



PENGUKUHAN GURU BESAR TETAP

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MInfoCommTech., CIP., CKM.**

Orasi Ilmiah:

*"Knowledge - Driven Innovation:  
The New Currency of Global  
Competitiveness"*

14 Juli 2025

## **KNOWLEDGE-DRIVEN INNOVATION: THE NEW CURRENCY OF GLOBAL COMPETITIVENESS**

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**Yang saya hormati,**

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Dalam orasi ilmiah ini akan dibahas **KNOWLEDGE-DRIVEN INNOVATION: THE NEW CURRENCY OF GLOBAL COMPETITIVENESS**.

### **INDONESIA'S PERFORMANCE IN IMD WORLD COMPETITIVENESS RANKINGS (2019–2024): REGIONAL COMPARISON**

This table compares Indonesia's overall competitiveness ranking with that of several neighboring countries (IMD World Competitive Center, 2024, 2023, 2022, 2019).

WCR Ranking	Singapore	Malaysia	China	Thailand	Philippines	Indonesia
2018	3	22	13	30	50	43
2019	1	22	14	25	46	32
2020	1	27	20	29	45	40
2021	5	25	16	28	52	37
2022	3	32	17	33	48	44
2023	4	27	21	30	52	34
2024	1	34	14	25	52	27

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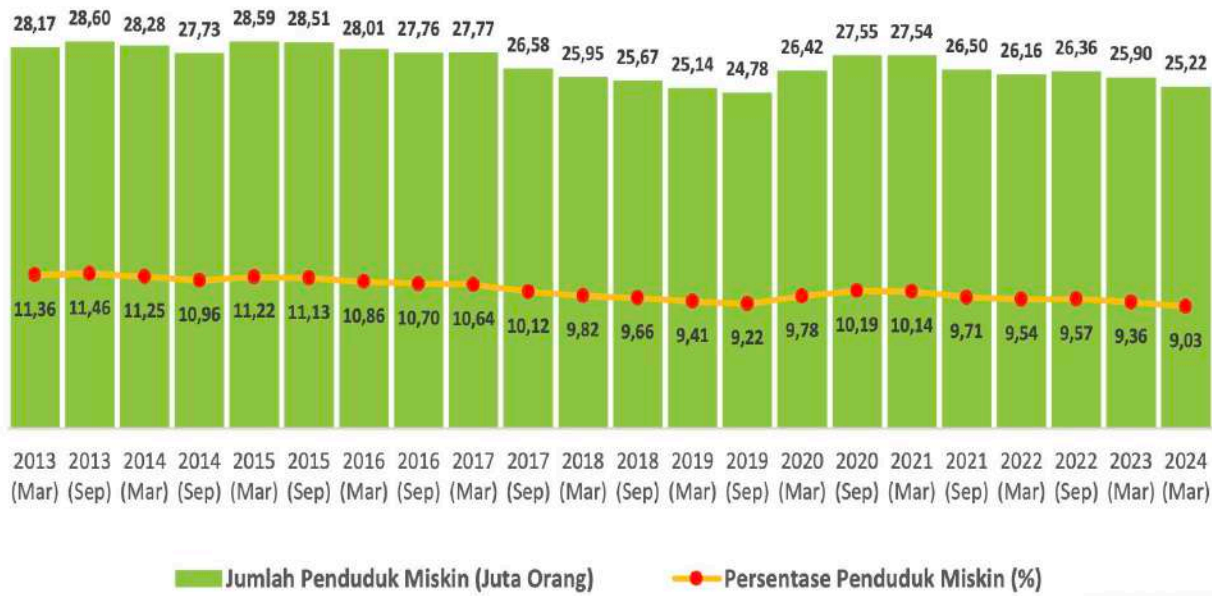
GII Ranking	Singapore	Malaysia	China	Thailand	Vietnam	Phillipines	Indonesia
2018	5	35	17	44	45	73	85
2019	8	35	14	43	42	54	85
2020	8	33	14	44	42	50	85
2021	8	36	12	43	44	51	87
2022	7	36	11	43	48	59	75
2023	5	36	12	43	46	56	61
2024	4	33	11	41	44	53	54



### Indonesia's Economic Growth 2023 vs 2024

Indonesia's economy grew by 5.05% in 2023 and saw a slight decline to 5.03% in 2024.

### NUMBER AND PERCENTAGE OF POOR PEOPLE (2013 - 2024)



Number and percentage of poor people (2013 - 2024).

Source: Processed from National Socio-Economic Survey (Susenas) data March 2013-March 2024

Official Statistic News No.50/07/Th XXVII, July 1, 2024

The number and percentage of poor people decreased slightly in 2023 and 2024. In 2023 the poverty rate is 25.90% and in 2024 it will be 25.22%.

## INDONESIA PARADOX: RICH IN RESOURCES BUT MANY PEOPLE ARE NOT PROSPEROUS

CATEGORY	COMMODITY	WORLD RANKING	QUANTITY / RESERVES
<b>MINERAL RESOURCES</b>	Nickel	Largest ore reserves in the world (Ranked 1st)	5.24 billion tons
	Copper	7th largest reserves in the world	20.0 million tons
	Bauxite	4th largest reserves in the world	3.13 billion tons
<b>BIOLOGICAL RESOURCES</b>	Coconut	2nd largest producer in the world	2.87 million tons
	Seaweed	2nd largest producer in the world	9.2 million tons
	CPO (Crude Palm Oil)	Largest producer in the world (Ranked 1st)	49.7 million tons
	Rubber	2nd largest producer in the world	3.12 million tons

The potential of Indonesia's natural resources (2024, December 14). Paradoks Indonesia, Kaya Sumber Daya tapi Banyak Rakyat Tidak Sejahtera.

<https://kbr.id/berita/nasional/paradoks-indonesia-kaya-sumber-daya-tapi-banyak-rakyat-tidak-sejahtera>

Despite Indonesia's abundant natural resources, a significant portion of its population continues to live in poverty. This concern was highlighted by the Minister of National Development Planning, Rachmat Pambudy, during the World Anti-Corruption Day commemoration on December 13, 2024.

 Bernard Arnault 1	Net worth: \$211 billion Source of wealth: LVMH Citizenship: France	 Elon Musk 2	Net worth: \$180 billion Source of wealth: Tesla, SpaceX Citizenship: U.S.
 Jeff Bezos 3	Net worth: \$114 billion Source of wealth: Amazon Citizenship: U.S.	 Larry Ellison 4	Net worth: \$107 billion Source of wealth: Oracle Citizenship: U.S.
 Warren Buffett 5	Net worth: \$106 billion Source of wealth: Berkshire Hathaway Citizenship: U.S.	 Bill Gates 6	Net worth: \$104 billion Source of wealth: Microsoft Citizenship: U.S.
 Michael Bloomberg 7	Net worth: \$94.5 billion Source of wealth: Bloomberg LP Citizenship: U.S.	 Larry Page 8	Net worth: \$93 billion Source of wealth: Telecom Citizenship: Mexico
 Mukesh Ambani 9	Net worth: \$83.4 billion Source of wealth: Diversified Citizenship: India	 Steve Ballmer 10	Net worth: \$80.7 billion Source of wealth: Microsoft Citizenship: U.S.

List of the 10 Richest People in the World (Forbes, 2023)



 Bernard Arnault 1	Net worth: \$233 billion Source of wealth: LVMH Citizenship: France	 Elon Musk 2	Net worth: \$195 billion Source of wealth: Tesla, SpaceX Citizenship: U.S.
 Jeff Bezos 3	Net worth: \$194 billion Source of wealth: Amazon Citizenship: U.S.	 Mark Zuckerberg 4	Net worth: \$177 billion Source of wealth: Facebook Citizenship: U.S.
 Larry Ellison 5	Net worth: \$141 billion Source of wealth: Oracle Citizenship: U.S.	 Warren Buffett 6	Net worth: \$133 billion Source of wealth: Berkshire Hathaway Citizenship: U.S.
 Bill Gates 7	Net worth: \$128 billion Source of wealth: Microsoft Citizenship: U.S.	 Steve Ballmer 8	Net worth: \$121 billion Source of wealth: Microsoft Citizenship: U.S.
 Mukesh Ambani 9	Net worth: \$116 billion Source of wealth: Diversified Citizenship: India	 Larry Page 10	Net worth: \$93 billion Source of wealth: Google Citizenship: U.S.

List of the 10 Richest People in the World (Forbes, 2024)

The figure shows the list of the 10 Richest People in the World in 2023 and 2024 according to Forbes. These rich people are not landlords, presidents, or rulers but these rich people became rich because of intangible assets that work to earn money for them.

## COMPERATIVE VS COMPETITIVE ADVANTAGE



# INDONESIA'S ECONOMIC DEVELOPMENT

Heavily reliant on the exploitation of natural resources, where comparative advantages are emphasized more than competitive advantages.



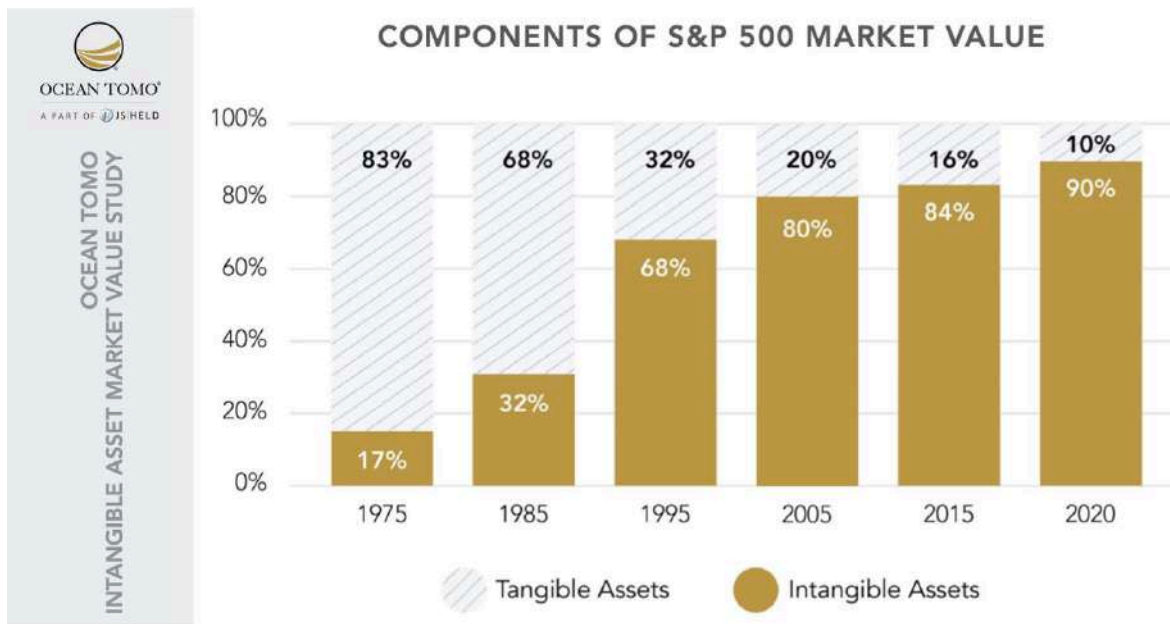
## LAND, LABOR, & NATURAL RESOURCES ARE NOT THE KEY TO COMPETITIVE ADVANTAGE



### Comparative vs Competitive Advantage

## INTANGIBLE ASSETS BECOMING MORE IMPORTANTANCE





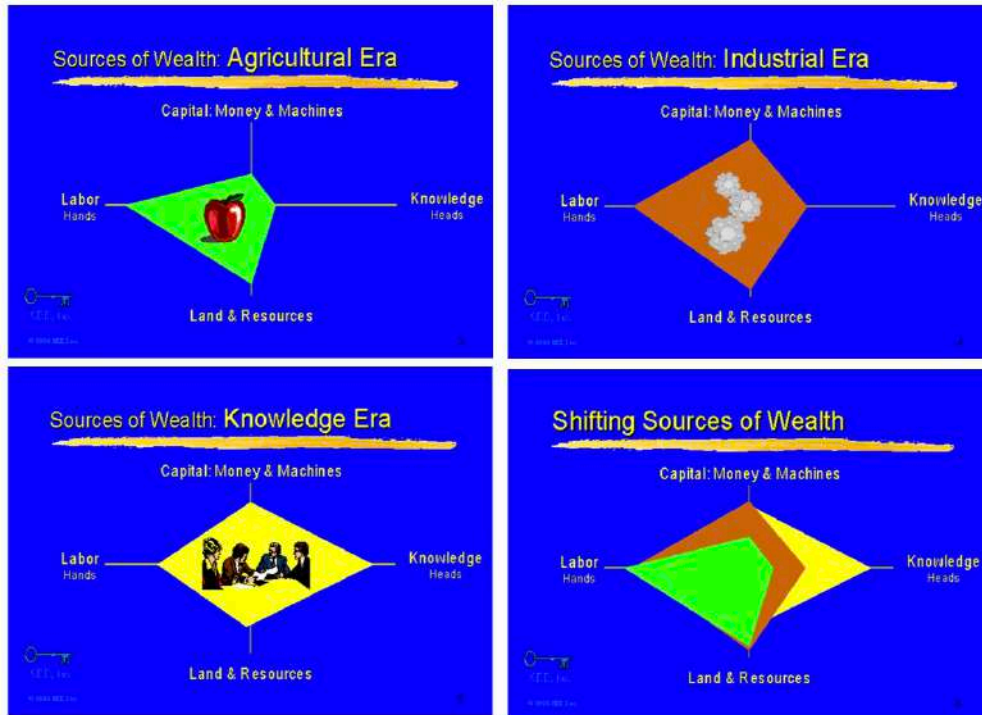
Components of S&P Market Value (Ocean Tomo, 2020)

The Ocean Tomo Intangible Asset Market Value Study shows that the components of the S&P 500 Market Value in 1975 depended on only 17% intangible assets and depended on 83% tangible assets but this condition changed drastically where in 2020 it depended on 90% intangible assets and only depended on 10% tangible assets.

Organisations need to focus more on intangible assets than tangible assets (Elidjen, 2024 and Wasono, L.W. et al. 2019).

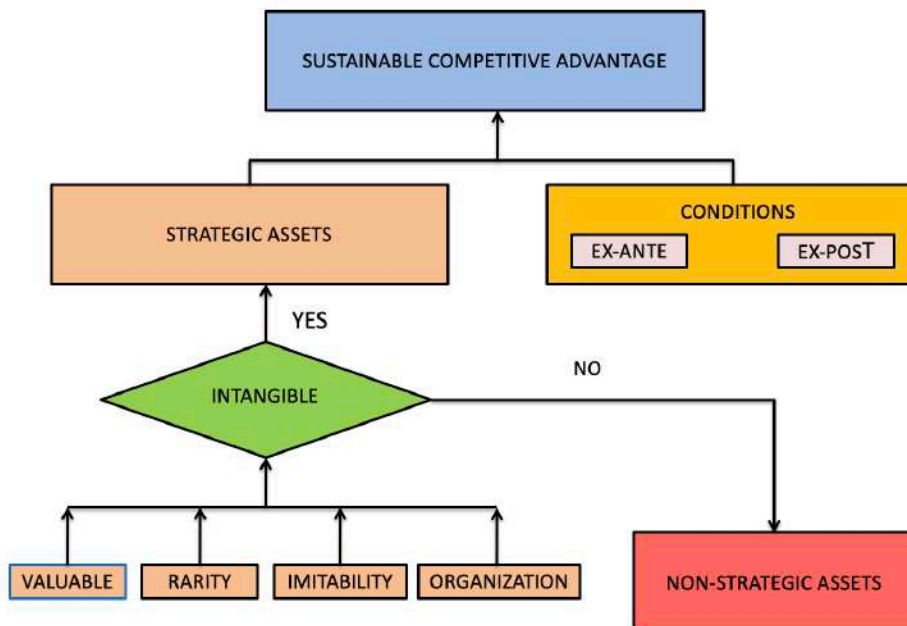
## SHIFTING SOURCE OF WEALTH

There is a shift in the source of wealth from the agricultural era, the industrial era, to the knowledge era. The source of wealth is increasingly dependent on knowledge rather than land and resources and labour.



Shifting Sources of Wealth (Savage, C.M. and Sundrum, E.H., 1998)

### CORRELATION BETWEEN STRATEGIC ASSETS AND SCA

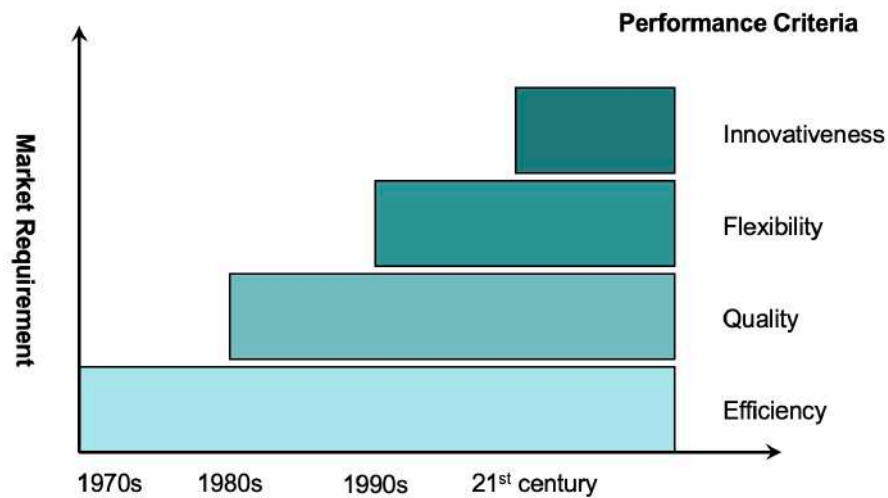


Correlation between Strategic Assets and SCA (Meso & Smith, 2000 & Barney & Hesterly, 2012)



Global competition is increasingly centered on economic and technological capabilities, driven by rapid technological innovation (Chen, Yin, & Zhao, 2019; Kumpe & Bolwijn, 1994). High efficiency, quality, and flexibility are no longer sufficient for sustaining competitive advantage—innovation has become a key source of enduring growth and corporate resilience.

## EVOLUTION OF CORPORATE DEVELOPMENT MODEL



Evolution of Corporate Development Models (Kumpe and Bolwijn, 1994)

Since the 1990s—especially in the 21st century—many successful firms have thrived by reducing costs while improving quality and flexibility. However, growing globalization and competition have pushed some to go beyond these pillars. Today, while efficiency, quality, and flexibility remain essential, **innovation has become the most critical driver of business success.**

## CORPORATE DEVELOPMENT MODEL IN INDONESIA

Most companies in Indonesia still focus on efficiency and quality. Some, especially in digital and export sectors, are becoming more flexible—but only a few have consistently pursued innovation (BPS & BRIN, 2021; OECD, 2018).

## CHARACTERISTIC OF EXPLORATION AND EXPLOITATION

	Exploitation	Exploration
Definition	Incremental development designed to meet the needs of existing customers	Radical developments to meet needs of emerging customers
Tasks	Refinement, efficiency, implementation, execution	Search, experimentation, variation, flexibility
Knowledge base	Existing knowledge	Development of new competencies
Outcomes	Improvements to existing competencies	New knowledge, departure from existing knowledge
Strategic intent	Profits, costs, efficiency	Innovation, growth, adaptability
Time horizon	Short-term	Long-term
Trap	Competency trap	Failure trap

Modification on the Basis of O'Reilly III/Tushman (2004)

## TAXONOMY OF INNOVATION STRATEGY

		Explorative Perspective	
		Low Exploration	High Exploration
Exploitative Perspective	High Exploitation	Exploitative Strategy	Ambidextrous Strategy
	Low Exploitation	No-Emphasis Strategy	Explorative Strategy

Taxonomy of Innovation Strategy (Revilla, E. et al, 2016)

This figure highlights how two different innovation perspectives result in four extreme innovation strategy configurations.

- Exploitative innovation strategy
- Explorative innovation strategy
- Ambidextrous innovation strategy
- No-emphasizes innovation strategy



## FOUR CONFIGURATIONS OF INNOVATION STRATEGIES

		Explorative Perspective	
		Low Exploration	High Exploration
Exploitative Perspective	High Exploitation	<b>Exploitative Strategy</b> Focuses on refining and enhancing existing offerings for efficiency and incremental gains.	<b>Ambidextrous Strategy</b> Balances both exploration and exploitation, enabling firms to pursue breakthrough innovation while maintaining operational excellence.
	Low Exploitation	<b>No-Emphasis Strategy</b> Marked by low engagement in innovation activities. Firms adopting this strategy are often reactive and vulnerable to environmental volatility (Miles & Snow, 2003).	<b>Explorative Strategy</b> Prioritizes the development of novel products, processes, or technologies.

Taxonomy of Innovation Strategy (Revilla, E. et al, 2016)

## TYPOLOGIES OF INNOVATION STRATEGY: EVIDENCE FROM REAL CASES

		Explorative Perspective	
		Low Exploration	High Exploration
Exploitative Perspective	High Exploitation	<b>Exploitative Strategy - Siemens</b> In building technologies, Siemens primarily acquired off-the-shelf solutions from Australian suppliers, supported by a small internal team to adapt them.	<b>Ambidextrous Strategy - Google</b> Google launched new products while improving existing ones like Android, which it made open-source for manufacturers to customize.
	Low Exploitation	<b>No-Emphasis Strategy - Many small-scale manufacturing plants in Europe</b> They show no clear focus on exploration or exploitation. They rely mainly on internal experience, prioritize protecting their own knowledge, and rarely seek or develop external insights.	<b>Explorative Strategy - Apple</b> The firm focused heavily on exploring new product designs and technologies while outsourcing manufacturing. Its minimal investment in bought-in knowledge reflects a low exploitation strategy.

(Revilla, E. et al, 2016)



## SOURCES OF KNOWLEDGE

### Knowledge Sources and Their Characteristics

Knowledge sources	Compatibility potential	Transferability	Appropriability scope	Likelihood of breakthrough innovation	Time horizon
Own-generated knowledge	Very high	High	Full	Potentially high	Potentially long
Bought-in knowledge	High	Low	Full	Low	Short
Codeveloped knowledge	Low	Potentially high	Partial	Potentially high	Potentially long

Innovation strategy influences both the choice of knowledge sources and resulting innovation performance. At BINUS University, strategic emphasis is placed on developing own-generated and codeveloped knowledge, with less reliance on bought-in knowledge.

Each knowledge source has its structural strengths and weaknesses, as well as areas of relevance for innovation.

Knowledge sources	Compatibility potential (compatibility with a firm's existing knowledge systems)
Own-generated knowledge	Very high Developed internally within the firm's existing knowledge base, making it easily integrable into current systems (Mihm et al., 2003; Helfat, 1994).
Bought-in knowledge	High Acquired externally to meet specific organizational needs, generally aligning well with existing operations.
Codeveloped knowledge	Low Designed collaboratively to address the needs of multiple stakeholders, which may reduce compatibility with internal systems but supports broader innovation goals.



Knowledge sources	The potential of transferability (the possibility of being transferred from one part of the focal firm to another)
Own-generated knowledge	High Internally developed to meet firm-specific needs, offering full control over both tacit and explicit knowledge. This results in the highest transferability (Frenz & Letto-Gillies, 2009).
Bought-in knowledge	Low Primarily explicit and externally sourced, it may lose tacit components during transfer, reducing overall transferability.
Codeveloped knowledge	Potentially high Combines tacit and explicit elements from multiple stakeholders. When well managed, it enables effective organizational dissemination.

Knowledge sources	Appropriability scope
Own-generated knowledge	Full Developed in-house, enabling the firm to retain complete ownership and fully capture innovation benefits.
Bought-in knowledge	Full Guarantees that the focal firm holds ownership of the innovation outcomes, thereby enabling the complete appropriation of the resulting innovations.
Codeveloped knowledge	Partial Jointly created with partners, often resulting in shared ownership and limited appropriation of innovation value (Frenz & Letto-Gillies, 2009).

Knowledge sources	Likelihood of breakthrough innovation
Own-generated knowledge	Potentially high Developed internally within the firm's knowledge base, it aligns closely with specific needs and requires minimal coordination. However, its limited search scope may constrain innovation variety (Zhou & Wu, 2010).
Bought-in knowledge	Low Delivers ready-made solutions for immediate needs but offers limited potential for breakthrough innovation (Frenz & Letto-Gillies, 2009).
Codeveloped knowledge	Potentially high Emerges from broader collaborative exploration, enabling access to diverse insights and complementary expertise. This fosters innovation but also introduces coordination challenges due to varied stakeholder interests (Sting et al., 2015; Cui et al., 2012).



Knowledge sources	Time horizon (time required to launch a product to market)
Own-generated knowledge	Potentially long May be time-consuming, especially when in-house expertise is insufficient.
Bought-in knowledge	Short Offers the shortest time horizon by providing ready-made solutions that address specific needs without requiring internal development (Frenz & Letto-Gillies, 2009).
Codeveloped knowledge	Potentially long Involves broader knowledge exploration and coordination among multiple stakeholders, leading to unpredictable and often extended timelines (Sting et al., 2015; Mishra et al., 2015).

## LINKING INNOVATION STRATEGY, SOURCE OF KNOWLEDGE, & INNOVATION PERFORMANCE

**Innovation** as “the application of novel solutions that meet new requirements, unarticulated needs, or existing market needs.” Revilla, E. et al.(2016).

Optimal innovation performance requires alignment between a firm’s innovation strategy and the characteristics of knowledge sourced from various channels.

### Own-Generated Knowledge:

Own-generated knowledge aligns well with existing organizational knowledge, offers high transferability, and ensures full appropriability.

It significantly enhances innovation related to new product launches and market entry but has minimal impact on cost-reduction efforts

However, it may limit novel solution discovery due to a narrow search scope. When paired with an exploratory innovation strategy, this limitation is reduced, and its positive effect on innovation performance is amplified.

### Bought-in Knowledge:

With the shortest time horizon, this approach offers ready-to-use solutions with minimal uncertainty.

In manufacturing, higher education, and other business sectors, acquiring equipment and systems has shown a positive impact on developing new processes and enhancing operational efficiency.

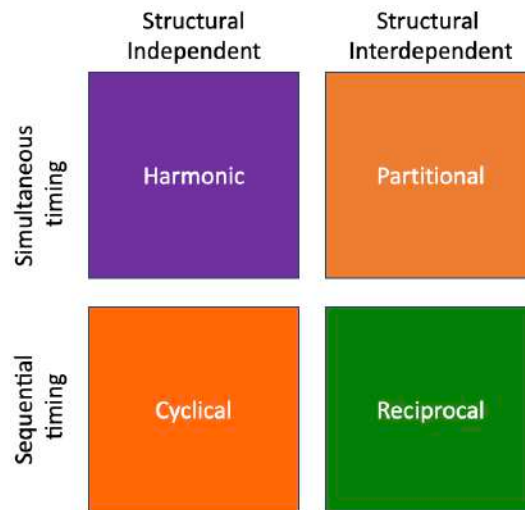


## Codevelop Knowledge:

Firms can codevelop knowledge with external partners to achieve market expansion and cost reduction (Cui, Z. et al., 2012). This approach balances exploration and exploitation, and enables breakthrough innovations through access to diverse, externally unavailable resources (Sting, F. et al., 2015).

Codeveloped knowledge has a stronger impact on innovation performance when supported by high exploration. Exploration expands future exploitation, creating a reinforcing loop that enhances innovation outcomes under an ambidextrous strategy.

## ORGANIZATIONAL AMBIDEXTERITY TYPES



Simsek et al.'s Four Fields of Ambidexterity Research  
Simsek et al. (2009)

Organizational ambidexterity structure types consisting of 4 structures: harmonic, partitional, cyclical, and reciprocal can be selected based on the specific needs of the organization. Detailed practical implications will be discussed in the implications in the next slide.

## COMPARISON OF ORGANIZATIONAL AMBIDEXTERITY TYPES

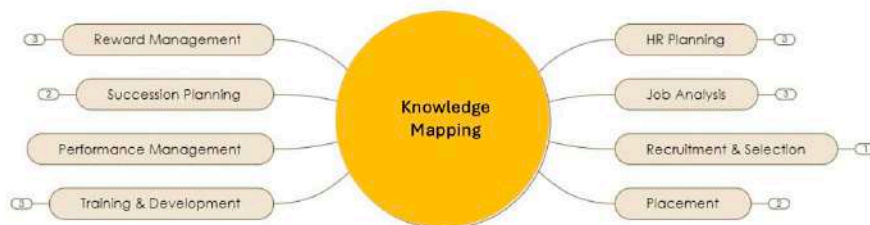
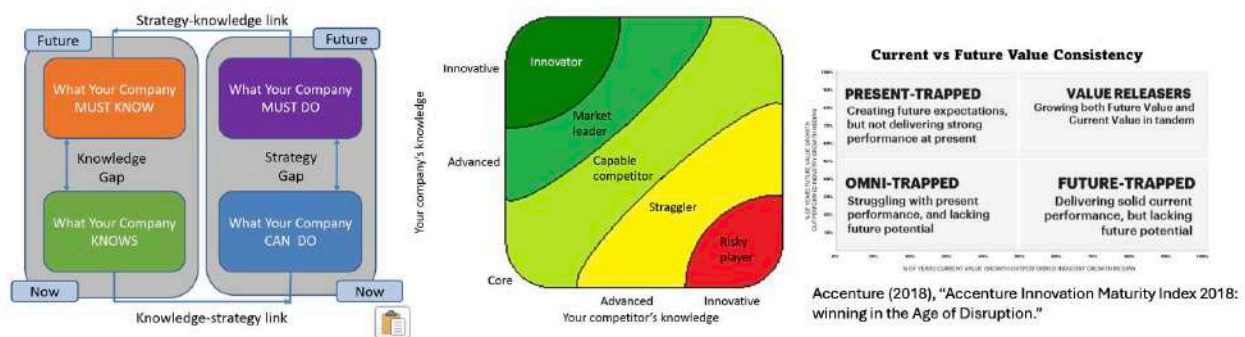
	Structural	Timing	Core Idea	Mechanism	Integration Level
Cyclical	Independent	Sequential	Alternate between exploration and exploitation over time	Temporal sequencing, phase-based strategy, periodic resource shifts	Moderate
Reciprocal	Interdependent	Sequential	Interdependent units/orgs exchange exploration and exploitation outputs	Alliances, joint decisions, knowledge integration, reciprocal input-output	Very High
Harmonic	Independent	Simultaneous	Same unit and people balance both activities simultaneously	Shared vision, supportive systems, trust, stretch, discipline, job enrichment	High (via internal culture)
Partitional	Interdependent	Simultaneous	Structural separation with coordination at the top level	Spatial separation, senior-level integration, cross-unit incentives & support	High (via top management links)

The type of organizational ambidexterity is determined by 5 important things:

- Structural
- Timing
- Core Idea
- Mechanism
- Integration Level

Structural ambidexterity positively moderates the relationship between exploration strategy and exploitation strategy (Elidjen, et al., 2022).

## KMS IMPLEMENTED – KNOWLEDGE MAPPING







## ENABLING OF COLLABORATION



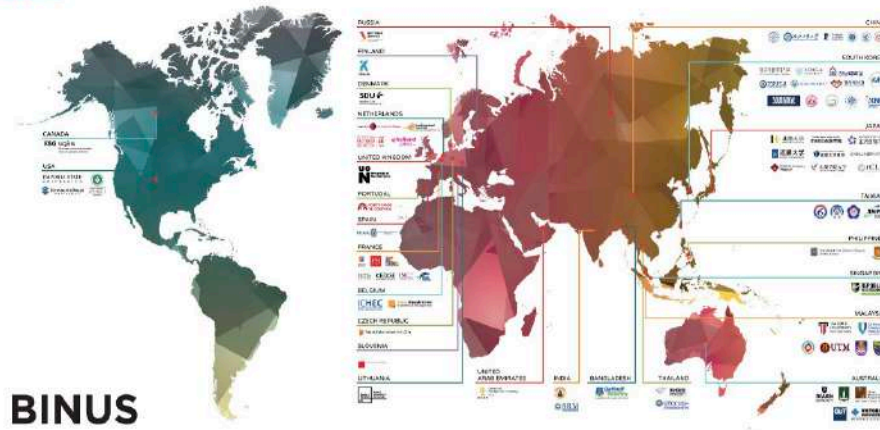
 UNIKA SOEGIJAPRANATA	 UNIVERSITAS ISLAM INDONESIA	 UNIVERSITAS SANATA DHARMA
 UNIVERSITAS ANDALAS	 UNIVERSITAS ISLAM SULTAN AGUNG	 UNIVERSITAS SEBELAS MARET
 UNIVERSITAS ATMA JAYA YOGYAKARTA	 UNIVERSITAS KRISTEN PETRA	 UNIVERSITAS SUMATERA UTARA
 UNIVERSITAS BINA NUSANTARA	 UNIVERSITAS KRISTEN SATYA WACANA	 UNIVERSITAS SURABAYA
 UNIVERSITAS BRAWIJAYA	 UNIVERSITAS MUHAMADIYAH MALANG	 UNIVERSITAS KATOLIK INDONESIA ATMA JAYA
 UNIVERSITAS DIPONEGORO	 UNIVERSITAS PADJADJARAN	 UNIVERSITAS KRISTEN MARANATHA
 UNIVERSITAS HASANUDDIN	 UNIVERSITAS PRAHAYANGAN	 UNIVERSITAS UDAYANA



The acquisition of knowledge and the development of innovation capabilities can be effectively enhanced through strategic initiatives such as faculty mobility, student mobility, and collaborative research. These mechanisms facilitate the exchange of expertise, cross-institutional learning, and joint knowledge production, thereby contributing significantly to successful and sustainable innovation outcomes.



UNIVERSITY



## BINUS PARTNER UNIVERSITY



CONTINENTS



COUNTRIES



HIGER  
EDUCATION  
INSTITUTIONS



INDUSTRY &  
NGO

To address the growing challenges in internalizing innovation, BINUS University has adopted a collaborative approach that transcends organizational boundaries. This strategic shift is aimed at fostering sustained innovation and enhancing institutional competitiveness in a dynamic academic and technological environment.

## GLOBAL RECOGNITION – GLOBAL MIKE AWARD WINNER 2018-2024

**BINUS University is the only organization from Indonesia and one of two organizations in the world that was awarded as the Global MIKE Award Winner for seven consecutive years.**



**7x**  
2018 - 2024

2018 2019 2020  
The Outstanding Winner


2021 2022 2023

2024

## GLOBAL RECOGNITION - IIA (INTERNATIONAL INNOVATION AWARD) WINNER 2024

- > Galaxion is automated grading system for database courses.
- > Galaxion was Innovation Award Winner 2023.
- > It has been implemented for 3 semesters across all Binus campuses.
- > Successfully reduced the average number of Student's Grade Appeal.
- > Galaxion is International Innovation Award Winner 2024.

<https://tinyurl.com/galaxionlaunch>




**> 160**      **30**      **24**  
Entries      Countries      Industries

**GALAXION**  
Easier . Faster . More Efficient


This Project Initiated by: Justine Winata Purwoko, Julieta, Hansen Artajaya, Jose Giancarlo.

Galaxion offers a computerized system that enables students to answer database questions and get immediate feedback on the precision of their queries. It increases the effectiveness of database learning while streamlining assessments overall and encouraging self-evaluation.

SUPPORTING PARTNERS




MEDIA PARTNERS



It is a great pleasure to congratulate BINUS University for being selected as the **WINNER** for the prestigious International Innovation Awards (IIA) 2024 for the Product Category: **GALAXION - Automated Grading System for Database Courses**

Team Member: Elidjen, Karto Iskandar, Indra Dwi Rianto, Kelvin, Marvin Luckianto, Jose Giancarlo, Jovi Andreas, Khansa Humaira, Nadya Anggraini



Video about Galaxion

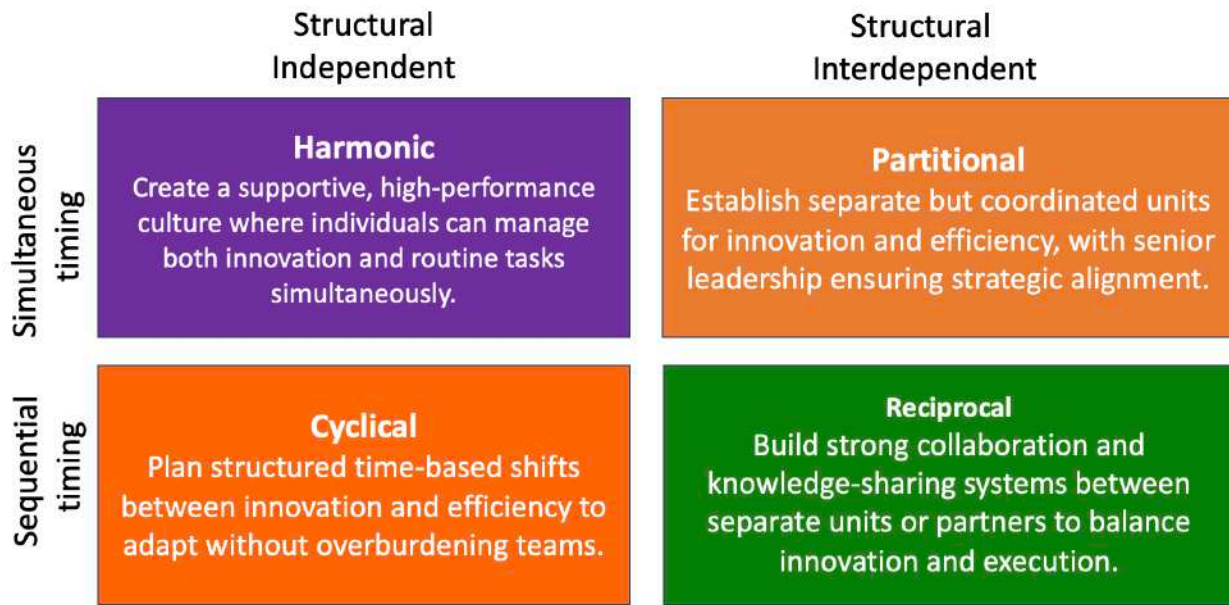
## CURRENT CONTRIBUTION OF BINUS UNIVERSITY

- **BINUS has steadily increased its global engagement, highlighting strong internationalization efforts** by supporting a variety of themed webinar series to foster innovation and learning such as webinar programs including NYKC (Now You Know Café), Udemy, GreatNusa and Taman Belajar platform.
- **BINUS University has made a global impact as a leader in knowledge innovation and management**, consistently recognized by the prestigious Global MIKE Award for its excellence and sustainability in leveraging knowledge for institutional success.
- **BINUS University is recognized globally for its leadership in educational innovation** through GALAXION — a transformative tool that enhances student learning and institutional grading processes. This award showcases BINUS's commitment to **quality, efficiency, and global standards in higher education technology**.
- Through NUNI (global mobility and collaborative research), BINUS drives sustainable innovation and cross-border learning. This pioneering approach **helped shape the national MBKM policy, affirming BINUS's role as a leader in education transformation**.
- **BINUS University advances knowledge and innovation ecosystems** by serving as a jury and expert panelist in prestigious awards such as the Indonesian MAKE Award, Regional (Southeast Asia, India, and South Africa) MIKE Awards, National Innovation Awards, and international platforms like the Edison Award (USA).
- **BINUS University is a leading expert in Knowledge and Innovation Management (KIM)**, contributing to global platforms like the Global MIKE Award, K4DP Austria, AIM-CHED Philippine, ISKO Singapore, and the Malaysian KM Roundtable. Nationally, BINUS supports key institutions and ministries in driving knowledge-based transformation.

## IMPLICATION FOR PRACTICE

- **Align your innovation strategy** (explorative, exploitative, or ambidextrous) with the appropriate mix of knowledge sources to maximize innovation performance.
- **Invest in internal knowledge development** to strengthen absorptive capacity, especially when relying on external or bought-in knowledge.
- **Avoid over-reliance on external knowledge** without sufficient internal capability to assimilate and apply it effectively.
- **Foster R&D collaboration** to support explorative innovation and prevent lock-in to existing competencies.
- **For ambidextrous strategies**, manage a dynamic balance between radical innovation and market-driven outcomes.
- **Establish a clear innovation direction** to avoid the pitfalls of the No-emphasis approach, which can stall capability growth and diminish innovation value.





## BINUS CONTRIBUTION IN THE FUTURE

- The establishment of a Knowledge and Innovation Management (KIM) study center at BINUS University aims to strengthen the institution's strategic role in advancing Indonesia's transition toward a knowledge-based and innovation-driven economy.
- This initiative supports BINUS University's commitment to its vision of *fostering and empowering society*, particularly in the domain of knowledge and innovation.
- The center will also contribute to national efforts to achieve an Innovation-Driven Economy (IDE), aligned with the principles of a Knowledge-Based Economy (KBE).
- Furthermore, it seeks to position BINUS University as a key academic actor in cultivating a robust KIM ecosystem both nationally and globally.
- BINUS University's various innovative works can contribute to solving national and even world problems.
- If I Am Recognized as One of the Top 50 Influential People in Tacit Knowledge Management. This recognition would reflect not only my personal dedication to advancing tacit knowledge practices but also highlight **BINUS University's global contribution** in the field of knowledge and innovation management. It would affirm BINUS's role in promoting human-centered, experience-driven knowledge strategies and its impact on shaping knowledge ecosystems across academia, industry, and government.

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## Curriculum Vitae

Elidjen is a Professor of Knowledge Management at BINUS University. He earned his Doctor of Research in Management Concentration in Business Information Systems from BINUS University, Master of Information and Communication Technology from University of Wollongong, New South Wales, Australia, and Bachelor of Computer Engineering from BINUS University. On June 17, 2021, he received the Global Credential “Certified Innovation Professional” from Global Innovation Management Institute, United States and “Certified Knowledge Manager” from Knowledge Management Institute, United States on February 28, 2023.

He has more than 25 years of experience in teaching, research, and community service. He teaches at Master of Information System Management at BINUS Graduate Program, Business Creation and Doctor of Research in Management at BINUS Business School. His research focuses on Knowledge and Innovation Management, Organizational Learning, and Sustainable Competitive Advantage. He is the co-author of 6 books: "Knowledge Management Capabilities: Strategies for Improving and Sustaining Sustainable Competitive Advantage," "ICO Fundraising for the Future of 1,000 Startups," "Uncovering Black-box Innovation: Absorptive Capacity of Indonesian Startups," and "Co-Creation Innovation Transformation Model: Practices in the Information and Communication Technology Industry," "Technopreneurship Beyond Limit: Becoming a Technology Innovation Pioneer," and "Entrepreneurial Idea Creation."

He dedicated his career to BINUS University and is currently assigned to lead the Knowledge Management and Innovation Directorate. BINUS University has achieved various achievements under his leadership such as Indonesian MAKE (Most Admired Knowledge Enterprise) Award Winner 11 times in a row (2007-2017), Special Recognition in Indonesian MAKE 3 times (2011, 2013, and 2016), Asian MAKE Award Winner 3 times (2014, 2016, and 2017), Southeast Asia MIKE (Most Innovative Knowledge Enterprise) Winner 2024 and Global MIKE Winner 7 times in a row (2018-2024), Outstanding Global MIKE Award Winner 2020, and International Innovation Award 2024.

He has received various awards from BINUS University: Best Employee Award 2014 and 2016, BINUS Star of Excellence 2014 and 2016, Long Service Year Award 2014 and 2021, and Distinguish Service Employee Award 2017. and 1 of my articles was linked to the United Nations Sustainable Development Goals, helping to tackle some of the world's greatest challenges.

He actively shares knowledge at the organizational, national, and international levels, is a reviewer for several international journals, and a judge or panelist for innovation and knowledge management competitions at the organizational, national, and international levels (USA Edison Award Reviewer 2022 - 2024, Southeast Asia MIKE (Most Innovative Knowledge Enterprise) Award Distinguish Reviewer 2022 and 2023, India and South Africa MIKE Award Distinguish Reviewer 2024, Indonesian MAKE (Most Admired Knowledge Enterprise) Award Panelist 2016 and 2017, National Transportation Day Innovation Competition Jury 2024, and Innovation Award PPSDMPU (Air Transportation Human Resources Development Center) - Ministry of Transportation 2021 - 2023).

