

APPLYING GRID ACTION OF BLUE OCEAN STRATEGY TO BUSINESS MODEL CANVAS : AN INNOVATION OF BUSINESS MODEL FOR UNIVERSITY BUSINESS INCUBATOR IN WEST JAVA

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Abstract. *Business Model Innovation needs to be done by various business entities today because of increasingly intense market competition. West Java is a province in Indonesia which has a large number of Micro-Small-Medium Enterprises (MSMEs). In its development, these MSMEs face various obstacles in terms of human, financial, and market resources. Some business incubator appears to help MSMEs' problems, which owned by state enterprises, private companies, government institutions, and higher education institutions. Business incubators, as developers or accelerators for MSMEs, must become a knowledge park and innovation center to foster and develop MSMEs. The incubator Business must be equipped with a business model as their tools to assist their tenants. This paper will describe the process of applying the grid action of Blue Ocean Strategy by business incubators of universities in West Java to produce new canvas business model innovations that can be applied by them.*

Keywords: *business model innovation, business incubator, business model canvas, blue ocean strategy*

1. INTRODUCTION

Business model innovation is something that needs to be done by various business entities today, due to increasingly intense market competition. Technological advances and increasingly rapid information flow affect customer behavior. Nowadays, customers are satisfied with fulfilling the needs for the goods or services they want and the speed of time the producers meet their needs. Micro-Small-Medium enterprises (MSMEs) as a business entity is required to be able to meet customer needs quickly with a satisfactory quality of goods and services.

West Java is one of the provinces in Indonesia, with approximately four million and five hundred units of MSME. The majority of them are engaged in non-agricultural business, namely in the fields of Large and Retail Trade, Repair and Maintenance of Cars and Motorcycles, Manufacturing Industry, Provision of Accommodation, and Provision of food and beverages (BPS-JawaBarat, 2016). In the process of its development, these MSMEs face various obstacles in terms of human, financial, and market resources.

The results of Indonesian MSMEs' products have good quality. They can compete, even some of them usually does not have a marketing authorization, the attractive brand, untidy packaging, which requires assistance from various stakeholders (Sumekar, n.d.). To help these MSMEs in the last decade, business incubators in Indonesia have emerged to try to assist MSMEs. The incubator is owned by state-owned enterprises, private companies, government institutions, and higher education institutions. The services provided vary from business assistance, capital injection, workspace, coaching management, investor network, promotion techniques, and market expansion (Arum, 2015).

Business incubators, as developers or accelerators for MSMEs, must become a knowledge park and innovation center so MSMEs can succeed to grow. The business incubator needs to be equipped with a set of business models that help them create value for the fostered MSMEs. In general, the incubator business model has several features, such as customer service, non-hierarchical structure, and market-based governance. Nevertheless, the development will differ from one another depending on the type of incubator, whether for-profit or cooperative or non-profit (Tang, Walsh, Li, & Baskaran, 2019).

In February 2020, several private and regional universities in West Java began to establish and develop business incubators in their respective universities through collaboration between institutions. In the process of establishing the incubator, tertiary institutions tried to compile a business model using a canvas business model adapted to the needs of the business incubator by considering, eliminating and adding several elements in its components.

In this regard, there is a theoretical concept in management strategy called the Blue Ocean Strategy (BOS). In BOS, there is a grid action of strategy formulation that consists of eliminating-reduce-raise-create. Based on this, this paper will discuss how the grid in the blue ocean strategy can be applied by business incubator institutions in West Java to produce new canvas business model innovations that can be applied by business incubator institutions?

2. LITERATURE REVIEW AND THEORITICAL FRAMEWORK

According to the European Commission (2002), a business incubator is an institution that assists new businesses or startups to develop their businesses on an ongoing basis (Kuryan, Khan, & Gustafsson, 2018; Logaiswari, Ismail, & Khalifah, 2017). Business incubators have emerged as startup auxiliaries since the 1960s by providing business advice and capital services, intending to develop innovative community businesses (Ramar, Muthukumaran, M.Manida, & Nandhini, 2020). So it will have an impact on increasing the availability of employment and economic growth of the community (Marchis, 2007).

Business incubators develop intellectual capital, which is capital in the form of knowledge and capabilities so that the company can develop and be able to face competition in the international market consisting of human capital, structural capital, and relational capital. Human capital refers to the knowledge, talents, and experiences of employees. Structural capital refers to the codification of knowledge outside the employees' ideas, such as databases and routines that the company needs to do. Relational capital refers to knowledge relations between companies and referent groups (Calza, Dezi, Schiavone, & Simoni, 2014).

There are two business incubator models, namely public incubators, that provide services based on tangible assets and commodity markets. Second, private incubators that offer financial services and things that are more intangible and high-value assets with a long-term orientation. Business incubators built to be a "one-stop" institution that provides information and referrals for entrepreneurs and is a producer of business program assistance (Calza et al., 2014).

Besides, the incubator also provides expansion services and business operations for the client to make the client's business can develop both in information, capital, networking, and technology. In developing his client's business, several references need to be carried out by the business incubator, such as sufficient client resources and activities based on research in developing and implementing ideas. Furthermore, the business incubator must have a strategy as a business plan (Marchis, 2007), which becomes the reference as a framework.

The term business model emerged from the late 1990s with a peak in 2010, where scholars began to formulate the meaning and purpose of the term coinciding with the emergence of many e-commerce (Demil & Lecocq, 2010). The keyword business model is more directed at how the tools for a value in business are created by academics and managers and captured by others. There are several definitions of business models. First, Teece (2010) defines it as describing the relationship between a company and its customers by creating and delivering value to customers; Casadesus-Masanell & Ricart (2010) describe it as internal corporate internal governance and customer relations (Baden-Fuller & Mangematin, 2015).

Then Casadesus-Masanell and Heilbron (2015) redefined the business model as a device between thinking and strategy to obtain ambivalent profit opportunities ignored by traditional strategies. Benoit and Lecox describe it as the construction of a manager's decision framework in running a business. Rumble and Mangmatin (2015) as logical thinking in business (Baden-Fuller & Mangematin, 2015).

Some experts equate the definition of the business model and business strategy, although both have different meanings. Strategy can be defined as a company theory for competition (Richardson, 2008), by creating certain positions that are different from competitors (Seddon & Lewis, 2003). While the business model can be seen as a conceptual and architectural implementation of the business strategy (Richardson, 2008), or is a description of some aspects of the company's strategy that are understood as a way for the company to convey its value to customers (Seddon and Lewis, 2003).

Based on this opinion, the business model can be interpreted as a set of governance frameworks run by managers in creating company value to meet customer needs as part of a strategy to gain business profits.

The Business Model Canvas is a model developed by Osterwalders and Pigneur that describes the business plan model in one illustrative document mapping of several components. The design is to make entrepreneurs can think about and create elements in the business component visually (Frick & Ali, 2013). The components in it, especially the value proposition, can explain why the business exists and can determine the company's business activities (Schiavonea, Paolonec, & Mancini, 2018). Generally, there are nine components, namely: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structures (Hindarsah, Purwanto, Priadana, & Fahrudin, 2020):

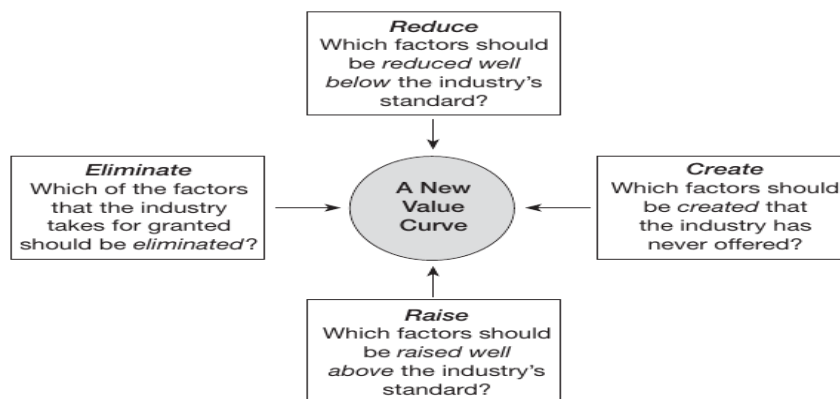
- 1) Customer segment is a group of people targeted by the company, and is the life of the company;
- 2) Value proposition, the value of the product or service to be given to customers in the form of price, quality or service;
- 3) Channel is a way of communication taken by the company to customers to increase customer awareness of products and companies;
- 4) Customer relationship is a type of relationship established by the company to customers, for example, service pre-sale, on-sale, and after-sale both directly and indirectly;
- 5) Revenue stream is the company's revenue from customers;
- 6) Key resources are resources owned by the company to make production in the form of physical, financial, intellectual or human forms;
- 7) Key activities are production activities carried out by the company;
- 8) Key Partnership is a relationship or network established by the company with suppliers or other partners, and;
- 9) Cost structure is all the costs required in running a business.

Blue Ocean Strategy (BOS) is a strategy term coined by Kim and Mauborgne (2005) as opposed to the red ocean strategy (ROS). The term BOS refers to an industry that does not yet exist today with untapped market space with many profit opportunities. In contrast, ROS refers to industries that exist within the boundaries of clear definitions (Mauborgne & Kim, 2005).

Companies in the red ocean category move conventionally by trying to win from competitors. In contrast, companies in blue oceans conduct a strategy to make a value innovation that can open new market spaces. Innovations built in the blue ocean tend to be innovations that contain a value. This value emphasizes the reduction of the cost structure and the provision of value propositions for buyers that have never been offered before by other companies as a strategy to attract consumers (Mauborgne & Kim, 2005).

In BOS, there are four frameworks of action that need to be taken to decide the trade-off between differentiation, cost and create a new value curve by mapping four factors as the logic of strategy and business models. These four things are to eliminate, reduce, increase, and create (Mauborgne & Kim, 2005).

Grid Action of Blue Ocean Strategy



source: **Kim and Mauborgne, 2005**

First is what factors need to eliminate, for example, somethings that do not have a sale value. Second, what factors need to be reduced, for example, services that are no longer needed by customers who are considered excessive. Third, factors need to raise, which are the opposite of factors that need to reduce. Fourth the factors need to be created that competitors have never offered, thus creating new demand.

A business model cannot last long because it certainly has limited coverage because of circle changes, whether technology, consumer demand, or market competition. A business model needs to be revised and reformulated (Teece & Linden, 2017). The four grid steps in BOS, namely elimination, reduce, raise, and create, can be a step for companies or business organizations to create new strategies as an innovation for the company's business model to deal with these changes. In addition to being able to compete in the market, companies need to take four steps of innovation: relinking, repartitioning, relocating, and reactivating specific BM building blocks (Schiavonea et al., 2018).

In the Big Indonesian Dictionary (KBBI), innovation is interpreted as an update or discovery that is different from the one that already existed before. Meanwhile, according to the European Commission, innovation can be defined as a change that makes and adds value and provides a competitive advantage. According to J. Schumpeter, innovation in entrepreneurship relating to new products, new production methods, new markets, and new organizational forms (Wolniak & Michalene Eva Grebski, 2017). Changes in the business environment that occur at this time make business organizations compete to create innovative business models to make them survive in the competition (Massa & Tucci, 2014).

According to Chesbrough, business model innovation can be an essential thing to develop rather than technology for companies to survive and compete because business model innovation is the company's response in dealing with situations that occur in a changing market. Business models and business model innovations can illustrate the mechanism of a company or business organization is creating value that will be given to customers (Schiavonea et al., 2018).

3. RESEARCH METHODE

This study uses a qualitative method to explore the meaning of a social problem (Creswell, 2012), namely describing the stages of compiling a business model conducted by business incubators in tertiary institutions in West Java. This research aims to answer an open-ended research question, namely regarding the application of the use of theory in the components of the business model to create an innovative business model that is adaptable for business organizations in community groups.

The approach used is a case study that tries to understand a phenomenon from a single event (Eisenhardt, 1989), namely business incubators of universities in West Java. The Data collection technique is observation, focus group discussions, and unstructured interviews. The data collection process was carried out during the meeting of managers or incubators of West Java higher education incubators held in the city of Bandung in February 2020.

The data analysis technique is done manually by the researcher, where the data is interpreted and then poured in a narrative based on a theoretical framework and then elaborated in a description that leads to the answer to the research question.

Result and Discussion

The establishment of higher education business incubators in West Java is an effort to implement government policies that encourage universities to establish business incubators. The government-driven policy is the Ministry of Research, Technology, and Higher Education, which requires universities to establish business incubators. It also encouraged several lecturers from several universities who are members of the ABCGM network program (Academics, Business, Community, Government, Media) to take the initiative to establish a business incubator in their respective institutions where they teach.

The establishment of incubators, they assisted by an international non-profit organization from the Netherlands. The organization focuses on empowering MSMEs, namely the Programma Uitzending Managers (PUM), that have experience since 2017 by assisting by experts in the target country.

There are several stages carried out by the initiators to form a business incubator in their respective universities. The first stage is the mapping of institutions by grouping institutions based on

two stages as part of public hearings. Second, the initiator's group follow-up stage with their respective institutions whether the relevant tertiary institutions agree or not. The third is the uniformity of the incubator business model because the business model reflects what the incubator and customer want to achieve with bright value innovation designed (Isabelle & Westerlund, 2016).

The business model agreed upon in the focus group discussion forum is the canvas business model (CBM). Based on the author's interviews with several participants, CBM was chosen because the concept is easy to photograph the components needed by the incubator. Like the components in CBM, the components adopted by the university business incubators also consist of nine components: customer segment, value proposition, channel, customer relationship, revenue stream, key resources, key activities, key partnerships, and cost structure.

MSME is a business entity that runs independently to make a profit by selling products to customers in the local market with limited assets. While the business incubator is an institution providing assistance services to new businesses, whether managerial assistance capabilities, financial, and network, the difference in function between MSME and the incubator will make the elements in the components of the canvas business model different. So that innovation is needed to map the elements needed in each component of the block.

The use of the eliminate-reduce-raise-create Grid in BOS can be a step to map the elements needed by business incubators. It helps to map an unidentified market that will be the institution's target and mapping the undefined value propositions that can be offered to tenants incubator. For example, the author tries to describe the steps that can be done by a business incubator by changing the elements in the canvas business model components that are implemented by an MSME as follows:

No	Component Block	Ordinary enterprise
1	Customer Segment	Mass market/ Segmented market
University Business Incubators (UBI) → eliminate mass market elements and raise customer segmentation in the more segmented ones in the university environment. These include entrepreneurial program students, students participating in entrepreneurship courses, lecturers and staff entering retirement period, and alumni who have businesses that want to be developed		
2	Value Proposition	Value of product or program
UBI → raise the value of product element and create a value of program because UBI is a startup or SME driving institution as a value that wants to offer not only on the product, but also become a provider of working and co-working space, and funding access.		
3	Channel	Face to face bazaar, bazaar expo, telephone, fax, internet
UBI → reduce fax channels because they are no longer relevant to the era, and raise social media channel, also create direct channels such as campus cooperation, and use of face to face bazaar channel.		
4	Customer Relationship	Making good relations with customers
UBI creates and raise relationships with customers such as MSMEs or startups that become tenants		
5	Revenue Stream	Product selling

UBI → eliminates product selling and makes a program to get revenue streams, namely share equity of fostered MSMEs, government grant programs, and higher education institution budgets		
6	Key Resources	Production tools, raw materials, places, human resources
UBI → reduces the elements of key resources that are not following the needs of the incubator and raise the focus on resource incubators that are more intellectual capital owned by human and building resources as a facility for tenants		
7	Key Activities	Efficiency of Human resources, production strategy, product diversification, customer complaint services
UBI → eliminates the activities carried out by the company and creates incubator functional activities such as mentoring activities, bridging the needs of startups with large corporations to create markets and networks for startups, evaluating incubator periodic programs to make activities better		
8	Key Partnership	designers, artist, suppliers, government, competitors
UBI → eliminates irrelevant partners and create relations with more relevant partner for sustainability incubators such as college management, startups that become tenants, Kemenristekdikti, the Indonesian Business Incubator Association (AIBI), alumni, large corporations that are partners, and local communities		
9	Cost Structure	Production costs, place costs, human resources costs, marketing costs
UBI → eliminate irrelevant elements by allocating the cost structure to the incubator activities such as activities in the incubation stage; manager, assistant and coach fees; operational costs of buildings and other activities in the incubator		

Source: compiled by author

Based on the table it can be seen that UBI can hit the Elimination-Reduce-Raise-Create pattern. First in the customern segment that is eliminating the mass market by increasing the focus on segmented consumers who are more in line with the functions of university incubators such as entrepreneurial program students, students participating in entrepreneurship courses, lecturers and staff entering retirement, alumni who have businesses that want to be developed. Second, in terms of UBI's value proposition, it can increase product values and create value in incubator products such as the value of institutions as providers of working and co-working space, and provide access to funds.

Third, in terms of channel, UBI can reduce indirect channels that are no longer relevant to use, such as facsimile and increase the use of internet channels on social media platforms. Furthermore, UBI can raise direct channels by collaborating with campus cooperatives. Fourth, in terms of customer relationships, by increasing cooperation with institutions that can be a source of tenants in the campus environment.

Fifth, in terms of revenue streams, because incubators are different from business institutions, UBI can create revenue from share equity from tenants, accommodate government programs, and allocate budgets from university and eliminating product selling. Sixth, key resources reduce the elements of key resources that are not following the incubator's needs and increase the focus on resource incubators that are more intellectual capital owned by humans and building resources as tenants. Seventh UBI eliminates the activities carried out by the company and makes incubator functional activities such as mentoring activities, bridging the needs of startups with large corporations to create markets and networks for startups, evaluating periodic incubator programs to make activities better.

Eighth, UBI can eliminate irrelevant partners and make partner mapping more relevant partners for the sustainability of incubators, such as: college management, startups that become tenants, Kemenristekdikti, Indonesian Business Incubator Association (AIBI), alumni, large corporations that are partners, and the community local. Ninth UBI can eliminate unnecessary elements by allocating the cost structure to the incubator activities like activities in the incubation stage, manager, assistant and coach fees, operational costs of buildings, and other activities in the incubator. So that the MBK component description is as follows:

No	Component Block	Elements
1	Customer Segment	<ul style="list-style-type: none"> - Student entrepreneurship programs; - entrepreneurship students; - lecturers and staff who will enter retirement; - alumni businesses that want to be developed
2	Value Proposition	<ul style="list-style-type: none"> - Working dan co-working space provider; - funding access networks
3	Channel	Direct: <ul style="list-style-type: none"> - bazaar - college cooperation indirect: telephone and social media
4	Customer Relationship	build comfortable relationships with MSMEs or tenant startups;
5	Revenue Stream	Obtained through managed tenant such by as share equity; payment of rent from tenants; a government grant program or a higher education institution budget
6	Key Resources	Intellectual capital, Human resources, working space
7	Key Activities	various coaching assistance activities; bridging the needs of startups and large corporations to create markets and networks for startups; periodic evaluation of IB programs
8	Key Partnership	University management; startups' student; Kemenristekdikti; Asosiasi Inkubator Bisnis Indonesia (AIBI); alumnee; local citizens; society; large corporations that supports <i>startups</i> development
9	Cost Structure	Pre-incubation, incubation and post-incubation activities; manager, assistant and coach fees; activities outside the incubation stage; room rent and energy expenses (inwall); apprenticeship and marketing activities (outwall)

Source: compiled by author based on FGD

Based on the table, the elements in university business incubators are more likely to focus on startups owned by students or environmental staff, with activities focused on coaching their businesses. Because UBI is an institution that provides services for entrepreneurs, UBI is a non-profit institution, so their success is not reflected in profit money, but rather on social respect. As Moleiro et al. argues, IB universities can encourage startup progress through the education function to improve and provide human resources that indirectly contribute to economic growth (Moleiro Martins, Abreu, & M.F. Calado, 2019).

CONCLUSION

Business Model Innovation is something that needs to be done by various business entities to be able to survive in market competition in meeting customer satisfaction. West Java is a province with a large number of MSMEs in Indonesia, along with the emergence of government policies to encourage the development of MSMEs. Some universities in the province took the initiative to establish a business incubator as an institution that assists MSMEs or startup that tend to have constraints in human, financial, and market resources.

The incubator itself as an institution that helps MSMEs needs to have a business model as a strategy to develop itself in order to become a more contributory institution for MSME development. Some university incubators in West Java try to use the canvas business model as their business model. However, the difference in function between business and company incubators is necessary to innovate different business models with companies.

Blue ocean strategy can be one way to modify the canvas business model to make it more adaptable for business incubators. It helps to design business model innovations by using the "eliminate-reduce-raise-create" grid to create new values in the model business for business incubators. In the customer segment, UBI implements eliminate and raise because UBI has a more segmented market. Second, the Value proposition uses eliminating and creating because the product from UBI is a mentoring program. Third, the channel by reducing the fax channel and increasing the use of the internet through social media, creating direct channels such as bazaars and direct sales in cooperatives.

Fourth, UBI's customer relationship needs to raise its relationship with its SMEs and startup tenants. Fifth, the revenue stream eliminates product selling and creating programs because they can live by selling mentoring programs that will attract tenants, universities, and government interests. Sixth, UBI's key resources can reduce unnecessary resource elements and raise their focus to sources, which is vital for incubators, such as human resources and capital building for tenants' facilities.

Seventh, in key activities, UBI can eliminate all kinds of firm activities and create functional activities of incubators. Eighth, in UBI's key partnership, it can eliminate irrelevant partners and create more relevant list partners such as university management, tenant startups, Kemenristekdikti, the Indonesian Business Incubator Association (AIBI), alumni, large corporations that are partners, and local communities. Ninth, in terms of UBI's cost structure, it can eliminate unnecessary cost elements in the company and make cost allocations to tenant incubator activities, honorarium and manager fees, as well as building operating expenses and other supporting activities. All of the applying grid action makes new CBM that implemeable for UBI, to be conclude it can be said that applying BOS in CBM is a way of model business innovation.

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