Process Analysis of Business Incubators in Creating Product Innovation at PT Telkom Indonesia (Persero) Tbk (Case Of Digital Amoeba)

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Abstract-Business incubators are developing in Indonesia, especially the incubator business under the company auspice. This incubator program functions as an innovation laboratory that aims to find new hidden talents within employees. Indeed, business incubators face various challenges such as human resources, capital, technical validation, regulation, and market potential as well as aligning products produced with the goals of the main company. This study aims to further identify the incubation process and evaluate the challenges that hinder startups to survive after passing the incubator process. The evaluation covered the pre-incubation stage, the core incubation stage, and the post-incubation stage. These components were analyzed to see the learning process in the incubator. This study used qualitative methods and data were collected through in-depth interviews. Besides, it used secondary data. The results of this study are expected to be a learning evaluation tool in the incubator and guidelines in incubation management in the future. Besides, this study is also expected to stimulate the incubator to continue developing.

Keywords: *business incubator, company business incubator, incubation process, intrapreneur, innovation laboratory*

INTRODUCTION

PT Telkom Indonesia (Persero) Tbk (Telkom) is a State-Owned Enterprise (SOE) engaged in information and communication technology (ICT) services and telecommunications networks in Indonesia. Telkom's majority shareholder is the Government of the Republic of Indonesia at 52.09% while the remaining 47.91% is controlled by the public. Telkom's shares are traded on the Indonesia Stock Exchange (IDX) under the code "TLKM" and the New York Stock Exchange (NYSE) under the code "TLK".

TelkomGroup has a special division that plays a role in the implementation of business activities, namely, the Digital Service Division (DDS) by focusing on product scouping development, especially digital product innovation through coherence innovation, discovery, incubation & acceleration (DIA) process, research, standardization & quality assurance (RSQA) process, and big data analytics. The Digital Service Division (DDS) oversees several areas such as General Affairs, Business Development & Performance, Digital Marketing and Amoeba Management.

Digital Amoeba was established in 2017, as part of the Digital Service Division (DDS) of PT Telkom Indonesia. Digital Amoeba is positioned as a company innovation laboratory in which there is an incubator program for ideas owned by its employees in creating digital talent and digital businesses. These talents and digital businesses are created with the aim of contributing to the digital economy in Indonesia. Digital Amoeba is a disruptive form of human resources, digital services, and budgeting & finance teams. Participants of the Digital Amoeba program are called Amoeba's, while the team managing the Digital Amoeba is called Amoeba Management (AMA). This program is expected to produce startups that can produce the latest innovations for Telkom Indonesia. The innovation focuses on new products and services as well as business operations.

Startups play a key role in the innovation process (Colombo and Piva, 2008; Davila et al., 2003; Mustar et al., 2008). Forming relationships with external partners becomes a priority for startups to achieve success (Teece, 2010; Pangarkar and Wu, 2012; Kask and Linton, 2013).

After running for 1 year, the Digital Amoeba program has produced around 7 batches with a total of 60 Amoeba's teams that have been initiated. Seeing this opportunity and also to make Digital Amoeba more aggressive in achieving its goals, Digital Amoeba improved its system and way of working. The new system and way of working is called Digital Amoeba 2.0. The change brought a new impact on Amoeba's management by creating four teams under its auspices, named Amoeba Incubator, Amoeba Accelerator, Amoeba Caeros, and Amoeba Bushido.

Amoeba Incubator is a team whose main job is to gather people and ideas to strengthen the team and become the basis for product/service development. Next, Amoeba Acclerator is a team whose main job is to select the best form of incubator for Digital Amoeba that has a good projection to scale their market and prepare the team to go to commercialization stage at least in MV (Market Validation) phase. The next team, Amoeba Caeros, is a small team in Amoeba Management (AMA) that manages and builds engagement between Amoeba's, AMA and external parties (partners, networks or customers). The last team, Amoeba Bushido, is the team that builds, controls, and manages Amoeba's Digital strategy, finance, and digitalization. Amoeba's can discuss policies, partnerships, and other administrative support.

The target market for the output produced by tenants from Digital Amoeba is clearer, namely entering the Telkom Group market. Many Digital Amoeba products are directly used by the Telkom Group. One of the Co-Founders of the incubation tenants, namely Indigo Creative Nation, states that the difference between Digital Amoeba and Indigo is that if a startup initiated by Digital Amoeba fails, the team can return to become employees of Telkom Indonesia, whereas if a startup initiated by Indigo fails, they cannot return to Telkom Indonesia as initially, they were not from Telkom.

The same with the general startups that often face problems, Amoeba's faces problems in delivering the right solution to the problems faced by consumers. The CEO of Digital Amoeba explained that not all 60 business start-ups participating in the Digital Amoeba program can survive and succeed. Only 38 teams survive today and 17 startups whose programs are ready to be used by the Telkom Group. Meanwhile, innovation is not just only limited to creating new products or services. A new product or service may only be part of a process, the innovation mainly produces a sustainable business model. A sustainable business model refers to when the company provides appropriate value to customers and values profitably. Without them, a product cannot be considered an innovation (Viki et.al, 2017:4). Startups usually experience a structural shortage of both tangible and intangible resources due to their small scale. Lack of financial and human resources also hinders the development of innovations (Wymer & Regan, 2005).

METHODOLOGY
Based on the Study Objective

As the study is descriptive in nature, the researcher already knows the factors and measurement variables of Digital Amoeba but not the relationship between these measurement variables. There are three variables in this study that are elements of the incubation process, namely selection, service, and output. As for measuring the success

of business incubators, there are five points that are used as measurement indicators, namely goals/strategies, human resources, services provided, partner/network programs, and incubation period. Detailed information about Digital Amoeba has been obtained by researchers prior to the research. Information was obtained through the website address of Digital Amoeba, namely www.digitalamoeba.id

Based on the Research Paradigm

The paradigm in this research is post-positivsm. Post-positivism is a flow of improvement from the weaknesses in the positivism flow which only relies on the ability of direct observation of the object under study. Post-positivism has an interactive relationship between the researcher and reality because this flow states that it is impossible to achieve or see the truth if the researcher stands behind the scenes without getting involved with the object directly. Therefore, the principle of triangulation is needed (Basuki, 2006). Research begins with setting the problem up with the right questions leading to empirical research (Ghina, 2014). Ghina, Astri. (2014).

Researchers conducted research observations by going directly to the field, namely Bandung Digital Valley (BDV) and Jakarta Digital Valley (JakDiVa) to conduct interviews and build interactive relationships with the intention of getting involved with the object directly. The researcher also tried to be as neutral as possible so that the level of subjectivity could be minimized.

Based on the Approach to Theory Development

The approach used in theory development is deduction / deductive. Deductive theory development begins with abstract concepts or theoretical propositions that describe the logical relationship between research concepts. The next step is to evaluate concepts and propositions against real evidence. Deductive is the transition from ideas, theories, or mental images to observable empirical evidence (Neuman, 2014: 69). Researchers start from a problem and then create a framework from the data obtained in preliminary data gathering. After that, looking for theories related to the incubator process, then collecting data through interviews with parties related to the running of the Digital Amoeba program.

Based on the Research Methodology

This study used a qualitative method with data analysis in the form of descriptions that cannot be quantified directly. Data quantification in the qualitative method is by giving codes or categories. The qualitative study mainly aims to transform the object of the study into a form that can be presented, such as field notes, interview results, recorded conversations, photographs, and memos (Indrawati, 2015: 206).

The researcher used a qualitative method because the researcher wanted to identify the patterns and features that exist in Digital Amoeba. In collecting the data needed for this research, the researcher transformed the object into the form of field notes, interview results and recorded interviews with sources, for further processing or what is called quantification through the verbatim process. With the aim of learning as a whole about the stages that exist in Digital Amoeba.

Based on the Research Strategy

The strategy used in this research is to conduct a survey. Researchers conducted a survey by going directly to the co-working space area of Digital Amoeba, namely

Bandung Digital Valley to see firsthand how the atmosphere where tenants conduct business activities. In collecting the required data, researchers conducted interviews with CEOs of tenants who participated in Digital Amoeba. Furthermore, from the results of the interview, a conversation analysis is carried out, which generally focuses on the conversation in an interaction that occurs by paying attention to the analysis of the communicative competencies that underlie everyday social activities (Indrawati, 2015: 210).

Based on the Unit of Analysis (Population Studied)

The unit of analysis refers to the level of unity of the data collected for the next stage of data analysis. In this study, the unit of analysis is the organization. Where researchers conducted a comprehensive research on Digital Amoeba. Starting from the selection process carried out to the output produced and its impact on PT Telkom Indonesia.

Based on Researcher Involvement

Based on the involvement, the researcher has a moderate intervention. Where researchers do not have an interest in correlation findings, but want to determine firmly the causal relationship. That is, the researcher wants to show that the results of the innovations created by Digital Amoeba have an influence on the goals of PT Telkom Indonesia in making sustainable innovations.

Based on the Research Setting

The research setting used is Non-Contrived, where research is conducted in a natural environment. Researchers do not have any involvement in the natural activities of research subjects (Indrawati, 2015: 118). In a sense, researchers do not participate in the process of incubation stages at Digital Amoeba, but researchers only observe the activities and stages carried out during the incubation process until completion.

Based on Research Time

Based on the time of implementation, this research was conducted in a Cross-Sectional manner. Where researchers collect data only in one period, then do data processing, analysis and finally draw conclusions to answer research questions. In general, this type of research is summarized in Table 1.

Table 1. Type of Research

NO	Type Of Research	
1	Based on the Study Objective	Descriptive
2	Based on the Research Paradigm	Inter-pretivism
3	Based on the Approach to Theory Development	Deductive
4	Based on the Research Methodology	Qualitative
5	Based on the Research Strategy	Case Study
6	Based on the Unit Of Analisys	Organization
7	Based on Researcher Involvement	Moderate Intervention
8	Based on The Research Setting	Non- Contrived
9	Based on Research Time	Cross-Sectional

Source: Author's Process (2019)

RESULT AND DISCUSSION
Analysis of Pre-Incubation Stage
Criteria

This attribute explains the predetermined criteria for tenant acceptance. Based on the findings, tenant criteria were ideas, business value, product feasibility, passion, and employees of PT. Telkom Indonesia Tbk has an Employee Identification Number (NIK) as well as a founder from an internal employee of PT. Telkom Indonesia Tbk. The most important criteria applied by the incubator are the founders. The founder has to from Telkom employees who want to create a new product to solve a problem as so far PT. Telkom Indonesia often makes new products but only for assignments or projects and has no sense of ownership. Thus, it looks for the most interested founders. Participants must be volunteers, not assignments as the nature of the assignment is not last long. Therefore, it requires passion or intention from within oneself. Besides, the ideas of the participants are also considered by the judges. The ideas must be clear covering the definition, function, and reasons for creation. The last consideration to accepting the tenant is the availability of the team. The criteria applied by Digital Amoeba can be seen below.
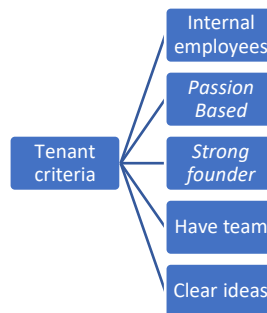

Figure 01. Tenant Criteria of Amoeba Digital Business Incubator
Source: Processed data

Stages

In the pre-incubation process, many stages need to be carried out before the selection. In developing its innovations, Digital Amoeba uses the C-Level Authority scheme in which each Amoeba's has full and independent authorization for the development of its innovations. C-Level Authority consists of the CEO (Chief Executive Officer) as a Hustler who is trusted to lead the board of directors in a business, the CMO (Chief Marketing Officer) as a Hipster whose job is to lead the marketing division and handle business marketing, and CTO (Chief Technology Officer) as a Hacker who is fully responsible for all technology and information activities in the business. Digital Amoeba opens recruitment twice a year. After opening the registration, the participants submitted their ideas through the provided form. The open recruitment process is carried out in each region across 7 regions including Sumatra, Jakarta, West Java, Central Java, East Java, Kalimantan, and Sulawesi. The idea selection process is carried out through a pitching process and the number of participants will be narrowed after going through some stages. After passing the pitching stage, the participants entered the boot camp for 3 months to assess their progress. In 2017-2018, this process was a form of collaboration between the Directorate of Human Capital and the Directorate of Digital Business, but it is only a collaboration with the Directorate of Human Capital now. The form of collaboration is in

the process of opening the registration until obtaining the top 20. The process is carried out by the HCM directorate and after that, the incubation process is managed by Digital Amoeba. The pre-incubation stages carried out by Digital Amoeba can be illustrated on Figure 02:
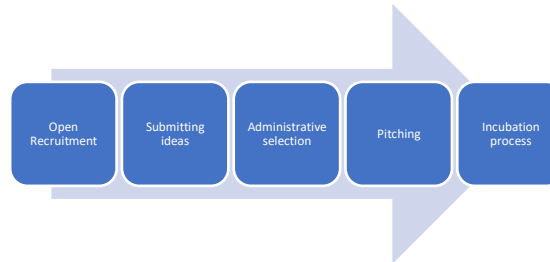

Figure 02. Pre-Incubation Stages of Amoeba Digital Business
Source: Processed data

Number of Applicants

In terms of the number of applicants in each recruitment process, the results show that the average number of applicants in the past year was 600 to 700 ideas. Meanwhile, it reached 500 ideas in 2019. It can be concluded that the average number of applicants is predicted to reach 500 ideas. This number has greatly increased compared to the opening of recruitment in 2017-2018.

Percentage of Applicants

A total of 500 applicants will be selected to take the top 100 for the pitching stage. Participants who pass the pitching stage are limited to only around 20 teams to take part in the incubation program at Digital Amoeba center, Jakarta.

Target

This part focuses on the targets determined by the incubator in tenant acceptance. The results showed that there is no minimum target for applicants but there is a maximum target for ideas that pass. Maximum target/maximum capacity for ideas that pass each batch considering the capacity of the Innovation Manager and the budget is a maximum of 60 teams.

Analysis of the Core Incubation Stage
Learning Program

This variable describes the learning program carried out during the core incubation stage. Referring to Bank Indonesia, the learning program is part of the role of the incubator, for example, improving the ability of tenants to manage their business. Hillemane, Satyanarayana & Chandrashekar (2019), Gerlach & Brem (2015:295), and Wiggins & Gibson (2003:58) explain that learning programs include technical, legal, business, and access to funding. In these businesses, technical and legal aspects are integrated with sharing programs, namely mentoring, coaching, seminars, and workshops. However, the curriculum of this learning program activity is not stagnant in each batch as there is always interaction using a quite similar framework.

Digital Amoeba provides various learning programs. Before pitching in front of the judges, the Amoeba's are first provided with pitching knowledge including preparing material, pitching steps, and others. Amoeba Management (AMA) brings in people who

are experts in their fields to provide knowledge for the tenants. Activities regarding the learning process are carried out at Digital Amoeba Center, Jakarta. The Amoeba Digital Program makes employees mentally start-ups and familiarizes Amoeba's with learning by doing. Digital Amoeba plays a role as an umbrella to protect the mistakes of the Amoeba's so that they are not too fatal. As for the validation stage, Digital Amoeba applies 4 innovation policies consisting of Customer Validation (CV), Product Validation (PV), Business Model Validation (BMV), and Market Validation (MV). The learning program carried out by the Digital Amoeba incubator can be seen in Figure 03.
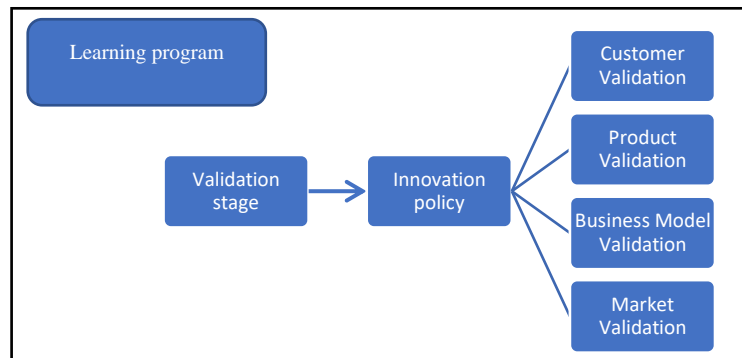

Figure 03. Learning program at Digital Amoeba
Source: Processed data

Sharing Program (Mentoring & Coaching)

The sharing program consisting of mentoring and coaching is key in the incubation process. This sharing program is a part of the service as referred to by Bank Indonesia. The mentoring program is needed to help form strategic planning, control quality and develop the learning process, and ensure that the process runs comprehensively as needed (Vanderstrataeten & Matthyssens, 2012: 665). According to N5, the sharing session program is divided into five, namely, training, coaching, mentoring, counseling, and consultation. Mentoring sessions are carried out by inviting certain mentors depending on the field to control the goals and achievements of each team. Besides the mentoring program, Monitoring Evaluation (MonEv) program is conducted every two weeks. Benchmarking is not routinely carried out, but there is also participation in major events such as TechIn Asia and other events according to their fields and Community Review where the program aims to evaluate each team by the jury of fellow Amoeba's. During the Community Review, the Amoeba's shared their problems and then gave each other advice. One of the obstacles that occurred during the sharing session was when the Amoeba teams tell their problem and then they were given advice by other Amoeba teams or from management but the tenant's knowledge is not sufficient to accept it so there is a misperception in the application. The sharing session program can be done anywhere, either in the office or outside the office depending on the management and the willingness of the mentor. The scheme of the sharing session program on Digital Amoeba is can be seen below:

Seminar and Workshop Programs

This workshop program mechanism is similar to the seminar program which is included in skill development services. The mechanism is the same as conferences, seminars, and training (both individual and group training). The system is the same using

top-down and bottom-up systems to suit the needs of the tenants. The implementation system is that the tenants only need to wait for the announcement from the AMA team and then register themselves as needed. The seminar and workshop program is divided into two organized by Amoeba Management (AMA) and some are based on requests from Amoeba's team.
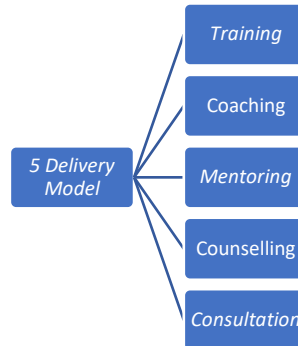

Figure 04. Sharing Session Program on Digital Amoeba
Source: Processed data

Funding Program

The Amoeba's team that passes the selection will be funded by the Satellite Amoeba Management (AMA) for each region which has been approved in advance by AMA Corpu in accordance with Telkom's PER 50. To get the incubation fund, the tenant has to submit in advance using a proposal with the provided template so the tenant just needs to fill out the template. If the budget plan is in accordance with the KPI and is reasonable, then the fee proposal can be approved by Amoeba Management and the funds will be disbursed as soon as possible via a cash card that is given to each tenant. All types of transactions have to be accounted for by reporting them to the AMA system. In terms of the amount of funds, all informants from N1 to N8 agreed that the amount of funds provided for each stage, namely, the maximum of 30 million Rupiah for CV, 120 million Rupiah for PV and BMV stages, and 1 billion Rupiah at the MV stage. The source of the funds comes from the incubation fund of PT. Telkom Indonesia.

Networking Program

The networking program is quite complex as it deals with external parties. This program is a form of synergy provided by the incubator, in which collaboration is formed between all parties, both internal and external parties. This networking program is important as a business support service for incubators and tenants (Ratinho, Harms & Groen, 2019: 165). To support tenants to be known in a wide market, incubators carry out various methods including holding major events such as AMIGO, Tech Talk, and Digital Amoeba Fest where the invitees present the partner companies from PT. Telkom Indonesia Tbk. or others. Another form of support is by introducing Account Managers from the Customer Facing Unit of external companies with the aim that when tenants need assistance from external companies, the AM can help make things easier. In terms of the networking process, it can be obtained from anywhere, but product transactions must be carried out under the name PT. Telkom Indonesia because Digital Amoeba is under the auspices of PT. Telkom Indonesia.

Facilities (Physical & Non-Physical)

This variable discusses the facilities provided by Digital Amoeba for Amoeba's team. Besides funding, the infrastructure of PT. Telkom and other resources owned by PT. Telkom can be utilized by Amoeba's team. There are also physical facilities in the form of working space, while non-physical facilities are intangible, for example, trust, training, mentoring, freer working time, learning process, networking both internally and externally, visiting other companies, server to support production activities as well as a larger network. The working space of Amoeba's team is from the incubation fund proposed by Amoeba's team. The incubation fund has doubled starting from resources, human resources, operational costs, and others.

Analysis of Post Incubation Stages
Evidence for Attending the Program

This part discusses the evidence that Amoeba's team has attended the incubation period. They need to meet some requirements to reach the graduation stage, for example, passing the Market Validation stage, meaning that it affects both revenue and cost efficiency, when the user can solve the problem, has a clear market segmentation, has a return customer, and has achieved cost efficiency. If the tenant has not reached zero EBITDA, they can pass as long as they have high revenue and cost efficiency in which they are no longer chasing income but reducing the cost. The Amoeba's team can be declared to have passed the incubation period after going through the Amoeba Internal Committee Session (SKIA). In line with the other informants, to pass the incubation stage, one must go through the Amoeba Committee Session (SIA) process organized by the Digital Amoeba Committee. If the Amoeba's team does not go through the graduation process and the committee meeting, the Amoeba's team does not pass and that means the idea must be dismissed. The committee meeting produced an Official Note (Nodin). The official note contains terms and conditions to serve as a reference for the Amoeba's team to work legally. Besides, tenants are also given a kind of transcript in PDF form and some are in the form of virtual badges. If the tenants failed, they can return to join other tenants or return to being regular employees.

Programs

This discusses the program carried out when Amoeba's team completed the incubation process. The Amoeba's teams that have passed were divided into two, digitization and digitalization. Digitization is using the product of Amoeba's team internally by PT. Telkom Indonesia with the goal of cost efficiency, while digitalization is creating new revenue and creating a new revenue stream. The Business Model Validation (BMV) stage covers three stages. In the second and third stages, the Amoeba's team started the twinning process with their respective tribes if the Amoeba's team enters a subsidiary of T. Telkom Indonesia. Amoeba's team carried out a twinning process with related subsidiaries. The twinning process is a process of file transitions or adjustments starting from administration to how it works with related tribes and subsidiaries. For the tenants who have passed the graduation stage, they are usually used as instructors or sent to other companies to share experiences. Besides, as long as the tenant's status is still an innovator, they are entitled to receive training even though they have graduated. Meanwhile, if the tenant has left Digital Amoeba and joined another business unit or has returned to being a regular employee, then the tenant cannot get the training.

Accessible Facilities

This discusses the accessible facilities for tenants after passing the incubation period because the provision of facilities is predicted to be able to save tenants during the transition period. The transition period is a vulnerable period where tenants are not used to conditions outside the incubator. Business incubators still provide some services for tenants who have passed the incubation period, for example, human resources, capital, networking, equipment, business planning, and executive strategy (Lai & Lin (2015: 2287). However, the only accessible facility is co-working spaces. Because Digital Amoeba tenants are not provided with any other facilities apart from incubation funds and sharing session programs as these tenants are also still employees of PT. Telkom Indonesia. Thus, other facilities have been fulfilled by PT. Telkom Indonesia.

Sustainable Targets

This discusses the target of the incubator in producing tenants that can be directly absorbed by the market and survive. No theory clearly explains the target number of incubators that can survive after going through the incubation period. However, the more tenants that can survive indicates that the incubators have a high percentage of producing tenants that can survive in the market. One of the graduation requirements is having a consumer, but the number of the graduated target tenant has not been set. Only 13 teams have completed the graduation process so far. the target set is more to the total impact and it is still informal. Since 2019, targets have been set for startups that can survive or be directly absorbed by the market, namely 2% to 3% of the percentage of Amoeba.

Impact

This discusses the impact personally and for PT. Telkom Indonesia Tbk. is the holding company. The expected results of the assessment for the incubation program are personally, working hours become free in accordance with the predetermined target. According to one informant, participating in the Digital Amoeba program helps focus on doing something based on passion. Meanwhile, another informant states that the dominant impact is self-development which might not have been possible when serving as operational staff at PT. Telkom Indonesia. In terms of self-development, the informant feels far more benefits and gets lots of free facilities from Amoeba Management.

CONCLUSION

Digital Amoeba was established in 2017 which includes a program that becomes an incubator and accelerator for ideas owned by its employees in creating digital talent and digital businesses to contribute to the digital economy in Indonesia. The program is expected to find founders, provide funding and support the innovation until it creates something big for Telkom Indonesia. The selection carried out at Digital Amoeba is first, Amoeba's register and then check the idea by Digital Amoeba, when selected, Amoeba's will be called to pitch in front of the judges. Before the presentation, Amoeba's was given a briefing on pitching by Digital Amoeba, especially by Amoeba Management. The activities carried out by Amoeba's in the validation stage are Customer Validation (CV), Product Validation (PV), Business Model Validation (BMV), and Market Validation (MV). In the Customer Validation (CV) stage.

For the metrics used at the CV stage, namely Customer Validated Problem, it is seen from how likely the product offered can solve consumer problems in the market. At

the CV stage Amoeba's was given an injection of funds up to RP. 10.000.000,-. Next is the PV (Product Validation) stage which takes a maximum of 12 weeks (3 months) to determine the suitability of the product produced with the wishes and problems of customers in the hope that the idea of Amoebas itself can be used as a solution to their current problems. In the PV stage, Amoeba's creates a prototype to introduce to potential customers. In conducting Product Validation, usually by GOOB (Get Out Of The Building) or in other words conducting direct surveys of potential users. The next activity is Amoeba's making MVP (Minimun Viable Product) in checking the hypothesis that has been made. MVP is a product with key features that can attract early adopters and uses MVP Fit as a tool in validating it. The metrics used in the PV stage are Active Users, looking at how many users are actively using the products/services offered. Injections of funds that can be obtained at this stage up to Rp.120,000,000.
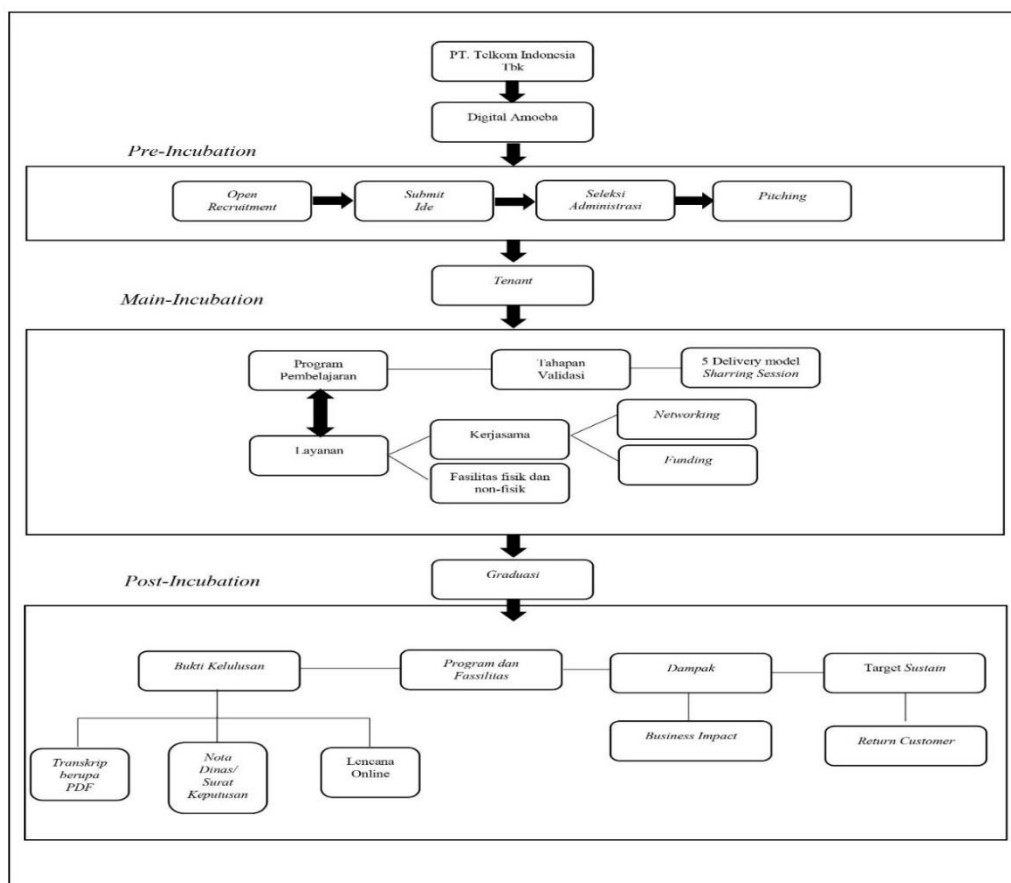

Figure 05 Conclusion of the Findings

The next stage BMV (Business Model Validation) is to validate the user's willingness to pay for the idea generated by Amoeba's or find a way to get money from the idea. This stage identifies the potential of the business model, and also measures the level of monetization over a period of time. Activities carried out by Amoeba's during the BMV stage include forming a revenue model, analyzing the willingness of consumers to pay for the ideas offered. Using Initial Revenue as a validation tool as well as measurement metrics, at this stage Amoeba's also establishes relationships with partners.

The time period given during the BMV stage is a maximum of 12 weeks (3 months) and the budget given can reach Rp. 120,000,000, - The fourth stage, MV (Market Validation), is market validation. Market validation is done to find out whether the idea generated can be sold in the market or monetize the idea in a larger target market scope, to achieve an acceptable level of monetization in a more complex ecosystem. Amoeba's activities include marketing the product, shaping the revenue model, establishing relationships with partners and using revenue as a validation tool. The more people who use and pay for the idea, the better. The metrics used at this stage are Initial Revenue in the form of revenue projections. The MV stage is carried out with a maximum time limit of 24 months (2 years) and the budget given can reach Rp. 2,000,000,000, - If it has passed all four stages, the resulting business can enter the commercial phase, where the company is no longer a startup, but has become a corporation.

In order for the validation process to stay on the right path, there are monitoring activities carried out by Digital Amoeba, namely Monev (Monitoring Evaluation). Monev is Amoeba's monitoring and evaluation scheme in carrying out the validation process. Monev is conducted to determine whether or not Amoeba is advancing in a validation stage. Other programs in Digital Amoeba besides Monitoring Evaluation are Mentoring and Coaching. The program will connect Amoeba's with mentors who are competent in the start-up world. The Mentoring and Coaching Program is expected to realize the vision of Digital Amoeba as The Real Game Changer in Telkom Indonesia. Based on the findings in each aspect, detailed findings can be seen in Figure 05.

LIMITATION

The number of respondents is not as many as the author expected. There is limited respondents in Digital Amoeba's Bandung, so the researcher found difficulties while finding data sources. The distance of respondents was not as imagined by the researcher, so the researcher had to go to Jakarta and also conduct interviews through zoom meetings.

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