

## **ABSTRACT**

*The ratio of entrepreneurs and population in Indonesia is still far from the standard comparison ratio in developed countries. With only 3.1% of Indonesian entrepreneurs, developed countries have a total of 14%, meaning that it is indeed necessary to accelerate the improvement in the quality and quantity of entrepreneurs in Indonesia. Government policies that support the development of an entrepreneurial culture have been started since 1995, such as holding a Business Incubator that aims to develop new businesses in Indonesia so that they can become large, sustainable and profitable companies.*

*The purpose of this study is to identify the role of the Business Incubator in creating innovation within Telkom Indonesia Company based on the Internal perspective of the Incubator, especially Indigo Creative Nation. The identification of roles is grouped into 3 variables. Pre Incubation variables include criteria, stages, number of registrants, target. Main Incubation variables include aspects of the main activities, supporting activities, and facilities provided. Post Incubation variables include evidence, available programs, use of facilities, surviving tenant targets, impacts.*

*The phenomenon in this research is explored by the qualitative and case study method. Data collection techniques are in-depth interviews, and secondary data collection. The resource person involved was Indigo Management. Interviewees were interviewed about the Pre-Incubation, Main-Incubation, and Post-Incubation phases as a result of the incubation process that can help out a tenants.*

*The role of Indigo in the pre-incubation phase includes establishing Indigo criteria, which is to take two approaches, namely from the founder and product side. Stages that occur are startups registering to Indigo through the website, on desk selection, and pitching. Indigo does not specify the specific target incubated. In the main incubation phase, Indigo has main activities in the form of learning programs, mentoring, coaching, seminars, and workshops. Supporting activities such as funding and networking programs. The facilities provided at Indigo are*

*physical and non-physical such as working space, conference rooms, canteens, security, office equipment, libraries, servers, cloud, wifi, and API platforms. In the post-incubation phase Indigo has evidence that startups have followed the program in the form of an achievement matrix and minutes at the end. Seminar programs and workshops for existing alumni by making alumni as expert mentors to guide and motivate startups that are being incubated. Indigo still provides access to physical and non-physical facilities after startup in incubation but not priority. There is no specific target but it is expected that the whole or at least 80% can be absorbed by the market. The perceived impact is adding Telkom's digital business products and helping revenue for Telkom.*

*The results of this study are expected to know the role of business incubators in the pre-incubation, main-incubation and post incubation phases can be learning material in developing the role of managing a business incubator.*

**Keywords:** *Incubator Business, Incubator services, Incubator effect, entrepreneur, intrapreneurs.*