

SEDS PROJECT ON BENCHMARKING: SHARING, LEARNING AND NETWORKING

The Sulawesi Economic Development Strategy Project (SEDS) is a 5-year project funded by the Canadian Government and implemented by Humber College, in collaboration with seven (7) universities in Sulawesi. The SEDS project aims to strengthen the skills of the universities to design and deliver entrepreneurship education that produces graduates able to start their own businesses. The seven universities that become SEDS' partners are Universitas Sam Ratulangi (UNSRAT), Universitas Negeri Manado (UNIMA), Universitas Klabat (UNKLAB), Universitas Katolik De La Salle (DE LA SALLE), Universitas Hasanuddin (UNHAS), Universitas Negeri Makassar (UNM) and Universitas Muhammadiyah Makassar (UNISMUH).

Since the SEDS project launched in 2012, a series of workshops have taken place in Sulawesi, focused on applied entrepreneurship curriculum development and providing business support services to local entrepreneurs. These activities are expected to improve the SEDS's partners capacity to empower entrepreneurship program development in the University, to grow young entrepreneurs on campus, and to be able to deliver management services to foster Micro, Small and Medium Enterprises (SMEs) in Sulawesi.

In order to strengthen the capacity of its partners, SEDS recently undertook benchmarking visits to provide opportunities for partners to study the development of a Business Service Centres in Yogyakarta and East Java that have been successful in cultivating young entrepreneurs.

Benchmarking is an important process in which the organization can measure its progress by seeing firsthand the performance of other similar groups, in order to identify best practices that can be adopted and adapted for the progress of the organization or Business Service Center. 37 participants (20 men and 17 women) from SEDS Partners took part in the Benchmarking visits, and they were divided into 2 groups. The first group with 23 participants attended the Entrepreneurship Benchmarking Club and Gama Multi Group in UGM, Mitra Mandiri 91, Solotechnopark and University of Ciputra, while the second group with 14 participants went to the University of Ciputra, Brawijaya University, Maksindo, Damarayu and Muhammadiyah Malang University.

The first benchmarking visit took place from August 16 to 20, while the second visit took place from August 31 to September 4, 2015. The purpose of the benchmarking was to provide SEDS Partners with an opportunity to observe, exchange experiences and learning, and to network with the Business Services Centre, SME's and Entrepreneurship Programs that are more advanced and successful in Jogjakarta, Solo, Surabaya and Malang.

To carry out the benchmarking visit, and to meet its objectives, the following steps were taken: 1. Partner Needs Assessment

2. Site Selection

3. Selection of Participants

4. Implementation

5. Evaluation

6. Follow-up Plan

7. Best and Smart Practices Adoption and Adaptation.

The Partner needs assessment focused on how the operation of their Business Services Centers can be improved after observing best practices, as well as exploring and interacting directly with others with more experience. After getting input from Partners, the next was to identify a successful Business Service Centre in Indonesia. Partners were given the opportunity to discuss the selection of the Business Services Center to be visited, which motivated the partners to prepare a check list of questions in advance of the visit.



"Participants explored the experience in the development of Business Services Center, Structural Organizational and Business Strategy Planning of President Director of Gamamulti Group - UGM"

After a consensus was reached with the SEDS partners, planning for the benchmarking visits was conducted with the Business Service Centers that were selected. Site visits were made to

ensure that the facility and performance of the Business Service Center was in accordance with the needs of Partners. At the same time, the timing of the visit, the number of participants and the agenda of the visit were arranged with the Management of Business Services Centers.



" Benchmarking Participants are following the "sharing and learning session" from Ciputra University students who successfully developed the culinary business. "

The benchmarking implementation visits went according to plan, and participants were very enthusiastic and greatly enjoyed the learning that took place.. The Business Services Centers that were visited were very open, and participants were able to gain immediate benefits and knowledge to improve their management of Business Services Centers in Sulawesi.



"Reboan Program at the University of Ciputra is very interesting because it gives students the opportunity to promote their product among faculty groups. Students learn the business environment of the campus before expansion out of the campus. We will adopt and adapt the program by building Food Court and Mall in Unismuh's Campus, by providing room to students so as to have the opportunity to learn and practice business directly on campus " (Mr. Rachman, Project Coordinator of SEDS - Unismuh)



"A visit to Maksindo which manufactures processing equipment for SME business is very useful to build a business actors network. Lecturer of entrepreneurship and lab managers can gain insights and references of processing equipment needed by SME's and students who want to develop their business in the field of food processing " (Mrs. Diyahwati, lecturer UNM)

Some of the best and smart practices that were identified by participants for adoption in their Business Service Centers are as follows:

1. Make the student a driving force of entrepreneurial activities that foster the entrepreneurial ecosystem on campus.
2. Cultivate the creativity of students by giving them the opportunity to manage the Student Entrepreneur Program or Program Mahasiswa Wirausaha (PMW) activities that get intensive support from Business Services Center
3. Business Services Centers should be professionally managed with a vision, mission and measurable performance indicators, as well as action plans that can be monitored every month.
4. The development of applied entrepreneurial curriculum that is taught by both faculty practitioners (business owners, professionals, and founder of the company) and entrepreneurial lecturers so that the students can get a tangible example of the business world.
5. To build a partnership with the private sector, government and non-governmental organizations for the entrepreneurial development program and to foster young entrepreneurs on campus and off campus.



"The Ciputra University 'Reboan' program provides an opportunity for students from various faculties to learn entrepreneurship from practitioner and professor of entrepreneurship in every Wednesday. "

After the implementation of the benchmarking visit, participants who represented each partner university shared the results of their learning with other teaching staff and lecturers. The process of sharing and learning with professors who did not participate in the benchmarking will increase insight on successful Business Service Centre and foster engagement with the academic community at the University and the surrounding community. Moreover, it increases the motivation and commitment of the faculty in the development of Business Services Center and entrepreneurship on campus.



"Benchmarking adds insight to participants or lecturers because many entrepreneurship programs in universities like University of Ciputra and Brawijaya has created creative and innovative students to become successful young entrepreneurs with the support of Business Services Center on campus. I'm sure SEDS partners can do the same thing in Sulawesi." (Mrs. Mardiana, Project Coordinator of SEDS - UNHAS)



"UGM Plaza Agro business model is very attractive because it can accommodate the results of SME mentoring program, students and alumni. The products which are marketed in the Plaza Agro are good quality and unique because it is rarely found in the surrounding mini market. DE LA SALLE could adopt this business model so there is Mini Market in the campus managed by the student and can serve the needs of the academic community. Mini Market also become students', alumni and SMEs product promotions which are mentored by Entrepreneurship Center DE LA SALLE " (Gracia Kelana, professor DE LA SALLE)

Based on the results of the evaluation conducted four months after the of the benchmarking visit, SEDS partners have followed up some of the activities that were adopted and adapted, including the following:

- Seven Partners (UNIMA, UNSRAT, UNKLAB, DE LA SALLE, UNHAS, UNM , and Unismuh) held a market place involving multi-stakeholders and provided more opportunity for students to create and promote product innovation and business services both inside and outside the campus.
- Partners reviewed the strategic planning for their Business Service Centers by adopting and adapting the organizational structure, duties and responsibilities of the management model that they observed in the professionally managed centers they visited.
- Sam Ratulangi University (UNSRAT) Entrepreneurial Communities were given space on campus to run their business in September 2015. The operations are managed by the students so that it is able to foster the entrepreneurial ecosystem on campus.



" UNSRAT Entrepreneurial Community has been directly involved in students business development so as to encourage the emergence of creativity and innovation of students as well as the entrepreneurship ecosystem with the support of the UNSRAT Innovation and Entrepreneurship Center"

- The partners strengthened their networks by inviting representatives from the University of Brawijaya, University of Gadjah Mada, University of Indonesia, Bank Mandiri and Solotechnopark to speak at SEDS workshops. In addition, SEDS partners took part in a five-day workshop on Coaching and mentoring in order to increase their ability to support student entrepreneurs.



"SEDS Partner are sharing, learning and networking in order to accelerate the development of Business Service Center with an experienced facilitator in the development of entrepreneurship education and integrating it into the start-up and business incubation in University of Brawijaya"

- The Unismuh Business Center held a Seminar on Entrepreneurship in collaboration with Kalla Group for creating 1,000 Unismuh young entrepreneurs in Makassar, and with Muhammadiyah Merchant Network in Indonesia. Benchmarking activities were adopted by UNIMA and DE LA SALLE by inviting students to see firsthand the best and smart practices of other successful universities and SME's. This inspires students to adopt and adapt for their business to grow with the assistance of their lecturers.

Based on that evaluation, it is clear that the benchmarking visit has helped the SEDS partners to identify best practices, to implement those practices in their own Business Service Centers, and to foster student interest in entrepreneurship by opening up business opportunities on campus.

Ongoing periodic evaluations will be important in order to ensure continuous improvement in the management of Business Services Centres, but for now it is clear that the benchmarking visits were of great value. Combined with the commitment and hard work of the SEDS partners, we hope to see even more positive results of the benchmarking through sharing, learning and networking with multiple parties, leading to successful Business Service Centres to support new entrepreneurs in Sulawesi.

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