

KM During the Pandemic at BINUS University Indonesia

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1. About the Case Organization

BINUS University is a private university in Indonesia, and started from Modern Computer Course at a car garage on 21st October 1974. It was founded by Joseph Wibowo Hadipoespito and Theresia Widia Soerjaningsih. Currently, BINUS University has 10 campuses located in 4 provinces, 3 learning centers and 1 boarding house. We offer undergraduate to doctoral degree programs. We have more than 12,000 new students / year, more than 40,000 active students, more than 2,000 lecturers, and more than 100,000 alumni.

2. About the Challenge

The main objective, issue or problem we were using KM to address is how BINUS University built and continues to build resilience during the pandemic era. The COVID-19 pandemic has led to university shutdowns not only in Indonesia but all across the world. Learning that was previously carried out onsite must suddenly be done online using a digital platform that supports remote learning. Almost all education inevitably has to change dramatically to adapt to providing education by e-learning to replace onsite learning. Institutions immediately made various adjustments to respond to these changes. Indirectly, this condition not only accelerates education to adopt digital-based learning technology but also has become the largest "online movement".

Our well-established and award-winning knowledge and innovation management approach helped us in this shift. For example, the self-developed BINUS LMS (Learning Management System), known as BINUSMAYA, helps lecturers in many ways.

The BINUS University integrated KM approach consists of:

- *The people approach* focused on stakeholder empowerment, managing perceptions, building individual competency and commitment, and whoing appreciation for all achievements.
- *The leadership system approach* is focused on vision and mission and building competence and culture through systems and role models. Vision, mission, and value are derived in strategic plans, scorecards, achievement strategies, indicators, operational plans, academic plans, initiative plans, implementation of work plans and budgets, and monitoring and evaluation (monthly report, quarterly report, yearly report, and audit).
- *The technology approach* is focused on effectiveness and renewability, and we build integrated platforms with strong usability on the user side.

Our applied KM approach has succeeded in increasing the knowledge and skills of employees and lecturers so as to accelerate our ability to innovate. It is this ability to innovate that makes BINUS University able to respond quickly with resilience and provide integrated services that have an impact on all stakeholders more quickly. This ability to innovate also makes BINUS University always a step ahead and better prepared to anticipate the future even with its various challenges such as the COVID-19 pandemic.

3. What We Did

In short, BINUS University has built the ability to innovate with a Knowledge Management approach that enables us to be one step ahead and ready to anticipate and respond to the challenges ahead.

We use the integrated Knowledge Management approach. We work hard at selecting the right collaboration tools with features that support our key functions and our users and are also user friendly. BINUS University uses a wide variety of collaboration tools for different purposes, eg. Microsoft Teams for project collaboration, Microsoft SharePoint for organisational collaboration between employees, Webex and Zoom for seminars and so on. We do believe the most important factor for success in virtual collaboration is having the enthusiasm to collaborate in order to achieve predetermined goals.

4. Challenges and Lessons Learned

The people approach is the most difficult to implement. That's why BINUS University's tagline puts People first in its tagline "People, Innovation, and Excellence" to remind us constantly that People are the most important asset and must be prioritized in the implementation of knowledge management and all policies at BINUS University.

The right balance also needs to be emphasized in the implementation of the knowledge management approach so that the challenges or obstacles that will always be faced can be turning into opportunities.

Our lesson has been that the different elements of the KM approach should be implemented in an integrated and balanced manner so that the approach is more successful overall. I suggest to other organizations to implement an integrated KM approach so that their approach is successful.

5. Impact and Benefits

The business benefits of our effort so far are:

- Increased customer/client satisfaction.
- We see increasing trends in students who are willing to recommend BINUS University.
- Increased new student intake.
- Increased market share.
- Greater innovation capability to develop more new products, services, and business models.
- Increased patents/licences/royalties.
- Increased non-tuition income from several products and services.
- Decreased employee and lecturer turnover.
- Attained an overall of 5 QS Stars in 2021, with the maximum five-star ratings in the aspects of teaching, employability, facilities, inclusiveness, and social responsibility

The integrated KM approach which has succeeded in increasing our KM Capability and supported by good Organizational Learning (OL) Capability has succeeded in increasing Innovation Capability (IC), thus making BINUS University the best company to invest in, the brand to buy, the preferred partner to have, and a great place to work.

It is this combination of abilities that BINUS University believes is the strength of BINUS University. Hopefully the virtuous cycle can maintain BINUS University's success in the future while maintaining the combination of these various capabilities.

KM and OL Capability are enablers that increase IC. So, if BINUS University does not have KM, then IC can't be achieved either.

6. Next Steps

Maintaining and continuously developing the combination of these various capabilities is very important to improve our ability to innovate in order to achieve a sustainable competitive advantage.