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ORASI ILMIAH

**Platform Cooperative as a Business Model:
An Innovation toward a Fair Sharing Economy in Indonesia**



**Scientific Speech by Professor of Management Science at
Bina Nusantara University
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Innovation toward a Fair Sharing Economy in
Indonesia**

**4th Floor Auditorium, Anggrek Campus – Binus University, Jakarta
24 September 2022**

The honorable:

1. Drs. Teten Masduki, Minister of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia
2. Ir. Sakti Wahyu Trenggono, M.M., Minister of Maritime Affairs and Fisheries of the Republic of Indonesia.
3. Dr. H. Zulkifli Hasan, S.E., M.M., Minister of Trade of the Republic of Indonesia
4. Prof. Dr. Achsanul Qosasi, CSFA., CFA., Member III of The Audit Board of The Republic of Indonesia
5. Prof. Ir. Nizam, M.Sc., DIC, Ph.D., IPU, Asean Eng. Acting Director General of Higher Education, Research, and Technology, Ministry of Education and Culture RI
6. Dr. Ir. Paristiyanti Nurwardani, MP, Head of LLDikti Region III DKI Jakarta
7. Ir. Bernard Gunawan, Chairman of the Foundation/Chief Executive Officer of Bina Nusantara
8. Ir. Carmelus Susilo, Chief Strategic Officer of the Bina Nusantara Foundation
9. Stephen Wahyudi Santoso, BSE, M.SIST, Chief Operation Officer, President – Higher Education & Professional Services, Bina Nusantara Foundation
10. Prof. Dr. Ir. Harjanto Prabowo, Rector of Bina Nusantara University as well as Vice President – Higher Education & Professional Services, Bina Nusantara Foundation
11. George Wijaya Hadipoespito, M.Sc., M.B.A., Vice President – Higher Education & Professional Services, Bina Nusantara Foundation
12. Michael Wijaya Hadipoespito, B.Sc, M.B.A., Vice President – Higher Education & Professional Services, President – School & Non – Formal Education, Bina Nusantara Foundation
13. Francis Santoso, M.M., M.Sc., Vice President – School & Non – Formal Education
14. Lawrence Wibisono, BBA, M.Sc. Managing Director – Business Development, Bina Nusantara Foundation
15. Dr. Drs. H.A.M. Nurdin Halid, Chairman of Dekopin and his staff
16. Dr. Muslimin Nasution, and Mr. Alwin Arifin, Board of Trustees of the Cooperative Education Foundation, and their staff
17. Dr. Ir. Muhammad Taufiq, M.Sc., Chairman of the Cooperative Education Foundation and his staff.
18. Rector and leaders of partner universities
19. Bapak Dr. Ir. Burhanuddin Abdullah, M.A., Rector of Indonesia Cooperative University/IKOPIN University
20. Professor, Member of the Senate, Vice Rector, Campus Director, Dean, Head of Department, Head of Program, Faculty Members, Bina Nusantara University
21. Ladies and gentlemen, my fellow alumni from UNPAD Business Management Doctoral program
22. Friends and alumni of UPI Education Administration Doctoral Program
23. Alumni of IPB Master of Management Program
24. Alumni of Indonesia Institute of Cooperative Management IKOPIN

25. Mr. Raden Suminta's extended family from Cirebon
26. The Big Family of Mr. Mufadhil Syamsudin
27. The Big Family of Mr. Haji Tamsir Abdul Syukur
28. Dr. Ali Maulana Hakim, S.IP, M.Sc. Mayor of North Jakarta, Mr. Syamsul Huda AP, M.Si. Head of Sub-district Tanjung Priok, Mr. Nursetiyono, ST., Head of Kebon Bawang Village, and residents of Kebon Bawang, Jakarta
29. Binus University Lecturers
30. Distinguished guests, and also my students in Binus Business School - Bina Nusantara University.

Peace be upon you, and Allah mercy and blessings.

Alhamdulillah, wa syukurillah, wa laa haula walaa quwwata illa billahi. Allaahumma shalli 'alaa sayyida Muhammad wa 'alaa aalihi wa shahbihi ajma'ien.

With full submission I offer my deepest gratitude to Allah SWT for the name I bear, for the family who care for and love each other, for physical and spiritual health, and for the opportunity to interpret a life journey that I have taken, and most importantly, for the faith that will remain until the end of my life. Aamiin, ya Robbal'alamiin.

Shalawat and greetings may also always be showered upon the Prophet Muhammad SAW, who brought the teachings of Islam as a rahmatan lil-'alamiin, a blessing to the world. May Allah SWT bless us to get his intercession or syafaat on the judgement day. Aamiin, ya Rabb al-'alamiin.

Thank God, that today I, with His permission, have been given the opportunity to stand before the audience, my family, teachers, close friends, colleagues, and students, to read scientific speech in the field that I have studied for more than 28 years (since 1994) in the field of management and a focus on strategic management.

Next, allow me, with all humility, to deliver a scientific speech on the inauguration of Full Professorship in the field of Management Science with the title:

I will present my scientific speech in the following order:

- 1. Introduction: Development of Management Science**
- 2. Strategic Management as a concept to maintain the competitiveness of the organization**
- 3. Digitization, Sharing Economy & Organizational Competitiveness**
- 4. Is the Sharing Economy an ideal business model for people's welfare?**
- 5. Great Mission to promote cooperatives in Indonesia**
- 6. Platform Cooperative Innovation as a business model to realize a fair sharing economy in Indonesia**
- 7. The Role of Universities in Advancing Platform Cooperative and a Fair Sharing Economy**

1. Introduction: The Development of Management Science

The management process cannot be separated or disconnected from everyday life. Our activities, both as individuals and as members of business or non-business organizations, are colored with managerial dynamics because through management we can manage all our activities and work well. In general, experts argue that there are at least several reasons why Management Science is important, namely because: (1) Management Science is the philosophical basis that helps the management of organizations or companies to achieve common goals; (2) Management Science can be used as the basic assumption for people to organize and formulate the right strategy; (3) Management Science provides directions that facilitate human work, especially in managing organizations or companies so that they can determine the success of activities.

The word "management" itself is defined as the process of planning, organizing, directing, and controlling organizational resources to achieve organizational goals with or through other people effectively and efficiently. As for its development, management theory has undergone an evolution that includes early management, classical, behavioral approaches, quantitative approaches, and contemporary approaches (Griffin, 2022; Kinicki and Soignet, 2022; Usdiken and Kipping, 2021; Robbins, Coulter), and Decenzo, 2020; Bowden et al., 2020; Jones and George, 2019; Bateman, Snell, and Konopaske, 2019; Kwok, 2014; Marshev, 2005).

1.1. Pre-Classic Management (Early Management)

Practically, the concept of management has been applied for a long time, such as in the construction of the pyramids in Egypt, in Socrates' management concepts, in Plato's concept of specialization of work, in Al-Farabi's leadership characteristics, in the management of warehouses and supplies of the Venetians, and so on. Further developments were marked by the publication of Adam Smith's work in 1776, i.e., *Wealth of Nations*. In his work, Adam Smith stated that the economic advantage of the management of the division of labor (job specialization) is the significantly increased individual productivity. The Industrial Revolution (1760-1850) led to massive changes in agriculture, manufacturing, mining, transportation, and technology. These changes have had a significant impact on the social, economic, and cultural conditions in the world that have led to the birth of various corporations by positioning management as a fundamental component to ensure the success of a company.

1.2. Classic Management

At the beginning of the 20th century, a management approach emerged that put more emphasis on improving individual performance (scientific management) and overall organizational management (administrative management). At that time the business was growing, and capital was available, but the supply of labor was limited. Managers began to look for ways to use the existing workforce more efficiently. In response to this gap, experts started to focus on ways to improve the performance of individual workers. Their work began to apply the concept of scientific management. Some of the early thinkers (philosophers) of scientific management were Frederick W. Taylor (1856-1915), Frank Gilbreth (1868-1924),

Lillian Gilbreth (1878-1972), and Henry Gantt (1861-1919). While Frederick W. Taylor (1856-1915) focused on the individual work of production workers, Henri Fayol (1841-1925), and Max Weber (1864-1920) focused on organizational practices by managers and how to shape good management. This approach is known as general administration theory. Besides Henri Fayol and Max Weber, the main contributor to administrative management was Lyndall Urwick (1891-1983). The classical management perspective provides many management techniques and approaches that are still relevant today. Many of the job specialization techniques and scientific methods adopted by Taylor and his colleagues are still reflected in much of today's manufacturing design work. In addition, many contemporary organizations still use some of the bureaucratic procedures suggested by Weber.

1.3. Behavioral Approach

Early views of classical management of organizations and work were more mechanistic. In contrast, the behavioral management perspective places greater emphasis on individual attitudes, behavior and group processes and recognizes the importance of behavioral processes in the workplace. Behavioral management approaches focus on the actions of workers, emphasizing group attitudes, behaviors, and processes. Among the proponents of behavioral management and psychology were Robert Owen (1771-1858), Hugo Münsterberg (1863-1916), and Mary Parker Follett (1868-1933). One important view of behavior management is the importance of employee satisfaction. The main contribution of the current behavioral management perspective relates to how this approach has changed managerial thinking. Managers are now more likely to recognize the importance of behavioral processes and see employees as a valuable resource, not just a factor of production.

1.4. Quantitative Approach

The quantitative approach focuses on the application of statistics, optimization models, information models, computer simulations, and other quantitative techniques to management activities. This approach provides managers with tools to simplify their work including decision making, cost effectiveness, mathematical models, and the use of computers. There are two main theories in management that adopt a quantitative approach, namely management science and operations management. This quantitative approach ultimately makes management able to model phenomena and predict the future. Contributors to this approach include W. Edward Demings (1900-1993) and Joseph M. Juran (1904-2008). Recently, mathematical models were used to track and predict the spread of COVID-19 during the 2020 pandemic. However, mathematical models cannot fully explain individual behaviors and attitudes. As such, integrating quantitative and qualitative approaches in management results in more precise descriptions and predictions of performance.

1.5. Contemporary or Modern Approach

Most of the early approaches to management science focused on the internal aspects of the company. In the 1960s, management researchers started an external orientation by paying attention to conditions or situations in the environment outside the organization. Several theories, concepts, and practices that developed during this period include systems theory,

contingency theory, learning organization theory, high performance work practices, value sharing, and sustainability. Some of the main contributors to the development of modern management include Peter Senge, Stephen Covey, Tom Peters, Jim Collins, Michael Porter, John Kotter, and Gary Hamel. In general, the contemporary management approach focuses on the process to produce outputs in the company's operational activities, and how the management is carried out in an organization.

2. Strategic Management as a concept to maintain the competitiveness of the organization

2.1. Strategic Management

Strategic management began to appear since Selznick (1957), Chandler (1962), Ansoff (1965), and Andrews (1971) presented their works. Selznick (1957) introduced the idea of combining internal organizational factors with external environmental conditions; Chandler (1962) recognized the importance of coordinating the various aspects of management; Ansoff (1965) developed a strategy based on the markets served and the products the firm developed; and Andrews (1971) suggested a model of strategy formulation and implementation (in Guerras-Martin, Madhok, and Montoro-Sanchez, 2014). Since then, strategic management has grown significantly and has become a more mature and consolidated field of knowledge in the field of management. Strategic management is the art and science of analyzing and determining managerial decisions, commitments, and actions to achieve company performance that is relatively superior to its competitors (Hill, Schilling, and Jones, 2020; Barney and Hesterly, 2019; Dess et al., 2021; Dyer, et al., 2020; Thompson et al., 2020; David, David, David, 2019).

Schools of thoughts in strategic management are divided into three groups, namely boundary schools, dynamic capability schools, and configurational schools (Volberda and Erfing, 2001). Boundary school states that strategy is a decision to control or restrict, and the basic concept includes two things, namely where the boundary will be determined and how to manage the unclear boundary between the company and its environment. Some of the concepts related to this school are outsourcing, alliances, partnerships, virtual organizations, and diversification. The way a company responds to these problems has a direct impact on its competitive position and is directly related to the core of strategy formation. The dynamic capability school stated that strategic management is a learning process aimed at developing distinctive capabilities that are difficult to imitate. The basis of this theory was developed by Prahalad and Hamel (1990), Barney (1991), Amit and Schoemaker (1993), and Teece and Pisano (1994). According to this school, resources and capabilities are the basis for the formulation of corporate strategy. This school adopts an inside-out approach, which is an approach that views the company's performance as a function of the company's ability to utilize its resources. While the configurational school views that strategy depends on the context and is an episodic process in which certain types and forms of organizations correspond to certain types of environments and are involved in certain activities for a certain period of time (Mintzberg, 1990). This school seeks to find tools that organizations can use to handle changes (from one configuration to another).

2.2. Development of Strategic Management Research Topics

In the analysis of the development of strategic management research topics, it is distinguished on aspects of the internal and external business environment as well as micro and macro aspects (Guerras-Martin, Madhok, and Montoro-Sanchez, 2014; Fuertes et al, 2020). The macro aspect is at the company level, while the micro is more closely related to the behavior of groups and/or individuals within the company. In the early development of strategic management (before 1970), research focused on analyzing internal strengths and weaknesses and corporate objectives (Hoskisson et al., 1999). The research results find out what factors drive the success and good performance of a company. Key researchers during this period included Selznick (1957), the founder of the foundations of SWOT analysis; Chandler (1962), originator of the fundamentals of the integration of management decisions and practices; and Ansoff (1965), the originator of the concept of gap analysis as the basis for the direction of the company's long-term strategy development.

Subsequent developments in the period from the 1970s to the 2000s, research topics focused more on aspects of the external and macro environment as key factors for the company's success. The main contributor in this era was Porter (1980) who offered the concept of industrial structure (industrial organization). Furthermore, research topics developed towards organizational economics. Using agency theory (Jensen and Meckling, 1976; Eisenhardt, 1985) and economic transaction costs (Williamson, 1985), thinkers try to build a balancing concept on external-internal aspects, and macro-micro aspects. The development of research topics also began with the concept of resource-based view (RBV) which was more oriented to internal and macro aspects; The main contributions of this RBV concept are Wernerfelt (1984), Rumelt (1984), and Barney (1991). Then the next development is the topic of research on knowledge-based view or resource orchestration and dynamic capabilities which are more oriented to aspects of the internal business environment and involve both micro and macro aspects; major contributions on this topic are Kogut and Zander (1992), Nonaka (1994), Teece, Pisano, and Shuen (1997), and Grant (1996). Furthermore, research topics concerning Austrian economics (entrepreneurship-based) which are more oriented to external and micro aspects began to develop around 1997, namely the main contributions of Kirzner (1997) and Jacobson (1992).

After 2000, research topics were colored with the issue of resource-based view (RBV), knowledge-based view, resource orchestration, dynamic capabilities, and Austrian economics (i.e., entrepreneurship-based). Studies related to these issues continued to be discussed and are growing to date (Teece, 2009; Winter, 2003; Helfat and Peteraf, 2009; Wang and Ahmed, 2007; Sirmon et al., 2007, 2011; Barney, 2018; Grant, 2019; Wernerfelt, 2016, 2020; Parnell and Brady, 2019). In addition, research topics regarding institutional approaches that are more external and macro-oriented have also developed (Peng, 2002; Peng et al., 2009; Adner and Zemsky, 2006; Priem et al., 2012; Garrido et al., 2014; Venkateswaran and Okja, 2017). After that, research topics on behavioral strategy or micro foundations also developed which tend to focus on internal and micro aspects; its major contributions are Hitt, Boyd, and Li (2004), Felin and Foss (2005), Powell et al. (2011), and Madhok and Marques (2014). Another interesting research on Strategic Management is research that investigates the sustainability of the company. The research findings indicate that there are significant differences between General Human Capital, Knowledge Management, and Industry Knowledge on the

sustainability of the company. In this study the elements of General Human Capital include Gender, Age, Educational Background, and Citizenship (Kuncoro and Sari, 2016).

2.3. Upcoming Strategic Management Research Topics

In line with globalization and the development of information technology, research in the field of management studies has also developed. Strategic management research topics will develop in terms of deglobalization, digitalization, diversity, and durability (sustainability) (Puranam, 2021; Xu and Xiao, 2019; Thoren and Vendel, 2018). Deglobalization is a process in which barriers to international trade begin to reappear, making it difficult for human resources, goods, investments, and services to cross national borders freely which can reduce interdependence between countries (relationships between companies and governments; global integration flows; differences intercultural organizational design). On the other hand, digitization is a process that includes digital representation, increased connectivity, and data aggregation (digitalization of business models, unrelated diversification, platforms, and ecosystems). Aspects of diversity concern gender and income inequality (how capital markets react to diversity and equity issues; business cases on diversity; equality relations and organizational equity). Sustainability, the company's detailed plans for achieving environmental integrity, social justice, and economic prosperity (stakeholder-view, sustainable and impactful investments, sustainable business models, natural resources and externality strategies, nonmarket strategies, and social movements) (Ralph et al., 2019).

This development is both a challenge and an opportunity for us to make a practical contribution to Indonesia. Because globalization and the development of information technology will have an impact on all business models, including cooperatives which are expected to become the main economic support business entity for the Indonesian people. In 2021, the Ministry of Cooperatives and Small and Medium Enterprises (SMEs) released data that cooperatives throughout Indonesia numbered 127,846 and recorded 27.1 million members. This number increased from the previous year, which was about 0.5% for the number of cooperatives, and 7.9% for the number of cooperative members. That is, adopting information technology and strengthening the implementation of strategic management in cooperatives will provide great benefits to most Indonesian people.

3. Digitalization, Sharing Economy & Organizational Competitiveness

As explained in the previous section, strategic management is very important in maintaining the competitiveness of the organization to create a sustainable competitive advantage. The results of research on the issue of sustainable competitive advantage in the logistics industry conducted by Kuncoro et al. (2014), and Kuncoro et al. (2017) found that sustainable competitive advantage is strongly influenced by entrepreneurial competence, and a dynamic external environment. Entrepreneurial competence is measured using the proxy of strategic competency, commitment competency, conceptual competency, opportunity competency, organizing and leading competency, relationship competency, personal competency, and technical competency. Meanwhile, the dynamic external environment is measured using the proxy variables of competitive intensity, government regulation, infrastructure support, and macro-economic indicators. This finding indicates that to gain a sustainable competitive advantage, companies must improve various organizational competencies.

During the current dynamic external environment development (marked by fast technology, digitalization and the impact of Covid-19), organizations are required to adapt to changes in order to maintain their competitiveness. Previous studies have shown that companies must evaluate their business processes and identify aspects that need improvement through technology, information, and communication utilization solutions (such as information systems), cloud infrastructure and Enterprise Resource Planning (ERP) systems. Thus, the entrepreneurial competence factor of a leader becomes very important to maintain the competitiveness of the organization.

Apart from organizations facing digital changes, it is undeniable that the development of new business models due to digital technology has forced companies to adjust. One of the changes to this business model is the “sharing economy”. Although sharing is a practice that has been applied for a long time (Belk, 2010), but with the existence of Web 2.0 technology, the concept of sharing has become a power of a new economic model, hereinafter known as the “sharing economy” (Belk, 2014). Other terms that are often related to the sharing economy are on demand economy (Cockayne, 2016), gig economy (Friedman, 2014), collaborative consumption (Botsman and Rogers, 2010), gift economy (Cheal, 1988), peer-to-peer economy. (Bauwens, 2005), and access economy (Bardhi and Eckhardt, 2012).

In short, to borrow Hirsch and Levin’s (1999) terms, the sharing economy is an umbrella construct that is used loosely to cover and explain a diverse set of phenomena. Because the sharing economy crosses disciplinary boundaries including marketing (Lamberton and Rose, 2012), consumer behavior (Bardhi and Eckhardt, 2012; Habibi et al., 2016), sociology (Schor et al., 2016), geography (Richardson, 2015), anthropology (Belk, 2014), management (Cohen and Kietzmann, 2014), innovation (Guttentag, 2015) and law (Cohen and Sundararajan, 2015). In the end, it is not easy to define the sharing economy conceptually and theoretically (Belk, 2010; Frenken and Schor, 2017).

Furthermore, the notion of sharing economy and related concepts above covers very heterogeneous practices and sectors, and covers a broad spectrum of organizations, ranging from non-profit orientation to profit oriented (Acquier et al., 2016; Schor, 2014; Sundararajan, 2016). For example, in the accommodation industry, initiatives such as Airbnb (online marketplace rental), Couch Surfing (free house sharing), Guest to Guest (house swap), and Fairbnb (fair and non-extractive vacation rental movement) have disrupted regulations and traditional game so far.

4. Is the Sharing Economy an ideal business model for people's welfare?

4.1 Mapping the Sharing Economy

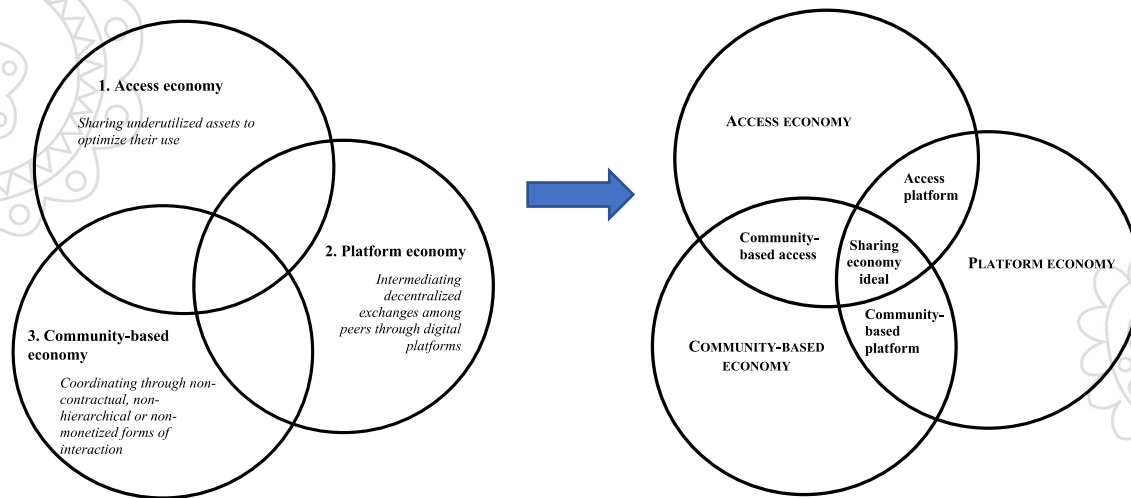


Figure 1: Mapping the Sharing Economy into three interrelated clusters according to Acquier et al., (2017)

Table 1: Three mappings of the Sharing Economy according to Acquier et al., (2017) in terms

The three organizing cores of the sharing economy: Definitions, promises, tensions and paradoxes.			
	Access economy	Platform economy	Community-based economy
Definition	Initiatives sharing underutilized assets (material resources or skills) to optimize their use	Intermediation of decentralized exchanges among peers through digital platforms	Coordinating through non-contractual, non-hierarchical or non-monetized forms of interactions (work, exchange, etc.)
Illustrative references	Rifkin (2000)	Sundararajan (2016), Srineck (2016)	Bauwens (2005), Benkler (2004)
Promises	Towards a post-ownership society: <i>Economic and social promises:</i> More inclusive and broader access	Towards a post-bureaucratic society: <i>Economic and social promises:</i> Broader access, large and secure exchange system, individual economic opportunities	Towards a post-market society: <i>Economic and social promises:</i> Inclusiveness and social bonding within the community
	<i>Environmental promise:</i> Resource optimization	<i>Environmental promise:</i> Resource optimization	
		<i>Post-bureaucratic promise:</i> Dis-intermediated and decentralized P2P markets	
Tensions and paradoxes	Moral hazard and misbehaviour Jevons paradox and rebound effect	Political and market power of platforms as new intermediaries	<i>Post-bureaucratic promise:</i> Community and solidarity to counter market and bureaucratic power Limited scaling potential (community bonds and trust prevent growth) Paradox of openness and distinction

of definitions, goals, debates and paradoxes.

A study by Acquier et al., (2017) entitled “Promises and paradoxes of the sharing economy: An organizing framework” tries to map the typology of the sharing economy and then relates the three into a framework of thinking for the sharing economy. First, the access economy, which is an economic concept to optimize assets that are not/not yet optimal for use. An example of this access economy is the use of a carpooling system to access urban transportation, such as nebeng.com, Zipcar and Autolib. Second, is the platform economy, which is an economic concept to become an intermediary/intermediary between users through a digital platform. Examples are Gocar, AirBnb, Uber or Blablacar. The third is a community-based economy, in which an inclusive economic relationship coordinates existing resources in a non-contractual, non-hierarchical, and non-monetizing manner. Examples of

this community-based economy are the Linux application and the online encyclopedia – Wikipedia. This explanation can be illustrated from Figure 1 on the left.

4.2 Meeting Point of Sharing Economy Map: Navigating Tensions and Paradoxes

Acquier et al. (2017) describes the three meeting points as a Venn Diagram as the following dual-core alternatives. First, the intersection between the access economy and the platform economy as an “access platform”. The concept is access to underutilized resources, or services, through digital platforms. Well-known sharing economy companies like Airbnb and Blablacar that connect users with home and car owners, respectively, fall into this category. They optimize the use of durable goods and allow greater access to expensive goods, and thus help fulfill the environmental and social promise of the access economy (Eckhardt and Bardhi, 2016).

Another dual-core platform is a community-based platform. This community-based platform is the intersection between the community economy and the platform economy. Community-based platforms carry the promises of a platform economy without forgetting the promises of a community-based economy. They harness the power of platform scale for the good of society, either by employing governance mechanisms that ensure redistribution to balance stakeholder interests or by directing the goals of the platform form towards the interests of the community. This example of community-based platforms refers to what has recently been called “cooperative platforms”, a label that refers to platforms that open their governance structures to a wider group of stakeholders than investors alone (Scholz, 2016a).

Lastly, is community-based access. This third concept combines the promises of an access economy and a community-based economy. They provide greater access to underutilized resources and services at the community level and thus aim to fulfill economic, social, and environmental promises. Initiatives that promote sharing practices in well-defined physical spaces such as makerspaces, hackerspaces, fablabs, and repair cafes fit into this category (Fabbri, 2016; Kostakis et al., 2015).

Finally, in navigating the tension generated by the sharing economy principles described earlier, there is an initiative to lay the intersection of the three existing types of sharing economy: access, platform, and community-based economy. Although the triple-core configuration seems ideal, all three combinations face strong tension in practice. Because there is no core that is free from the tensions and contradictions of each sharing economy ideals. Efforts to pursue the promises of fair access for all, environmental sustainability, bureaucratic cuts, emancipation, and high scalability are challenging, and any attempt to achieve them at the same time exposes the paradoxical nature of the sharing economy. Therefore, the description of the “ideal sharing economy” is a good idea on paper, but very difficult to apply in practice (Acquier et al., 2017). The intersection of the three existing sharing economy clusters can be shown in Figure 1.

4.3 Criticism of Digital Platforms and Sharing Economy

Today, digital platform technology plays an important role in enhancing connectivity. At the same time, technology is a double-edged sword that can have both positive and negative

effects, which ultimately depends on the main purpose of using digital platform technology. For example, digital platforms generally have the potential to increase or decrease gender or racial discrimination by controlling how and when user profiles can be disclosed, that is, by masking or unmasking characteristics that may contribute to such discrimination (Graham et al., 2017; Barzilay and Ben-David, 2016).

There have also been many studies that have focused on the negative social effects caused by digital platform technology used by large technology platform-based companies. Examples of reported harmful effects include the increase of surveillance capitalism invading privacy, manipulation of behavior through algorithms, additional discrimination against gender or race, price discrimination eroding certain consumer surpluses and other negative impacts (Freken et al., 2017; Zuboff, 2007). 2015; Landwehr et al., 2019). In addition, the obscurity of the algorithms used by the capitalist platforms and the discretion to modify these algorithms to allow the platform owners extracting maximum value from the users, which can contribute to serious social harm [Zygmuntowski, 2018; Landwehr et al., 2019].

In relation to the harm, the sharing economy researchers also found several major controversies and caused social and environmental problems. The most cited negative social effects include exploitation of the digital workforce and deteriorating working conditions (Scholz, 2016; Chee, 2018; Conaty et al., 2018; Graham et al., 2017). Scholz (2016) shows that in this platform, capitalism workers are considered as independent contractors, not employees. As a result, they lose out on broader social benefits such as worker insurance, collective bargaining power and worker protection (Conaty et al., 2018; Ganapaty and Reddick, 2018). Scholz (2016) summarizes deteriorating labor conditions into five categories, such as stagnant wages, stalled rights as independent contractors, lack of digital workplace democracy, invisible labor without recognition and shifting risks to workers. Despite the uncertainty of the digital workforce and deteriorating labor conditions, there is still intense competition among digital platform workers, due to the imbalance of supply and demand for digital workforce. This in turn forces many workers to engage in underbidding practices, which only increases their income disparity (Graham and Lehdonvirta, 2017). As Graham and Wood (2016) suggest, these platform-based companies by design treat labor employment as a commodity that can be bought and sold. Platform design and controls also make workers feel lonely and socially isolated while doing tedious work, which in turn creates certain mental health risks such as anxiety and depression (Graham and Lehdonvirta, 2017; Landwehr, 2019).

In addition to deteriorating working conditions, platform capitalist companies also tend to facilitate surveillance that monetizes users' personal data and daily interaction data, thereby raising concerns about privacy and data ownership (Scholz, 2016; Frenken et al., 2017, Zuboff, 2015). As Landwehr, Borning and Wulf (2019) show, such surveillance has various negative effects on society such as threats to freedom of expression, social fragmentation, and other environmental issues.

Inequality and discrimination in terms of income, gender and race are also present or exacerbated in extractive platform-based companies (Edelmen and Luca, 2014, Ge et al., 2016). The extractive nature of their business model where labor resources are used to generate (extract) profits for a portion of the shareholders, results in an unfair distribution and concentration of wealth which leads to an increase in income inequality (Graham et al.,

2017, Frenken et al., 2017). Digital discrimination against certain races and genders is also present in platform capitalism, especially in ridesharing and property-sharing platforms (Barzilay and Ben-David, 2016; Ge et al., 2016). Ge et al., (2016) found patterns of racial and gender discrimination that exist in ride-hailing platform companies such as Uber and Lyft. Barzilay and Ben-David (2016) cite "Discrimination 3.0" as the third generation of gender inequality and demonstrate its presence in the digital workforce, in the form of a huge gender gap on an hourly basis.

There are also legal issues surrounding such platform-based companies (Tytco, 2017). For example, Slee (2017) observes that areas of our lives that were previously protected or private areas are now touched by a violent and deregulated free market under the guise of a sharing economy. Tytko (2017) also argues that due to the confusion of definitions or vague terms associated with the sharing economy trend, there is an increasing legal gray area around employee protection. As a result, several countries have banned platform capitalist companies. For example, Uber has been completely or partially banned by some countries (such as Denmark, France, and Spain) and may face future bans in others. Similar to Uber, Airbnb is banned in a number of countries (such as the Netherlands, Japan and Spain).

5. Great Mission to Promote Cooperatives in Indonesia

Article 33 of the 1945 Constitution is the fundamental of the national economic system. Article 33 paragraph (1) of the 1945 Constitution affirms that "The economy is structured as a joint effort based on the principle of kinship". The meaning of the verse is very deep, emphasizing that the developed economic system should not be based on competition and on a very individualistic principle. The explanatory part of the paragraph states that the appropriate establishment of a company is a cooperative. Cooperatives are business entities based on the interests of their members, this is a form of economic democracy and a people's economic movement based on the principle of kinship. The constitutional mandate places cooperatives as pillars of the National economy and becomes an integral part of the economic system of the Republic of Indonesia, which is based on Pancasila.

It is further explained in the Cooperative Law no. 25 of 1992, the cooperative principles include: 1). Membership is voluntary and open. 2). Management is carried out in a democratic manner. 3). The distribution of the remaining operating results (*SHU*) is carried out fairly, according to the amount of business services of each member. 4). Provision of limited remuneration for capital. 5). Independence. 6). cooperative education, and 7). Cooperation between cooperatives. In addition to the law, the principles of cooperatives are also explained by Munkner, Rochdale Principles, Raiffeisen Principles, Herman Schulze Principles, and the Principles of ICA or the International Cooperative Alliance. If we examine the principles of cooperatives, we can conclude that cooperatives are indeed an ideal model of an economic system capable of realizing economic democracy.

Cooperatives function as an arena to develop the economy, social and culture of its members, so that their lives are of higher quality and prosperity. Cooperatives are economic actors that embody the principles of "family and mutual cooperation", "character of mutual welfare" and the ultimate goal is for equity and economic justice for members/community.

According to Sudjatmoko (2021), Cooperatives have two sides in themselves: 1) as a collection of people who work together because they have the same feelings and economic interests, and 2) as a business entity that must be managed properly according to its identity. Cooperatives as a group of people means that it can be said as a social organization. But along with that cooperative as a business entity must be managed properly, correctly, and professionally.

The role of cooperatives as the pillars of the national economy is in fact still very far from the ideal conditions expected as the center of economic democracy, currently cooperatives are structured in a marginal position and are confined by various problems both internal and external. Limbong (2010) explained that internally, the rapid influence of free market globalization in the world economy has led the Indonesian economy to the current of capitalism, which in turn makes the position and role of cooperatives more difficult in the country's economic zone. Meanwhile, the internal problems of cooperatives include limited business capital and business fields, lack of professional staff, business certainty, market segmentation, and very weak organizational support capacity. In addition, cooperatives also have a dominant dependence on government assistance so that they lack confidence in managing large businesses, and cooperatives in general are not managed professionally, especially business management, there is no sharp business follow-up, there is no good capital turnover, not created standard and high-standard work cycles, as well as the lack of intensive and quality participation.

As explained in the previous section, where the sharing economy has many weaknesses, the right answer to overcome all of this is the need for a business model that we call a cooperative platform.

6. Platform Cooperative Innovation as a Business Model to Realize a Fair Sharing Economy in Indonesia

Indonesia's economic growth is relatively stable every year, amid the pressures of various global and national problems, has made Indonesia one of the world's economic powers. Indonesia has a strong and complete development capital, from abundant natural resources, a large population, a relatively stable democratic climate, and of course a very strategic geographical location. In its development, Indonesia is recognized as a new market power (New Established Emerging Market) with a Gross Domestic Product (GDP) of over 1 trillion US dollars. Indonesia's current position is increasingly strategic after showing leadership in the global arena, one of which is by becoming the G20 presidency. In terms of economies of scale, the G20 is an international forum that represents more than 2/3 of the world's population, 3/4 of global trade and 80% of world GDP.

Indonesia has a national policy direction and strategy as outlined in the *RPJMN* (National Medium-Term Development Plan) for 2020-2024, which is the last stage of the National Long-Term Development Plan (*RPJPN*) 2005-2025. The medium-term development target of 2020-2024 is to realize an independent, advanced, just and prosperous Indonesian society through accelerating development in various fields by emphasizing the establishment of a solid economic structure based on competitive advantages in various regions supported by quality and competitive human resources. In the 2020-2024 *RPJMN*, in addition to having established

the vision and mission, the President provides 5 (five) main directions that are used as a strategy in carrying out the nine missions of the President known as the Second *Nawacita*, as well as to achieve the targets of the Indonesian Vision of 2045. The five directives include (1) Human Resource Development, (2) Infrastructure Development, (3) Regulatory Simplification, (4) Bureaucracy Simplification, and (5) Economic Transformation. The vision, mission, and the five directives of the President are translated into 7 Development Agendas as follows: (1) Strengthening Economic Resilience for Quality and Equitable Growth; (2) Developing Regions to Reduce Inequality and Ensure Equity; (3) Improving Quality and Competitive Human Resources; (4) Mental Revolution and Cultural Development; (5) Strengthening Infrastructure to Support Economic Development and Basic Services; (6) Building the Environment, Improving Disaster Resilience and Climate Change; and (7) Strengthening the politics, law, defense, security (POLHUKHANKA) Stability and Public Service Transformation. The first of the 7 development agendas, namely: Strengthening Economic Resilience for Quality and Equitable Growth, is very important to become a priority.

Referring to the 2021 Ministry of Finance Performance Report, it is believed that 2022 is the momentum of the year of economic recovery, after two years of dealing with the Covid-19 pandemic which suppressed economic conditions. The trend of global economic performance shows a direction of strengthening in 2021 by 5.5% (2020: -3.1%) and domestically by 3.69% (2020: -2.07%). The easing of social restrictions helped increase the activity and volume of domestic trade by 16.39 million tons worth 13,594 billion US \$ (3.83%) where in 2020 the trade volume was 427.79 million tons with a value of 21.739 billion US \$ compared to 2021 volume trade amounted to 444.19 million tons with a value of 35,333 billion US \$.

The success of increasing domestic economic activity cannot be separated from the success of the Government in controlling Covid-19 cases and the support of economic stimulus policies. The continuation of the trend of Indonesia's economic recovery, as well as the implementation of the national economic recovery program through various social protection programs, have a positive impact on the level of community welfare. This is reflected in the decline of the unemployment rate from 7.07% in August 2020 to 6.49% in August 2021. Meanwhile, the poverty rate also decreased from 10.19% in September 2020 to 10.14% in March 2021, while the inequality rate fell from 0.385 in September 2020 to 0.384 in March 2021.

Although the level of inequality has decreased, in general Indonesia is a country with high inequality. According to Solt (in Yusuf, 2022) using consistent data between countries, Indonesia is included in the category of 20 percent of the world's most disadvantaged. One of the causes is the rapidly increasing trend of inequality over the last two decades. Data from UNU-WIDER, a think-tank under the United Nations, shows that during this period the increase in inequality in Indonesia was the fastest in the world.

Furthermore, if we refer to the World Inequality Report 2022, released by the World Inequality Lab, a research institute initiated by the Paris School of Economics and the University of Berkeley notes that economic inequality in Indonesia has tended to increase in the last two decades. In line with that, according to an analysis from Cindy Mutia Annur (Katadata.co.id, 2022), reported the increasingly distant national income level of the adult population before taxes. In 2000, the difference between the bottom 50% and the top 10%

was only 11 times, while in 2021 it was 19 times. Meanwhile, the difference between the bottom 50% and the top 1% was 41 times in 2000, increasing to 74 times in 2021. Meanwhile, the portion of individual wealth is controlled by the top group. The 1% and above group control 30.2% of the total wealth of the Indonesian population. Followed by the top 10% group that controls 61%, the bottom 50% group controls 4.5% of the total wealth of the country's population.

Although the trend of personal wealth of the Indonesian population had fallen, the top group was recorded to have recovered more quickly from the 1998 crisis. In contrast to the bottom group, the wealth growth tended to be sluggish. In its report the World Inequality Report 2022 concluded that "Since 1999 the level of wealth in Indonesia has experienced significant growth. However, this growth has left wealth inequality almost unchanged."

According to Yusuf (2022), the main cause of this economic inequality is still a big question among economists and social scientists. However, whatever it is, it is something that is structurally powerful because it is neither easy nor fast for an income distribution to change significantly.

To overcome this economic inequality, various efforts have been made by the Government, including launching a large program of Equitable Economic Policy in 2017. This Equitable Economic Policy covers three main areas, namely land-based policies, opportunity-based policies, and policies based on capacity building of Human Resources (HR). Land-based policies include agrarian reform, agriculture, plantations, the urban poor, fishermen and seaweed cultivation. Meanwhile, opportunity-based policies include a fair tax system, manufacturing, and ICT (Information, Communication & Technology), retail and market, financing and government budgets. Next, policies based on improving the quality of human resources include vocational, entrepreneurship and the labor market. In addition, the Government through the Ministry of Cooperatives and SMEs also strengthens and empowers Cooperatives and SMEs.

The efforts that have been made by the Government must of course be supported by the entire community, including all economic actors, and businesses. The initiative to create a Cooperative Platform as a business model to realize a fair sharing economy in Indonesia is a strategic effort to overcome economic inequality in Indonesia.

Despite some drawbacks, digital technology platforms, when used ethically, have a lot of potential for positive social impact. For example, adding more transparency, reducing gender or racial discrimination, creating jobs beyond local boundaries, increasing economic development while reducing poverty and creating a sustainable environment (Graham et al., 2017; Barzilay and Ben-David, 2016). Indeed, as suggested by Frenken, et al. (2017), cooperative platforms can make good use of information and communication technology to enhance and counter the practice of large profit-oriented platforms, while benefiting from the same technology. A comprehensive literature review regarding this cooperative platform can be seen in Zhu and Marjanovic (2021).

Furthermore, digital platform technology can elevate cooperative models and allow cooperative platforms to operate in new ways and scales (Borkin et al., 2019). By

incorporating cooperative principles into the design of shared digital platforms, platform cooperatives are therefore well positioned to create positive social impacts and realize the expected social values (Zygmuntowski, 2018; Saner et al., 2019; Schneider, 2018).

The achievement of social values that are in line with Indonesian society is a key point to ensure that the company can achieve organizational goals and the noble values of society. This becomes even more important when several studies show that the interests of corporate managers (CEOs) are not in line with the goals of their organizations. Kuncoro, Soepriyanto, Zudana (2022) for example, found that CEOs who behave narcissistically in Indonesia tend to manipulate financial and accounting data. This narcissistic behavior is measured by the large size of the CEO's photo shown in the company's financial statements. Not only about narcissism, the research of Soepriyanto, Kuncoro, Zudana, and Averine (2022) shows that the excessive amount of compensation for CEOs can encourage these CEOs to carry out manipulative accounting and financial practices. This is done because CEOs have great incentives and pressure to achieve the targeted financial performance. In summary, it can be concluded that the company management model, including digital platforms, needs to be reviewed further, by using a model that is more oriented towards social values that are just and not merely opportunistic behavior.

Other technological innovations used by cooperative platforms such as those supported by Big Data, as pointed out by Tortora et al. (2019), can lead to new value propositions, such as co-designing existing big data to create valuable (or sustainable) tourist experiences. In addition, the innovative blockchain technology, already used by platform cooperatives, can be further leveraged to deliver socially and environmentally beneficial outcomes, by transforming existing business models and offering new value creation opportunities (Kewell et al., 2017).

In response to the negative social effects of extractive platform companies, platform cooperatives are set to bring positive social and environmental benefits. Some of the reported social benefits and values include democracy, transparency, fairness, sustainability, fair distribution of values and outcomes that benefit the environment.

Cooperative platforms also provide better conditions for workers in terms of worker protection, benefits, fair and decent wages, job security and support from trade unions (Scholz, 2018; Conaty, 2018; Saner et al., 2019, Graham and Wood, 2016). Workers' cooperative platforms are thus seen as ethical solutions that prevent exploitation of the digital workforce (Schneider, 2018). Saner, Yiu and Nguyen (2019) suggest that the democratic governance of platform cooperatives also ensures higher worker satisfaction. Grayer (2020) uses the case of Stocksy's cooperative platform to argue that the cooperative model offers a sense of community, autonomy, and justice for digital workers who are vulnerable to exploitation.

Against surveillance capitalism and data ownership problems under today's sharing economy, platform cooperatives give back ownership and control of data to their members and users (Scholz, 2018; Modol, 2019). Scholz (2018) uses the example of the MIDATA health data cooperative to illustrate that by giving users complete control over their health-related data, they can decide to make their data available to medical researchers as a social common good.

In addition, any income generated from MIDATA data is reinvested into research projects for the social benefit of all, not just its members (Modol, 2019).

Cooperative platforms also promote and enhance equality by distributing the resulting values on a more just and equitable basis (Stocker and Takara, 2019, Scholz, 2018, Conaty et al., 2018). The cooperative business model is thought to return a much higher proportion of profits generated to workers, instead of concentrating wealth in the hands of a few platform owners or shareholders (McCann and Yazici, 2018).

By incorporating the principles of platform cooperativism into platform design, platform cooperatives are also better positioned to fight race, gender, and other forms of discrimination than extractive platform companies (Schneider, 2018). McCann and Yazici (2018) describe cleaning platform co-op Si Se Puede (We Can Do It), which gives all their members, all of whom are migrant women, an equal say in their business decisions.

Another social value implied in the cooperative platform literature is its relation to sustainability and sustainable development. For example, Roelants, Hyungsik and Terrasi (2014) show evidence of positive sustainability effects of social economies, including platform cooperatives.

When used by cooperative platforms, innovative digital technologies such as blockchain can be used for the public good and even meet the United Nations Sustainable Development Goals (Kewell et al., 2017). Community cryptocurrencies such as FairCoin used by the FairCoop platform cooperative can be used as a tool to enable sustainable and prosperous economic development (Kasliwal, 2019).

The Government's efforts through the role of the Ministry of Cooperatives and SMEs to provide strengthening, empowerment, business opportunities and legal foundations in building a Cooperative Platform so that modern cooperatives grow with new business models that are expected to be able to compete in the modern economy have begun with the issuance of a Regulation of the Minister of Cooperatives and Small and Medium Enterprises Republic of Indonesia Number 8 of 2021 concerning Cooperatives with Multi-Party Model. This regulation is seen as a new breakthrough to be able to capture the changing trend in the current business model that leads to forms of sharing economy or collaborative economy. Where the business approach is carried out by aggregating the actors in all value chains of the industry.

In the regulation the Group of Member Parties is grouped based on a. common economic interests; b. business relationship; c. potency; and/or d. member needs. Multi-stakeholder cooperative (MSC) model is a business model that places social capital as the basis for carrying out business activities. In practice, the multi-stakeholder cooperative model is characterized by an open ownership structure for various stakeholders, both individuals and organizations, including workers, producers, consumers, community members, to investors and the government. It is hoped that with the collaboration of these various interests, multi-stakeholder cooperatives can strengthen public character, create new innovations, and expand economies of scale, this is due to the exchange of various perspectives and sources of information that may be obtained due to the stakeholder network.

Multi-stakeholder cooperatives accommodate various interests, but prioritize shared aspirations or needs, determine interest groups and the impact of the organization, and recognize the interdependence between the two. Therefore, this model is also referred to as a solidarity cooperative because it prioritizes the commonality of the targeted interests of various stakeholders. Social relationships formed through mutual trust and shared values form social capital as the foundation needed to run the model.

According to Lund (2013), the composition of stakeholders in multi-stakeholder cooperatives is categorized into three class groups:

1. Cooperative User Class, consisting of consumers, clients, institutional purchasers, producers, and producer groups, as well as intermediary groups such as distributors.
2. Cooperative Workers, including workers and other professional workers.
3. Cooperative Supporters, including community members as supporting members and investors.

Based on some of the thoughts that have been conveyed above, it is time for us to turn to the Cooperative Platform. This is because the Cooperative Platform:

1. Provide more long-term added value for consumers, workers, owners, and all stakeholders.
2. Cooperatives are more productive than conventional businesses.
3. Democratic decision-making and shared ownership of managed platforms.
4. The work process control mechanism is implemented based on cooperative principles.
5. Access to information and data is jointly managed by members and management.
6. Currently, Indonesia also does not have legal clarity regarding the definition of partnership relations in platform companies.
7. Workers are more often involved in the company, have high trust, and are more effective in sharing knowledge.

In practice, Multi-Party Cooperatives not only place cooperative members who act as owners and users of cooperative services at the same time (multiple roles), but also act as a liaison between cooperatives and the community as well as provide awareness and carry out the greatness of the values and mission of cooperatives. In this condition, the community can enter the cooperative structure openly as a supporting member and participate in the decision-making process. This also triggers the emergence of volunteer-based work from the heterogeneity of participating stakeholders. Thus, the cooperation formed from these various parties allows the distribution of social values as a horizontal value chain that is implemented through a network. Distributed control and ownership in a multi-stakeholder ownership structure helps reduce the potential for asymmetric information while managing the complexity of the problem more effectively.

Regulation of the Minister of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia Number 8 of 2021 concerning Cooperatives with a Multi-Party Model, is very worthy of our appreciation as a strategic policy that we should support. It is fully realized that not all people understand the meaning contained in the Regulations of the Minister of Cooperation and SME. Therefore, this regulation needs to be followed up by issuing more operational technical guidelines to facilitate its practice in the field. In addition, it is also

necessary to make efforts to disseminate information to the public in various media, including by showing the real practice of multi-stakeholder cooperatives that have been operating. The emergence of this multi-party cooperative has not been heard of except for the *Slankops* Cooperative, the *Slank Jurus Tandur* Consumer Cooperative, which was founded by members of the famous slank band and *slankers*. Another extraordinary initiative to build multi-stakeholder cooperatives was demonstrated by the Platform Cooperative Consortium (PCC) led by Yoedani, Coop access led by Agung Sujatmoko, as well as other multi-party cooperatives such as KODI (digital cooperative), corporal (All in One cooperative), *coop aja*, and uniconop.

The new innovations that have been shown by some of the startup cooperatives in their development have not shown significant results, this is due to lack of technological support in making advanced platforms, difficulty in capital, as well as other problems such as: literacy of cooperative platforms is still low, so education is needed to community. Currently, there are no benchmarks related to the form of digital cooperatives in Indonesia, and another important problem is that there is no common view between the initiators of the Cooperative Platform and the Government because the initiators of the cooperative platform view that the cooperative platform is an economic and business system, and not just a tool for digitizing cooperatives.

7. The Role of Universities in Advancing Cooperative Platforms and a Fair Sharing Economy

To be able to implement the Cooperative Platform in Indonesia, it is necessary to raise awareness of all parties about the importance of this cooperative platform being an ideal business model that will realize a just economy, and in the end, it will prosper all people from all walks of life, be it low, middle or high-income people. Various studies state that the potential of Indonesia's digital economy is still wide open. In the future, technology-based and digitalization-based industries are expected to become new engines of growth for the world community.

Higher education through the mission of the Tridharma of Higher Education is expected to be able to nurture talented and superior human resources, and competitive technopreneurs. In line with the changing dynamics of the external environment that is changing rapidly due to the development of digital technology, universities must be able to balance the dynamics of change in the industrial sector, by adapting their academic system to respond to future job challenges that may be very different from previous jobs. Universities should be able to give birth to a young generation with high character and competitiveness who will later become game changers amidst challenges and changes faced by the world community today. High adaptability, competitiveness and entrepreneurial spirit are the main prerequisites that need to be possessed by today's young generation to become job creators or technopreneurs. Talents from competitive universities will greatly support the development of the business world. These talents will also play an important role in the digital economy transformation process.

According to the press release of the coordinating minister for Economic Affairs of the Republic of Indonesia, No: HM.4.6/416/SET.M.EKON.3/11/2021, dated November 22, 2021,

stating that through digital transformation it is projected that additional GDP growth of up to 1% per year will be created, which will be able to support the creation of 2.5 million additional jobs, 600,000 digital talents every year, 50% digitized MSMEs, 82.3% internet users, and 5,000 new start-ups. This potential must be balanced with increased productivity and quality of education from higher education institutions.

Another role that universities can play is to build an Information Technology Incubator Center. Information technology business incubators are programs or facilities built for the purpose of developing and accelerating the business growth of startups and micro, small and medium enterprises (MSMEs) based on information technology. This is done by providing services and support in the form of coaching, network connections, physical space, or facilities for activities, to business capital and financing.

As it is known that cooperatives and SMEs need assistance in terms of information technology, it is hoped that universities with the support of their expert lecturers can provide a cooperative platform to be used by people in need gathered in multi-stakeholder cooperatives. Several branches of business based on comparative advantage in Indonesia can be an opportunity that needs to be developed, including those that are quite urgent in the fields of agriculture and fisheries.

At Bina Nusantara University itself, I along with my friends have created a group of lecturers who are concerned about the development of a just economic system, which currently consists of 15 lecturers to jointly provide ideas for the advancement of Cooperatives and SMEs in Indonesia. A big thank you to the Director of the Bekasi Campus, Mr. Gatot Soepriyanto, who has provided his campus for discussion activities, seminars, etc. with the theme of community economic empowerment through cooperatives. Hopefully this small step will get appreciation from the leadership of Binus as part of Binus' efforts as stated in the vision and mission of Binus, namely a world-class university that fosters and empowers the community in building and serving the nation.

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21. My highest gratitude and respect also goes to people who are “the reasons that I breathe, who have given birth to me, who have raised me, who have become my life companions, and who have filled my life” so that I can become the a professor I am now: My parents, Mr. Mufadhil Syamsudin, and Mrs. Ratu Ena Tresnawati, My in-laws; Mr. Haji Tamsir Abdul Syukur, and Mrs. Hajjah Murtifiatun, my wife Sulistyaningsih, my four children: dr.Nada Fadila Kinantya, Naudy Fadila Kafiandro, Nabil Fadila Kafiandro, and Naura Fadila Kafianisa, My beloved brother Alamsyah Kamajaya, and Riswanto, and my beloved sister Afiati Kurniani, and Heni Susana, the entire big family of Raden Suminta in Cirebon, the big family of Bani Ridwan in particular, *Mas* Marsekal Madya Anwar Saadi, and the big family of Haji Tamsir Abdul Syukur; *Mas* kelik, Mbak Dita, Sigit, Nanik, Ruly, Ai, Adi, and Ita.
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23. Thanks to the LRC team who have supported the Professorship process; Mrs. Rini Wongso, Mrs. Olifia Rombot, Mr. Dedy, Mr. Rial, Mrs. Ika, Mrs. Tari, and all LRC staff.

24. Thank you to the professors' inauguration committee who have worked hard to make my professorship successful today, the chairperson of the committee, Mrs. Olifia Rombot, Mrs. Mita, Mr. Gandhi, Mr. Kevin, Mr. Hagung, Mr. Dedi Syamsudin, Mr. Mangara, Mrs. Dwi, Deka the leader of *Bersama Dalam Musik*, the Binus Band Team, Lovademica, led by Prof. Tirta, Mrs. Hilda, Mr. Wisnu, Mr. Aditya, Mr. David, and Mr. Roberto Masani.
25. Thank you to all students, and alumni who have studied together with me in very memorable and enjoyable learning classes.
26. Thank you to industry leaders and practitioners who continue to provide attention and support, as well as strategic cooperation for the advancement of education at Bina Nusantara University.
27. To all the guests who I have not mentioned one by one, I also thank you profusely for your willingness to take the time to attend and participate in the inauguration ceremony of my professorship.

Distinguished guests, with all humility I apologize, if there are things that cause you to be dissatisfied with the delivery of this scientific speech, and with all due respect, once again I thank you very much for your patience of the audience to attend today's inauguration ceremony till its completion.

May Allah SWT bestow His grace and guidance on all of us, and hopefully the ideas that I propose in this scientific speech, namely the Cooperative Platform, will receive support and can be realized in the context of siding with the interests of the wider community for the advancement of the nation and state of Indonesia we love.

Wallahul muwafiq ilaa aqwamith thorieq
Wasalamu 'alaikum warahmatullahi wabarakatuh

Prof. Dr. Engkos Achmad Kuncoro, S.E., M.M.

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BIODATA

I. PERSONAL INFORMATION

Name : Prof. Dr. Engkos Achmad Kuncoro, S.E., M.M.
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II. FORMAL EDUCATION

No.	Education level	Title	Institution	Place and Time
(1)	(2)	(3)	(4)	(5)
1.	Elementary School	Non-title	Negeri Ngandong 1 Elementary School	Keling, Jepara, Central Java, 1979.
2.	Middle School	Non-title	Perkebunan Balong Middle School	Keling, Jepara, Central Java, 1982.
3.	High School	Non-title	Negeri Bangsri High School	Jepara, Central Java, 1985.
4.	Bachelor	Bachelor of Economics (S.E.)	<ul style="list-style-type: none"> Indonesia Institute of Cooperative Management (known as Indonesia Cooperative University – IKOPIN University). State Written and Oral Examination at Padjadjaran University. 	<ul style="list-style-type: none"> Bandung, 1990. Bandung, 1991.
5.	Master	Master of Management (M.M.)	Master of Management Study Program, Graduate School, Bogor Agricultural University (IPB).	Bogor, 1993
6.	Doctoral	Doctor (Dr.)	Education Administration Study Program, Graduate School, Indonesian Education University (UPI).	Bandung, 2008
7.	Doctoral	Doctor (Dr.)	Doctor in Business Management, Faculty of Economics and Business, Padjadjaran University (Unpad).	Bandung, 2012

III. PREVIOUS AND CURRENT ACADEMIC RANKS

No.	Academic Ranks	Starting Date/Year
(1)	(2)	(3)
1.	Asisten Ahli/Instructor	1 November, 1999 (Credit 205,78)
2.	Lektor/Assistant Professor	1 February, 2004 (Credit 216,83)
3.	Lektor Kepala/Associate Professor	1 September, 2008 (Credit 451,83)
4.	Guru Besar/Professor	1 July 2022 (Credit 865,60)

IV. WORKING EXPERIENCES IN HIGHER EDUCATION

No.	Institution	Position	Year
(1)	(2)	(3)	(4)
1.	Bina Nusantara University	Vice Rector I, Academic Development.	August 2018 - now
2.	Bina Nusantara University	Head of Corporate School of Faculty Member, Binus Corporate Learning & Development.	2020 - now
3.	Bina Nusantara University	Secretary, Academic Senate.	2006 – now
4.	Bina Nusantara University	Dean, Binus Business School-Undergraduate Program (BBS UG).	2017 - 2018
5.	Bina Nusantara University	Dean, School of Business Management (SoBM).	2014 - 2017
6.	Bina Nusantara University	Director, Binus Online Learning.	2011 - 2018
7.	Bina Nusantara University	Head of Department, Academic Structural, Binus Corporate and Learning Development.	2013 - 2020
8.	Bina Nusantara University	Dean, Faculty of Economics and Communication.	2012 - 2014
9.	Bina Nusantara University	Dean, Faculty of Economics and Business.	2009 - 2012
10.	Bina Nusantara University	Dean, Faculty of Economics.	2006 - 2008
11.	Bunda Mulia University, Jakarta	Vice Rector I, Academic Area.	2004 - 2006
12.	Indonesia Institute of Cooperative Management (IKOPIN), now Indonesia Cooperative University – IKOPIN University (in 2022)	Rector	2003 - 2006
13.	Bina Nusantara University	Head of Management Department, Faculty of Economics.	2002 - 2003
14.	Bina Nusantara University	Deputy Head, Management Department, Faculty of Economics.	2000 - 2002
15.	Bina Nusantara University	Subject Major Coordinator, Management Department, Faculty of Economics.	1998 - 2000

V. WORKING EXPERIENCES IN MINISTRY OF EDUCATION AND CULTURE OF REPUBLIC OF INDONESIA, MINISTRY OF RESEARCH, TECHNOLOGY AND HIGHER EDUCATION OF THE REPUBLIC OF INDONESIA, AND THE NATIONAL ACCREDITATION BOARD FOR HIGHER EDUCATION (BAN-PT)

No.	Institution	Position	Year
(1)	(2)	(3)	(4)
1.	National Accreditation Board for Higher Education (BAN-PT).	Assessor for Management, and Accounting Study Program	2007 - now
2.	Directorate of Institutions, Directorate General of Higher Education, Research, and Technology.	Expert Team/Specialist	2010 - now
3.	Ministry of Research, Technology and Higher Education.	Team Leader of the Establishment of the Indonesia Cyber Education (ICE) Institute	2019
4.	Directorate of Institutions, Directorate General of Higher Education, Research, and Technology.	Member of the Team of Experts, Information Boards, and Data on Higher Education Institutions (PINDAI).	2020 - now
5.	Directorate of Institutions, Directorate General of Higher Education, Research, and Technology.	Member of the Expert Team for the Establishment and Change of Private Higher Education Organizing Academic Education and the Opening and Change of Academic Study Programs at Higher Education.	January 2022 - now

VI. WORKING EXPERIENCES IN ORGANIZATION AND INDUSTRY

No.	Institutions	Position	Year
(1)	(2)	(3)	(4)
1.	Indonesian Cooperative Council (DEKOPIN)	Secretary of Advisory Board	2019 - now
2.	Indonesian Cooperative Council (DEKOPIN)	Coordinator of the Institutional Expert Council	2014 - 2019
3.	Asian Academy of Management (AAM)	President, Indonesia Chapter	2006 – 2008
4.	INDUK-KUD	Staff, Section Head, Manager, Division Head	1993 -2001
5.	PT Samudra Nusantara Logistindo (<i>International Freight Forwarding Company</i>), Jakarta	President Commissioner	2009 – 2019
6.	PT Goodyear Indonesia, Tbk	Internship Program	1992 - 1993
7.	Primkopti Jepara, Central Java	Manager	1990 - 1992
8.	IKOPIN Student Family Cooperative (KKBM)	Secretary	1987 – 1989

VII. PUBLISHED BOOKS

No.	Titles of Books	Publisher	Year, Edition
(1)	(2)	(3)	(4)
1.	Cara Menggunakan dan Memaknai ANALISIS JALUR - PATH ANALYSIS/ How to Use and Define PATH ANALYSIS - PATH ANALYSIS (Engkos Achmad Kuncoro , Riduwan). ISBN: 978-979-8433-13-9.	Alfabeta - Bandung	2007, 1 st Edition 2021, 8 th Edition (Best Seller).
2.	Leadership as Primary Forces in Competitive Strength, Competitive Area, Competitive Result to Improve Higher	Alfabeta - Bandung	2008

No.	Titles of Books	Publisher	Year, Edition
(1)	(2)	(3)	(4)
	Education Competitiveness (Engkos Achmad Kuncoro), in Corporate Management & Education Service Marketing Strategy for Education Service – Focus in Excellent Quality and Service (Editor: Prof.Dr.H. Buchari Alma, M.Pd., dan Dr.Ratih Hurriyati, M.Si.) ISBN: 978-979-8433-95-5.		
3.	Sustainable Growth Formula – Keterlekatan Kerja dan Ketangkasan Belajar dari Managerial Resources Industri Minyak Sawit Indonesia/ Sustainable Growth Formula – Work Attachment and Learning Agility from Indonesian Palm Oil Industry Managerial Resources (Noproadi Saputra, Sasmoko, Sri Bramantoro Abdinagoro, Engkos Achmad Kuncoro). ISBN: 978-623-7729-27-3	Scopindo Media Pustaka - Surabaya	2020

VIII. PUBLISHED ARTICLES IN SCOPUS-INDEXED JOURNALS

No.	Titles of Articles	Journal	Year/Vol/Issue/ pages
(1)	(2)	(3)	(4)
1.	Does Executive Compensation Affect Accounting Irregularities? Evidence from Listed Firms in Indonesia: (Gatot Soepriyanto, Engkos Achmad Kuncoro , Arfian Erma Zudana, and Livia Averine)	SAGE Journals.	2022, 12(3): 1-13
2.	Operational Resilience as a Key Determinant of Corporate Sustainable Longevity in the Indonesian Jamu Industry (Dadang Irawan, Harjanto Prabowo, Engkos Achmad Kuncoro , Nurianna Thoha)	Sustainability (Switzerland).	2022, 14(11): 1-12
3.	Do Narcissistic CEOs Affect Accounting Irregularities? Evidence from Indonesia (Engkos Achmad Kuncoro , Gatot Soepriyanto, Arfian Erma Zudana)	Universal Journal of Accounting and Finance.	2022, 10(1): 82-94
4.	The impact of COVID-19 on millennial perceptions of experience quality and flow of experience and its influence on behavior intention to revisit a nature and rural destination (MF Sitinjak, Mts Arief, Engkos Achmad Kuncoro , M Hamsal)	IOP Conference Series: Earth and Environmental Science,	2021, 704(1), 012030
5.	Operational Resilience and Human Capital Toward Corporate Sustainable Longevity in Indonesian “Jamu” Industry (Dadang Irawan, Harjanto Prabowo, Engkos Achmad Kuncoro , Nurianna Thoha)	Journal of Asian Finance, Economics and Business.	2021, 8(3): 1035-1044
6.	Effect of Supply Chain Collaboration and Service Stakeholder Commitment on Dry Port Firm Performance (Hida Syahchari, D., Engkos Achmad Kuncoro , Saroso, H., Sudrajat, D., Van Zanten, E.)	ACM International Conference Proceeding Series	2021: 89-93
7.	Why Supply Chain Collaboration Matters for Indonesian Dry Port Firms? (Engkos Achmad Kuncoro , E., Saroso, H., Sudrajat, D., Larasati, A., Moeke, D.)	ACM International Conference Proceeding Series	2021: 73-76
8.	The role of stakeholder commitment and supply chain collaboration in improving dry port firm performance in	Proceedings of the International Conference	2021: 3019-3027

No.	Titles of Articles	Journal	Year/Vol/Issue/ pages
(1)	(2)	(3)	(4)
	Indonesia (Sudrajat, D., Engkos Achmad Kuncoro , Saroso, H., Larasati, A., Moeke, D).	on Industrial Engineering and Operations Management	
9.	Moderating effect of government regulation on supply chain collaboration and firm performance (Engkos Achmad Kuncoro , Sudrajat, D., Saroso, H., Syahchari, D.H., Moeke, D.)	Proceedings of the International Conference on Industrial Engineering and Operations Management	2021: 2884-2891
10.	Consumer Acceptance in Grocery Shopping Mobile Applications (Yuuiarty, Hartiwi Prabowo, Kurniawan, Engkos Achmad Kuncoro , Ridho Bramulya Ikhsan, Jenny Ohliati)	6th International Conference on Computing, Engineering, and Design, ICCED	2020: pp. 1-6
11.	The Role of Security and Privacy for Continuance Intention: Learn from Users of M-Banking Services (Engkos Achmad Kuncoro , Ridho Bramulya Ikhsan, Kurniawan, Hartiwi Prabowo, Rini Kunia Sari, Yuniarty)	6th International Conference on Computing, Engineering, and Design, ICCED	2020: 9415830
12.	A conceptual study on business performance influenced by international experience, entrepreneurial orientation, company reputation and its implications on competitive advantage (a study on overseas education consultation in Indonesia) (Nurcahyo, R., Mursitama, T., Engkos Achmad Kuncoro , Wijanto)	International Journal of Advance Science and Technology	2020, 7(16): 563-574
13.	The Mediating Effect of the Internationalization Process on Knowledge Management and Export towards SMEs Export Performance (Saputra, D., Abdurachman, E., Engkos Achmad Kuncoro , Mulyani, M., Sundjaj, W)	International Journal of Innovation, Creativity and Change	2020, 11(12): 550-562
14.	Competitiveness in higher education: An empirical study in Indonesia (Hartono, H., Brodjonegoro, S.S., Engkos Achmad Kuncoro , Budiastuti, D.)	International Journal of Scientific and Technology Research	2019, 8(8): 753-760
15.	Evaluation of Knowledge Management System Using House of Quality Method in Private Banking Industry (Putri, N.K.S., Qing, C.H.G., Engkos Achmad Kuncoro , Goenadi, E)	Proceedings of 2019 International Conference on Information Management and Technology, ICIMTech 2019	August 2019, Article number 8843727, Pages 239-243
16.	Study of the use of artificial intelligence in strategic planning in the logistics services industry in Indonesia (Kurniawan, Engkos Achmad Kuncoro , Wijanarko, B.D., Ikhsan, R.B)	Proceedings - 2018 4th International Conference on Computing, Engineering, and Design, ICCED 2018	12 April 2019, Article number 8691093, Pages 109-112
17.	Indonesian public-school productivity (Simamora, B.H., Abbas, B.S., Kanwal, N.D.S., Engkos Achmad Kuncoro)	Pertanika Journal of Social Sciences and Humanities	2019, 27(3): 1659-1681
18.	The mediating role of learning agility on the relationship between work engagement and learning culture (Saputra, N., Abdinagoro, S.B., Engkos Achmad Kuncoro)	Pertanika Journal of Social Sciences and Humanities	2018, 26(T): 117-130

No.	Titles of Articles	Journal	Year/Vol/Issue/ pages
(1)	(2)	(3)	(4)
19.	Firm Longevity Based on Human Capital Theory in Indonesia Cellular Telephone Operator Industry (Engkos Achmad Kuncoro , Abidin, Z)	Information –Japan	2016, 19(6A): 1703-1710
20.	Factors that Affect Competitive Advantage in Freight Forwarding Industry on Jakarta-Indonesia (Engkos Achmad Kuncoro , Sari, S.A)	Advanced Science Letters	2015, 21(4): 1008-1011
21.	The Role of Entrepreneurship Education in Forming Students' Entrepreneurial Attitudes (Handrimurtjahjo, A.D., Setiadi, N.J., Engkos Achmad Kuncoro)	Advanced Science Letters	2015, 21(4): 596-600

IX. PUBLISHED ARTICLES IN NATIONAL JOURNAL

No.	Titles of Articles	Journal	Year/Vol/Issue/p ages
(1)	(2)	(3)	(4)
1.	Melacak Pengaruh Budaya Belajar terhadap ketangkasan Belajar: Peran Keterlekatan Kerja sebagai Mediator/ <i>Tracing the Influence of Learning Culture on Learning Agility: The Role of Work Attachment as a Mediator</i> (Nopriadi Saputra, Engkos Achmad Kuncoro , Sasmoko).	AKSARA: Jurnal Ilmu Pendidikan Nonformal	2022, 8(2): 909-920
2.	Analisis Efek <i>Digital Culture</i> terhadap <i>Holistic Work Engagement</i> Generasi Milenial semasa Covid-19/ <i>Analysis of the Effects of Digital Culture on Millennial Generation's Holistic Work Engagement during Covid-19</i> (Nopriadi Saputra, Farhan Fitt Fanani, Engkos Achmad Kuncoro).	Ultima Management: Jurnal Ilmu Manajemen	2021, 13(2): 324-337
3.	Sustainability and Competitiveness of Logistics Services Providers in Indonesia (Engkos Achmad Kuncoro , Dony Saputra, Robin Cahyadi, Ridho Bramulya Ikhsan	Binus Business Review	2021, 12(3): 279-287
4.	Pengaruh <i>Learning Culture</i> Terhadap <i>Learning Agility</i> / <i>The Influence of Learning Culture on Learning Agility</i> (Nopriadi Saputra, Engkos Achmad Kuncoro , Sasmoko Sasmoko).	Journal of MEBIS (Manajemen dan Bisnis)	2021, 6(1): 53-61
5.	Analisis Perbandingan Perhitungan <i>Re-Order Point</i> / <i>Comparative Analysis of Re-Order Point Calculation</i> (Haryadi Sarjono; Engkos Achmad Kuncoro).	BINUS BUSINESS REVIEW	2014, 5(1): 288-300
6.	Analisis Matriks Boston Consulting Group (BCG) Untuk Memenangkan Strategi Organisasi/ <i>Matrix Analysis of Boston Consulting Group (BCG) To Win Organizational Strategy (Case Study of Higher Education in Kopertis Region III – DKI Jakarta</i> (Studi Kasus Perguruan Tinggi di Kopertis Wilayah III – DKI Jakarta) (Haryadi Sarjono; Engkos Achmad Kuncoro).	BINUS BUSINESS REVIEW	2013, 4(1): 414-422
7.	Penerapan <i>E-Customer Relationship Management</i> Pada Taman Kanak-Kanak Hanifa/ <i>Implementation of E-Customer Relationship Management at Hanifa Kindergarten</i> (Dina Chairuna; Yuliana Lisanti; Engkos Achmad Kuncoro).	ComTech	2012, 3(1): 291-306
8.	Pengaruh Gaya Kepemimpinan Terhadap Motivasi Dan Dampaknya Terhadap Kinerja Sumber Daya Manusia/ <i>The Influence of Leadership Style on Motivation and Its Impact on Human Resource Performance</i> (Resky; Engkos Achmad Kuncoro).	BINUS BUSINESS REVIEW	2012, 3(1): 400-412

No.	Titles of Articles	Journal	Year/Vol/Issue/pages
(1)	(2)	(3)	(4)
9.	Peran Daya Saing Kultural Dan Kapabilitas Dinamik Dalam Meningkatkan Kinerja Organisasional/ <i>The Role of Cultural Competitiveness and Dynamic Capabilities in Improving Organizational Performance</i> (Agustinus Dedy Handrimurtjahjo; Engkos Achmad Kuncoro).	BINUS BUSINESS REVIEW	2012, 3(2): 777-786
10.	<i>Leadership</i> Sebagai <i>Primary Forces</i> Dalam Meningkatkan Daya Saing Perguruan Tinggi/ <i>Leadership as Primary Forces in Improving Higher Education Competitiveness</i> (Engkos Achmad Kuncoro)	BINUS BUSINESS REVIEW	2011, 2(1): 14-30
11.	Pengaruh <i>Store Atmosphere</i> dan <i>Store Image</i> Terhadap Keputusan Pembelian Konsumen Pada Toko Buku Gramedia Pondok Indah/ <i>The Influence of Store Atmosphere and Store Image on Consumer Purchase Decisions at Gramedia Pondok Indah Bookstore</i> (Vitta Maretha; Engkos Achmad Kuncoro).	BINUS BUSINESS REVIEW	2011, 2(2): 979-991
12.	Analisis Perumusan Strategi Bisnis pada PT Samudera Nusantara Logistindo/ <i>Analysis of Business Strategy Formulation at PT Samudera Nusantara Logistindo</i> (Engkos Achmad Kuncoro).	BINUS BUSINESS REVIEW	2010, 1(1): 169-184
13.	Pengaruh Promosi dan Atribut Produk terhadap Keputusan Pembelian pada Produk Telkom Speedy/ <i>The Influence of Promotion and Product Attributes on Purchase Decisions on Telkom Speedy Products</i> (Engkos Achmad Kuncoro , Aditya Wiranegara).	Jurnal Manajemen, ISEI Komisariat Universitas Bina Nusantara	2010, 1 (2): 132 - 145
14.	Penerapan Metode Six Sigma untuk Meningkatkan Kualitas Koran Lampung Post di Percetakan PT. Masa Kini Mandiri/ <i>Application of the Six Sigma Method to Improve the Quality of Lampung Post Newspaper at PT. Masa Kini Mandiri</i> (Engkos Achmad Kuncoro , Desy Sahara Kusumawati, Haryadi Sarjono).	Widya, Kopertis Wilayah III DKI Jakarta	2009, (290): 17 - 24.
15.	Pengaruh <i>Effort</i> , <i>Support</i> , dan <i>Ability</i> terhadap Kinerja Karyawan/ <i>Effect of Effort, Support, and Ability on Employee Performance</i> (Engkos Achmad Kuncoro , Acin, Effendi).	Jurnal Manajemen, ISEI Komisariat Universitas Bina Nusantara	2009, 1 (1): 37 – 48.
16.	Analisis Kapasitas Proses Layanan Pemesanan Tiket pada Call Center PT.Express Transindo Utama/ <i>Analysis of the Processing Capacity of Ticket Booking Services at Call Center PT.Express Transindo Utama</i> (Engkos Achmad Kuncoro , Harmita Hamarulina Sitorus, Haryadi Sarjono).	Proceeding Konferensi Nasional, PSEB, Fakultas Ekonomi Universitas, Kristen Duta Wacana, Yogyakarta	2009, 1 (1): 580 – 598.
16.	Analisis Pengaruh Lingkungan Terhadap Modal Intelektual Organisasi/ <i>Analysis of Environmental Effects on Organizational Intellectual Capital</i> (Engkos Achmad Kuncoro).	Journal The WINNERS	2007, 8(2): 165-183

X. PUBLISHED ARTICLES IN INTERNATIONAL JOURNAL

No.	Titles of Articles	Journal	Year/Vol/Issue/pages
(1)	(2)	(3)	(4)
1.	The effect of stakeholder's commitment and government regulations on dry port firm performance (Engkos Achmad Kuncoro , D Syahchari, H Saroso, D Sudrajat, H Jordaan)	Journal Accounting	2021, 7(7): 1569-157
2.	Teacherbot Model based-on Automatic Question Generation for Cyber Education (Bambang Dwi Wijanarko, Heru Widiatmo, Mohamad Toha, Engkos Achmad Kuncoro , Dina Fitria Murad, Eka Julianti)	Journal International Symposium on Open, Distance, and E-Learning	2021: pp.245-252
3.	The Effect of Motivation, and Organizational Commitment Through Job Satisfaction and Its Implication to Turnover Intention in Insurance Industry (Engkos Achmad Kuncoro , Fenny Harly, Nadya Adilla Putri, Pingkan Sri Ayu Rumengan)	PalArch's Journal of Archaeology of Egypt/Egyptology	2021, 18(1): 485-493
4.	Developing Work Engagement and Business Agility for Sustainable Business Growth in Indonesia Oil Palm Industry (Sri Bramantoro Abdinagoro, Engkos Achmad Kuncoro)	Journal of Advanced Research on Dynamical & Control System.	2018. 04-Special Issue: 1302-1312
5.	Ecosystem, Innovation and Excellence in Enhancing Organization Preface (Bachtiar H Simamora, Idris Gautama So, Engkos Achmad Kuncoro)	Pertanika Journal of Social Science and Humanities	2018, vol. 26
6.	Study of the use of artificial intelligence in strategic planning in the logistics services industry in Indonesia (Engkos Achmad Kuncoro , Bambang Dwi Wijanarko, Ridho Bramulya Ikhsan)	Conference 2018 International Conference on Computing, Engineering, and Design (ICCED)	2018: pp. 109-112
7.	Creating Organizational Ambidexterity Influenced by Entrepreneurial Competencies, and External Environment Dynamism, and Its Impact Towards Business Performance Through Sustainable Competitive Advantage - Study on Logistics Services Industry in DKI Jakarta (Engkos Achmad Kuncoro , Ernie Tisnawati Sule, Harjanto Prabowo, Yudi Aziz).	International Journal of Scientific and Research Publications (Scopus Journal)	2017, 7(5): 506-515

XI. TRAINING, COMPARATIVE STUDY, AND INTERNATIONAL CONFERENCES

No.	Description	Date
(1)	(2)	(3)
1.	Higher Education Management Training, London, Nottingham, Coventry - UK	Nov. 2019
2.	Binus Industry Partnership Program (BIPP) 2019, Seoul - Korea	Oct. 2019
3.	Binus Industry Partnership Program (BIPP) 2018, Taipei - Taiwan	July 2018
4.	Team Member of Visitation of Distance Learning – Higher Education, Ministry of Research, Technology and Higher Education of the Republic of Indonesia, Doha, Qatar	March 2017
5.	International Conference and Annual Meeting - The Association to Advance Collegiate Schools of Business (AACSB) – Florida USA	April 2015

No.	Description	Date
(1)	(2)	(3)
6.	Training, Panel Discussion, Industry Visit, Meeting, "Recognition Prior Learning (RPL) and Higher Education Management", in France, Sweden and Finland.	December 2014 - January 2015
7.	International Conference "The Global Advanced Research Conference on Management and Business Studies", Bangkok, Thailand	October 2014
8.	International Conference and Annual Meeting - The Association to Advance Collegiate Schools of Business (AACSB) – Singapore – April 2014	April 2014
9.	Workshop of Distance Learning in Open University Malaysia (OUM)	December 2013
10.	Comparative Study for MOOC (Massive Open Online Courses) di Nottingham University, UK.	December 2013
11.	Comparative Study for Distance Learning in Global Next University, Malaysia.	December 2013
12.	Participant, "Middle East and Africa Annual Conference", The Association to Advance Collegiate Schools of Business (AACSB), Dubai, United Arab Emirates	October, 2013
13.	Workshop for Research Method for the dissertation in Monash University, Melbourne, Australia	September 2013
14.	Comparative Study for Higher Education Management in <i>La Trobe University</i> , Melbourne, Australia	September 2013
15.	Comparative Study for Research Performance in Canberra University and Australian National University (ANU), Canberra, Australia	September 2013
16.	Workshop "Leadership, Vision and Mission in the Organization", INHA University, South Korea	February 2012
17.	Participant "Asia Pacific Annual Conference", The Association to Advance Collegiate Schools of Business (AACSB), in Tsinghua University, Beijing, China	May 2012
18.	Workshop "Managing a world-class organization", Solbridge International School of Business, Woosong University, Korea Selatan	February 2012
19.	Study Comparative "International program", Kyung Hee University Korea Selatan	February 2012
20.	Workshop "AACSB International accreditation for organizational excellence ", Sung Kyun Kwan University, South Korea	February 2012
21.	Participant "Asia Pacific Regional Conference" – "International Accreditation", The Association to Advance Collegiate Schools of Business (AACSB), Singapore.	May 2011
22.	Study Comparative "Higher Education Management" di Nanyang Technological University (NTU), Singapore	April 2011
23.	Study Comparative "Higher Education Management" di Singapore Management University (SMU) and National University of Singapore (NUS)	May 2011
24.	Training of Managers of Hyper Market (ICA-ROAP) in Singapore.	September 2004
25.	ASEAN Exchange Visit of Cooperative Personals and Leaders, Brunei Darussalam	September 2003

XII. TEACHING/LECTURING EXPERIENCES (1994 – 2022)

No.	Course	Education Level
(1)	(2)	(3)
1.	Philosophy of Science and Management	Doctor
2.	Management of Business Communication	Master
3.	Strategic Management	Bachelor
4.	Change Management	Bachelor
5.	Strategic and Business Performance Management	Bachelor
6.	Project Financial Management	Bachelor
7.	Sustainability Management	Bachelor
8.	Organization Development Strategy	Bachelor
9.	Leadership & Managing Human Capital in Organization	Bachelor
10.	Business Development	Bachelor
11.	Compensation and Performance Management	Bachelor
12.	Marketing Strategy	Bachelor
13.	Introduction to Management and Business	Bachelor

XIII. ACHIEVEMENTS AND AWARDS

No.	Achievements and Awards	Institution
(1)	(2)	(3)
1.	Long Service Year Award for 27 years (2021)	Bina Nusantara Foundation
2.	Research Grant from HAN University – Netherlands in International Joint Research Program (2020)	HAN University – Binus University.
3.	First Ranking Lecturer with Achievement in the Social and Humanities Field of Private Higher Education in the Region III Kopertis Environment in 2017.	Region III Kopertis DKI Jakarta
4.	The 1 st Best Lecturer of Faculty Member Structural Category (2017)	Binus University
5.	As First Runner-Up, Best Paper with Title: "Firm Longevity Based on Human Capital Theory in Indonesia Cellular Telephone Operator Industry, 2014"	Dhurakij Pundit University, Bangkok, Thailand
6.	The Best Internal Auditor 2010	Quality Management Center – Binus University

The CV is made truthfully and can be accounted for.

Jakarta, 17 August 2022



Prof. Dr. Engkos Achmad Kuncoro, S.E., M.M.