmitting innovation to each other. For the turnover obtained, it has increased significantly, in addition to marketing its products, Wishfood Indonesia tenants also foster mothers on the coast to process their sea catches.

Each tenant experiences a different increase in turnover depending on the products they have. However, efforts to increase turnover are continuously evaluated every three months. So that when constrained in the field, the business incubator will discuss the right solution for the tenant.

ii. Increase in the number of labourers

The increase in the number of workers can be a reference to the development of businesses run by tenants. There are tenants who experience an increase in the number of workers each year, but there are also those who experience a decrease. On the one hand, this has a positive impact, namely the absorption of labour and reducing unemployment.

Based on the number of workers of BRIDA business incubation tenants in NTB Province in 2022-2023, it shows that Nikahyuk in 2022 is 10 (ten) people and in 2023 is 11 (eleven) people, PT Karya Iwin Insani in 2022 is 13 (thirteen) people and in 2023 is 16 (sixteen) people, PT Berkahi Gumiku Lestari in 2022 as many as 7 (seven) people and in 2023 as many as 3 (three) people, Bokah Farm in 2022 as many as 2 (two) people and in 2023 as many as 3 (three) people, Le-Bui in 2022 as many as 5 (five) people and in 2023 as many as 3 (three) people and finally Wishfood Indonesia in 2022 as many as 5 (five) people and in 2023 as many as 4 (four) people (Source: Business partnership and incubation sector, BRIDA NTB Province, 2024).

Tenant Nikahyuk experienced an additional workforce of 1 person, namely in the office admin department whose job is to manage the Office and serve customers who come. Tenant PT Karya Iwin Insani experienced an increase in the number of workers who were originally 13 people in 2022 and increased in 2023 by 16 people. There are 3 people who have increased in the digital creator section. PT Karya Iwin Insani's business is good enough so that it needs to be marketed in the form of digital promotions such as creating content on social media and website development. The same thing was experienced by the Bokah Farm tenant, namely an increase in the number of workers and the CEO of Bokah Farm participated in providing services to customers. Tenant Bokah Farm experienced additional labour in the social media admin section which can promote its products through social media and also includes digital content creation talent.

The addition of labour was not experienced by the other three tenants, and experienced a decrease in numbers. Like the Le-Bui tenant, despite having products that are popular in the European and American markets, the workforce employed is not permanent, only conditional or if there is a large demand for new recruits (casual daily labour). Similar to tenant Le-Bui, Wishfood Indonesia also experienced a decrease in the number of workers. This is due to a leadership evaluation for budget efficiency. Wishfood Indonesia reduced 1 admin person due to conditions in the field, but in 2024, even though it has only entered 6 months, it has shown significant sales, so the recruitment of 1 digital marketing person is preferred to be recruited. This condition was also experienced by tenant PT Berkahi Gumiku Lestari. However, PT Berkahi Gumiku Lestari in 2024 has no additional workforce due to post budget savings.

Tenant PT Berkahi Gumiku Lestari experienced a decrease in the number of workers by 50%, this was due to business management that needed improvement so that a reduction in the workforce was carried out. Among all tenants, PT BGL experienced the largest decrease in the number of workers, this was also to anticipate the company running out of budget, due to these internal problems. However, other tenants have shown an increase in the number of workers, which means that there is an increase in production capacity obtained.

iii. Increased Production Capacity

The production capacity observed by researchers is the increasing number of products produced sold in the market. The increase in production capacity will be significant to the turnover obtained. Based on sources from the Partnership and Business Incubation Division, the number of tenant production capacity increases, namely Nikahyuk in 2022 as many as 11 (eleven) people and in 2023, namely 26 (twenty-six) people, PT Karya Iwin Insani in 2022 as many as 900 (nine hundred) pcs and in 2023 as many as 2,850 (two thousand eight hundred and fifty) pcs, PT Berkahi Gumiku Lestari in 2022 as many as 11,634 (eleven thousand six hundred and thirty-four) pcs and in 2023 as many as 12,878 (twelve thousand eight hundred seventy eight) pcs, Bokah Farm in 2022 as much as 100 (one hundred) kilograms and in 2023 as much as 250 (two hundred and fifty) kilograms, Le-Bui in 2022 as much as 32 (thirty two) pcs and in 2023 as much as 72 (seventy two) pcs and finally Wishfood Indonesia in 2022 as much as 1,199 (one thousand one hundred ninety nine) pcs and in 2023 as much as 1,898 (one thousand eight hundred ninety eight) pcs.

Tenant Nikahyuk has an additional number of customers, namely in 2022 as many as 11 customers and in 2023 as many as 26 customers. PT Karya Iwin Insani was able to sell 2,850 pcs of products, 1,950 pcs more than the previous year. According to the CEO of PT Karya Iwin Insani regarding the increase in turnover and production, "We tried to implement at the end of 2023 with various printing packages with low price bundling, so that our customers increased and of course turnover almost 100% increased. We have many relationships, even in 2024 our relationships are almost all over Indonesia. Even at the beginning of the year, our turnover was already decent."

Tenant Wishfood Indonesia has increased production capacity in these two years by 699 pcs. Besides targeting direct selling, Wishfood Indonesia also entrusts its products to souvenir shops, fruit shops, and minimarkets around Lombok Island.

Tenant PT Berkahi Gumiku Lestari experienced an increase of 1,244 pcs of fresh magot distributed to customers who have livestock, sales were also made at the Cakranegara area bird market, Mataram City and some magot were dried with a drying machine to be packaged in more attractive containers.

Tenant Bokah Farm also has a considerable increase in the amount of production. The total listed in the table above, is the total amount of hydroponic products deposited at vegetable outlets, hotels and shopping centres. In 2022, Bokah Farm was able to produce 100kg and in 2023 a total of 250kg. This amount is not too much with the land area used. In 2022, there were several crop failures due to adjustments to the water conditions in BRIDA in NTB Province. In 2023 it has improved but several times it was attacked by plant diseases, causing Bokah Farm to lose production. The water problem is also still a problem, namely the water supply at BRIDA NTB Province is insufficient if it is flowed to Bokah Farm, so Bokah Farm makes a separate channel with an automatic pumping machine.

For Le-bui tenants, there has been an increase in the number of requests for electric vehicles. However, Le-bui products are less desirable in the Indonesian market because they compete with electric bicycle products from China. To overcome this, CEO of tenant Le-Bui, Gde Sukarma anticipated by building a network in the international market by building an English website and Instagram and having an admin dedicated to serving English-speaking customers.

iv. Acquisition of Business Capital Assistance

Business capital is one of the problems of startups in Indonesia. Through the facilitation of capital sources by the Business Incubator in accessing sources of financing in order to develop a business is very helpful for tenants. The source of funding can be in the form of low interest loans from banks or loans without collateral. Based on the survey results, it is known that after becoming a tenant, only a few tenants get the opportunity to get business financing. The increase in ease of obtaining business financing is only 0% -25%. However, for BRIDA tenants in NTB Province, the Business Incubator will assist in finding capital through cooperation with investors or creating FGDs with partners and companies that have Corporate Social Responsibility (CSR).

b. Analysing the Role of Business Incubators in Improving the Marketing Performance of Tenant Businesses

4.2.1 Role of Triple Helix Actors

The triple helix concept as a strategy in the development of creative industries requires the three pillars of economic development and creative industries, namely the government, academics and entrepreneurs to take roles and responsibilities individually and together, so that the desired goals can be achieved (Zul Asfi, 2018). The role of the triple helix in the BRIDA Business Incubation Area of NTB Province, among others, can improve tenant marketing performance which will increase sales growth, customer growth and sales volume. The following describes the role of triple helix actors and their collaboration between government, academics and industry players.

4.2.1.1 Government

The government plays an important role in supporting and strengthening the business incubator ecosystem. Here are some of the key roles of the government in business incubators:

a. Regulation and Policy

Governments play an important role in creating regulatory and policy frameworks that support innovation and entrepreneurship. This includes regulations that ease the process of setting up a business, intellectual property protection, and policies that encourage investment in startups. As followed in an interview with Astrid Sabrina Permatasari, Partnership expert, namely,

"There is a Governor Regulation Number 19/2022 concerning the Implementation of the Business Incubation Area where the derivative is the Implementation Guidelines and Technical Guidelines regarding Tenant Rules during production in the BRIDA NTB Business Incubation Area. So we first compiled these rules so that tenants have discipline and maintain the assets that we have loaned. In addition, tenants have an obligation to report their production results and turnover obtained annually."

The government has the task of creating and designing and planning the business incubation process to run properly.

b. Access to Funding

Regarding access to funding, where BRIDA NTB Province has a network of cooperation that can connect tenants with investors through activity programmes. As expressed by the CEO of tenant PT Berkahi Gumiku Lestari, "BRIDA NTB also helped us get cooperation and funding from Bakrie University Jakarta in helping to include activities to the national arena for presentations to get investors." This was also reinforced by Astrid Sabrina Permatasari, a partnership expert who stated that,

"In October 2023, BRIDA Business Incubator Institution of NTB Province was selected to be among the top 8 incubator institutions that could participate in Bootcamp, Coaching Clining, and the opportunity for our tenants to present to investors from 5 major countries, one of which was South Korea. The activity was organised by the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia, and our tenants had the opportunity to participate in the activity. The event also invited mentors from academics and business practitioners who can help the development of tenants.

The impact of the event is that tenants have access to funding, but the stage is not short, so it takes months to deal with investors.

c. Infrastructure Development

The government can assist in the development of physical and digital infrastructure needed to support business incubators. This includes the provision of office space, laboratories, research facilities, and access to information and communication technology. The availability of such space is made possible by budgetary support in the local government budget (APBD) that has been built so that the infrastructure can be utilised by tenants.

d. Education and Training

Governments are often involved in the delivery of education and training programmes for entrepreneurs and workers in business incubators. These programmes may include entrepreneurship courses, technical skills development, business management, and other relevant training. In the BRIDA business incubator of NTB Province, mentoring and mentoring activities can be included in this section.

e. Access to Market Facilities

The government can help startups access domestic and international markets through various export promotion and support programmes. This can include trade shows, trade missions, and assistance in complying with international standards and regulations. The government facilitates access to the market by supporting the Bela Beli Produk Lokal movement and the government organises several international events such as MotoGP, MXGP and other tourism events that also involve tenants. Various events that are held indirectly introduce tenant products to the market, so that tenants can at the same time promote their marketing.

f. Collaboration with Industry Sector

Governments often work with the private sector to support business incubators. This can include partnerships with large companies, financial institutions, and non- governmental organisations to provide the resources and expertise required by tenants.

4.2.1.2 Academics

Academics play an important role in business incubators, both in the context of education and in assisting the development of startup businesses. Here are some of the key roles of academia in business incubators:

a. Mentor

Academics often act as mentors or advisors to tenants. Academics provide theoretical and practical insights based on experience and research. This guidance can cover various aspects such as product development, business strategy, marketing, and operational management.

b. Research and Development

Academia can connect tenants with the latest research and foster innovation through collaboration. Academia helps startups access university research resources, such as labs, equipment, and students who can be involved in research projects.

c. Curriculum and Training

Academics are involved in designing and delivering training programmes and courses tailored to the needs of the tenants. This training can include important topics such as entrepreneurship, new technologies, market analysis, and financial management.

d. Networking and Collaboration

Academics often have extensive networks in industry and academia that can help connect start-ups with potential partners, investors, and other resources essential for business growth. To develop innovations offered by prospective tenants, BRIDA NTB Province does not necessarily do it alone, here collaboration is needed both internally (between fields) and externally. In this research where academics as triple helix actors play a role in external collaboration to improve tenant marketing performance. The result of the development of cooperation is

the connection of PT Karya Iwin Insani tenants with the Neteherland PUM programme which is connected through cooperation with the University of Mataram. With the mentor, it is very helpful for tenants in improving the quality of their services and production.

e. Human Resource Capacity Development

Academia can assist in developing the skills and capacity of the team through workshops, seminars, and coaching. This is important to ensure the team has the competencies needed to effectively manage and grow their business.

4.2.1.3 Industry

Industry plays a crucial role in business incubators by providing a range of resources, expertise, and support that are essential to the development and success of tenants. Here are some of the key roles of industry in business incubators:

a. Mentor

Industry players play a very important role as mentors, there is a process of transferring experience and sales tips in the market. The existing mentors are based on the NTB Governor's Decree which contains all mentors who play a role in the NTB Province BRIDA business incubator.

b. Investment and Funding

Many industrial companies invest directly in startups that are in incubators. This investment can be in the form of capital funds, grants, or other resources such as facilities and technology. This financial support is crucial for product development and business expansion.

c. Training and capacity building

Industry companies often provide training and capacity building for startup teams. This training can cover a range of skills such as project management, digital marketing, financial management, and specialised technical skills. In the BRIDA business incubator of NTB Province, capacity building takes the form of mentoring and coaching tenants.

d. Certification

Industry helps startups understand and fulfil industry standards, certifications, and regulations required for market entry. This support ensures that the products and services developed comply with applicable legal requirements and quality standards. Certification in the BRIDA NTB Province business incubator is in the field of Science and Technology Development, where BRIDA NTB Province collaborates with national certification bodies to certify tenant products and human resources in BRIDA NTB Province.

c. Marketing Performance of Tenant Businesses

4.3.1 Marketing Performance of Tenant Businesses

Seen from the perspective of BRIDA business incubation tenants in NTB Province, where tenant marketing performance refers to Song and Parry (1997: 3) formed by three indicators, namely sales growth, customer growth and sales volume. Sales growth is the increase in turnover per year, customer growth is characterised by the growing number of customers and sales volume is known to be the number of products or services sold each year. So that tenant marketing performance can be seen to experience business development while in the business incubator or not.

The marketing performance applied in the Provincial BRIDA business incubator is expected to increase turnover, form market networks, help product expansion, and improve quality, so that it can also lead tenants to become independent as new entrepreneurs in the field. This can also minimise the tenants' failure in running their business. Therefore, measurement using Song and Parry's marketing performance indicators (1997: 3) is an important weight of BRIDA NTB Province in fostering and multiplying collaborative relationships.

According to Iwin Insani, CEO of PT Karya Iwin Insani, "There has been an increase in turnover and an increase in the number of customers while being a tenant at BRIDA NTB." This is in line with the interview with Deny Fathul Aziz, CEO of Nikahyuk who stated that, "That's right. We experienced an increase of more than 100% and could even almost reach 200%. In addition, our customers in 2023 also increased approximately 3x from the previous year."

According to Iskandar Sukmana, as the Head of Partnership and Business Incubation, "Yes, that's right. So the collaboration that we do is also to improve the marketing performance of this tenant, so that we can achieve our target of fostered tenants every year. So it's not just recruited and then released, but we continue to foster and hopefully the number of successful tenants will continue to increase."

By using the calculation of business marketing performance variables, it can be seen that the Business Marketing Performance of BRIDA Business Incubation Tenants in NTB Province in 2022-2023 is:

- a. PT karya Iwin insani experienced an increase in sales growth from 2022 of 0.15% to 0.84%, customer growth in the year of 0.13% and in 2023 of 2.17%, and Sales Volume (Number of Services / Products sold) in 2022 of 900 pcs and in 2023 of 2,850 pcs.
- b. PT Berkahi Gumiku Lestari experienced an increase in sales growth from 2022 of 0.26% to 0.55%, a decrease in customer growth in the year of 0.16% and in 2023 of 0.11%, and an increase in Sales Volume (Number of Services / Products sold) in 2022 of 11,634 pcs and in 2023 of 12,878 pcs.
- c. Bokah Farm experienced an increase in sales growth from 2022 of 0.20% to 1.12%, customer growth in the year of 0.25% and in 2023 of 1.50%, and sales volume (number of services/products sold) in 2022 of 100 kilograms and in 2023 of 250 kilograms.
- d. Le-Bui experienced an increase in sales growth from 2022 of 0.60% to 1.25%, customer growth in the year of 0.60% and in 2023 of 1.25%, and sales volume (number of services/products sold) in 2022 of 32 pcs and in 2023 of 72 pcs.
- e. Nikahyuk experienced an increase in sales growth from 2022 of 0.17% to 1.55%, customer growth in the year of 0.38% and in 2023 of 1.36%, and sales volume (number of services/products sold) in 2022 of 11 people and in 2023 of 26 people.
- f. Wishfood Indonesia experienced an increase in sales growth from 2022 of 0.54% to 0.58%, customer growth in the year of 1.07% and in 2023 of 0.83%, and Sales Volume (Number of Services / Products sold) in 2022 of 1,199 pcs and in 2023 of 1,898 pcs.

4.3.1.1. Sales Growth

The average tenant experienced customer growth, but there were tenants who experienced a decline, namely PT Berkahi Gumiku Lestari and Wishfood Indonesia. When viewed from the percentage above, PT Berkahi Gumiku Lestari has decreased, but when viewed from the number of customers, it has increased from 2021 as many as 1000 customers to 1163 in 2022, and in 2023 as many as 1287 customers. However, when looking at the percentage of growth, PT Berkahi Gumiku Lestari experienced a decrease from 0.16% in 2022, to 0.11% in 2023, so there was a decrease of 0.05%. Meanwhile, Wishfood Indonesia also experienced a decrease when viewed from the percentage explanation in 4.3.1 above, but when viewed from the number of customers, it has increased from 2021 as many as 14 customers to 29 in 2022 and in 2023 as many as 53 customers consisting of shops and individuals, so it can be concluded that the number of customers has increased, but when viewed from the percentage of growth it decreased from 2022 by 1.07%, to 0.83% in 2023, there was a decrease of 0.24%.

For tenants of PT Karya Iwin Insani, there was an increase in the number of customers, from 800 customers in 2021 to 900 customers in 2022 and 2,850 customers in 2023, if you look at the percentage of growth, the increase from 2022 was 0.13%, to 2.17% in 2023, so there was an increase of 2.04%.

The Bokah Farm tenant also experienced an increase in the number of customers, from 80 customers in 2021 to 100 customers in 2022 and 250 in 2023. If you look at the percentage of growth, the increase from 2022 was 0.25%, to 1.50% in 2023, then there was an increase of 0.25%.

Tenant Le-bui experienced an increase in the number of customers, from 2021 as many as 20 customers to 32 customers in 2022 and in 2023 as many as 72 customers, if you look at the percentage of growth, the increase from 2022 was 0.60%, to 1.25% in 2023, then there was an increase of 0.65%.

Tenant Nikahyuk, it is certain to experience an increase in the number of sales, from 2021 as many as 8 customers to as many as 11 customers in 2022 and in 2023 as many as 26 customers, if you look at the percentage of growth, the increase from 2022 was 0.38%, to 1.36% in 2023, then there was an increase of 0.98%.

4.3.1.2. Customer Growth

That during the tenant of BRIDA NTB Province, the number of Wishfood Indonesia customers has increased. So that by joining as a tenant at BRIDA NTB Province, Wishfood Indonesia has additional customers both stores and individuals.

For tenants of PT Karya Iwin Insani, there was an increase in the number of customers, from 800 customers in 2021 to 900 customers in 2022 and 2,850 customers in 2023, if you look at the percentage of growth, the increase from 2022 was 0.13%, to 2.17% in 2023, so there was an increase of 2.04%.

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Tenant Le-bui experienced an increase in the number of customers, from 2021 as many as 20 customers to 32 customers in 2022 and in 2023 as many as 72 customers, if you look at the percentage of growth, the increase from 2022 was 0.60%, to 1.25% in 2023, then there was an increase of 0.65%.

Tenant Nikahyuk, it is certain to experience an increase in the number of sales, from 2021 as many as 8 customers to as many as 11 customers in 2022 and in 2023 as many as 26 customers, if you look at the percentage of growth, the increase from 2022 was 0.38%, to 1.36% in 2023, then there was an increase of 0.98%.

4.3.1.3. Sales Volume

All sales volumes of both services and products from BRIDA tenants in NTB Province have increased. PT Karya Iwin Insani experienced an increase in sales volume, with 900 products in 2022 and 2,850 products in 2023. The tenant of PT Berkahi Gumiku Lestari also experienced an increase in sales volume, from 11,634 processed products in 2022 and an increase in 2023 of 12,878 production of black soldier fly (BSF) products. Next, Bokah Farm also experienced an increase from 100 kg of vegetable production in 2022 to 250 kg of vegetable production in 2023. Furthermore, tenant Le-bui experienced an increase in the sales volume of electric bicycles, from 11 units of electric bicycles in 2022 to 72 units of electric bicycles in 2023. Then, for the Nikahyuk tenant, it is certain to experience an increase in sales volume, from 11 wedding organiser service users in 2022 to 26 wedding organiser service users in 2023.

4.3.2 Collaboration of Actors in the Triple Helix in Improving Marketing

In this case, the collaboration of actors in the triple helix functions to increase sales growth, customer growth and sales volume, so that the marketing performance of BRIDA business incubation tenants in NTB Province can be measured by these three variables. The government's role in triple helix actor collaboration is as a catalyst between tenants, industry players and academics. According to the CEO of PT Berkahi Gumiku Lestari, Windu Fajar Arum stated that, "*BRIDA NTB also helped us get cooperation and funding from Bakrie University in helping to participate in activities to the national scene for the presentation of getting investors.*"

In addition, Iwin Insani also gave his opinion, namely:

"BRIDA NTB helped us by connecting us with mentors from the Netherlands, mentors who are the ones who develop international brands like Dior. And we are very grateful that BRIDA NTB helped us with that. BRIDA NTB also helps introduce our products to other regions by creating a small display or stand that is used to introduce when the government or guests from outside the region come."

Industry's role focuses on investment and funding. This investment can be in the form of capital funds, grants, or other resources such as facilities and technology. This financial support is essential for product development and business expansion. According to Astrid Sabrina Permatasari as a partnership expert, "*There are forms of cooperation with private companies, universities, individuals depending on the focus of the cooperation because each field has its own urgency.*"

This is in line with what was expressed by Lalu Anas Amrullah as a business mentor, namely, "*Although it has not been optimal, it is enough that I was given the opportunity by BRIDA to have a network with other business actors through various events held.*"

Furthermore, Plt. Head of BRIDA NTB Province, Lalu Suryadi said that, "*We also open cooperation with companies. Where the company can rent land here and tenants can discuss or collaborate to develop their products so that innovative products are born.*"

Through the collaboration and cooperation functions carried out by BRIDA NTB Province, tenants have relationships and have an impact on the product promotion process. As conveyed by the CEO of Nikahyuk tenant, Deny Fathul Aziz, "*We hold regular Pre- Marriage Seminars in collaboration with Siloam Hospital, besides that, BRIDA NTB helps introduce our services to the provincial government or other agencies so that every government event we receive many jobs.*"

Furthermore, the role of academics will be to provide insights into human resource capacity building, namely the development of team skills and capacity through workshops, seminars, and coaching. This is important to ensure the team has the competencies needed to effectively manage and grow their business and provide guidance that can cover various aspects such as product development, business strategy, marketing, and operational management. Academics often have extensive networks in industry and academia that can help connect startups with potential partners, investors, and other resources essential for business growth.

In October 2023, the BRIDA Incubator Institute of NTB Province collaborated with the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia in Boothcamp, Coaching Clinic and Demoday activities with Investors. This is a form of support for startups to produce innovative startups. In this activity, tenants or participants get the opportunity to be trained by experts in their respective fields and have the aim of finding creative and innovative businesses to become tenants of the startup capacity building programme in 2023 and have the opportunity to make presentations with investors from several countries, one of which is South Korea.

The event has shown that the role of triple Helix actors in improving marketing performance is very helpful in improving tenant marketing performance where it will increase, sales growth, customer growth and sales volume.

d. Supporting and inhibiting factors

4.4.1 Supporting Factors

Supporting factors for the business incubation programme at BRIDA NTB Province include:

a. Human resources

Human resources at BRIDA NTB Province are supportive in terms of tenant assistance. Including certifications, including digital marketing certification, MSME companion certification and many more.

b. Internal Organisational Collaboration

This collaboration includes the support of each field in BRIDA NTB Province in order to realise an innovative Business Incubation Area. Each field in BRIDA NTB Province supports each other. During mentoring hours, tenants are also given English-language materials that are connected by the Science and Technology Development Division with external parties. This makes the human resources of tenants and mentors more qualified.

c. External Organisation Collaboration

This collaboration includes triple helix collaboration which is interconnected and supportive. The importance of this external collaboration is to be able to support and develop tenants so that later they are ready to be independent.

d. Alumni Collaboration

The collaboration carried out by BRIDA NTB Province with tenant alumni, where tenant alumni who have received assistance and have matured can pass on their knowledge, both to new tenants and the outside community.

e. Regulation

Regulations that are formed make tenants and business incubators of BRIDA NTB Province cooperate with each other so that no party is disadvantaged in the implementation of the programme. With regulations owned by business incubators, it can accelerate industrialisation.

4.4.2 Inhibiting Factors

In the implementation of the business incubation programme, there were also inhibiting factors.

These inhibiting factors include:

a. Entrepreneurial Mentality

Entrepreneurial mentality is needed to shape the entrepreneur so that it is not easily shaken when facing obstacles in the implementation of the business incubation programme. An unformed entrepreneurial mentality makes tenants pessimistic in running the business incubation programme.

b. Government Budget

The government's budget for business incubation programmes is minimal, making it impossible to implement business incubation optimally.

V. CONCLUSIONS

The implementation of business incubation in BRIDA NTB Province collaborates internally and externally to increase tenant capacity and develop product innovation. Performance variables refer to Song and Parry (1997: 3) formed by three namely sales growth, customer growth and sales volume. The implementation of the business incubation programme is pre- incubation, incubation process and post-incubation where triple helix collaboration helps the implementation of the programme. Tenants receive facilities such as office space at Nikahyuk, laboratory at PT Karya Iwin Insani, production land at Bokah Farm and Le-bui. In addition, through Education and Training, given and provide opportunities for all tenants to be able to follow in order to increase sales growth. As well as the role of the Industry, namely Certification and Compliance, where the Industry helps startups understand and meet industry standards, certifications, and regulations needed to enter the market and BRIDA NTB Province collaborates with Certification Bodies by providing tenants with the opportunity to

obtain certification according to the needs of each tenant. And the role of academics acts as a mentor or guide for tenants.

Theoretical Implications

The triple helix concept is an umbrella that connects academia, business, and government in the framework of building a creative economy, where the three helixes are the main actors driving the birth of creativity, ideas, science, and technology that are vital for the growth of the creative industry. The close relationship, mutual support, and symbiotic mutualism between the three actors in relation to the foundation and pillars of the creative economy model will determine the development of a strong and sustainable creative economy (Nuraini & Rifzaldi, 2017). The results of this study explain the collaboration between triple helix actors for improving the marketing performance of BRIDA business incubation tenants in NTB Province which shows an increase.

Practical Implications

From the results of this study, it can also be seen the improvement of tenant marketing performance using the calculation of marketing performance variables that refer to Song and Parry (1997: 3) which calculates sales growth, customer growth and sales volume. Based on these calculations, it is certain that tenants have experienced significant development during the business incubation at BRIDA NTB Province.

Limitations and Suggestions for Future Research

This research was conducted on BRIDA tenants in NTB Province so the results may not be applicable to tenants of incubator institutions or different contexts. Conducting multi-site studies across different institutions, organisations or agencies can help to broaden the generalisability of the research results. By comparing data from different contexts, a better understanding of tenant performance improvement using triple helix actor collaboration can be gained.

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