Implementation of The Balanced Scorecard In Improving The Performance of University Business Incubator (Case Study : Inkubator Bisnis Teknologi Universitas Andalas)

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Abstract

Andalas University has a business incubator unit called the Technology Business Incubator (InBisTek) Andalas University. This study aims to formulate Key Performance Indicators and measure the performance of Inbistek Andalas University in assisting tenants. Performance measurement is carried out using the Balanced Scorecard method which consists of: on four perspectives namely internal business process perspective, growth and learning perspective, financial perspective, and tenants perspective. Performance measurement is carried out using data obtained from direct observation, questionnaires, and interview directly with the Andalas University Inbistek. KPI formulation is followed by a validation step,so that 31 selected KPIs were obtained. Furthermore, the selected KPIs are continued with weighting to determine the level interest in each KPI through a pairwise comparison questionnaire with the Analytical Hierarchy Process method. Then the performance measurement is carried out according to the perspective on the Balanced Scorecard. Obtained results of performance measurement Andalas University Institute of Technology as a whole is 3.4 which is included in the good category. Based on the results performance measurement, there are 5 KPIs with poor performance category, 5 KPIs with fairly good performance category, 12 KPIs withgood performance category, and 9 KPIs with very good performance category.

Keyword: Balanced Scorecard, Business Incubator, Key Performance Indicator, Performance Measurement

1. INTRODUCTION

Indonesia's population continues to increase from year to year. The increase in population has also led to the emergence of several problems, one of which is the reduction in employment opportunities which has led to an increase in the number of unemployed people. The Central Statistics Agency (BPS) records that the number of unemployed in Indonesia at the end of 2021 is 9.1 million people. This is also influenced by the increasing population of productive age (15-64 years) every year. The projection of Indonesia's population by age group until 2045 can be seen in Figure 1 as follows:
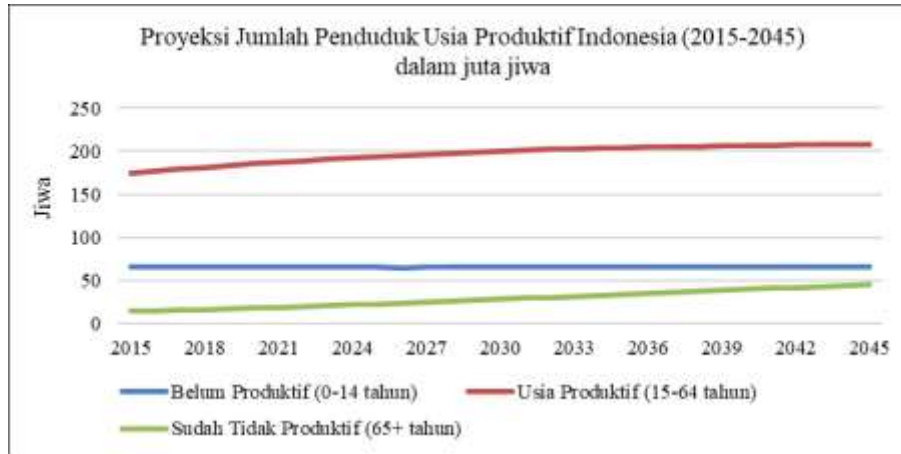
Figure 1. Projection of Indonesia's Productive Age Population

Source: Badan Pusat Statistik, 2018

According to the Inter-Census Population Census (Supas 2015), Indonesia's population will reach 280 million people in 2024. This number consists of the non-productive age category (0-14 years) of 65.8 million people, productive age (15-64 years) as many as 192.3 million people, and those who are not productive (65+ years) as many as 21.9 million people. It is projected that Indonesia's population will continue to grow to 318.96 million in 2045. Based on these data, Indonesia is entering a demographic bonus period, namely the number of people of productive age is greater than the number of people who are not productive. The abundance of human resources in Indonesia should be utilized through quality improvement, both in terms of education and skills to face the industrial era 4.0.

One of the steps that can be taken to take advantage of the abundant human resources in Indonesia is to increase the number of entrepreneurs. Entrepreneurs play a very important role as a driving force for the country's economy because entrepreneurs can create jobs, so they can absorb labor and reduce unemployment. In addition, entrepreneurs have the ability to develop various kinds of innovation and diversity which can provide opportunities for each individual to express himself. Startups are at a crossroads between expecting to grow and being positioned in a highly uncertain environment that can lead to business failure. The pandemic crisis has exacerbated this predicament, which can be regarded as a moment of truth for startups. Startups must now confront the prospect of failure as the new normal, which can either motivate or inhibit their business growth. (Games, 2022) This shows that the role of entrepreneurs or entrepreneurs is very important and strategic in increasing economic growth and development in a country. An entrepreneur has the skills to sell, from offering ideas to

commodities in the form of products or services. With their creativity, entrepreneurs are able to adapt to various situations and environmental conditions. According to Mahani (2019), entrepreneurs are able to survive in the face of the national crisis that has occurred. When a national crisis occurs, entrepreneurs can still stand firm when large companies have collapsed.

According to data from the Ministry of Cooperatives and SMEs in year 2020, states that Indonesia's entrepreneurship ratio currently reaches 3.47 percent of Indonesia's population. This figure has reached the ideal target for the number of entrepreneurs, which is 2 percent of the total population of a country. However, when compared to other ASEAN (Associaton of Southeast Asian Nations) countries, Indonesia's entrepreneurship ratio is still quite low. Such as Singapore which occupies the highest position in ASEAN countries with an entrepreneurial ratio of 8.76 percent, then Thailand 4.26 percent and Malaysia 4.74 percent. This is a challenge for productive age to increase the number of entrepreneurs by creating innovation and creativity in utilizing Indonesia's abundant resources. Through the creation of sustainable young or millennial entrepreneurs, it is hoped that quality jobs will be created. One of example is about packaging product. Besides, an attractive and unique packaging design will increase consumers' purchasing power (Fithri, 2021)

One way to create quality entrepreneurs is to have a business incubator. A business incubator is a program implemented with the aim of fostering and accelerating the success of business development. The business incubator plays a role in developing superior and resilient new entrepreneurs. Business incubators provide coaching and training services to entrepreneurs so they can master all aspects of business, which are provided with facilities, working capital, and incentive assistance. Based on Presidential Regulation of the Republic of Indonesia Number 27 of 2013 Article 1 paragraph 1, an entrepreneurial incubator is an intermediary institution that carries out the incubation process for incubation participants or what is called a tenant. The tenant incubation program is carried out for three years which includes the pre-incubation stage, the incubation stage, and the post-incubation stage. The pre-incubation stage is the selection stage for tenants who will take part in the incubation program in a business incubator. The incubation stage includes technical and management training, simple bookkeeping, preparation of business plans, facilitation of access modeling, and marketing. Furthermore, in the post-incubation stage, the incubator releases tenants into businesses that are independent, growing and competitive (Hakim et al., 2018).

Currently, business incubators are becoming the center of attention of the Indonesian people, starting from business people, SMEs, to Ministries and Non-Ministry Government Institutions (LPNK). Currently, the government makes Small and Medium Industries (IKM) a focus in development. Therefore, Small and Medium Industries are one of the pillars of the country's economy, which is strong enough to fight the world economy that can use many resources to create jobs for organizations. In addition, Small and Medium Industries need training or socialization, especially those related to the safety and health of workers. Most workers who work in Small and Medium Industries have low jobs and irregular working hours, and the wages given are not sufficient for workers' needs. (Fithri, 2020) In the midst of unemployment and employment problems in Indonesia, a business incubator is a hope for many parties as an alternative solution for employment in Indonesia. Business incubators are one of the ways implemented by the government to develop small entrepreneurs. The number of business incubators based on membership in AIBI and the Ministry of Research, Technology and Higher Education (2021) is 182 Business Incubators, with details of 5 ministry-owned incubator institutions, 21 local government-owned incubator institutions, 11 private-owned incubator institutions, 5 incubator institutions owned by foundations, 79 incubator institutions owned by state universities, 61 incubator institutions owned by private universities.

One of the higher education incubators recorded by the Ministry of Research, Technology and Higher Education is the Technology Business Incubator (InBisTek) STP Andalas University. Inbistek Unand is an institution that carries out business incubation activities, namely processes to support product development and/or start-up/tenant company business development through training (coaching), mentoring, paperworks, coworking spaces, and others so that they can become companies. a profitable company with standardized organizational and financial management, as well as becoming a sustainable company, so as to have a positive impact on society.

Many new entrepreneurs fail in their development, due to inadequate business skills, wrong business planning, poor management practices, failed investments in technology, and inadequate cash flow, so the company is unable to compete with other market competitors. Therefore, tenants need guidance and assistance from both the government, the private sector and universities to help develop businesses and implement competitive strategies. Through the incubation program, tenants will be assisted in overcoming these problems by utilizing the right facilities and technology. Companies that are incubated are significantly more likely to succeed

than companies that are not incubated because the probability of failure is still high. This shows that business incubators have a quite crucial role in increasing the quantity and quality of new entrepreneurs, and business incubators as companion institutions must be able to provide the best performance. Therefore, research is needed on the performance of the Andalas University business incubator in assisting tenant businesses, to find out the role and performance of the Andalas University Technology Business Incubator in various perspectives. In addition, with this research it can be seen what benefits have been received by tenants in participating in the incubation process at the Andalas University Technology Business Incubator. Researchers hope that this research can help Andalas University in improving the performance of existing business incubators.

2. RESEARCH METHODOLOGY

The Balanced Scorecard method has a major advantage in measuring financial performance which is not shared by the other two performance measurement methods. This Balanced Scorecard method has four perspectives of performance measurement which includes the internal and external environment. The external environment is measured through the customer perspective (with indicators of customer satisfaction, customer loyalty and customer retention), while the other three perspectives measure internal performance, namely finance, internal business processes, and growth and learning. The four perspectives are mutually integrative, because they have the nature of causality. Starting from the lowest perspective, namely growth & learning, having upward causality, namely the internal business process perspective, then having upward causality, namely the customer perspective, and finally the financial perspective.

The current population of Andalas University Inbistek tenants is 56 tenants. In this study, a sampling process was carried out that could represent the population or the entire tenant. The method used in sampling is purposive sampling. According to Sugiyono (2016), purposive sampling is a sampling technique with certain considerations. In this study, the samples used were active inwall and outwall tenants. The Slovin formula is used to determine the sample size, because the population size is known. The slovin formula is as follows (R.A et al., 2021):

$$n = \frac{N}{1 + N\,(e^2)}$$

Information:

n : Number of samples

N : Total population

e : fault tolerance limit

In the search with the slovin formula, the total population is 56 people and the error tolerance limit (e) is 10% (0.1). So, the minimum number of samples in this study are:

$$n = \frac{56}{1 + 56(0,1^2)}$$

$$n = \frac{56}{1,56}$$

n = 35,89 = 36 respondent

Data processing begins with the formulation of KPIs which are then validated by experts. Then the KPI is weighted using the Analytic Hierarchy Process method. The data is processed using the balanced scorecard performance measurement method, to evaluate the performance of business incubators. The performance measurement method through the Balanced Scorecard is a combination of measurements between two aspects, namely financial and non-financial aspects consisting of an internal business process perspective, an innovation and development perspective, and a tenant perspective. These four perspectives are measured through strategic goals that are long term and significant to the performance of the business incubator. In Nuraisyah (2017), the stages of performance measurement through the Balanced Scorecard approach are generally divided into three main stages, namely:

1. Identify strategic objectives and key performance indicators (KPI) for each strategic objective.
2. Performance measurement based on predetermined performance measurement parameters.
3. Analyze data and interpretation.

The Balanced Scorecard method provides a comprehensive framework for elaborating the vision into strategic objectives. According to Nuraisyah (2017), comprehensive strategic

goals can be formulated because the Balanced Scorecard method uses four perspectives in its application, namely:

1. Financial Perspective (Finance)

The financial perspective provides financial targets that need to be achieved by the organization in realizing its vision. Measurement of financial performance shows whether planning and implementing strategies provide fundamental improvements to company profits (Mahani, 2019).

2. Internal Business Process Perspective

This perspective aims to create quality products or services within the organization to meet customer (tenant) expectations. According to Mahani (2019), the parameters used in the perspective of internal business processes are as follows:

a. The facilities provided to tenants consist of management office area, number of tenant rooms, meeting room area, training room area, and other supporting facilities (internet, joint marketing outlets, computers, laboratories, incubator websites, and e-markets).

b. Management that includes the number of part-time staff, the number of full-time staff, and the number of chaperones.

c. The incubation process, which consists of the incubation period, training, intensity of visits, business meetings, product exhibitions and financing facilities.

3. Growth and Learning Perspective

This perspective describes the ability to make improvements and changes to personnel competencies, information system infrastructure and the atmosphere of the work environment. According to Mahani (2019), there are two parameters in this innovation and development perspective, namely:

a. From the incubator side, it consists of the number of business incubator networks, the number of inwall tenants, and the number of outwall tenants.

b. From the tenant side, it consists of product marketing range, increase in annual turnover, obtaining competitive grants or credit cooperation, increasing the number of workers, and increasing the number of tenants who have distribution permits.

4. Customer perspective

In this study, what the customer said was the incubation participant, namely the tenant. This perspective aims to identify customers and market segments that will be entered and to find out what customers (tenants) expect from the company (incubator) and how customers see the company itself.

3. RESULTS AND DISCUSSION

Key Performance Indicators (KPI) were formulated from previous research. Then the KPIs were validated by experts, and 31 KPIs were validated. KPI formulation can be seen in Table 1 as follows:

Table 1
Formulation of Key Performance Indicators

Perspektif	Sasaran Strategis	KPI	Kode KPI
Internal Business Process	Facilities	Building Area	BI1.1
		Taining room	BI1.2
		Supporting Facilities (Computer, internet, laboratory, workshop)	BI1.3
		Area of Tenant's Business Space	BI1.4
		Coworking Space	BI1.5
	Management	Fulltime Staff	BI2.1
		Manager Status	BI2.2
		Manager Experience	BI2.3
		Number of companions	BI2.4
	Incubation	Incubation Period	BI3.1
		Training	BI3.2
		Busienss Matching	BI3.3
		Financing Facility	BI3.4
Growth and Learning	Tenants Business Performance	Increase in Total Tenant Workforce	PP.1
		Increase in the Number of Tenants with Distribution Permits	PP.2
		Tenants who Get Competitive Grants / Credit Collaboration	PP.3
Finacial	Financial Efficiency	Revenue to Expense Ratio	F.1
Tenant	Tenants Satisfaction	Recruitment System	T1.1
		Training	T1.2
		Facility Support System	T1.3
		Production Infrastructure Support	T1.4
		Business Incubator Managers and Supporting Teams Provide Motivation	T1.5
		Knowledge	T1.6
		Business strategy	T1.7
		Satisfaction with Administrative Services	T1.8
	Business Growth	Get Network Expansion	T2.1
		Company Marketing Environment and Network Improved	T2.2
		Number of Employees and Quality of Work Increase	T2.3
		Product Quality and Production Capacity Increase	T2.4
		Company Turnover Increases	T2.5
		Capital Access	T2.6

The next step is to weight the KPIs that have been validated. Weighting with the AHP method begins with structuring the flow of decision making to achieve the goal of weighting the performance assessment indicators of the Andalas University Inbistek. Arrangement of hierarchies is useful for explaining problems in a structured and easy to understand manner. The hierarchical structure of KPI weighting on performance measurement at the Andalas University Institute of Technology can be seen in Figure 2 as follows:
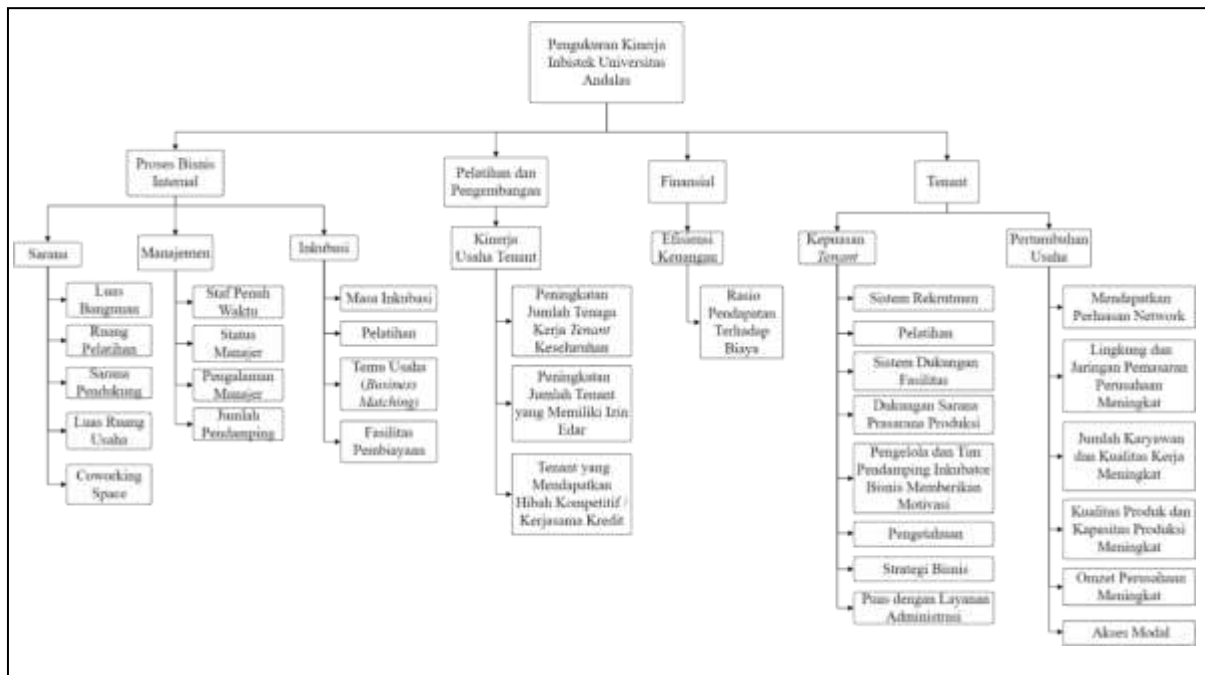

Figure 2. Structure Hierarchy Performance Measurement of Inbistek Unand

Weighting with the AHP method is done with the help of Microsoft Excel. The overall KPI weighting results can be seen in Table 2 as follows:

Table 2
Overall KPI weighting

Perspektif	weight	Strategic Target	Weight	KPI	Weight	Total Weight
Internal Business Process (BI)	0,092	Facilities (BI1)	0,108	Building area	0,047	0,0005
				Training Room	0,191	0,0019
				Supporting facilities	0,046	0,0005
				Business Space Area	0,174	0,0017
				Coworking Space	0,542	0,0054
		Manaje-men (BI2)	0,103	Full Time Staff	0,298	0,0028
				Manager status	0,279	0,0026
				Manager Experience	0,345	0,0033
				Number of companions	0,078	0,0007
		Incubation (BI3)	0,789	Incubation Period	0,065	0,0047
				Training	0,139	0,0101
				Business Matching	0,603	0,0436
				Financing Facility	0,192	0,0139
				Increase in Total Tenant Workforce	0,730	0,3112

Growth and Learning (PP)	0,426	Tenants Business Performance	1,000	Increase in the Number of Tenants with Distribution Permits	0,145	0,0616
				Tenants who Get Competitive Grants / Credit cooperation	0,125	0,0532
Financial (F)	0,068	Financial Efficiency	1,000	Revenue to Expense Ratio	1,000	0,0684
Tenant (T)	0,414		0,380	Recruitment System	0,077	0,0121
				Training	0,106	0,0166

The next stage of data processing is scoring, so that the overall performance of the company can be seen in accordance with the previously formulated KPIs. The stages in determining performance measurement standards according to Anwar (2020) are:

1. Determine the targets to be achieved by the company for each KPI

2. Determine the standard class interval for company performance measurement, with the formula:

$$\text{Class Interval} = \frac{Target\ Value - Minimum\ weight}{3}$$

3. Because standards are directly proportional to performance, the class interval scale is:

   a. Very Bad (Score 1): if NK < NM

   b. Bad (Score 2): if NM ≤ NK < NM + 1IK

   c. Fairly Good (Score 3): if NM + 1IK ≤ NK < NM + 2IK

   d. Good (Score 4): if NM + 2IK ≤ NK < NM + 3IK

   e. Very Good (Score 5): if NK ≥ NT

Information:

NK : Performance Value

NT : Target Value

NM : Minimum Value

A score of 1 is given for the worst score or minimum score at the Andalas University Technology Business Incubator. A score of 5 is obtained from the target value to be achieved by the Andalas University Inbistek. As for scores 2, 3, and 4, the range between scores 1 and 5. Based on the description of the performance measurement for each KPI that has been described previously, the performance measurement results of the Andalas University Technology Business Incubator can be seen in Table 3 as follows:

Table 3

Performance Measurement Results of the Andalas University Technology Business Incubator

No.	KPI	Weight	Score	Standar Penilaian Kinerja	Unit	Actual Value	Performance
1	Building Area (BI1.1)	0,0005	1	NK < 500	m2	660	Very Good
			2	500 ≤ NK < 553,33			
			3	553,33 ≤ NK < 606,67			
			4	606,67 ≤ NK < 660			
			5	NK ≥ 660			
2	Training Room (BI1.2)	0,0019	1	NK < 30	m2	60	Very Good
			2	30 ≤ NK < 40			
			3	40 ≤ NK < 50			
			4	50 ≤ NK < 60			
			5	NK ≥ 60			
3	Supporting Facilities (BI1.3)	0,0005	1	0 ≤ NK < 1	Skor	5	Very Good
			2	1 ≤ NK < 2			
			3	2 ≤ NK < 3			
			4	3 ≤ NK < 4			
			5	4 ≤ NK < 5			
4	Area of Business Space (BI1.4)	0,0017	1	NK < 200	m2	240	Very Good
			2	200 ≤ NK < 213,33			
			3	213,33 ≤ NK < 226,67			
			4	226,67 ≤ NK < 240			
			5	NK ≥ 240			
5	Coworking Space(BI1.5)	0,0054	1	NK < 1	Jumlah	4	Good Enough
			2	1 ≤ NK < 4			
			3	4 ≤ NK < 7			
			4	7 ≤ NK < 10			
			5	NK ≥ 10			
6	Full Time Staff (BI2.1)	0,0028	1	0	Orang	1	Bad
			2	1			
			3	2			
			4	3			
			5	> 3			
7	Manager status (BI2.2)	0,0026	1	0 ≤ NK < 1	Skor	5	Very Good
			2	1 ≤ NK < 2			
			3	2 ≤ NK < 3			
			4	3 ≤ NK < 4			
			5	4 ≤ NK < 5			
8	Manager Experience (BI2.3)	0,0033	1	0	Tahun	3	Good
			2	1			
			3	2			
			4	3			
			5	> 3			
9	Number of companions (BI2.4)	0,0007	1	NK < 1	Orang	5	Good Enough
			2	1 ≤ NK < 4			
			3	4 ≤ NK < 7			
			4	7 ≤ NK < 10			
			5	NK ≥ 10			
10	Incubation Period (BI3.1)	0,0047	1	0 ≤ NK < 0,6	Tahun	3	Very Good
			2	0,6 ≤ NK < 1,2			
			3	1,2 ≤ NK < 1,8			
			4	1,8 ≤ NK < 2,4			
			5	2,4 ≤ NK < 3			
			1	0			
			2	1			

No	Criteria	Weight	Score	Range	Unit	Value	Category
11	Training (BI3.2)	0,0101	3	2	Kali / Tahun	2	Good Enough
			4	3			
			5	> 3			
12	Business Matching (BI3.3)	0,0436	1	0	Kali / Tahun	1	Bad
			2	1			
			3	2			
			4	3			
			5	> 3			
13	Financing Facility (BI3.4)	0,0139	1	0	Kali / Tahun	1	Bad
			2	1			
			3	2			
			4	3			
			5	> 3			
14	Increase in Total Tenant Workforce (PP1)	0,3112	1	NK < 0	Persen / Tahun	5%	Good Enough
			2	0 ≤ NK < 3,33			
			3	3,33 ≤ NK < 6,66			
			4	6,66 ≤ NK < 10			
			5	NK ≥ 10			
15	Increase in the Number of Tenants with Distribution Permits (PP2)	0,0616	1	NK < 0	Persen / Tahun	35%	Very Good
			2	0 ≤ NK < 10			
			3	10 ≤ NK < 20			
			4	20 ≤ NK < 30			
			5	NK ≥ 30			
16	Tenants who Get Competitive Grants / Credit Cooperation (PP3)	0,0532	1	NK < 1	Orang / Tahun	2	Bad
			2	1 ≤ NK < 4			
			3	4 ≤ NK < 7			
			4	7 ≤ NK < 10			
			5	NK ≥ 10			
17	Revenue to Cost Ratio (F1)	0,0684	1	NK < 0	Persen / Tahun	5%	Bad
			2	0 ≤ NK < 6,7			
			3	6,7 ≤ NK < 13,4			
			4	13,4 ≤ NK < 20			
			5	NK ≥ 20			
18	Recruitment System (T1.1)	0,0121	1	0 ≤ NK < 1	Skor	4,22	Very Good
			2	1 ≤ NK < 2			
			3	2 ≤ NK < 3			
			4	3 ≤ NK < 4			
			5	4 ≤ NK < 5			
19	Training (T1.2)	0,0166	1	0 ≤ NK < 1	Skor	4	
			2	1 ≤ NK < 2			
			3	2 ≤ NK < 3			Very Good
			4	3 ≤ NK < 4			
			5	4 ≤ NK < 5			
20	Facility Support System (T1.3)	0,0100	1	0 ≤ NK < 1	Skor	3,83	Good
			2	1 ≤ NK < 2			
			3	2 ≤ NK < 3			
			4	3 ≤ NK < 4			
			5	4 ≤ NK < 5			
	Production		1	0 ≤ NK < 1			
			2	1 ≤ NK < 2			
			3	2 ≤ NK < 3			

21	Infrastructure Support (T1.4)	0,0135	4	$3 \leq NK < 4$	Skor	3,44	Good
			5	$4 \leq NK < 5$			
22	Business Incubator Support Team and Manager Provides Motivation (T1.5)	0,0373	1	$0 \leq NK < 1$	Skor	3,67	Good
			2	$1 \leq NK < 2$			
			3	$2 \leq NK < 3$			
			4	$3 \leq NK < 4$			
			5	$4 \leq NK < 5$			
23	Knowledge (T1.6)	0,0281	1	$0 \leq NK < 1$	Skor	3,92	Good
			2	$1 \leq NK < 2$			
			3	$2 \leq NK < 3$			
			4	$3 \leq NK < 4$			
			5	$4 \leq NK < 5$			
24	Business Strategy (T1.7)	0,0352	1	$0 \leq NK < 1$	Skor	3,67	Good
			2	$1 \leq NK < 2$			
			3	$2 \leq NK < 3$			
			4	$3 \leq NK < 4$			
			5	$4 \leq NK < 5$			
25	Satisfaction with Administrative Services (T1.8)	0,0043	1	$0 \leq NK < 1$	Skor	3,75	Good
			2	$1 \leq NK < 2$			
			3	$2 \leq NK < 3$			
			4	$3 \leq NK < 4$			
			5	$4 \leq NK < 5$			
26	Get Network Expansion (T2.1)	0,0225	1	$0 \leq NK < 1$	Skor	3,56	Good
			2	$1 \leq NK < 2$			
			3	$2 \leq NK < 3$			
			4	$3 \leq NK < 4$			
			5	$4 \leq NK < 5$			
27	Company Marketing Environment and Network Improved (T2.2)	0,0420	1	$0 \leq NK < 1$	Skor	3,47	Good
			2	$1 \leq NK < 2$			
			3	$2 \leq NK < 3$			
			4	$3 \leq NK < 4$			
			5	$4 \leq NK < 5$			
28	Number of Employees and Quality of Work Increase (T2.3)	0,0123	1	$0 \leq NK < 1$	Skor	3,11	Good
			2	$1 \leq NK < 2$			
			3	$2 \leq NK < 3$			
			4	$3 \leq NK < 4$			
			5	$4 \leq NK < 5$			
29	Product Quality and Production Capacity Increase (T2.4)	0,0185	1	$0 \leq NK < 1$	Skor	3,25	Good
			2	$1 \leq NK < 2$			
			3	$2 \leq NK < 3$			
			4	$3 \leq NK < 4$			
			5	$4 \leq NK < 5$			
30	Company Turnover Increases (T2.5)	0,1387	1	$0 \leq NK < 1$	Skor	3,28	Good
			2	$1 \leq NK < 2$			
			3	$2 \leq NK < 3$			
			4	$3 \leq NK < 4$			
			5	$4 \leq NK < 5$			
31	Capital Access (T2.6)	0,0228	1	$0 \leq NK < 1$	Skor	2,97	Good Enough
			2	$1 \leq NK < 2$			
			3	$2 \leq NK < 3$			
			4	$3 \leq NK < 4$			
			5	$4 \leq NK < 5$			

The achievement of the overall performance of the Andalas University Technology Business Incubator can be seen from the total multiplication of the weights and scores of each KPI that has been obtained previously. The overall performance measurement uses 5 criterion scores which consist of an interval value range of 1 to 5. In Anwar (2020), an explanation of each of these scores is as follows:

Score 1 (very bad)   : 1 ≤ Total < 1.8

Score 2 (poor)   : 1.8 ≤ Total < 2.6

Score 3 (Good Enough)   : 2.6 ≤ Total < 3.4

Score 4 (good)   : 3.4 ≤ Total < 4.2

Score 5 (Very Good)   : 4.2 ≤ Total < 5

The recapitulation of the performance results of the Andalas University Technology Business Incubator can be seen in Table 4 as following:

Table 4
Andalas University Technology Business Incubator Performance Recapitulation

No.	*Key Performance Indicator*	Weight (AHP)	Score	Score x weight	Performance
1	Building Area (BI1.1)	0,0005	5	0,0023	Very Good
2	Training Room (BI1.2)	0,0019	5	0,0095	Very Good
3	Supporting Facilities (BI1.3)	0,0005	5	0,0023	Very Good
4	Area of Business Space (BI1.4)	0,0017	5	0,0086	Very Good
5	Coworking Space (BI1.5)	0,0054	3	0,0161	Good Enough
6	Full Time Staff (BI2.1)	0,0028	2	0,0056	Buruk
7	Manager status (BI2.2)	0,0026	5	0,0132	Very Good
8	Manager Experience (BI2.3)	0,0033	4	0,0130	Good
9	Number of companions (BI2.4)	0,0007	3	0,0022	Good Enough
10	Incubation Period (BI3.1)	0,0047	5	0,0235	Very Good
11	Training (BI3.2)	0,0101	3	0,0302	Good Enough
12	Business Matching (BI3.3)	0,0436	2	0,0872	Bad
13	Financing Facility (BI3.4)	0,0139	2	0,0278	Bad
14	Increasing the Number of Tenant Workforce Overall (PP1)	0,3112	3	0,9336	Good Enough
15	Increase in the Number of Tenants with Distribution Permits (PP2)	0,0616	5	0,3081	Very Good
16	Tenants who Receive Competitive Grants	0,0532	2	0,1064	Bad

	/ Credit Cooperation (PP3)				
17	Revenue to Cost Ratio (F1)	0,0684	2	0,1368	Bad
18	Recruitment System (T1.1)	0,0121	5	0,0607	Very Good
19	Training (T1.2)	0,0166	5	0,0831	Very Good
20	Facility Support System (T1.3)	0,0100	4	0,0402	Good
21	Production Infrastructure Support (T1.4)	0,0135	4	0,0540	Good
22	Business Incubator Support Team and Manager Provides Motivation (T1.5)	0,0373	4	0,1493	Good
23	Knowledge (T1.6)	0,0281	4	0,1125	Good
24	Business Strategy (T1.7)	0,0352	4	0,1408	Good
25	Satisfaction with Administrative Services (T1.8)	0,0043	4	0,0171	Good
26	Get Network Expansion (T2.1)	0,0225	4	0,0899	Good
27	Company Marketing Environment and Network Improved (T2.2)	0,0420	4	0,1680	Good
28	Number of Employees and Quality of Work Increase (T2.3)	0,0123	4	0,0492	Good
29	Product Quality and Production Capacity Increase (T2.4)	0,0185	4	0,0739	Good
30	Company Turnover Increases (T2.5)	0,1387	4	0,5547	Good
31	Capital Access (T2.6)	0,0228	3	0,0683	Good Enough
	Total			**3,3882**	**□ 3,4**

Based on the table, it can be seen that there are 5 KPIs in the category of poor performance, 5 KPIs in the category of Good Enough performance, 12 KPIs in the category of good performance, and 9 KPIs in the category of Very Good performance. The total performance score obtained by the Andalas University Technology Business Incubator is 3.4. This value is in the score range of 4, meaning that the performance of Inbistek Unand is currently in the Good category. Even though it is in the good category, Inbistek Unand needs to make continuous performance improvements to improve performance, so that the targets set by the Incubator can be achieved, especially for KPIs with poor performance categories.

4. CONCLUSION

The formulation of KPIs in this study resulted in 31 KPIs obtained from the elaboration of 4 perspectives in the Balanced Scorecard method. The internal business process perspective consists of 13 KPIs, the growth and learning perspective consists of 3 KPIs, the financial perspective consists of 1 KPI, and the tenant perspective consists of 14 KPIs. The performance

of the Andalas University Technology Business Incubator with the Balanced Scorecard method as a whole is worth 3.4 which is in the good category. Based on the results of performance measurements, there are 5 KPIs in the category of poor performance, 5 KPIs in the category of Good Enough performance, 12 KPIs in the category of good performance, and 9 KPIs in the category of Very Good performance.

5.   ACKNOWLEDGEMENTS

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