THE WAYS OF SCHOOL OF BUSINESS AND MANAGEMENT INSTITUT TEKNOLOGI BANDUNG TO COLABORATE WITH THE EXISTING BUSINESS

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Abstract.School of business and Management (SBM ITB) one of the faculty in Institut Teknologi Bandung is a new faculty that aim to produce young entrepreneur and also prepared to be a top level management person in the future. A program already prepared by SBM ITB to help their student started their own business, it's called Integrated Business Experience (IBE). SBM ITB hopes that by having this subject, it could stimulate their student to start being entrepreneur. In fact, almost every company that was build during IBE stop running their business when the subject is finish, but there are also some company that continue their business that find some difficulties to scale their business. The research tries to explore how to create a partnership between an IBE company and SBM ITB that could help the company become sustainable. The study was the guidance of collaborative action research model, which consists of initial reflection, plan, and act. The initial reflection was done to know the problems of the existing businesses, WOODKA and GOODISM Inc. The plan phase was to know what kind of program and solution that can be prepared by SBM ITB to solve the businesses' problems. Lastly, the act phase was to give recommendations on what thing that can be done together by SBM ITB and the business to solve the current problems. The result of this study shows that the problems revolve around sales, production, funding, internal, and working system. Then, the things that SBM ITB can provide was including sales and networking. Therefore, SBM ITB can introduce its networks to fund the current businesses, giving mentoring about working system and managing internal team, and lastly by the help of CIEL SBM ITB's program the current businesses can promote their product more by joining merchandising store.

Keywords: University, Action research, Collaborative action research, Business, Startup

Introduction

School of business and Management (SBM ITB) one of the faculty in Institut Teknologi Bandung is a new faculty that aim to produce young entrepreneur and also prepared to be a top level management person in the future. Also created as a catalyst that may help and collaborate with other faculty in Institut Teknologi Bandung to produce a product so that knowledge that people get in Institut Teknologi Bandung didn't end up only for the goods of other people or big company, but also for the student itself. A program already prepared by SBM ITB to help their student started their own business, it's called Integrated Business Experience (IBE).

SBM ITB hopes that by having this subject, it could stimulate their student to start being entrepreneur. In fact, almost every company that was build during IBE stop running their business when the subject is finish, but there are also some company that continue their business that find some difficulties to scale their business. The research tries to explore how to create a partnership between an IBE company and SBM ITB that could help the company become sustainable.

Literature Review

School of Business and Management Institut Teknologi Bandung
The School of Business and Management ITB (SBM ITB) is the only school/faculty in ITB built on the humanities and management science. The ministry requires higher education institutions to conduct

Tri Dharma Perguruan Tinggi. SBM ITB is developing itself to excel in education, to develop and to disseminate knowledge in the fields of business and management. The research activities focus on business cases and management practices of the leading successful companies in Indonesia so that the development of management will be relevant to the Indonesian context.

Proximity to business environment and reliable research methodology improves SBM ITB's ability to create excellence in research. As part of the internalization strategy, SBM ITB aims to achieve international accreditation. Furthermore, SBM ITB emphasizes globalization in order to prepare its students to compete with the students of other leading business schools in Asia and Pacific.

History of SBM ITB
The industrial engineering department of ITB recognized the importance of business and management education in Indonesia as early as the 1970s. This idea stayed in the department during the 1980s but was finally realized in 1990 when Prof. Mathias A'roef, a prominent figure in Indonesia in the field of Industrial Engineering, introduced the MBA program at ITB with a concentration in operational management. This, in turn, culminated in the founding of SBM ITB.

In 2002, the Governing Council approved the formation of an undergraduate program in business and management. A team was assigned to develop a vision and mission statement and to design learning methods best suited to the program. The team developed a curriculum, which was considered a breakthrough in business and management education in Indonesia. It proposed the use of performance art to develop students' self-confidence as well as skills in leadership, communication, and conflict resolution. In line with a social constructionist paradigm, the curriculum emphasized the importance of team-based learning as opposed to one-way lecturing. Some of the innovative courses designed by the team were Integrative Business Experience (which was adapted from a course offered at the University of Central Missouri), Management Practice, and Community Service. The team also proposed the use of English as the medium of instruction.

In December 2003, the School of Business and Management was formally established. The nomenclature "School" was chosen instead of "Faculty" to signify its autonomy. In the process, the MBA program, which was initially run by the Faculty of Industrial Engineering, became part of the School of Business and Management, allowing it to have two programs; the undergraduate program and the MBA program.

Integrated Business Experience
On the second year of their study, student of SBM ITB will be faced a real business experience, which is completed in two phases, from conception to actual performance. In a two-semester course called Integrative Business Experience (IBE), students must establish a commercial entity. They will then seek to acquire a bank loan, find reliable suppliers and of course attract loyal customers. The profit that they generate from their business venture will go towards funding a community project of their choice.

In pursuing their business activities, the students will encounter challenges that prevail in one form or another. However, it is in these adverse situations that they are able to take away a possible life-long lesson, which is that perseverance is one of the keys to success in whatever endeavor they choose to pursue.

Instead of a simulated endeavor, students will experience first-hand: how it feels to start a business. First they must decide on the business venture that they would like to own and operate. Facts and background information then need to be collated.

Students will then submit a loan proposal to a designated bank, which will in turn make an assessment and decide whether or not to grant the loan. The bank will only approve a loan that it considers to be feasible.

With the funds in hand, students then bring the business into operation. The integration of their knowledge of operations management, human resource management, marketing, financial analysis, business law, and corporate ethics are essential to run the business properly. If the business succeeds, the profit will be donated to a charitable organization. If it fails, the students themselves will need to repay the bank loan.

What happens with the profit generated in IBE? It is not for them. Students should not only learn how to get profit, but also to share what they have to others who need it. What happens if they experience a loss? They still need to find a way to help others. Community service is organized in the villages within the vicinity of Bandung in semester 6.

Starting from this course students are mostly triggered to become entrepreneur as soon as they graduated from university. There are some businesses which were established during the IBE period and still developed until now. According to those businesses' owners, they still find some difficulties to develop their business.

WOODKA
WOODKA is the startup business running in watch industry. It was first established on September 2013 by 11 students of School of Business and Management Institut Teknolgi Bandung. WOODKA has a vision to become a company that can incorporate the beauty of nature, ethnic, and art into our daily lives, by using recycled wood as a media. By its concept is using wood as the main material, WOODKA created the first ever wooden watch with interchangeable strap named LOCA. There are two different kind of straps, the traditional pattern one and the leather one. WOODKA really intended to conserve Indonesia very own treasure, its culture, thus WOODKA put it in its interchangeable strap.

WOODKA really pay attention in the product's quality and its detail. As a startup company, WOODKA wants its products seen as something fun and casual. Therefore, WOODKA add quirky to every single products the release. The term quirky includes something colorful, pop! (Suddenly can change by time), unique, and stand out from others. With all those thoughts, WOODKA created the first wooden watch with interchangeable strap which later called LOCA. LOCA was launched on January 5th, 2014 on the Instagram. Unexpectedly, WOODKA got 1000 followers on Instagram after 5 days launching. WOODKA already sold 470 watches and 90 straps from joining curated markets and online selling. Those accomplishments are quiet unbelievable since WOODKA had just started running the business for about 4 months. Moreover, WOODKA sold the product firstly on the Instagram with a quite high price for a new product. That is an unbelievable thing since the customer has not even see the real form or test the quality of the product.

As a startup company, WOODKA needs to develop more and more in order to keep on pace. Some developments were made in form of straps and wood type. On its strap, WOODKA already added two new variants which are thematic strap and plain strap. The thematic strap was designed by the design student from FSRD ITB and the design then printed on the canvas. Different from the thematic strap, the plain strap was made by dying technique which the color comes from indigo, one of natural resource. About the wood type, WOODKA now has four types of wood which are ebony (ARRO), rosewood (KOVU), teak (ORLA), and maple (NIEO) while previously WOODKA only has two kind of wood, rosewood and teak.

Problems start to arise after the IBE period ended. Not only on its product, WOODKA also done some development on its internal management. Currently, there are only four active team members

on its management team. It may sound effective but in the fact that they still need a hand in some parts.

GOODISM Inc

GOODISM Inc. is a startup company established on September 2013 focusing on "carry goods" industry. In GOODISM Inc., they believe that everyone wants to live a good life, and there are a lot of simple ways to make it come true. One of the problems that slow people down in reaching a good life is the way they organize their cash. There at GOODISM Inc., they believe that the solution for that problem stay in everyone's pockets all the time: their wallet and their smartphone. How can this unlikely-combination help you in living a good life? The good people at Goodism inc. have come up with a new approach to ease you in starting and maintaining good habits.

GOODISM Inc. created the GoodCash Wallet, a functional yet fashionable leather wallet and GoodCash Apps, a financial manager mobile app for iOS and Android. To enjoy the complete goodism way of living, these two items must not be used separately. If both are used regularly, it will help the customer to form a new habit, in order to live a good life that people always dreamed of.

GOODISM Inc. creates a unique and one-of-a-kind leather wallet with a focus on its main functions. It has a labeled partition that can help the user to budget their daily or weekly cash money into several categories: food, transportation, and entertainment. It also has a hidden partition that can help the user to set aside cash money that they don't want to use so in daily life the money is hidden from plain sight, thus reducing the probability for the user to use the intended money accidentally. With all the features that it has to offer, The Goodism Wallet has been launched to the market since January 2014 and it has received a moderate market acceptance. In the first 4 months, GOODISM Inc. successfully sold around 400 units of its product. After that, the company started running slower with a few number of SKUs. And then at the end of 2015, GOODISM Inc. was decided to be active again and start to develop products by creating a new product line up for wallet.

As a new startup company, GOODISM Inc. should do rapid research and development to compete with the competitor. For the initial step, GOODISM Inc. is going to develop the direction to be more in line with the customer needs. Meeting customers needs more effectively than do competitors is critical to business success (Mastio, 1993). The development that has been done by GOODISM Inc. so far only based on knowledge of the management team. GOODISM Inc. has not done the comprehensive research about the customers needs. Therefore, until today GOODISM Inc. still do not have a foundation of data that is specific about what is really needed by the customers.

Action Research

According to its original creator, Kurt Lewin, this is the definition of action research,
"The research needed for social practice can best be characterized as research for social management or social engineering. It is a type of action-research, a comparative research on the conditions and effects of various forms of social action, and research leading to social action. Research that produces nothing but books will not suffice." (Lewin, 1946)

His approach involves a spiral of steps, each of which is composed of a circle of planning, action and fact-finding about the result of the action. The basic cycle according to its original creator involves the following:

identifying a
general or initial
idea

reconnaissance
or fact finding

take first action
step

planning

evaluate

amended plan
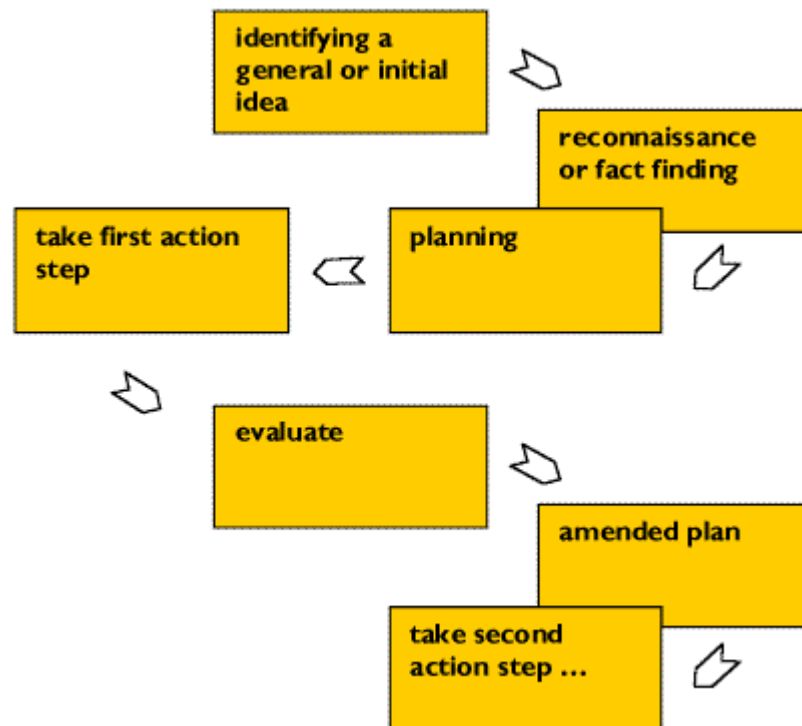
take second
action step ...

Figure 1 Kurt Lewin Model of Action Research

Action research did suffer a decline in favour during the 1960s because of its association with radical political activism (Stringer 2007: 9). There were, and are, questions concerning its rigour, and the training of those undertaking it. However, as Bogdan and Biklen (1992: 223) point out, research is a frame of mind – 'a perspective that people take toward objects and activities'. Once we have satisfied ourselves that the collection of information is systematic, and that any interpretations made have a proper regard for satisfying truth claims, then much of the critique aimed at action research disappears.

In the 1960s, action research was primarily used in the areas of organization development and human relations training. The reemergence of action research in the 1970s took on a different kind of rationale than it did in its original form. Lewin's original work, although it emphasized fieldwork, retained the scientific rigor of traditional research in the social sciences. While he conducted "traditional" research, he also tried to ensure that his research ended up with real-life applications rather than just written accounts of theory. This changed under the influence of curriculum theorists like Stenhouse, Schwab, Elliott and Skilbeck when they shifted the emphasis to the idea of practical deliberation, focusing on human interpretation, negotiation, and detailed descriptive accounts in place of measurement and statistical analysis (Kember & Kelly, 1993).

The movement from a quantitative approach to a qualitative one was evident. Along with this trend came the idea that the process of inquiry must develop naturally rather than by preconceived ideas or hypotheses. Hence, the expectation that a continuing number of cycles of inquiry including personal and group reflection presented. It was their intent that the outcome of this continuous process of inquiry would be to enable teachers to provide a clearer rationale for what they do based on their own professional observation and experience.

Subsequently, action research has gained a significant foothold both within the realm of community-based, and participatory action research; and as a form of practice oriented to the improvement of educative encounters (e.g. Carr and Kemmis 1986).

Collaborative Action Research

There are several types of action research, which is useful in many ways. According to the problem of this research, the type of action research that can be used is Collaborative Action Research. "Collaborative" action research can therefore be defined as a variety of stakeholders cooperating together to explore questions of mutual interest through cycles of action, experience and reflection, in order to develop insights into particular phenomena, create frameworks for understanding, and suggest actions which improve practice (Butt & Townsend, et. al., 1992).

Having an example used in teaching method, Collaborative action research has action as its focus. It requires researchers to become involved and to reflectively act in ways that will improve the teaching practices in a classroom or entire school (Carson, et. al., 1989a). Collaborative action research takes place when educators initiate and control the research in conjunction with the other dayto-day activities of leading a school or classroom. It's a search for answers to questions relevant to educators' immediate interests, with the primary goal of putting the findings immediately into practice. It is very practical in orientation in that it deals with real life problems of the classroom or school life.

Collaborative action research is also very democratic in that it encourages a great degree of talk and interaction between colleagues, inviting active collaboration in a joint attempt to improve teaching. All participants in a collaborative action research project are equal partners in the decision-making processes affecting both the means and the ends of the research. Kemmis and McTaggart (1988) also point out that collaborative action research is a systematic process that includes four "moments" or stages that spiral to provide a continuous structure of professional development. The four phases include planning, acting, observing, and reflecting.

Projects seldom fit neatly into a cycle of planning, action, observation and reflection, and therefore the process requires a high degree of flexibility. Like all descriptions of research endeavors, the collaborative action research spiral and the stages it describes appear much more clear-cut than occurs in reality. Planning is rarely perfect, action reveals the need for further planning, backtracking occurs, and so on. Nevertheless, it is useful to describe each stage separately in order to create a sense of what is involved in the collaborative action research process. The phase may vary but here we try to used the cycle by Kember & Kelly.
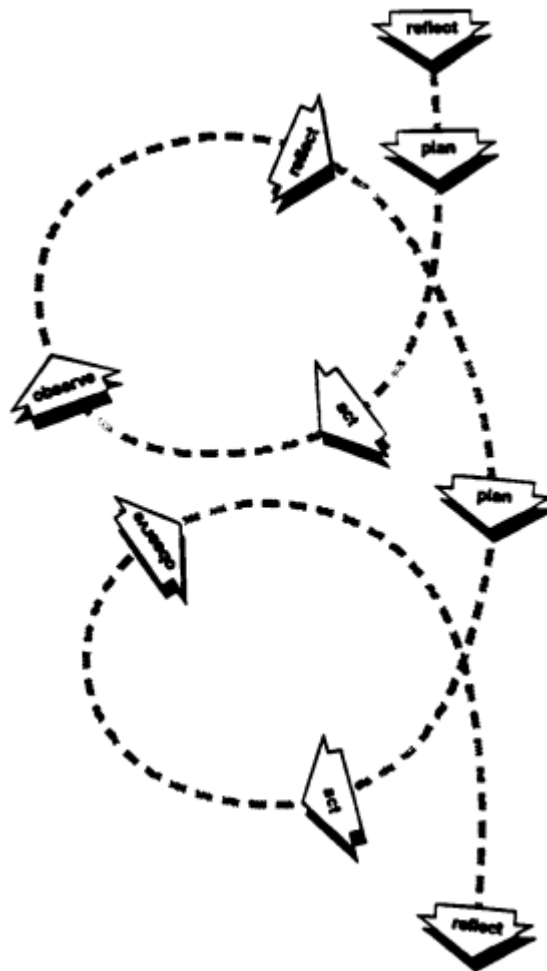
Figure 2 Action Research Spiral by Kember & Kelly

Phase One: Reflection
Collaborative action research arises from a problem, dilemma, or ambiguity in a situation in which found on something. Kemmis and McTaggart (1988) refer to these as "thematic concerns" that are determined by the group involved in the collaborative action research process. Thematic concerns should not be confused with a method which might be used to improve things. Instead, it should attempt to raise the problematic nature of a particular concern and not uncritically accept or propose an educational method or way that is supposed to be better.

Phase Two: Planning
The planning phase of the collaborative action research spiral involves constructing a detailed plan of action. This includes who is going to do what and when. A timeline is an important piece of the planning puzzle. It is at this time that a common language is developed among research participants to ensure that channels of communication remain clear. There is also the need to plan and negotiate observation and monitoring techniques for the proposed changes. Again, it is important to note that plans need to be flexible enough to adapt to unforeseen effects and previously unrecognized constraints.

Phase Three: Action
The action phase is guided by planning, but is not controlled by it. Action needs to be fluid and dynamic. Again, reality can be messy and unpredictable. As new insights arise, they can be incorporated into current research, or may be possible topics for future research.

Phase Four: Observe

Observation has the function of documenting the effects of critically informed action. It provides a basis for reflection at the time, as well as in the future as the cycle runs its course. Collaborative action researchers need to observe the action process, the effects of the action (both intended and unintended), the circumstances and constraints of action, the way circumstances and constraints limit or channel the planned action and its effects, as well as any other issues that arise. Detailed observation, monitoring, and recording enables the assessment of the effects of the action or intervention, and hence the effectiveness of the proposed change. With the above in mind, it is important that observation not be too narrow, but instead be planned, responsive, open-eyed, and open-minded to record even the unexpected.

Phase Five: Re-reflecting
This process is very fruitful when done collaboratively. Through dialogue, group reflection will usually lead towards a future cycle of research with a revised plan. It is through this process that the concern or problem becomes clearer and more focused. Reflection is evaluative because it asks the researchers to weigh their experience, to judge whether effects were desirable, and to provide future directions. It is also descriptive because it provides a more vivid picture of life and work in the situation, constraints on action, and what might be possible both for the group and individual members as actors committed to group goals (Kemmis & McTaggart, 1988).

Focus Group Discussion
Focus groups were originally called "focused interviews" or "group depth interviews". The technique was developed after World War II to evaluate audience response to radio programs (Stewart & Shamdasani, 1990). Since then social scientists and program evaluators have found focus groups to be useful in understanding how or why people hold certain beliefs about a topic or program of interest.

A focus group could be defined as a group of interacting individuals having some common interest or characteristics, brought together by a moderator, who uses the group and its interaction as a way to gain information about a specific or focused issue.

A focus group is typically 7-10 people who are unfamiliar with each other. These participants are selected because they have certain characteristics in common that relate to the topic of the focus group. The moderator or interviewer creates a permissive and nurturing environment that encourages different perceptions and points of view, without pressuring participants to vote, plan or reach consensus (Krueger, 1988). The group discussion is conducted several times with similar types of participants to identify trends and patterns in perceptions. Careful and systematic analysis of the discussions provide clues and insights as to how a product, service, or opportunity is perceived by the group.

Conducting a focus group occurs in three phases (Krueger, 1988), which are conceptualizing, interview, and analysis and reporting. The first phase of conceptualizing is to determine who to study, the purpose of the discussion, and the resource needed. After everything was set, the next step is to conduct the interview. Questions should be carefully planned but appear spontaneous during the interview. A focus group session should include around five or six questions. It should always include less than ten questions. Lastly, after the interview was done, analysis should begin by going back to intent of the study. For example, if purpose of the study is narrow, elaborate analysis may be unneeded and inappropriate. The process of data analysis must be systematic (follow a prescribed, sequential flow) and verifiable (another person would come to a similar conclusion using the available documents and the raw data). Once again, the objectives of the study should determine how and for whom the information needs to be reported. As a general rule, numbers and percentages are not appropriate for focus group research and should not be included in report. Reporting should be descriptive and present the meaning of the data as opposed to a summary of data.

Methodology

Methods
This research was done using action research methods. There are several steps should be taken in order to complete this research. According to the theory mention on the previous chapter, there are five steps needed to be done. Since there is a little amount of time, this research only take three out of five steps; Initial Reflection, Plan, and Act.

Initial Reflection
The first step that need to be conducted is to reflect on current condition. The initial reflection started by making a list of concern and each problem must be refined to be tractable to ensure that the focus is on the most important issue. It is also important to separate which problems or issues that feasible to focus on in a project.

Starting from this research's problem that almost every company that continue their business from IBE course find some difficulties to scale up their businesses. Author interviewied two companies, WOODKA, did this step and GOODISM Inc who run their business after the course ended. The interview was to dig deeper about problems faced by those two companies.

Plan
On this step, author gathered some datas from every stakeholder by doing an interview. The interview is aiming to find out what every stakeholder needs and wants to achieve. The stakeholders consist of IBE businesses and SBM ITB.

Research Question
Based on the needs to complete this plan, some question was conducted by the author to find out every stakeholder needs and wants. The research questions are breakdown as follows:
1. Research Question 1: What is the main problem that WOODKA and GOODISM Inc. face after passing the IBE phase?
2. Research Question 2: What kind of help that SBM ITB could provide?
3. Research Question 3: What is the partnership recommendation for WOODKA, GOODSM Inc. and SBM ITB

Respondents
Because the result of this research is to find out what kind of partnership that can be build by WOODKA, GOODISM Inc. and SBM ITB, the respondents have to be the current WOODKA and GOODISM Inc. managing team and SBM ITB representatives. WOODKA currently have 5 persons on their managing team, and 4 of them is the part of the co-founder team. While GOODISM currently have 6 persons on their managing team, and 4 of them are the part of the co-founder team. SBM ITB representatives will be faculty representatives.

Focus Group Discussion
For this research Focus Group Discussion used to dig deeper problems of every stakeholders. By doing this, hopefully every information can be collected and author will be sure about the problem happened. The author used the guideline of use semi-structured interviews that consist of several questions that help to define the areas to be explored, but also allows the interviewer or interviewee to diverge in order to pursue an idea or response in more detail. The speech itself may be recorded. Such data are highly unstructured, however, at least for the purposes of the researcher.

Act

This step is about implementing and achieving the agreement that already build during the interviews This step will be the recommendations given to SBM ITB on what they should provide the on-going IBE businesses and what they can help to solve their current problems.

Research Result

Initial Reflection
In this step, author will present problem that being faced by company that continuing their business process after IBE. They still faced with some problem and still struggling to maintain their performance. Researcher also interview SBM ITB representatives to find the thing that they could actually provide.

WOODKA's Problem
Based on interview with WOODKA's current management team, there are several problems that they face after continuing their business.

Production
Production become WOODKA's main problem since they start this company in IBE. Most of their problem happened because of the inconsistency of their vendors. During their 3 years of business process WOODKA already use 4 different vendors to ensemble and create the watch, and 3 different vendors to create the straps. Luckily, their current vendor that help them producing their straps able to keep up with WOODKA's demand even there are still minor problem about quality consistency. Their biggest problem is the watch producer. Since the first time they started to have a partnership with this vendor, WOODKA already promised with a big production capacity in a small time. In fact, after almost 1 year of partnership WOODKA find it difficult to work with this vendor, since they keep on working late from the timeline, and also high reject rate.

Sales
Sales is a new problem for WOODKA. This year, WOODKA found a difficulty to improve their sales number. Sales haven't improving over this year. WOODKA find it difficult to create a proper marketing and sales strategy that may help to improve their sales. Their recent attempt on trying to leverage their sales is by expanding their sales channel through offline retail, but it seems not give a lot of help in achieving their sales target.

Human Resource
Human resources is also a new problem for WOODKA. This problem arise when most of their management team decided to resign from WOODKA. Some of them resign because of their needs in finding a new working place, and some of them resigning because of their needs for continuing their college abroad. Currently WOODKA only have 4 active member, 3 of them working actively and 1 of them working part-time. Not only having a really small team, WOODKA's current management team also feel that they have lacked of experience and knowledge to help WOODKA grow.

Working System
Working system covered job description, workflow and working hour for the management team. With small team that WOODKA have in the meantime, job description still not distributed clearly. They found that sometimes a job is left unassigned to anyone. Workflow is also a big issue, workflow mostly ignored by them and the team is working based on their weekly to-do list. Not having a clear workflow affected their information distribution and data recording. This issue affect the precision of inventory and sales recording system, and sometimes what they write and what really happen in the inventory and sales activity is not matched. Working hour also become of one WOODKA main issue, all of WOODKA management is currently working on more that 1 project, which means they have a side project beside WOODKA. Organizing and having a proper time become very important

but also difficult because all of the member need to spare some of their time to work on their side project.

GOODISM Inc's Problem
Based on interview with GOODISM Inc. current management team, there are several problems that they face after continuing their business.

Sales
Sales become GOODISM Inc. biggest problem since they pass the IBE process. After having an exceptional sales performance during IBE, GOODISM Inc. is struggling to get back their sales performance. GOODISM Inc. find it difficult to conduct a proper sales strategy. Big amount of money already spent to develop new products and maximizing marketing efforts in hopes of improving their sales performance, but the result is still not as good as they hope. Even their current effort shows that GOODISM Inc. started to have an improvement and stable sales number, it still far from their target.

Production
Production is also one of GOODISM Inc. major issue in developing their business. Keeping vendors speed and quality consistency become GOODISM Inc. main problem. Since deciding to continue their business after IBE, GOODISM Inc. decided to make a major improvement on their production process, since they feel that their old production process and vendors is not good enough. One of the biggest change that they make is moving all of their production process to a new vendor in Yogyakarta, GOODISM Inc. also stop buying leather from leather store and started to produce their own leather with help from a leather factory in Yogyakarta. Sadly, the transition process didn't work really well. Their new vendor need a long period of time to finally able to match GOODISM Inc. demand, and because of producing their own leather cost GOODISM Inc. a lot of money and now they have a large amount of leather that they should use before starting to produce a new product using different materials. It makes developing new product seems difficult for GOODISM Inc. because of the limitation of material that they could use.

Funding
GOODISM Inc. is currently looking for an external extra funding's to help them realize some of their revitalization plan that will be executed started from next year. External funding's is very important since GOODISM Inc. current performance cannot really help them to produce more money. Most of the funding that they need will be use for production and marketing activity, and there are also some plan to start recruiting a more experienced people to help leveraging GOODISM Inc. performance.

Internal
Another problem that GOODISM Inc. face is internal team that have a same education background. While business demand people to work from some different background, all of GOODISM Inc. current active member come from the same background as a business management school alumnus. GOODISM Inc. find out that at least they need some new people that especially come from design and product development background. Since it is difficult for GOODISM Inc. to keep their visual aspects and product development consistent because of the lack of people in this expert.

Plan
In this step, author presents the result of interview with SBM ITB. The interview was to asked what things SBM can provide to solve the business' problems.

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In this step, researcher will elaborate things that SBM ITB could provide in terms of helping both companies.

Sales
Improving sales has become a problem for both company. One of thing that SBM ITB could help is improving their sales by working with current SBM ITB student while having a learning process in class they will also being asked to do a direct business process by conducting a selling strategy for both company and also execute their plan.

Networking
There are several problems that SBM ITB could provide using the network that SBM ITB has, such as.

Sales Channel
As a business school SBM ITB network could help both companies to open new sales channel. SBM ITB network may open sales channel through government program and also private company that have partnership with SBM ITB.

Vendor
SBM ITB network also cover some vendor that may help both companies. Both company having an issue with their production process, and finding the right vendor may help both company to reach a stable production process.

Funding
SBM ITB currently having a partnership with some bank that may help to provide more money for start-up. A connection to some funding institution and angel investor could also be provided by SBM ITB.

Hiring
SBM ITB already create a lot of alumni that already being an expert, and it will be easier to access this people through SBM ITB connection. An opportunity to scout and hire Indonesia best talent in terms of business development is also open widely through SBM ITB network. Not only scouting, SBM ITB may also recommended some of their network to be hired by both company.

CIEL SBM ITB
CIEL SBM ITB is an entrepreneurial organization created by SBM ITB that aiming to help start-up as a consultant. CIEL also able to provide a lot of opportunity to brands that interested in joining Bandung city government project. Some of project that currently ongoing is little Bandung, and Bandung merchandise store.

Conclusion

Through this research, researcher find that both WOODKA and GOODISM Inc. as company that formed during IBE process and decided to keep on running their business share a quiet similar problem, which are sales, production and internal management team. In sales WOODKA find a difficulty to improve their sales performance since it didn't show an improvement during their 3 years of business process, and GOODISM Inc. is struggling to find and replicate their sales performance during IBE. In terms of production, both company find a difficulty to find a right vendor and arranging a proper production plan. The problem seems a little bit different in case of internal management team, WOODKA find a difficulty to conduct a proper working process and working environment between their member, while GOODISM Inc. is having a problem in terms of creativity since they didn't have any member that expertise in art.

After discussing with SBM ITB, researcher found that SBM ITB may provide some help such as; improving sales, and network. Improving sales could be done through some college subject with

help from SBM ITB students. SBM ITB network in the other could help to solve the other problem such as funding, recruitment recommendation, vendors and also opening new sales channels.

Recommendation

Seen from the result mentioned before, there are some recommendations for SBM ITB that can be done in order to help both companies in the future.

1. To solve both company problem in terms of sales, there are several things that SBM ITB can do to help them. First, creating a mentoring program for both companies to help them conduct a new marketing strategy that may help to improve sales of both company. This mentoring program could be done by the help of the SBM ITB lecturer and also guest lecture that working on the same business field as both company. Second, SBM ITB may ask their student to help making a new selling strategy for both company and also doing implementation of their strategy. This program may bring benefit to both SBM ITB students and also both company, as both company will get a new selling strategy that already tested, the students will gain more experience and knowledge through facing one of real business main problem.

2. The upcoming project by CIEL SBM ITB and Bandung city government about creating a Bandung merchandise store is also an opportunity for both company to strengthen their existence in Bandung and also gaining more sales. Both companies could join this program by becoming one of their tenants.

3. In terms of production, SBM ITB also could help through giving a mentoring class by SBM ITB lecturer and guest lecture. While this program may help to brighten and give more knowledge to operation staff of both company, using SBM ITB network may help to find a new vendor that fit both companies needs. If both programs run smoothly than it is possible for both company to have a good production plan that supported with a proper vendor

4. To support both companies needs of an extra external fundings, SBM ITB could help by giving an access to several banks that already have a partnership with SBM ITB and if possible SBM ITB could connect both companies to a venture capital and angel investor.

5. Since both companies seems in needs of having an expert to help their problem, hiring new expert people could become an option if mentoring class didn't work really well. SBM ITB may help through giving recommendation on who to hire and how to hire an expert.

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