

A FRAMEWORK TOWARD SUCCESSFUL BUSINESS INCUBATOR FOR INDONESIAN PUBLIC UNIVERSITIES : A PILOT REVIEW

by Lina Gozali

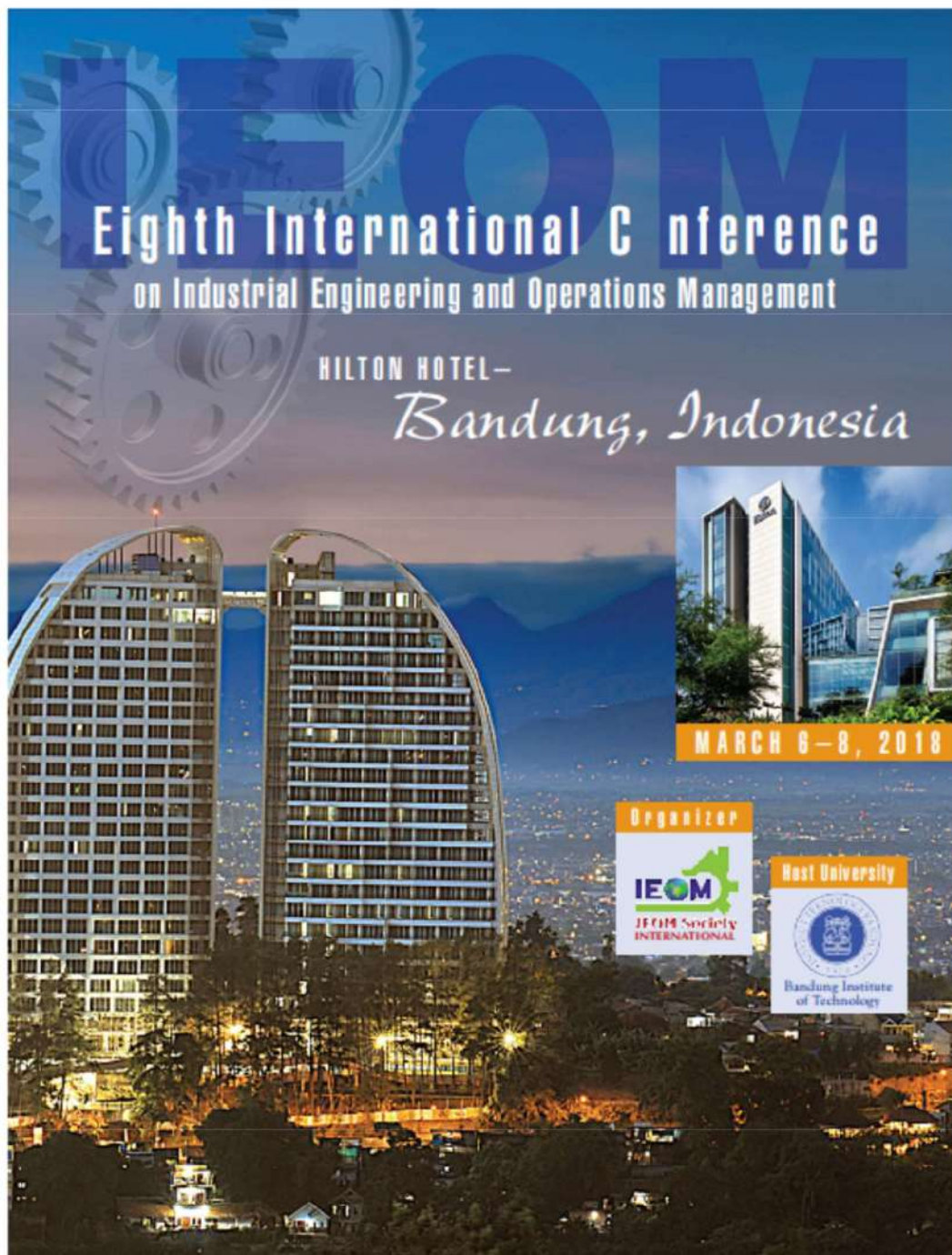
Submission date: 13-Apr-2021 11:24PM (UTC+0700)

Submission ID: 1558241007

File name: total_lina_ieom_2018.pdf (2.08M)

Word count: 6740

Character count: 38051



IEOM

Eighth International Conference on Industrial Engineering and Operations Management

HILTON HOTEL-

Bandung, Indonesia



MARCH 6-8, 2018



IEOM Bandung Conference

March 6-8, 2018

Sponsors and Partners



IEOM Society

"Achieving and Sustaining Operational Excellence"

www.ieomsociety.org

Welcome to the 2018 IEOM Conference in Bandung, Indonesia

To All Conference Attendees:

On behalf of the IEOM Society International, we would like to welcome you to Bandung, Indonesia and the 8th International Conference on Industrial Engineering and Operations Management. This unique international conference provides a forum for academics, researchers and practitioners from many industries to exchange ideas and share recent developments in the field of industrial engineering and operations management. This diverse international event provides an opportunity to collaborate and advance the theory and practice of major trends in industrial engineering and operations management. This conference will provide an excellent opportunity to network with leading scholars and practitioners. There were close to 700 papers/abstracts submitted from 60 countries and after a thorough peer review process, approximately 450 have been accepted. The program includes many cutting edge topics of industrial engineering and operations management. Full papers will be indexed in Scopus, subject to satisfying IEOM Quality Standards.

The challenge of continuous improvement will be significant in the 21st century; therefore, this conference will address many of the issues concerning continuous improvement for quality and service. Some of these issues will be addressed by our keynote speakers:

- Prof. Dr. Ir. Kadersah Suryadi DEA, Rector, Institut Teknologi Bandung (ITB), Bandung, Indonesia
- Dr. Krishnaswami (Hari) Srihari, Executive Vice Provost for International Initiatives and Chief Global Officer, Dean and SUNY Distinguished Professor – Thomas J. Watson School of Engineering and Applied Science, Binghamton University – State University of New York, Binghamton, New York, USA
- Professor Cecilia Nembou, President and Vice-Chancellor, Divine Word University, Papua New Guinea
- Prof. Dr. Ir. Bermawi P. Iskandar, Vice Rector for Academic and Student Affairs, Professor in Reliability and Quality Systems, Manufacturing Systems Research Group, Faculty of Industrial Technology, Institut Teknologi Bandung, Bandung, Indonesia
- Professor Dr. Hui-Ming Wee, Distinguished Professor, Department of Industrial and Systems Engineering, Chaplain, Chung Yuan Christian University (CYCU), Former Associate Dean, College of Electrical Engineering & Computer Science, Chung Yuan Christian University, Taipei, Taiwan
- Professor Jose Arturo Garza-Reyes, Professor of Operations Management, Head of the Centre for Supply Chain Improvement, College of Business, Law and Social Sciences, Derby Management School, University of Derby, Derby, United Kingdom (UK)
- Mr. Endang Ahmad Zakaria, President Director, PT Dharma Precision Tools, West Java Province, Indonesia
- Dr. Robert de Souza, Executive Director, The Logistics Institute - Asia Pacific (TLI – Asia Pacific), Singapore
- Mr. Made Dana Tangkas, Director at Toyota Indonesia Toyota Motor Manufacturing Indonesia and President of Indonesian Automotive Institute

Due to the great success of the Global Engineering Education Series of the previous IEOM conferences, once again we will have a dedicated session on Global Engineering Education at this event. This session will feature distinguished speakers who will discuss the workforce readiness of engineering graduates around the world. Twenty four featured speakers from various parts of the world will address engineering education challenges and opportunities. The panel session on Global Engineering Education, chaired by Dr. Abu Masud, will explore the meaning of global engineering and the gap in educational readiness.

The Industry Solutions Track will address what industry needs in order to survive in the competitive environment. Distinguished practitioners will share their experiences and journey. They will address industrial challenges and opportunities for continuous improvement and sustainability. Lean Six Sigma, Smart Manufacturing and Entrepreneurship workshops have been scheduled.

The IEOM Society would like to express our deep appreciation to our sponsors, university partners, organization partners, exhibitors, authors, reviewers, keynote speakers, panelists, track chairs, advisors, the local committee and the many volunteers who have given so much of their time and talent to make this unique international conference an overwhelming successful event.

We would also like to thank the students who are participating in this event. Your Conference Organizing Committee wants to again welcome you to Bandung and wishes you an enjoyable learning experience at the conference. We hope you a safe and memorable adventure exploring Indonesia with its many outstanding attractions and sightseeing opportunities.

Enjoy the conference!



Prof. Dr. Abdul Hakim Halim
Conference Co-Chair
Institut Teknologi Bandung (ITB)
Bandung, Indonesia



Ahad Ali, Ph.D.
Conference Co-Chair
Lawrence Tech University
Michigan, USA



Dr. Abdur Rahim
Honorary Chair
University of New Brunswick at
Fredericton, Canada



Prof. Dr. Noordin Mohd. Yusof
Honorary Chair
Professor, Faculty of Mechanical Eng.
Universiti Teknologi Malaysia

ID 127 Vendor Development Program: An empirical validation of vendor performance through Business Excellence Framework.

Zarak Sh. Zamrah and Safian Sharif, Department of Mechanical Engineering, University of Technology Malaysia, Skudai, Johor, Malaysia

ID 136 Sustainability in Municipal Water Utilities Operations: Among Regions and Scales

Marga Gumelar, Faculty of Economics and Business, Universitas Padjadjaran, Bandung, Jawa Barat, Indonesia

ID 177 Application of Hidden Markov Model in Crude Oil Price Forecasting

Abdul Talib Bon and Nuhu Isah, Faculty of Technology Management, Business and Entrepreneurship, University Tun Hussein Onn Malaysia

ID 205 Additive and Digital Manufacturing: Implications for Organizational Strategy and Structure

Somen Dey and R.R.K. Sharma, Department of Industrial and Management Engineering, Indian Institute of Technology Kanpur, Kanpur, India

ID 697 Material Procurement Model Considering Life Time and Minimum Order Quantity

Dadang Arifin and Catri Charisma, Industrial Engineering Department of Universitas Jenderal Achmad Yani, Indonesia

4:30 – 6:30, TUESDAY**Business Management****Ballroom 3**

Session Chair: Jen Ling Gan, Universiti Teknologi Malaysia

ID 149 Effect of Culture on Consumer Switching: Moderating Role of Involvement and Value of Services

Anjali Sharma and R.R.K. Sharma, Dept. of Industrial & Management Engineering, Indian Institute of Technology-Kanpur, India

ID 217 A Framework Toward Successful Business Incubator for Indonesian Public Universities: A Pilot ReviewLina Gozali¹, Maslin Masrom¹, Habibah @ Norehan Haron¹, Teuku Yuri M Zagloel¹ and Eduard Tjahjadi²
¹Razak School of Engineering and Advanced Technology, Universiti Teknologi Malaysia, Jalan Sultan Yahya Petra, 54100 Kuala Lumpur, Malaysia
²Department of Industrial Engineering, Faculty of Engineering, Universitas Tarumanagara, Jl. S Parman No 1, Jakarta, 11440, Indonesia
³Department of Industrial Engineering, Faculty of Engineering, University of Indonesia, Kampus UI, Depok, 16424 West Java**ID 252 An Interplay between Employee Psychological Capital, Organizational Fit, and Work Well-Being on Organizational Commitment: An Empirical Study on E-Commerce Industry in Indonesia**

Rizal Nangoy and Mohammad Hamsal, Doctor of Research in Management, Binus University, Jakarta, 10270, Indonesia

ID 253 Creating Innovative Work Behavior: The Roles of Self Efficacy, Leader Competency, and Friendly Workplace

Henny Santoso and Asnan Furinto, Doctor of Research in Management, Binus University, Jakarta, Indonesia

ID 320 Implications of Human Resource Management against Organizational Culture, Work Motivation, Job Satisfaction and Employee Performance at State Own Enterprise Hospitals in Indonesia (Empirical Study on the 5 Biggest Pertamina Hospitals in Indonesia)

Uli Wildan Nuryanto and Asep Saefudin Doctoral Student, Postgraduate Program University, Mercubuana, Jakarta, Indonesia

ID 337 Model of Mix-Used Central Feasibility Investment Model Support for Increasing Local Government Revenue

Joko Suyono and Agus Sukoco., Faculty of Economy, Universitas Narotama, Jl Arief Rachman Hakim 51, Surabaya, Indonesia

ID 576 Does Emotional Intelligence Influence Organizational Citizenship Behavior among Engineers? A Conceptual Paper

Jen Ling Gan and Halimah M. Yusof, Faculty of Management, Universiti Teknologi Malaysia, UTM Skudai, Johor, Malaysia

ID 334 A Critical Evaluation of Climate-Related Risks Associated with Oil and Gas Industry in LibyaTaher Elmehdi, Productions Chemistry Labs, Melitah Oil & Gas B.V., Libyan Branch, Tripoli, Libya
Saber Elmabrouk, Department of Petroleum Engineering, Faculty of Engineering, University of Tripoli, Tripoli, Libya
Tawfik Elmehdi, Department of Engineering Management, School of Applied Science and Engineering, The Libyan Academy, Tripoli, Libya**4:30 – 6:00, TUESDAY****Undergraduate Student Paper Competition****Ballroom 2**

Session Chair: Dr. Abbas Mahmoudabadi, MehrAstan University, Gilan, Iran

ID 690 A Comparative Study of Physical and Mechanical Properties of Wood Plastic Composite Produced from Different Agriculture ResiduesNoor Afifah Ariffin, Nurain Nabila Haslizam, Saidatul Asyiah Samsurrijal, Mohamad Ali Selimin, Norpadzihetun Manap, and Lee Te Chuan, Faculty of Technology Management and Business, Universiti Tun Hussein Onn Malaysia (UTHM), Parit Raja 86400, Batu Pahat, Johor, Malaysia
Hasan Zuhdi Abdullah, Maizlinda Izwana Idris, Faculty of Mechanical and Manufacturing Engineering, Universiti Tun Hussein Onn Malaysia (UTHM), Parit Raja 86400, Batu Pahat, Johor, Malaysia**ID 691 Stylish Coffee Table Influence by Modular Concept for Student Center**Muhammad Fikri Bin Harun, Faculty of Technology Management and Business, Universiti Tun Hussein Onn Malaysia, Batu Pahat, Malaysia
Juliana Abdul Halip Furniture Design and Manufacturing Department Universiti Tun Hussein Onn Malaysia Parit Raja, 86400 Batu Pahat, Malaysia

A FRAMEWORK TOWARD SUCCESSFUL BUSINESS INCUBATOR FOR INDONESIAN PUBLIC UNIVERSITIES : A PILOT REVIEW

Lina Gozali^{1,2}, Maslin Masrom¹, Habibah @ Norehan Haron¹,
Teuku Yuri M Zagloel³, Eduard Tjahjadi²

¹Razak School of Engineering and Advanced Technology, Universiti Teknologi Malaysia,
Jalan SultanYahya Petra, 54100 Kuala Lumpur, Malaysia

²Department of Industrial Engineering, Faculty of Engineering, Universitas Tarumanagara,
Jl. S Parman No 1, Jakarta, 11440, Indonesia

³Department of Industrial Engineering, Faculty of Engineering, University of Indonesia,
Kampus UI, Depok, 16424 West Java

31

Abstract

The purpose of this paper is to evaluate a small sample data on pilot survey for developing framework of successful business incubator for Indonesian Public Universities. This pilot survey assess the content of validity, reliability, subsequently the data normality through expert validation. The evaluation of this pilot survey showed that the instrument reliable and the data for preliminary study exhibit reasonable normality. This pilot survey evaluate the instrument of many factors and dimensions of Indonesian Business Incubator Manager and Association responses most of which have not been explored yet.

Keywords – Pilot Survey, Qualitative Method, Quantitative Method, Expert Validation, Reliability Test, Business Incubator, Indonesian Public University

1. Introduction

1

It has been argued elsewhere that new venture formation and small companies with high growth potential, represent the greatest opportunity for the creation of jobs in economies across the globe (Bolton, 1971; Birch, 1987; Davis et al., 1996; Kelley et al., 2012). The process of new venture formation also provides an answer to the question “What purpose does an incubator serve?” Two main drivers for incubation have emerged: (1) incubation is a way of addressing market failures, which limit the ability of small high-tech start-ups to overcome uncertainty (Hansen et al., 2000); and (2) it helps overcome obstacles associated with the early stages of firm development (Dee et al., 2011; McAdam and McAdam, 2008).

Since the first recognized incubator was established in Batavia, New York in 1959, the offer has grown from the provision of a shared workspace to a nurturing environment (McAdam and Marlow, 2008; Rothschild and Darr, 2005), providing access to business services (Lee and Osteryoung, 2004), business management and operational support (Scillitoe and Chakrabarti, 2010; Noura et al., 2005), and networking opportunities with seasoned entrepreneurs (Hoang and Antoncic, 2003), venture capitalists and mentors (Lalkaka and Bishop, 1996; Siegel et al., 2007).

2

In addition, taking into account conditions specific to a country or university (e.g., geographic localization, university management, funding, awareness, researcher motivation) is essential to understand how to optimize internal university support infrastructure. Investigations into the

background of inventors and their roles in commercialization could provide insights that cannot be extracted from quantitative patent data analyses. For example, in order to understand why almost 10 % of the inventions remain in the hands of the inventors, more in-depth analysis of inventor behavior is needed. This should be coupled with studies of the role of university leadership and innovation intermediaries in the management of Intellectual Property Right at universities. (Dahlborg et. al, 2016).

2 Given the importance of technology transfer performance for driving growth and innovation in a knowledge economy, our approach offers a way to evaluate actual technology transfer performance of universities, taking into consideration the potential for technology transfer. (Vinig & Lips, 2015). Technology entrepreneurship has come of age as a discipline of study and no longer debating how it should be defined, and whether it is important, but should focus upon how best to investigate, analyses and share how technology entrepreneurship can be encouraged across the myriad of international regions and universities that seek to do so. (Simon Mosey et. al, 2016)

9 Networks are complex: take many forms; are fluid, flexible, and dynamic, constantly changing and evolving to suit individual and organizational needs and requirements; networks also consist of latent and active relationships to others. So, their study is compounded by many factors. Consequently, it is important to use different research approaches to consider networks as each approach is differentially suited to the analysis of particular kinds of problems, enabling a fuller and more complete understanding of the whole (Sarah L. Jack, 2010).

4 The university business incubator (UBI) is an innovative system designed to assist entrepreneurs, particularly entrepreneurs in technology, in the development of new firms. By providing a variety of services and support to startup and emerging companies, the incubator seeks to link talent, technology, capital, and know-how effectively to leverage their talent, to accelerate the development of new companies, and thus to speed the commercialization of technology (Smilor, Gibson, and Dietrich 1990). The present study suggests that there are critical success factors for effective operation of business incubators.

14 Indeed, the review by Sir Tim Wilson into higher education-industry collaboration initiated by the government identified as one of its criteria: An enterprising and entrepreneurial culture amongst university students and staff, where success in enterprise and entrepreneurship is celebrated, rewarded and promoted (Wilson, 2012, p. 14). Lee, Kim, and Chun (1999) investigated the critical success factors to operate UTBI effectively. Their classified critical factors include the following: (1) goal/strategy; (2) operational policy; (3) infrastructure of UTBIs; (4) incubating services; and 21 physical/human resources, internal/external networking, and so forth. From a policy point of view, the model differs from the traditional top-down approach, which calls for new ideas on how public agencies can support such initiatives most effectively. (Anne Bøllingtoft , John P. Uhløi*, 2005)

11 Lack of managerial skills is one of the main barriers to a venture's success in different industries, all the more so in small businesses, where the owners have to be involved in all areas of activity. In accordance with our findings that managerial skills are so crucial for venture success, the main objective of advisory incubators should be to promote managerial competencies. (Lerner et. al, 2000)

17

All business assistance programs, including business incubators, are targeted at helping entrepreneurial ventures start up, survive, and succeed. To that end, the two parties engage in coproduction to ³compensate for the firm's gaps in knowledge, competencies and resources. (Mark P. Rice*, 2002). Technical support services involving shared laboratory and research facilities tend to work best in the tier 1 cities where TBIs have become more specialized in a particular industrial sector and where there has been a constant flow of incoming and outgoing firms. In this respect Chinese TBIs are following the path of incubator development in western countries where it has been found that building knowledge networks and realizing opportunities that meet the needs of resident firms is leading to increased incubator specialization (Dee et al. 2011). This development path also implies that TBIs become more selective in the ventures that they accept. The more limited impact of TBI services on the graduation of incubated firms in the tier 2 and tier 3 cities indicates that the TBIs in these less favorable economies face more difficult challenges if they are to help the early development of new technology-based firms (Xiao & North, 2016).

6

Startups of new firms are not restricted to high-technology activities only. On the contrary, it is the diversity of new firms with economic activities along the whole chain of value-added that finally contributes to the restructuring of a regional or local economic tissue. Therefore it becomes quite obvious that public support has its legitimation where private capital does not dare to invest. Obviously *seed money* is one of these fields of market failure, because private venture capital all too often concentrates only on glamorous high-tech start-ups with expectations for ¹²rapid firm growth and consequently high return on investment. (Thierstein & Willhelm, 2001). In fact, the fund manager's understanding of what a funding application should look like in terms of information and how it should ¹²and when verbally presented underpins the meaning attached to investment readiness status. However, the process to construct a business proposition which meets the preferences of fund managers and so encourages them to go further than executive summary is a complex process (McAdam & Marlow, 2011).

To this end, the paper presents the result of pilot test with ²⁴regard the framework of successful business incubator for Indonesian public universities. The contribution of this paper is to present experiences of pilot study: practices and tools are proposed for pilot preparation, Validation and Reliability testing. (Laukarinen et al, 2011).

2. Literature Review

The theories and models explored and used throughout the study are discussed in the previous research section (Gozali et al., 2015a and 2015b). Business Incubator model in Figure 1 developed by Campbell et al. (1985) suggests four areas where incubators-incubation creates value: the diagnosis of business needs, the selection and monitored application of business services, the provision of financing, and the provision of access to the incubator network. Implicitly, with this framework, Campbell et al. (1985) have normatively defined the incubation process. This is useful because it suggests in detail, and for the first time, how different components of, and activities within, the incubator are applied to facilitate the transformation of a business proposal into a viable business. Weaknesses in the framework center on the failure to account for failed ventures (the

framework assumes that all incubator tenants succeed) and the ascription of the framework to private incubators only.

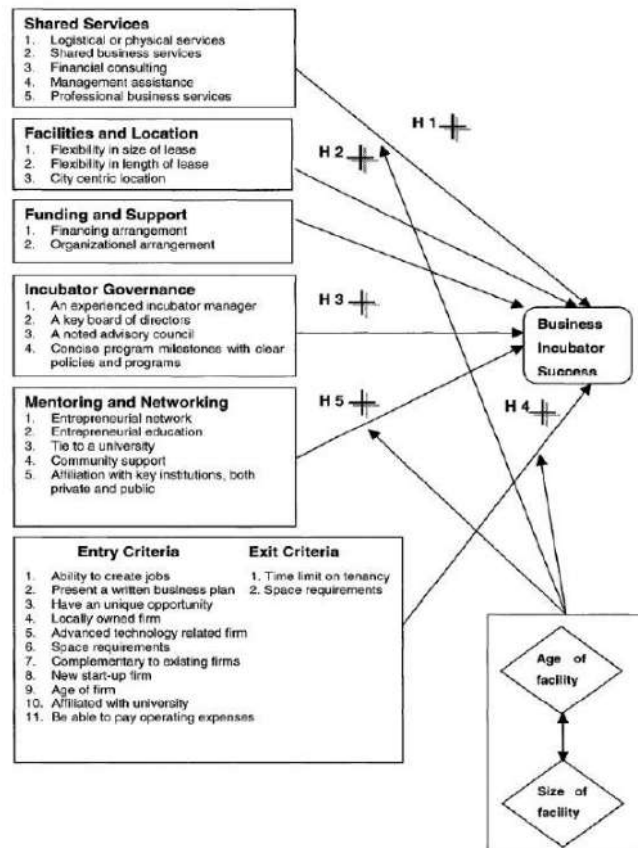


Figure 1 A Priori Framework of Incubator Success Factors (Verma, 2004)

A pilot test is considered to be like “a dress rehearsal” in which a small scale trial of the study is conducted prior to the full-scale study (Gay, Mills and Airasian, 2006). Hence, in this study pilot test was carried out in order to achieve some objectives. Firstly, the pilot survey was done to test the validity and reliability of the instrument of the study. Secondly, it aimed at obtaining an insight into the real conditions of the actual study. Thus, this would enable the researcher to anticipate and adjust to potential problems during the full-scale research. Among the major concern of pilot test is the instrument validity and reliability. Validity of the measuring instrument is the extent to which the instrument is measuring what it is supposed to measure and not something else. Reliability of a measure on the other hand, indicates the extent to which an instrument is error free and thus, consistent and stable across time and also across the various items in the scale (Sekaran and Bougie, 2010).

A pilot survey represents a cornerstone of a good research design. In fact, a pilot survey is an essential initial step in a research and this applies to all types of research studies. The term of pilot study, however, is defined as “a small scale test of the methods and procedures to be used on a

large scale ...” (Porta 2008). On the other hand, there is little published guidance with respect to the sample size required for pilot studies. The study of Billingham *et al.* (2013) mentioned that even though all studies should have a sample size justification, some kinds of studies do not need to have a sample size calculation. Their studies, however, concluded that a formal sample size calculation for pilot studies may not be appropriate. Generally, 10–20% of the main sample size is a reasonable number for conducting a pilot study (Baker 1994).

Mainly, the importance of the pilot survey lies in improving the quality and the efficiency of the main study. A one thing the researchers should pay attention that a pilot survey is not a hypothesis testing study. Leon *et al.* (2011), however, mentioned that the main purpose of conducting a pilot survey is examining the feasibility of the intended approach the researchers will use in the main study. Generally, a pilot survey can be used as a small version of a full-scale study or trial run in preparation for a main study (Polit *et al.* 2001). It can also be used to check out a particular research instrument.

Data represents the lifeblood of a research. It helps us to understand the real world well through connecting the theory to practice. Therefore, the researchers should handle with data carefully and honestly, especially, when collecting, analyzing and interpretation. However, the present work believes that addressing a pilot survey is an interesting and important topic amongst the researchers. Furthermore, many researchers disregard conducting a pilot survey since it includes quantitative methodological issues (i.e., Back-Translation, Missing Data, Normality, and Reliability) which need long time to look at deeply, especially, for the researchers who are not well-established in research methods. However, there are different ways to collect data (e.g., questionnaire, interviews, observations, diaries and journals). Questionnaire is one of the most widely used data gathering instruments in many fields including Business, Management, Market Research, Psychology and Sociology (Hazzi, 2015).

3. Method

The present research addressed in this work the importance of the pilot survey for research and the most recommended practices of the most important quantitative and qualitative methodological issues the researchers had better take into account when conducting the pilot study. However, the present work will also address in this section the importance of pilot studies for business sectors (e.g., business companies, banking sector, research centers and other) through addressing the most of its implementations and practices. On the other hand, talking about the implementations and practices of pilot studies in business sectors is really a wide topic since there are many different business sectors use such kind of studies. Therefore, the present research will address the most aspects of the implementations and practices of pilot studies in business sectors since such implementations and practices will consider as the common denominator amongst many different kinds of business sectors including marketing, and financial business sectors. (Hazzi, 2015)

1 The research instrument was administered to the volunteers, replicating the main study as near as possible. Face-to-face interviews were conducted after completion of the task to test for problem questions, respondent comprehension and time taken to complete the task. The results led to a revised research instrument, which was tested on a further two graduate entrepreneurs, making a total of ten subjects involved in the pilot study (Culkin, 2013)

15

Within the context of this study the literature on the performance of incubators in developed and developing countries will be reviewed and the fact that the measures for assessing business incubator effectiveness as business development mechanism should be adopted to country needs illustrated.

3.1. Research Location

This research conducted in Indonesia. The 17 public universities business incubator in Indonesia are: University of Indonesia, Institute Technology of Bandung, Bogor Agricultural Institute, Diponegoro University, Brawijaya University, Institute Technology Sepuluh November, Airlangga University, Padjajaran University, Andalas University, Sebelas Maret University, Udayana University, Sam Ratulangi University, Universitas Sumatera Utara, Riau University, Gorontalo University, Jambi University, and State University of Yogyakarta.

3.2. Research Sample

The sample used for this study consisted of incubator managers in Indonesia Public University, involved in the day to day operations of the incubator and graduated tenant company. The sample was so proposed, as the respondents would have the necessary insights and experiences of managing incubators and in managing the relations within the incubator with tenant firms.

3.3. Pilot Test

10

According to Cooper and Schindler (2014) a pilot test will be conducted to detect weakness in the design and instrumentation and provide proxy data for selection of a probability sample. Furthermore the pilot test will be done in order to ascertain how much time it took for respondents to answer the questions to examine the reliability of instrument. The researcher will take the respondents' feedback into account and will modify the questionnaire.

According to Connelly (2008), extant literature suggests that a pilot survey sample should be 10% of the sample projected for the larger parent study. However, Hertzog (2008) cautions that this is not a simple or straight forward issue to resolve because these types of studies are influenced by many factors. Nevertheless, Isaac and Michael (1995) suggested 10 – 30 participants; Hill (1998) suggested 10 to 30 participants for pilots in survey research; Julious (2005) in the medical field, and van Belle (2002) suggested 12; Treece and Treece (1982) suggested 10% of the project sample size.

The sample size for pilot survey for this research comprised 17 business incubator managers, former business incubator manager Public Universities and Head of Business Incubator Association in Indonesian.

3.4. Validity

Validity is the extent to which a test measure what actually wish to measure (Copper and Schindler, 2014). The validity of the self-report questionnaire will be obtained using context and constructs validities. The content validity of a measuring instrument is the extent to which it provides adequate coverage of the investigate questions guided the research. If the instrument contains representative sample of the universe of the subject matter of interest, that the content validity is good (Cooper

and Schindler, 2014). The content validity ensures that the measure includes adequate and representative set of items that tap the concept (Sekaran, 2003).

Content validity ensures that the measure include adequate and representative set of items that tap the concept (Sekaran, 2003). The content validity of the questionnaire will be established by a panel of experts. The panel experts consist of 10 professors from reputable university in the world, for 51 corrections or amendments have been done to the research instruments. To assess the content adequacy of the questionnaires, the questionnaires will give a brief description of the research objectives, and the scales components to the experts and requested them to read the scales and give their comments on the clarity, readability and redundancy within the scales. The second method used to test the content validity of the questionnaire is by conducting a pilot test before collecting the research data. The feedback provided by the respondents in the pilot test will be used to modify the questionnaires.

3.5. Reliability

Reliability refers to the accuracy and precision of a measurement procedure (Thorndike, Cunningham, Thorndike, & Hagen, 1991). Reliability may be viewed as an instrument's relative lack of error. In addition, reliability is a function of properties of the underlying construct being measured, the test itself, the groups being assessed, the testing environment, and the purpose of assessment.

One of the most popular reliability statistics in use today is Cronbach's alpha (Cronbach, 1951). Cronbach's alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability. Cronbach's alpha is an index of reliability associated with the variation accounted for by the true score of the 'underlying construct'. Construct is the hypothetical variable that is being measured (Hatcher, 1994).

Alpha coefficient ranges in value from 0 to 1 and may be used to describe the reliability of factors extracted from dichotomous (that is, questions with two possible answers) and/or multi-point formatted questionnaires or scales (i.e., rating scale: 1 = poor, 5 = excellent). The higher the score, the more reliable the generated scale is. Nunnally (1978) has indicated 0.7 to be an acceptable reliability coefficient but lower thresholds are sometimes used in the literature.

Acceptable levels of reliability depend on the purpose of the instrument. Acceptable reliability of instruments developed for research purposes can be as low as 0.60. This is an acceptable reliability level of a diagnostic instrument used for making decisions about individuals (Shay, 2008).

Within this context, there are deep discussions with respect to the acceptable value of Cronbach's alpha amongst researchers. However, Griffie (2012) mentioned that a typical guideline is that 0.3 at the threshold, 0.5 or higher is adequate, and 0.7 or higher is high. George & Mallery (2003) provide more detailed categories of reliability values as rules of thumb (i.e., >0.9 "Excellent", >0.8 "Good", >0.7 "Acceptable", >0.6 "Questionable", >0.5 "Poor", while <0.5 "Unacceptable") (as cited in Khalid *et al.* 2012). From another standpoint, there are works in the literatures recommends using specific values of reliability according to the nature of the study since the reliability relies on a large extent on the use that is to be made of the results. For example, while Reid (1990) recommends that the reliability of 0.7 would be fair for survey instruments, some literatures

recommend that the reliability should be about 0.9 or higher for important decisions (Cronbach 1990).

Furthermore, since the sample size affect Cronbach's alpha, the researchers should consider that issue, especially, when conducting pilot studies. However, according to the experience, the present work strongly emphasizes following the next steps to report pilot survey well especially in the research which uses questionnaire or survey as a main tool for collecting data. (1) Conduct a pilot survey first taking into account the issues discussed above including checking the reliability by Cronbach's alpha, and put the initial results aside. (2) Conduct the main study taking into account checking the reliability again, and report the results. (3) Compare between those results (the initial and main ones), especially, with respect to the reliability. (4) Delete the items, which have common problems of reliability.

4. Finding and Discussion

In the previous study (Gozali, 2015b) in literature review and preliminary study, the result indicates that the success factors for successful e-business incubator in Indonesian public universities are consisting of eight independent variables, three moderating variables, and one dependent variable. The eight (9) success factors are shared services and facilities, incubator governance, entry and exit criteria, mentoring and networking, funding and support, governance support and protection, university regulation, and system infrastructure. The three (3) moderating variables consist of age of facility, credibility of the facility, credit and rewards. Meanwhile, the dependent variable is incubator success.

4.1. Content Validity

This pilot ensure the measure consists of an adequate and representative set of items that tap a particular concept. Content validity entails consulting with 10 professors to pass judgement on the suitability of the items selected to measure the construct (Hair et al, 2007, Sekaran & Bougie, 2010). They suggested revising the format and grammar as well. One of the experts suggested dividing the questionnaire into two main sections, one about whether they provide the services, and the other about how important the services are. Two of the experts suggested providing the exact number of tenants which were assisted, which went out of business, and which started business operations. One of the experts suggested keeping the respondents anonymous, and changing option number 3 to "moderately agree". Two of the experts suggested utilizing variables, data categories, and several data calculation methods. One of the experts suggested adding a row for "none of the above" option. One of the experts suggested using incentives to motivate the respondents to fill in the questionnaire.

The discussion with the experts resulted in the fact that most of them suggested shortening the questionnaire because the factors and dimensions were too many, complicated and redundant. They suggested revising the format and grammar as well. One of the experts suggested dividing the questionnaire into two main sections, one about whether they provide the services, and the other about how important the services are. Two of the experts suggested providing the exact number of tenants which were assisted, which went out of business, and which started business operations. One of the experts suggested keeping the respondents anonymous, and changing option number 3 to "moderately agree". Two of the experts suggested utilising variables, data categories, and several data calculation methods. One of the experts suggested adding a row for "none of the

above” option. One of the experts suggested using incentives to motivate the respondents to fill in the questionnaire.

4.2. Reliability Test

The reliability test result for this pilot survey describe all of the factors and dimension and moderating variable are in the accepted range of Cronbach’s Alpha requirement. The Table I describe about the result of reliability test for each factors of successful business incubator in Indonesian Public Universities as below.

Table 1
Summary of Reliability Results

No	Factors	Cronbach’s Alpha
1	Physical or logistical facilities	0.801
2	Shared Business Services and Equipment	0.887
3	Financial Accounting and Consultation	0.950
4	Marketing Assistance	0.973
5	Professional Business Services and Business Etiquette	0.885
6	Management and Human Resources Assistance	0.928
7	Information Technology and E-Commerce Assistance	0.774
8	Incubator Governance	0.803
9	Entry Criteria	0.885
10	Exit Criteria	0.757
11	Mentoring Networking	0.834
12	Government Support and Protection	0.906
13	Funding and Support	0.848
14	University Regulation	0.848
15	System Infrastructure	0.760
16	Factors of Success of Business Incubator	0.798
17	Performance of Business Incubator	0.929
18	Moderating Factors of Successful Business Incubator	0.821

Table I shows the summary of the reliability results. It could be seen from the table that the result of pilot test indicates that Cronbach’s alpha values for the constructs under investigation are all above 0.70. Consequently, given the established benchmark of 0.70 all the constructs are reliable and therefore, there was no need to delete any item (Nunnaly, 1978)

Table 2
Demography of respondents

No.	Item	Description	Frequency (N)	Percentage (%)	Skewness/ Std Error	Kurtosis/ Std Error	Normal/ not
1.	Gender	Male	14	82.4	0.226	-1,103	Normal
		Female	3	17.6	-	-	- *)
2.	Age	30-39 years old	5	29.4	- 0.624	0,320	Normal

No.	Item	Description	Frequency (N)	Percentage (%)	Skewness/ Std Error	Kurtosis/ Std Error	Normal/ not
		40-49 years old	3	17.6	1.190	0	Normal
		50-59 years old	6	35.3	-0.132	-0.975	Normal
		>60 years old	3	17.6	0	1.225	Normal
3.	Designation	Business Incubator Manager	14	82.4	0.500	1.191	Normal
		Business Incubator Association	2	11.8	-	-	-
		Others	1	5.9	-	-	-
4	Level of Education						
		Master Degree	8	47.1	-1.306	0.778	Normal
		PhD Degree	9	52.9	0.820	1.400	Normal

In figure 2, all the factors sum up from the most important findings of the literature review, on critical value-added components of the business incubators, from the perspective of business incubator successful factors for Indonesian Public Universities. The red color are the factors finding from the literature review and preliminary study which different from previous model of Verma.

5. Conclusion

In literature study, Some factors such as: Strategic alliances, universities support infrastructure, innovation or technology transfer, network, assistance, commercialization, collaboration, government policy, management skill, experience, seed money or funding have been defined as a successful factors for University Technology Business Incubator.

We have observed three significant differences from the previous business incubator model of Verma, the Government Support and Protection, University Regulation, System Infrastructure. These 3 factors are remarkable, since these weren't observed as top value-added components in previous incubator literature.

In this research with the significant result of the data processing such as good reliability and validity calculation, Good normality data, and Good Cronbach Alpha result. So for the future study, we will continue this model as a framework for business incubator successful factor of Indonesian Public Universities with new additional targeted sample and structural equation modelling analysis.

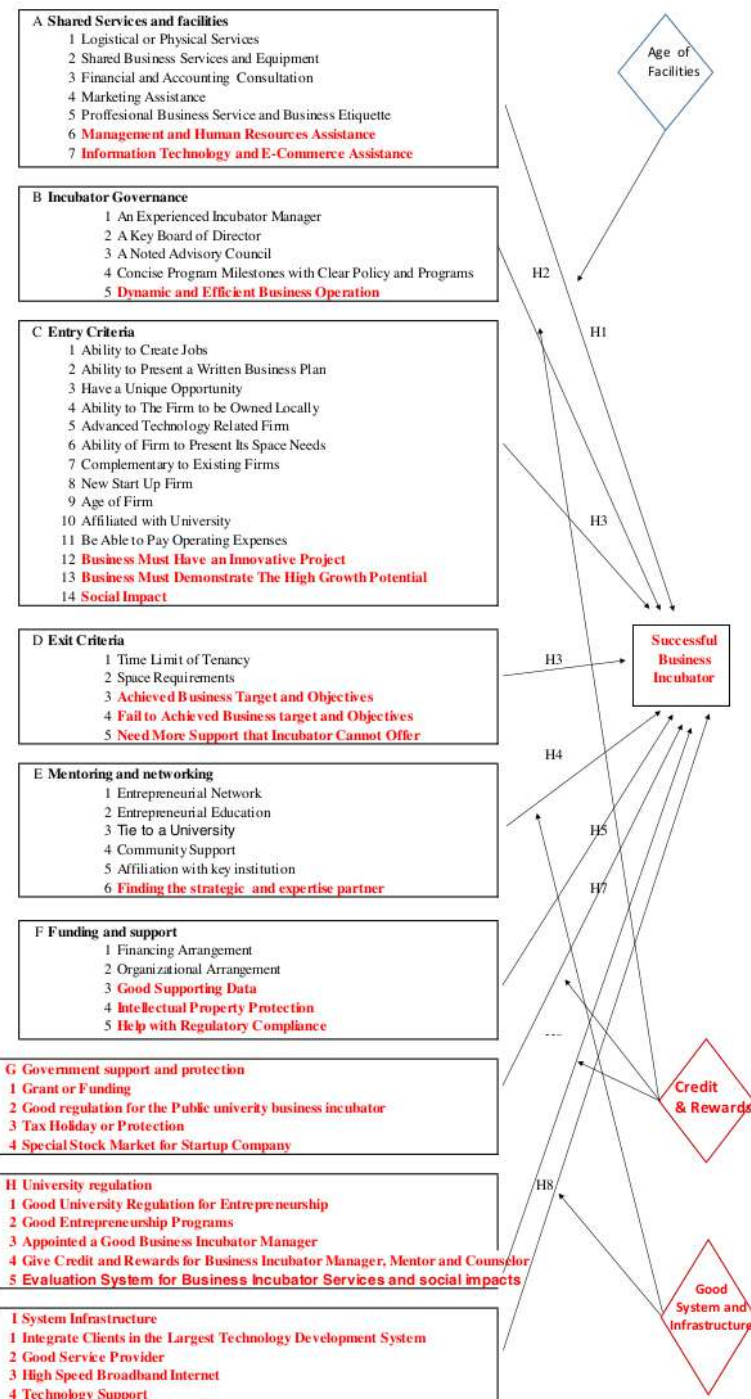


Figure 2: A Framework toward Successful Business Incubator of Indonesian Public Universities (Gozali et al., 2016)

As noted earlier in the paper that the aim of this study is pre-tests the validity and reliability of the instrument of an ongoing research in preparation for the large scale study. Hence, the conclusion of this study is tied to its objective which is mainly statistical in nature at this stage. The managerial implication of the variables under investigation would be fully uncovered after the main study is carried out. The study explore, evaluate, validate and share a small sample data on pilot survey for developing framework of successful business incubator for Indonesian Public Universities. Content with expert validation were conducted which subsequently led to the rewording of several items. Furthermore, the inter-item reliability test revealed that all the items were reliable with Cronbach Alpha well above the benchmark of 0.70; thereby no item was deleted. Finally, normality test using skewness and kurtosis shows that the data as a whole is reasonably normal more especially with skewness values not significantly different from zero.

Acknowledgments

The author would like to thank to Prof. Noam Wasserman (Harvard University, Boston, USA), Prof. Bruce Kingma (Syracuse University, New York, USA), Prof. Lawrence Boyd (Duke University, North Carolina, USA), Prof. Andrew Nelson (University of Oregon, Oregon, USA), Prof. Luiz Mountinho (University of Glasgow, Scotland, UK), and Prof. Felix Tinoziva Mavondo (Monash University, Melbourne, Australia), Prof. Vesa Routama (University of Vaasa, Vaasa, Finland).

References

- Albert, P., Bernasconi, M. and Gaynor, L. (2002), *Incubators: The Emergence of a New Industry. A Comparison of the Players and their Strategies: France – Germany – UK – USA*, Ceram Sophia Antipolis.
- Baker, T. L. 1994. *Doing social research*. 2nd ed. New York: McGraw- Hill Inc. 499 p.
- Birch, D.L. (1987), *Job Creation in America: How Our Smallest Companies Put the Most People to Work*, The Free Press, New York, NY.
- Billingham, S.; Whitehead, A. L.; Julious, S. A. 2013. An audit of sample sizes for pilot and feasibility trials being undertaken in the United Kingdom registered in the United Kingdom Clinical Research Network database, *BMC Medical Research Methodology* 13(104): 1–6.
- Bolton, J.E. (1971), *Small Firms: Report of the Commission of Inquiry on Small Firms*, Cmnd 4811, HMSO, London.
- Bøllingtoft, A., & Ulhøi, J. P. (2005). The networked business incubator—leveraging entrepreneurial agency?. *Journal of business venturing*, 20(2), 265-290.
- Campbell, C.; Kendrick, R. & Samuelson, D. (1985). Stalking the Latent Entrepreneur. *Economic Development Review*, Vol. 3, No. 2, pp. 43-48.
- Cooper, D.R and Schindler P.S, (2014), *Business Research Methods*, 12th ed. Mc Graw Hill International Edision. Mc Graw-Hill Irwin, - The Mc Graw-Hill/Irwin series
- Connelly, L. M. (2008). Pilot studies. *Medsurg Nursing*, 17(6), 411-2
- Culkin, N. (2013). Beyond being a student: An exploration of student and graduate start-ups (SGSUs) operating from university incubators. *Journal of Small Business and Enterprise Development*, 20(3), 634–649. doi:10.1108/JSBED-05-2013-0072
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*. 16, 297-334

- Cronbach, L. J. 1990. *Essentials of psychological testing*. 5th ed. NY: Harper and Row. 726 p.
- CSES (2002), Benchmarking of Business Incubators, Final Report to the European Commission Enterprise Directorate, Brussels.
- Davis, S.J., Haltiwanger, J.C. and Schuh, S. (1996), "Small business and job creation: dissecting the myth and reassessing the facts", *Small Business Economics*, Vol. 8, pp. 297-315.
- Dee, N.J., Livesey, F., Gill, D. and Minshall, T. (2011), "Incubation for growth: a review of the impact of business incubation on new ventures with high growth potential", Research Summary, September, National Endowment for Science, Technology and the Arts, London.
- Dahlborg, C., Lewensohn, D., Danell, R., & Sundberg, C. J. (2016), To invent and let others innovate: a framework of academic patent transfer modes. *The Journal of Technology Transfer*, 1-26.
- Hazzi, O., & Maldaon, I. (2015). A pilot study: Vital methodological issues. *Business: Theory and Practice*, 16(1), 53-62.
- Khalid, S.; Irshad, M. Z.; Mahmood, B. 2012. Job satisfaction among academic staff: a comparative analysis between public and private sector universities of Punjab, Pakistan, *International Journal of Business and Management* 7(1): 126–136.
- Gay, L. R., Mills, G. E. & Airasian, P. (2006). *Educational research: Competencies for analysis and applications* (8th ed.). Uppersaddle River, New Jersey: Pearson Education International, Inc.
- George, D.; Mallery, P. 2003. *SPSS for Windows step by step: a simple guide and reference*. 11.0 update. 4th ed. Boston: Allyn & Bacon. 400 p.
- Gozali, L., Maslin Masrom, Habibah @ Norehan Haron, Teuku Yuri M Zagloel (2015a) Research Comparison among Business Incubator Research Sample and Analysis in The Worlds, *International Conference Engineering Tarumanagara University* 2015 , October 22-23, 2015, Jakarta, Indonesia
- Gozali, L., Maslin Masrom, Habibah Norehan Haron, Teuku Yuri M. Zagloel (2015b), A Framework of Successful E-Business Incubator for Indonesian Public Universities, *The Asian Journal of Technology Management* Vol. 8 No. 2 (2015): 118-132, Indonesia
- Gozali, L., Masrom, M., Zagloel, T. Y. M., & Haron, H. N. (2016). A Framework of Successful Business Incubators for Indonesian Public Universities. *International Journal of Technology*, 7(6), 1086-1096.
- Griffiee, D. T. 2012. *An introduction to second language research methods: design and data*. 1st ed. CA: TESL-EJ Publications. 213 p.
- Haber, S., & Reichel, A. (2007). The cumulative nature of the entrepreneurial process: The contribution of human capital, planning and environment resources to small venture performance. *Journal of Business Venturing*, 22(1), 119-145.
- Hansen, M.T., Chesbrough, H.W., Nohria, N. and Sull, D. (2000), "Networked incubators: hothouses of the economy", *Harvard Business Review*, Vol. 78 No. 5, pp. 74-84.
- Hatcher, L. (1994). A step-by-step approach to using the SAS(R) system for factor analysis and structural equation modeling. Cary, NC: SAS Institute.
- Hertzog, M.A. (2008). Considerations in determining sample size for pilot studies. *Research in Nursing & Health*, 31,180-191.
- Hill, R. (1998). What sample size is "enough" in internet survey research? *Interpersonal Computing and Technology: An Electronic Journal for the 21st Century*, 6(3-4).

- Hoang, H. and Antoncic, B. (2003), "Network based research in entrepreneurship: a critical review", *Journal of Business Venturing*, Vol. 18 No. 2, pp. 165-187.
- Isaac, S., & Michael, W. B. (1995). Handbook in research and evaluation. San Diego, CA: Educational and Industrial Testing Services
- Jack, S. L. (2010). Approaches to studying networks: Implications and outcomes. *Journal of Business Venturing*, 25(1), 120-137.
- Julious, S. A. (2005). Sample size of 12 per group rule of thumb for a pilot study. *Pharmaceutical Statistics*, 4, 287-291.
- Kelley, D.J., Singer, S. and Herrington, M.D. (2012), "The 2011 Global Entrepreneurship Monitor Report", available at: www.gemconsortium.org/docs/2201/gem-2011-global-report (accessed 25 January 2012).
- Laukkariinen, T., Suhonen, J., Hämäläinen, T. D., & Hännikäinen, M. (2011, November). Pilot studies of wireless sensor networks: Practical experiences. In *Design and Architectures for Signal and Image Processing (DASIP), 2011 Conference on* (pp. 1-8). IEEE.
- Lee, J. J., J. S. Kim, and H. K. Chun (1999). "A Study on the Management and Financial Independence of University Technology Business Incubators (UTBIs) in Information and Telecommunication Industry," *Korean Small Business Review* 21(2), 185–206.
- Lee, S. and Osteryoung, J. (2004), "A comparison of critical success factors for effective operations of university business incubators in the United States and Korea", *Journal of Small Business Management*, Vol. 42 No. 4, pp. 418-427.
- Leon, A. C.; Davis, L. L.; Kraemer, H. C. 2011. The role and interpretation of pilot studies in clinical research, *Journal of Psychiatric Research* 45(5): 626–629.
- Lerner, M., & Haber, S. (2001). Performance factors of small tourism ventures: The interface of tourism, entrepreneurship and the environment. *Journal of business venturing*, 16(1), 77-100.
- McAdam, M. and McAdam, R. (2008), "High tech start-ups in university science park incubators: the relationship between the start-up's lifecycle progression and use of the incubator's resources", *Technovation*, Vol. 28 No. 5, pp. 277-290.
- McAdam, M. and Marlow, S. (2008), "A preliminary investigation into networking activities within the university incubator", *International Journal of Entrepreneurial Behaviour & Research*, Vol. 14 No. 4, pp. 219-241.
- McAdam, M., & Marlow, S. (2011). Sense and sensibility: The role of business incubator client advisors in assisting high-technology entrepreneurs to make sense of investment readiness status. *Entrepreneurship & Regional Development*, 23(7-8), 449-468.
- Mosey, S., Guerrero, M., & Greenman. (2016), A. Technology entrepreneurship research opportunities: insights from across Europe. *The Journal of Technology Transfer*, 1-9.
- NBIA National Business Incubator Association (2016). <https://www.inbia.org/resources/business-incubation-faq>. View July 2016
- Nunnally, J. (1978). Psychometric theory. New York: McGraw-Hill.
- Lalkaka, R. and Bishop, J. (1996), Business Incubators in Economic Development – An Initial Assessment in Industrialising Countries, United Nations Development Programme, New York, NY.
- Nouira, S., Klofsten, M. and Dahlstrand, A. (2005), "The logic of the entrepreneur: implications of the entrepreneur's perception of early-stage financing", *International Journal of Entrepreneurship and Innovation*, Vol. 6 No. 2, pp. 85-96.

- Polit, D. F.; Beck, C. T.; Hungler, B. P. 2001. *Essentials of nursing research: methods, appraisal, and utilization*. 5th ed. Philadelphia: Lippincott Williams and Wilkins. 544 p.
- Porta, M. 2008. *A dictionary of epidemiology*. 5th ed. Oxford: Oxford University Press. 320 p.
- Rae, D., Martin, L., Antcliff, V., & Hannon, P. (2012). Enterprise and entrepreneurship in English higher education: 2010 and beyond. *Journal of Small Business and Enterprise Development*, 19(3), 38
- Reid, J. 1990. The dirty laundry of ESL survey research, *TESOL Quarterly* 24(2): 323–338.
- Rice, M. P. (2002). Co-production of business assistance in business incubators: an exploratory study. *Journal of business venturing*, 17(2), 163-187.
- Rothschild, L. and Darr, A. (2005), “Technological incubators and the social construction of innovation networks: an Israeli case study”, *Technovation*, Vol. 25 No. 1, pp. 59-69.
- Scillitoe, J.L. and Chakrabarti, A.K. (2010), “The role of incubator interactions in assisting new ventures”, *Technovation*, Vol. 30 No. 3, pp. 155-167.
- Sekaran, U. & Bougie, R. (2010). *Research methods for business: A skill building approach (5th ed.)*. Chichester: John Wiley & Sons Ltd
- Shay, Mary. (2008). An Investigation of the Attitudes, Beliefs, and Values of Elementary School Teachers Toward Race and Schooling. Greeley CO: University of Northern Colorado.
- Siegel, D.S., Wright, M. and Lockett, A. (2007), “The rise of entrepreneurial activity at universities: organizational and societal implications”, *Industrial and Corporate Change*, Vol. 16, pp. 489-584.
- Smilor, R. W., D. V. Gibson, and G. B. Dietrich (1990). “University Spin-Out Companies: Technology Startups from UT–Austin,” *Journal of Business Venturing* 5, 63–76.
- Thierstein, A., & Willhelm, B. (2001). Incubator, technology, and innovation centres in Switzerland: features and policy implications. *Entrepreneurship & Regional Development*, 13(4), 315-331.
- Thorndike, R. M., Cunningham, G. K., Thorndike, R. L., & Hagen E. P. (1991). Measurement and evaluation in psychology and education. New York: Macmillan Publishing Company.
- Treece, E. W., & Treece, J. W. (1982). Elements of research in nursing (3rd ed.). St. Louis, MO: Mosby.
- Van Belle, G. (2002). Statistical rules of thumb. New York: John Wiley.
- Verman, Sameer. (2004) Success Factors for Business Incubators: an Empirical Study of Canadian Business Incubators. Eric Sprott School of Business, Carleton University, Ottawa, Ontario
- Vinig, T., & Lips, D. (2015). Measuring the performance of university technology transfer using meta data approach: the case of Dutch universities. *The Journal of Technology Transfer*, 40(6), 1034-1049.
- Wilson, T. (2012), “Review of HE-business collaboration”, available at: www.wilsonreview.co.uk/review/
- Xiao, L., & North, D. (2016). The graduation performance of technology business incubators in China’s three tier cities: the role of incubator funding, technical support, and entrepreneurial mentoring. *The Journal of Technology Transfer*, 1-20.

A FRAMEWORK TOWARD SUCCESSFUL BUSINESS INCUBATOR FOR INDONESIAN PUBLIC UNIVERSITIES : A PILOT REVIEW

ORIGINALITY REPORT

38%

SIMILARITY INDEX

33%

INTERNET SOURCES

28%

PUBLICATIONS

18%

STUDENT PAPERS

PRIMARY SOURCES

1

www.emeraldinsight.com

Internet Source

5%

2

link.springer.com

Internet Source

4%

3

eprints.mdx.ac.uk

Internet Source

3%

4

www.allbusiness.com

Internet Source

3%

5

joe.org

Internet Source

2%

6

www-sre.wu-wien.ac.at

Internet Source

2%

7

www2.sas.com

Internet Source

2%

8

Submitted to Universiti Malaysia Perlis

Student Paper

2%

9

Jack, S.L.. "Approaches to studying networks: Implications and outcomes", Journal of

2%

Business Venturing, 201001

Publication

-
- | | | |
|-----------|--|------------|
| 10 | Submitted to Mancosa
Student Paper | 1 % |
|-----------|--|------------|
-
- | | | |
|-----------|--|------------|
| 11 | Miri Lerner, Sigal Haber. "Performance factors of small tourism ventures", Journal of Business Venturing, 2001
Publication | 1 % |
|-----------|--|------------|
-
- | | | |
|-----------|--|------------|
| 12 | www.tandfonline.com
Internet Source | 1 % |
|-----------|--|------------|
-
- | | | |
|-----------|---|------------|
| 13 | Submitted to University Der Es Salaam
Student Paper | 1 % |
|-----------|---|------------|
-
- | | | |
|-----------|---|------------|
| 14 | Journal of Small Business and Enterprise Development, Volume 19, Issue 3 (2012-08-18)
Publication | 1 % |
|-----------|---|------------|
-
- | | | |
|-----------|--|------------|
| 15 | docplayer.net
Internet Source | 1 % |
|-----------|--|------------|
-
- | | | |
|-----------|--|------------|
| 16 | www.questia.com
Internet Source | 1 % |
|-----------|--|------------|
-
- | | | |
|-----------|---|------------|
| 17 | Mark P Rice. "Co-production of business assistance in business incubators: an exploratory study", Journal of Business Venturing, 2002
Publication | 1 % |
|-----------|---|------------|
-
- | | | |
|-----------|--|------------|
| 18 | Submitted to Walden University
Student Paper | 1 % |
|-----------|--|------------|
-

19	Submitted to Higher Education Commission Pakistan Student Paper	1 %
20	Submitted to Wawasan Open University Student Paper	1 %
21	businessmanagementphd.files.wordpress.com Internet Source	<1 %
22	Submitted to Universiti Putra Malaysia Student Paper	<1 %
23	www.scribd.com Internet Source	<1 %
24	Teemu Laukkarinen, Jukka Suhonen, Timo D. Hamalainen, Marko Hannikainen. "Pilot studies of wireless sensor networks: Practical experiences", Proceedings of the 2011 Conference on Design & Architectures for Signal & Image Processing (DASIP), 2011 Publication	<1 %
25	hrmars.com Internet Source	<1 %
26	theses.whiterose.ac.uk Internet Source	<1 %
27	www.mobt3ath.com Internet Source	<1 %
28	scholarcommons.usf.edu Internet Source	<1 %

29

www2.osakagas.co.jp

Internet Source

<1 %

30

hj.diva-portal.org

Internet Source

<1 %

31

www.docstoc.com

Internet Source

<1 %

32

researchonline.ljmu.ac.uk

Internet Source

<1 %

33

www.ccsenet.org

Internet Source

<1 %

Exclude quotes On

Exclude matches Off

Exclude bibliography On