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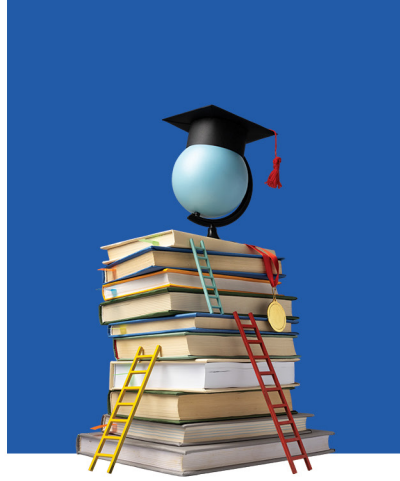
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FOREWORDS

As part of sharing our experiences as managers for study programs that already well-known in global area, so we need to create this book. So hopefully that this book is not only needed by managers for department or study programs from other campus to have inspirations, but also for our next managers in our campus. Managing Internationalization of study programs are very challenging, and Alhamdulillah, God make us can deal with it.

Inspiration can come many ways, this book will be part of how to get inspirations, we discussing, why, and we giving the examples that we've done during 2024. Hopefully that we are all can rise our position in global area, caused giving international standard for our students is a must. And we still have many things to be caught up. We are all still have to learn and increases our position.

Barookallah, God bless You are all.

Writers Teams

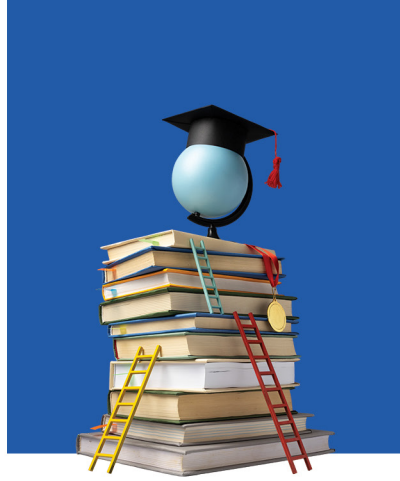


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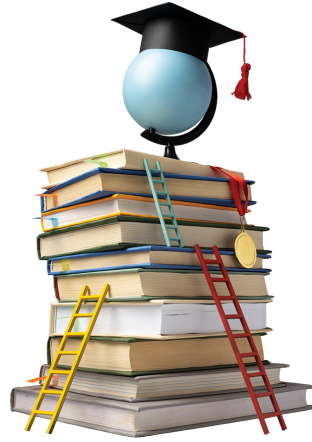
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CHAPTER I



Internationalization is Not an Option, It's a Must

The Imperative of Internationalization

In the era of rapid globalization, the world of business and education is experiencing swift changes. The development of technology and digitalization has driven organizations and institutions to adapt to an increasingly open environment. The national borders that once served as barriers are now becoming blurred, forcing companies and educational institutions to think on an international scale. Internationalization is no longer merely a strategic option but a fundamental necessity to ensure long-term sustainability and growth.

In the business world, the pressure for global expansion is growing stronger. Companies that rely solely on the domestic market risk stagnation due to limited purchasing power and increasing local competition. By entering international markets, organizations have the opportunity to expand their reach, generate additional revenue sources, and strengthen their competitiveness. Globalization has created a more competitive

business landscape, where companies must be able to adapt to the demands of dynamic global markets.

Globalization is a process of integration that encompasses various aspects of human life, including social, political, economic, cultural, and technological domains. This phenomenon not only transcends national boundaries but also fosters a closer interconnectedness among different entities across the world. Through globalization, the world is moving towards a more integrated order, where markets, technology, and cultures interact without significant barriers.

One fundamental difference between globalization and internationalization lies in their scope. Internationalization refers to the expansion of business or relationships between countries while maintaining national and cultural boundaries. In contrast, globalization reflects a broader concept where the world becomes interconnected in various aspects of life, seemingly without borders. While distinct, the two are inseparable, as internationalization is a result of the process of globalization.

The tangible impact of globalization can be observed in the rise of international trade and the increasing flow of capital. Economic interactions between countries are growing rapidly, creating complex networks of trade and investment. Multinational corporations are expanding their operations across multiple countries, while labor markets are becoming more open to individuals from diverse backgrounds. Technological advancements have been a key driver accelerating globalization, particularly in communication, transportation, and human mobility.

The development of information technology enables instant data and information exchange worldwide. The internet, social media, and digital platforms facilitate seamless communication, connecting individuals and businesses in mere seconds. On the other hand, innovations in the transportation sector have made international travel faster and more efficient. Human mobility has increased, whether for business, education, or tourism. Distances that were once major obstacles are no longer barriers,

thanks to airplanes, high-speed trains, and modern logistics systems that accelerate the movement of goods and services (Suci, 2024).

According to Tasel (2020), there are several reasons why internationalization is necessary and must be pursued, including:

1. Global Competition

The rapid advancement of technology and globalization has drastically transformed the business landscape. Companies no longer compete solely within local markets but must also contend with business entities from various countries. This condition has intensified competition, requiring companies to continuously innovate and enhance efficiency. Those unable to adapt will be left behind, while those responsive to change can seize opportunities for growth. Therefore, understanding global market dynamics is a key factor for business sustainability in the modern era.

One of the primary challenges in global competition is the variation in regulations, cultures, and market preferences. Each country has different business laws, taxation policies, and operational standards that companies must comply with. Businesses seeking to expand must thoroughly understand these regulations to operate legally and effectively. Additionally, cultural differences influence how companies market their products and build relationships with customers. Adapting to these factors is a crucial element of any internationalization strategy.

Success in global competition also heavily depends on innovation. Companies that can develop unique and market-relevant products or services will find it easier to attract consumer attention. In an increasingly interconnected world, innovation is not limited to technological advancements but also includes marketing strategies, supply chain management, and more flexible business models. By consistently innovating, companies can maintain their competitive edge in the global market.

Beyond innovation, operational efficiency is another critical factor in facing global competition. Businesses must optimize production

costs, logistics, and distribution to remain competitive. In many cases, companies relocate production to countries with lower labor costs or implement advanced technology to improve efficiency. Such strategic decisions can help businesses reduce expenses and enhance their competitiveness in international markets.

Global competition also demands that companies build strong networks. Partnerships with other businesses, whether through strategic alliances or supply chain collaborations, can provide significant advantages. By expanding their business networks, companies can access new resources, broaden their market share, and enhance their innovation capacity. Therefore, internationalization strategies must include solid cooperation to effectively navigate global challenges.

2. Changing Consumer Behavior

In today's digital era, consumer behavior is evolving rapidly. Easy access to information via the internet has made consumers more knowledgeable and selective in choosing products or services. They can easily compare prices, read customer reviews, and evaluate quality before making a purchase. This requires companies to be more transparent in their marketing strategies and offer added value that attracts customers.

Globalization has also led to the homogenization of consumer preferences worldwide. Trends emerging in one country can quickly spread to others through social media and digital platforms. This forces companies to be more flexible in adapting their products and services to remain relevant in a constantly shifting market. Awareness of global trends is an essential element of modern marketing strategies.

One aspect that is increasingly gaining consumer attention is sustainability and business ethics. Consumers are now more concerned about environmental impact and the ethical practices of companies. They tend to choose products that are environmentally friendly and businesses that operate with integrity. Therefore, companies aiming for

success in global markets must consider sustainability and corporate social responsibility.

Digitalization has also made it easier for consumers to interact directly with brands or companies. Through social media, customers can provide feedback, express complaints, or even participate in product development processes. This creates both challenges and opportunities for companies to build stronger customer relationships and foster loyalty. Quick responses and excellent customer service are key factors in winning over modern consumers.

Given these shifts in consumer behavior, marketing strategies must also undergo transformation. Traditional marketing methods that rely on print or television advertisements are now being replaced by more interactive and personalized digital marketing. Companies must leverage data and analytics technology to gain deeper insights into consumer preferences and develop more effective marketing strategies. Personalization in marketing is the key to capturing the attention of global consumers.

3. Economic Opportunities

Internationalization provides significant economic opportunities for companies seeking growth. By entering international markets, businesses can achieve economies of scale and access a broader customer base. This enables them to increase revenue while reducing risks associated with overreliance on a single domestic market.

The global market offers opportunities for companies to diversify their revenue streams. If one market stagnates or experiences a recession, revenue from other markets can help maintain financial stability. This diversification strategy is crucial in navigating economic uncertainties across different regions.

Expanding into international markets also fosters innovation. By operating in multiple countries, companies can study diverse market trends and adopt new ideas to enhance their business strategies.

Exposure to various cultures and markets can drive innovation, helping businesses stay relevant in the face of global competition.

One of the primary advantages of internationalization is the enhancement of a company's competitiveness. Operating in global markets requires businesses to continuously adapt to higher industry standards and improve product and service quality. This process ultimately strengthens a company's competitive position both nationally and internationally.

Internationalization also presents opportunities for companies to optimize their supply chains. By accessing resources from different countries, businesses can choose suppliers with the best pricing and improve logistical efficiency. Effective supply chain management is a critical factor in maintaining profitability and competitiveness in the global market.

Furthermore, to succeed in the global market, companies must understand the economic characteristics of each target country. Factors such as economic growth, income levels, trade policies, and political stability significantly influence the success of business expansion. Rapidly growing markets like Southeast Asia and Africa offer great opportunities for companies seeking to scale their businesses. However, challenges such as inadequate infrastructure and complex regulations must also be considered to ensure a smooth internationalization strategy.

Beyond understanding economic characteristics, companies must also have the right market entry strategy. Various methods can be employed, including direct exports, partnerships with local firms, and establishing subsidiaries in the target country. Each method has its advantages and risks, so decisions should be made based on thorough analysis. Companies aiming for successful internationalization must tailor their strategies to the market conditions they face.

Innovation in products and services is a key factor in winning global competition. Companies that continuously innovate can more easily attract customers and create sustainable competitive advantages. Innovation

can take the form of new technology development, product quality improvement, or even the creation of more flexible and adaptive business models. By continuously innovating, companies can respond to market changes more quickly and effectively.

The use of digital technology also plays an increasingly crucial role in the success of internationalization. E-commerce platforms, social media, and digital payment systems allow companies to reach customers in different countries without needing a physical presence there. This opens opportunities for small and medium-sized enterprises (SMEs) to compete in the global market without incurring large infrastructure and physical expansion costs. Technology has become a primary bridge in accelerating business integration at the international level.

And then, one of the biggest challenges in internationalization is dealing with cultural differences and consumer preferences. What succeeds in one country may not necessarily be well received in another. Therefore, companies must conduct in-depth market research to understand customer needs and expectations in various regions. Effective marketing strategies should consider cultural factors, local values, and consumption habits to ensure product acceptance.

Human resource management is another crucial aspect of global expansion. Companies must be able to manage a workforce from diverse cultural backgrounds and ensure that every employee understands the company's vision and mission. Cross-cultural training and effective communication systems are essential to creating a harmonious work environment and enhancing productivity. Companies that successfully manage workforce diversity will have a competitive advantage in running a global business.

Internationalization also opens opportunities for collaboration with various stakeholders, including business partners, governments, and international organizations. Such collaborations can help companies overcome trade barriers, access better resources, and build customer trust. Strong partnerships with local companies can also aid in market

understanding and reduce risks associated with expansion into new territories.

International trade regulations often pose challenges for companies looking to expand. Each country has different policies regarding taxation, foreign ownership, and consumer protection. Companies that fail to understand these regulations may face legal obstacles that could harm their business. Therefore, consulting with legal experts and careful planning are essential when conducting business in international markets.

Aside from regulations, currency exchange rate fluctuations also impact the success of internationalization. Companies operating in multiple countries must be able to manage financial risks associated with currency differences. Strategies such as hedging and currency diversification can help mitigate the negative effects of exchange rate fluctuations on company profitability. Proper financial management ensures long-term business stability.

Internationalization can also benefit local economies in expansion target countries. The presence of foreign companies can create jobs, enhance technology transfer, and drive economic growth in those regions. However, companies must also take responsibility by conducting business ethically and respecting local laws and cultures. With a sustainable approach, businesses can establish harmonious relationships with local communities.

Sustainability is becoming an increasingly important issue in global business. Companies looking to succeed in international markets must consider environmental and social aspects in their operations. Using environmentally friendly raw materials, implementing responsible waste management, and running corporate social responsibility (CSR) programs can enhance a company's reputation and attract customers who care about sustainability. Sustainability is not just a moral obligation but also a business strategy that can strengthen competitiveness.

In facing global competition, companies must continuously learn and adapt to change. The business world moves at a rapid pace, meaning strategies that work today may not be relevant tomorrow. The ability to

identify trends, adopt new technologies, and respond quickly to market demands will determine success. Flexibility and innovation are essential elements in maintaining business sustainability in the era of globalization.

Success in internationalization depends not only on external factors but also on a company's internal readiness. A solid organizational structure, efficient management systems, and visionary leadership form the foundation for global expansion. Companies must ensure that all internal aspects are prepared before entering international markets to effectively tackle challenges.

With increasing global connectivity, companies must enhance their engagement in international business networks. Participation in economic forums, industry associations, and global trade exhibitions can help businesses build strategic relationships and stay informed about the latest market developments. A strong business network provides advantages in accessing new opportunities and expanding market reach.

Overall, internationalization is not merely an option but a necessity for companies that wish to remain relevant in the era of globalization. By understanding global competition dynamics, adapting to changing consumer behavior, and leveraging available economic opportunities, companies can grow their businesses sustainably. Success in internationalization relies on innovation, the right strategies, and the ability to manage cross-border operational complexities. With a holistic and adaptive approach, companies can harness globalization as an opportunity to thrive in the global market (Tasel, 2020).

Understanding International Marketing

In general, international marketing is a business strategy aimed at promoting and selling products or services to customers in various countries. This process not only involves direct sales but also adaptation to various factors such as culture, regulations, and diverse market preferences. Through international marketing, companies have the opportunity to expand

their business reach beyond the domestic market and build global brand recognition. The broader a company's marketing scope, the greater its potential for growth. Therefore, companies aiming for success in the global market must have a deep understanding of international market characteristics and effective marketing strategies.

To compete in the international market, businesses must understand the fundamental differences between domestic and international marketing. Domestic marketing focuses on a single country and follows relatively uniform consumer behaviors and regulations. In contrast, international marketing involves multiple countries with different cultures, laws, and consumption trends. This makes international marketing far more complex, as companies must adapt to each market they enter. Therefore, marketing strategies must be flexible and capable of adjusting to customer needs in various regions.

One of the biggest challenges in international marketing is language and cultural differences. Language plays a crucial role in marketing communication, as messages must be clearly understood by consumers in target countries. Additionally, culture influences how consumers interact with products and brands. For example, colors, symbols, and product designs may carry different meanings across cultures. If companies fail to recognize these factors, their marketing campaigns may be ineffective or even generate negative consumer reactions.

International brands often tailor their marketing messages to appeal to consumers in different countries. This adaptation may involve advertising language, packaging design, and promotional strategies aligned with local consumer habits. For example, fast-food companies modify their menus in each country to reflect local food preferences. This strategy not only enhances product appeal but also helps build stronger relationships with customers in international markets.

Aside from cultural factors, regulations and trade policies also pose major challenges in international marketing. Each country has different rules regarding taxes, imports, product safety standards, and consumer

protection. Companies seeking to enter international markets must ensure their products and marketing strategies comply with local regulations. Failure to meet these regulations may result in legal barriers, fines, or even product bans in certain countries. Thus, a deep understanding of trade regulations is essential in global marketing strategies.

Moreover, pricing strategies in international marketing require careful consideration. Differences in income levels, currency exchange rates, and taxation policies affect the pricing of products in various countries. Companies must strike a balance between competitive pricing and sustainable profitability. In some cases, businesses adopt differential pricing strategies, adjusting product prices according to purchasing power and market conditions in each country. This approach helps companies remain competitive while maximizing revenue from different markets.

Product distribution in international marketing also presents unique challenges. Logistics systems, infrastructure, and distribution networks vary across countries. Companies must decide whether to use local distributors, establish their own branches, or rely on e-commerce platforms to reach customers. With advances in digital technology, many companies now prefer online-based distribution strategies to reduce operational costs and reach customers more quickly and efficiently.

Digitalization has dramatically transformed the landscape of international marketing. With the internet and social media, companies can reach customers in various countries without having a physical presence in those markets. Digital marketing campaigns enable brands to establish direct relationships with customers through platforms such as Facebook, Instagram, and TikTok. Additionally, digital technology facilitates market data analysis, allowing businesses to gain deeper insights into consumer behavior and adjust their marketing strategies in real time.

One of the primary benefits of international marketing is the opportunity to achieve economies of scale. By entering global markets, companies can increase production volumes and reduce operational costs. Economies of scale allow businesses to offer more competitive prices and

enhance profitability. However, to achieve optimal economies of scale, companies must have an efficient distribution strategy and the ability to manage global supply chains effectively.

Besides increasing profitability, international marketing also drives innovation. Operating in multiple countries enables businesses to study diverse market trends and adopt new ideas for product and service development. Global competition forces companies to continuously innovate to stay relevant in dynamic markets. Therefore, international marketing is not only about business expansion but also serves as a means to encourage creativity and product quality improvements.

The success of international marketing heavily depends on communication strategies. Companies must convey effective messages to customers while considering cultural and linguistic factors. Some businesses adopt centralized marketing strategies, where they develop standardized global campaigns across different countries. Meanwhile, localized marketing strategies adjust each campaign to the unique characteristics of specific markets. Both approaches have their advantages and challenges, so companies must select the strategy that best aligns with their business goals (Rangkuti and Nuri, 2022).

In the field of education, international marketing also plays a vital role. Universities and higher education institutions use global marketing strategies to attract international students and expand their academic networks. Student exchange programs, research collaborations, and partnerships with foreign institutions are part of the internationalization strategy in education. Through effective marketing, universities can enhance their global competitiveness and create a more inclusive and diverse academic environment.

Internationalization in higher education goes beyond academic aspects and includes building relationships with industry partners and governments in various countries. These collaborations create opportunities for internships, joint research, and educational programs that align with

global labor market needs. International marketing in education contributes to institutional growth and enriches students' learning experiences.

Then, in the context of the global economy, international marketing also plays a crucial role in national economic growth. Companies that successfully penetrate international markets can increase export revenues, create jobs, and strengthen national industry competitiveness. Therefore, many governments support international marketing strategies by providing incentives for businesses expanding overseas.

International marketing is not merely a business strategy but also a part of the ever-evolving global dynamic. By understanding existing challenges and opportunities, companies can optimize their strategies to achieve success in international markets. Success in international marketing requires a combination of in-depth market research, flexible marketing strategies, and the effective use of digital technology. With the right tactics, companies can build strong global brands and maintain their competitiveness in the long term. Thus, international marketing is not only about selling products abroad but also about building close relationships with customers, understanding market dynamics, and creating added value for consumers across different countries.

Furthermore, there are several advantages to understanding international marketing, including:

1. Market Expansion

International marketing has become a crucial strategy for companies and institutions seeking to expand in the global market. In an increasingly competitive business environment, companies can no longer rely solely on the domestic market but must explore opportunities at the international level. By entering foreign markets, businesses can reach new customers, increase sales volume, and strengthen their competitiveness in an increasingly dynamic industry.

One of the benefits of international marketing is achieving economies of scale. By expanding their market reach, companies can increase production and reduce per-unit operational costs, enabling

them to offer more competitive prices. The broader the market a company reaches, the greater the potential revenue it can generate. This is why many businesses are developing global strategies that allow them to grow beyond the borders of their home country.

Away from the business field, the education field is also becoming more active in international marketing. Many universities worldwide are striving to attract international students to enhance academic diversity and compensate for declining domestic student numbers. This trend is particularly evident in developed countries such as Japan and several European nations, where the younger population is experiencing a significant decline. With fewer prospective domestic students, universities must find ways to maintain enrollment rates and strengthen their global reputation.

To attract international students, universities employ various international marketing strategies, such as collaborating with educational agents, promoting through digital media, and offering scholarships to students from specific countries. Additionally, some universities establish branch campuses abroad to be closer to their prospective students. These strategies enable educational institutions not only to increase student enrollment but also to enhance their competitiveness in global university rankings.

The rise in student mobility has also intensified competition among universities to attract top students from around the world. As a result, higher education institutions must offer more innovative, flexible academic programs aligned with global needs. Programs such as dual degrees, industry-based courses, and partnerships with multinational companies serve as key attractions for students seeking broader academic and professional experiences.

Market expansion in the education sector not only benefits universities but also provides economic advantages for host countries that receive international students. Foreign students typically spend money on tuition fees, housing, food, transportation, and

entertainment, all of which contribute to the local economy. Some countries have even positioned education as a significant source of revenue by encouraging universities to be more proactive in recruiting students from abroad.

Today, international marketing is no longer just an option but a necessity for businesses seeking growth. With more companies and educational institutions entering the global market, competition is becoming fiercer, requiring carefully designed marketing strategies. Businesses and universities that successfully understand the dynamics of the global market will have a greater competitive advantage compared to those that remain focused solely on the domestic market.

2. Risk Diversification

By operating in multiple countries, companies can reduce their dependence on a single market, making them more resilient to economic uncertainty, regulatory changes, and shifts in consumer preferences. In the dynamic business world, companies that rely on a single market face greater risks when economic crises or policy changes affect their operations. Expanding into multiple countries can thus serve as an effective strategy to enhance business resilience.

This strategy aligns with portfolio theory, which emphasizes the importance of diversification to reduce overall risk. In the context of investment, this theory explains that spreading investments across multiple assets can mitigate the negative impact if one asset declines in value. The same concept applies to international marketing—companies operating in multiple markets tend to be more stable than those relying solely on a single country as their primary revenue source.

For instance, a technology company that sells its products exclusively in one country may experience a drastic decline in sales if that country enters an economic recession or enforces policies restricting the import of electronic goods. However, if the company has expanded its operations across several countries, a decline in one market can be offset by growth in another. This approach helps

maintain revenue stability even when economic conditions in some regions become unfavorable.

Risk diversification is also highly relevant in the retail industry. Consumer preferences can change rapidly, and trends that are popular in one country may not necessarily last long. For example, a fashion trend that gains traction in Europe may not receive the same response in Asia or Latin America. Therefore, companies operating across multiple countries have greater flexibility to adjust their marketing strategies and shift focus to more profitable markets.

In the education sector, risk diversification is also a key consideration for universities looking to attract students from different countries. If a particular country experiences a decline in high school graduates due to demographic factors, universities can maintain enrollment rates by attracting students from other regions. This phenomenon is becoming increasingly apparent in Japan and several European countries experiencing a decline in the younger population. As a result, universities in these nations are intensifying their international marketing efforts to recruit foreign students.

Besides economic factors and changing trends, government regulations can also pose challenges that affect businesses. Each country has different policies regarding taxes, imports, and operational requirements for foreign companies. By operating in multiple countries, businesses can mitigate the impact of restrictive policies in any single region. For example, if a country imposes high import tariffs that limit product sales, a company can shift its focus to markets with more favorable regulations.

Risk diversification through international marketing also creates opportunities for companies to drive innovation. By operating in diverse markets, businesses can study emerging trends, adopt more efficient business practices, and identify growth opportunities that may not exist in their domestic market. These advantages enable companies

to expand more rapidly compared to competitors that remain focused on a single market.

Ultimately, understanding international marketing as a risk diversification strategy helps businesses build greater stability and resilience against global uncertainties. By balancing their market portfolio, companies can remain flexible in responding to economic changes, regulatory shifts, and evolving consumer trends on an international scale. Therefore, international marketing is not just about business expansion, it is also about creating long-term resilience in the face of global challenges.

3. Brand Recognition

In an increasingly competitive era of globalization, brand recognition has become one of the critical factors in determining a company's or institution's success in the international market. Brand recognition not only reflects how well a brand is known by consumers but also serves as an indicator of trust, quality, and reputation built by the company. Therefore, an effective international marketing strategy is key to enhancing global visibility and brand recognition, making the brand more competitive within its industry.

Strong brand recognition enables companies to differentiate themselves from competitors. In a global market filled with numerous product and service options, consumers tend to choose brands they already know and trust. This principle applies not only to consumer products but also to educational institutions, professional services, and even countries as investment or tourism destinations.

For example, technology companies like Apple and Samsung enjoy strong brand recognition worldwide. When consumers hear these brand names, they immediately associate them with innovation, quality, and reliability. This level of recognition does not happen instantly but is the result of well-planned and sustained marketing strategies.

Strong brand recognition not only helps attract consumers but also makes it easier for companies to establish international partnerships. Potential partners, whether investors, distributors, or business collaborators, tend to consider a brand's global standing and reputation before deciding to engage in cooperation. For instance, a globally recognized technology company will find it easier to attract investors or strategic partners compared to a lesser-known company. A good reputation can also open doors to partnerships with governments, research institutions, or international organizations (Aaker, 2012).

4. Access to Resources

Entering international markets offers numerous benefits for companies and institutions, one of the most significant being access to a broader range of resources. These resources include raw materials, skilled labor, advanced technology, and greater capital. By leveraging resources from different countries, businesses can enhance operational efficiency and strengthen their competitiveness in the global market.

One of the primary advantages of international marketing is the ability to source higher-quality or lower-cost raw materials. Some countries have a natural advantage in producing certain raw materials due to geographical factors or advanced technology. For example, textile companies can import high-quality cotton from Egypt, while electronics manufacturers can source components from Japan or South Korea, which are known for their technological excellence. By adopting this strategy, businesses can reduce production costs and improve product quality.

Apart from raw materials, global talent is another major advantage of international expansion. Each country has a workforce with specialized skills that can help companies drive innovation and productivity. For instance, India is renowned for its expertise in information technology, while Germany excels in engineering and manufacturing. By recruiting top talent from various countries,

businesses can accelerate growth and develop more competitive products and services.

Access to technology and innovation is also a crucial factor in international marketing. Certain countries have advanced expertise in specific industries, and by entering global markets, businesses can collaborate with international partners to leverage these technologies. For example, an automotive company aiming to develop electric vehicles can partner with technology firms in nations leading in renewable energy development. Through such collaborations, companies can accelerate innovation and introduce more advanced products to the market.

Additionally, expanding into international markets provides businesses with greater access to capital. Many countries offer investment incentives to attract foreign companies seeking to establish operations in their region. These investment opportunities enable companies to secure additional funding for business growth. Moreover, by operating in multiple countries, businesses can attract a broader pool of investors interested in contributing to their global expansion.

5. Cultural Insight

In international marketing, cultural understanding is a crucial factor that determines a company's success in reaching global markets. Each country has distinct values, norms, customs, and consumer preferences. Therefore, companies looking to succeed in international expansion must recognize these cultural differences and adapt their strategies to remain relevant to their target markets. With a strong understanding of cultural nuances, businesses can develop more innovative and better-tailored products and services that meet the specific needs of consumers in different countries.

One of the most important aspects of cultural understanding is product and service adaptation. Every market has different preferences regarding design, taste, color, and product features. For example, fast-food chains operating in multiple countries often adjust their

menus to align with local tastes. McDonald's, for instance, offers Tandoori Chicken Burgers in India, Teriyaki Burgers in Japan, and rice with fried chicken in Indonesia. These adaptations demonstrate how understanding local cultures can enhance a product's appeal to regional consumers.

In addition to the product, marketing strategies must also align with the cultural norms of each country. For instance, an effective marketing approach in the United States may not necessarily work in Asian countries, where social norms differ significantly. In Western countries, direct and explicit marketing messages are common, whereas in many Asian nations, a more subtle approach that respects social values is often preferred. By recognizing these differences, companies can craft marketing campaigns that resonate more effectively with local audiences.

In the realm of marketing communication, language also plays a vital role. Companies aiming for success in international markets must ensure their messages are easily understood and culturally appropriate. One of the most common mistakes in global marketing is inaccurate translations or language use that fails to consider cultural context. Some brands have faced failures because their slogans were translated literally without taking into account their cultural implications in the target market. Therefore, businesses must work with language and cultural experts to ensure their messages are well-received by international audiences.

Cultural understanding also helps businesses build stronger relationships in international business interactions. In global business, ethics and communication styles vary across cultures. For instance, in Japan, business negotiations are typically formal and highly cautious, whereas in the United States, business communication tends to be more direct and fast-paced. Understanding these differences enables companies to establish better relationships with business partners and build long-term trust.

Beyond business relationships, cultural understanding also plays a significant role in enhancing customer experience. Consumers in different countries have varying expectations regarding customer service. In Germany and Switzerland, for example, customers expect highly efficient and professional service, while in Italy or Brazil, a more friendly and personalized interaction is preferred. By recognizing these cultural differences, companies can enhance customer satisfaction and build stronger brand loyalty.

In the education, cultural understanding is also crucial for universities seeking to attract international students. Students from different countries have diverse preferences regarding academic institutions, teaching methods, and learning environments. Universities that understand these differences can adjust their academic programs, provide appropriate support services, and create a more inclusive environment for students from diverse cultural backgrounds.

Thus, cultural understanding not only helps businesses develop products and services that better align with consumer needs but also strengthens marketing strategies, enhances customer experiences, and expands global business relationships. With a culturally sensitive approach, companies can build a stronger reputation in international markets and increase their chances of success in global expansion. In today's world, cultural awareness is no longer just an additional advantage, it is a fundamental element in achieving success in international marketing.

From the explanation above, it can be concluded that international marketing is an essential strategy for companies and institutions to grow in the global market. Success in international marketing depends on a deep understanding of cultural differences, regulations, and market preferences in various countries. Therefore, companies need to adapt their products and marketing strategies to local needs, including language, design, and consumer habits. Additionally, international marketing offers opportunities to achieve greater economies of scale, foster innovation, and reduce risk by

diversifying markets. Companies that can adapt well will gain significant competitive advantages in the global market. Furthermore, international marketing is also crucial in the education sector to attract international students and enhance the global competitiveness of educational institutions. By leveraging digital technology, companies can now reach international markets more efficiently and effectively, strengthen relationships with customers, and gather data to adjust marketing strategies in real-time.

The Need for Internationalization in Higher Education

Higher education is increasingly recognizing the importance of internationalization in adapting to a rapidly globalizing world. Universities and academic institutions are no longer just national education centers; they must also adapt to global changes that demand international connectivity. In this context, internationalization has become a key strategy for enhancing academic competitiveness, enriching student experiences, and strengthening research collaborations.

Students who study in a globalized learning environment have greater career prospects in the future. In a job market that increasingly values cross-cultural skills and adaptability, graduates with international exposure tend to integrate more easily into multinational work environments. As a result, universities that implement internationalization strategies not only enhance their reputation but also provide significant value to their students (Nunes & Steinbruch, 2019).

Universities naturally have international dimensions in various core aspects, such as research, teaching, and community service. However, in many cases, these dimensions remain ad hoc, fragmented, and more implicit than explicit. This means that while universities may engage in international collaborations, such initiatives are often not yet part of a comprehensive and well-coordinated strategy.

With the increasing globalization and regionalization of economies and societies, higher education is undergoing major transformations in how internationalization is implemented. Whereas internationalization was once sporadic, universities worldwide are now adopting a more strategic approach. It is no longer seen as an optional add-on but as an integral component of institutional development strategies.

Several key factors have accelerated the internationalization of higher education, including the knowledge-based economy, technological transformation, and shifts in the global geopolitical landscape. The end of the Cold War also created new opportunities for universities to expand their academic networks beyond national borders. International organizations such as the OECD, UNESCO, and the World Bank have played a role in positioning internationalization as a core reform agenda in higher education. Additionally, governments and regional organizations like the European Union and the International Association of Universities have encouraged universities to actively participate in cross-border academic cooperation.

Over the past few decades, internationalization has become a major force driving change in higher education, both in developed and developing countries. Universities are now competing to expand international collaborations to enhance their influence, reputation, and ability to attract international students and scholars. This trend is evident in the increasing number of universities offering internationally accredited academic programs, such as dual-degree programs, student exchange initiatives, and cross-border research collaborations. Additionally, institutions are actively forming partnerships with prestigious universities worldwide to strengthen their global competitiveness.

One of the most visible aspects of higher education internationalization is student and faculty mobility. More students are choosing to study abroad to gain broader academic and professional experiences. In response, universities have introduced global scholarship programs, English-taught

courses, and more inclusive academic facilities to attract international students.

Faculty mobility also plays a crucial role in accelerating internationalization. Professors and researchers increasingly move between universities to engage in joint research, teach in international programs, and participate in global academic conferences. This exchange of knowledge and expertise contributes to higher education quality improvement across different regions.

In the last decade, global and regional university rankings have become a key factor in higher education internationalization. Universities with strong global reputations find it easier to attract students, faculty, and academic partnerships from around the world. Key ranking indicators, such as the number of international students, publications in high-impact journals, and international academic collaborations are pushing institutions to actively pursue global engagement strategies. Universities that improve their rankings gain a significant advantage in attracting international talent and securing industry partnerships.

Previously, higher education internationalization primarily focused on academic cooperation between universities. However, a shift toward global competition is now evident. Universities are not only collaborating on research and education but are also competing for top students, research funding, and international recognition. This competition has intensified with the rise of private international universities offering high-quality education and world-class facilities, attracting students from across the globe. As a result, public universities in many countries must raise their standards to remain competitive in attracting the best talent.

Higher education internationalization has now evolved into a global industry, generating significant revenue for countries with advanced higher education systems. Countries such as the United States, the United Kingdom, Australia, and Canada earn billions of dollars annually from international students studying at their universities. Institutions increasingly view internationalization as a business strategy to boost

revenue. Internationally oriented programs such as global online courses, offshore university branches, and executive education programs for global professionals are becoming new sources of institutional income.

In the future, the internationalization of higher education is expected to grow further with support from digital technology and stronger global collaboration. Distance learning and digital education platforms will play a more significant role in expanding access to international education. Moreover, universities in the future are likely to offer more flexible, cross-border learning opportunities, such as modular programs that allow students to study at multiple campuses worldwide under a single integrated curriculum (Wit, 2020).

Other than the above, there are several other more specific reasons why internationalization is important for higher education, such as:

1. Enhancing Student Experience

Internationalization enriches the educational experience by exposing students to diverse cultures and ideas. Programs such as study abroad, international partnerships, and student exchange initiatives enable students to develop a global perspective and interact with individuals from various backgrounds.

Students participating in international programs have the opportunity to experience different education systems, understand academic norms across countries, and expand their knowledge in various disciplines. Additionally, these experiences enhance cross-cultural communication skills, which are valuable assets in the professional world.

At many universities, student mobility programs are also supported by various scholarships and financial aid initiatives. These efforts aim to ensure that students from diverse economic backgrounds can benefit from internationalization without financial constraints. With the increasing availability of programs supporting international mobility, higher education is becoming more inclusive and accessible to a broader range of individuals.

2. Preparing Global Citizens

The internationalization of higher education is not only aimed at broadening academic horizons but also at shaping global citizens who are prepared to adapt in an increasingly interconnected world. Institutions that emphasize internationalization equip students with a range of skills that are highly valued in the global job market.

One of the key skills gained through internationalization is proficiency in foreign languages. Students who study in an international environment tend to acquire language skills more quickly due to their daily interactions with native speakers. Additionally, cultural awareness becomes an essential skill, enabling students to understand differences in values, norms, and ways of thinking across societies.

Adaptability is another crucial aspect in an increasingly competitive job market. Graduates who are accustomed to working and studying in multicultural environments tend to be more flexible and capable of collaborating within diverse teams. Thus, internationalization not only enhances academic quality but also strengthens students' readiness to face global challenges.

3. Research Collaboration

The internationalization of higher education also creates opportunities for cross-border research collaborations, enabling discoveries and innovations with broader impact. Academic partnerships with foreign universities facilitate the exchange of knowledge and technology, accelerating progress across various fields. Through joint research projects, universities can access resources, facilities, and expertise from international partners that may not be available in their home countries. For instance, in medicine and science, inter-university collaborations allow for more extensive research in drug development and healthcare technology.

Furthermore, international collaboration increases the number of globally recognized academic publications. The more universities engage in large-scale international research, the greater their chances

of strengthening their academic reputation on a global scale. This also contributes to higher rankings in international assessments, ultimately attracting more high-quality students and scholars.

4. Attracting Talent

Internationalization enables universities to attract top students and faculty from around the world. Institutions with a strong global reputation often become the preferred choice for international students seeking high-quality education.

Diversity within the academic community fosters a more dynamic and innovative learning environment. Students from different countries bring unique perspectives to academic discussions, enriching the learning process while enhancing creativity and problem-solving skills. Additionally, faculty and researchers from various backgrounds introduce diverse teaching methodologies and experiences, further improving the quality of education in the classroom.

Many universities also invest in creating a welcoming environment for international students. Support services such as academic advising, language centers, and cultural orientation programs help students adapt to their new surroundings. Through this approach, universities can provide a more comfortable and productive learning experience for international students (Tasel, 2020).

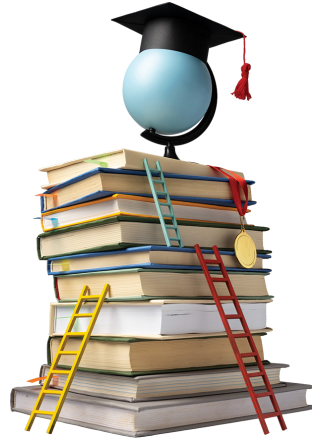
Internationalization has emerged as a crucial factor in boosting the global competitiveness of universities. Institutions that actively forge international partnerships, broaden cross-border academic programs, and attract top talent are better positioned to excel in an increasingly interconnected world. These efforts help universities enhance their academic reputation, foster diverse and enriching learning environments, and expand their research capabilities. By establishing strong global networks, universities gain access to a wider range of resources, expertise, and opportunities for collaboration, all of which contribute to improving their standing in global university rankings. Ultimately, internationalization

not only strengthens an institution's global presence but also ensures its long-term success in an increasingly competitive academic landscape.

Moreover, universities with well-established international programs find it easier to secure research funding and investments from international organizations. Many global research funding programs require collaboration between institutions from different countries. As a result, universities with strong international networks have a greater chance of obtaining financial support for their research projects. Increasing global competitiveness has also led to greater investment in academic infrastructure. Universities striving to compete internationally are investing in modern laboratories, digital libraries, and technology-based learning facilities to attract more students and scholars from around the world.

Internationalization has become a fundamental element in the transformation of higher education as well. By expanding academic reach, fostering cross-cultural partnerships, and attracting top talent, universities can enhance the quality of education and strengthen their global competitiveness. Students exposed to international experiences are better prepared for the global job market, equipped with diverse skills, and more adaptable to cross-cultural challenges. At the same time, global research collaboration and innovation accelerate scientific advancements with widespread societal impact. With the continuous development of technology and academic mobility, the internationalization of higher education will remain a priority in shaping a more inclusive, innovative, and globally relevant academic ecosystem. Universities that successfully adapt to these trends will emerge as leading institutions, shaping the next generation of global leaders in an increasingly interconnected world.

CHAPTER II



Strategies for Dealing with Internationalization

Initial Challenges in Establishing International Relations

The journey towards internationalization for a university, particularly in a competitive academic field, often faces significant challenges, especially in the early stages. One of the main obstacles faced is the lack of international recognition, which can hinder the university's efforts to expand its global reach and establish partnerships with foreign institutions. Without clear global recognition, even with efforts to build international relations, significant and sustainable achievements are difficult to attain.

The experiences of several universities when they first attempted to enter the international market show that many foreign institutions prioritize collaboration with universities that already have a strong reputation on the international stage. This often becomes a primary barrier, as these institutions are more likely to engage with universities that are already recognized globally, both in terms of international accreditation and

prominent world rankings. Without the support of such global recognition, a university struggles to gain serious attention from key parties involved in developing international relationships.

One of the most notable aspects of this challenge is the limitation in establishing deep strategic partnerships. Without clear international accreditation or globally recognized rankings, interactions between universities often remain limited to ceremonial contact or activities that serve merely as initial introductions, without any concrete follow-up. At this stage, meetings between universities are often symbolic and do not result in productive collaboration. This serves as an important lesson that in order to make a significant contribution on the international stage, universities need to focus on building credibility and global reputation that can facilitate deeper cooperation in the future.

Understanding this challenge, building international credibility becomes a top priority for any university seeking to enter the global arena. Steps that can be taken include improving academic standards, obtaining global accreditation, and striving to enhance the university's ranking on the world stage. Improving academic quality will not only influence global trust in the education provided but also strengthen the university's appeal to larger international institutions.

Furthermore, in efforts to build sustainable international relations, a university must develop a long-term strategy that involves high academic achievement and global relevance. Only by meeting the international standards set can universities ensure that the global partnerships they build are not just short-lived, but can endure in the long run. This success will not only benefit the university itself but also have a positive impact on the global academic community.

Ultimately, the internationalization journey of a university requires long-term investment in enhancing the quality of education, achieving international accreditation, and strengthening the global network. This process is indeed challenging, but with the right strategy and a focus on

improving global reputation, universities will be able to make a significant contribution to international education and build lasting relationships.

Related to this, other opinions more specifically explain the challenges in building international relations. According to Prayoga (2024), these challenges include:

1. Language Barriers

The lack of proficiency in foreign languages, especially English, is a major obstacle for both students and faculty in facing the internationalization of higher education. English, as the lingua franca in academia, is often a barrier for those not accustomed to using it in daily academic activities. This not only affects students' ability to attend lectures or read foreign literature, but also limits faculty members from publishing research in international journals or participating in global conferences. Moreover, the lack of foreign language skills hinders effective communication with international peers, which ultimately reduces opportunities to build a broad academic network.

2. Resource Gaps

Not all higher education institutions have adequate resources to support internationalization programs, such as funding, infrastructure, or other supporting facilities. Institutions located in rural areas or those with limited resources often struggle to provide access to the latest technologies, digital libraries, or student exchange programs. This gap widens the distance between well-established large institutions and smaller, developing ones. As a result, less capable institutions fall further behind in the global competition, while larger institutions further solidify their dominance.

3. Regulations and Bureaucracy

Administrative processes, both domestic and international, often slow down the implementation of academic cooperation. Complex and convoluted bureaucracy can delay the submission of cooperation proposals, registration of foreign students, or even visa processing for faculty and students participating in international programs.

Furthermore, regulatory differences between countries can present challenges, particularly regarding credit recognition for courses or academic degrees. This often discourages higher education institutions from engaging in international cooperation due to the complexity and time-consuming nature of the processes involved.

4. Cultural Adaptation

Students and faculty face challenges in adapting to academic and social cultures abroad. Cultural differences can affect learning, teaching, and interactions within the academic environment. For example, students accustomed to a more structured education system may struggle with systems that are more flexible and demand higher levels of initiative. Additionally, social cultural differences can cause culture shock, especially for those who have never lived abroad before. These challenges not only affect academic performance but also the mental and emotional well-being of students and faculty.

5. Global Inequality Impact

Internationalization tends to benefit large or established institutions, while smaller institutions fall behind. Large institutions typically have access to more resources, extensive international networks, and reputations that are globally recognized. This allows them to attract more international students, establish collaborations with top universities, and secure international funding. On the other hand, smaller institutions or those located in rural areas often struggle to compete in the global arena. This inequality not only exacerbates the gap between large and small institutions but can also reduce diversity in global higher education, where only certain institutions dominate.

Based on the explanation, it can be concluded that the challenges in the internationalization of higher education, such as language barriers, resource gaps, complex bureaucracy, cultural adaptation, and global inequality, show that this process is not simple. To overcome these obstacles, strong cooperation is required between governments, educational institutions, and various other stakeholders. Without coordinated and sustainable

efforts, internationalization risks exacerbating the existing disparities rather than creating equality and enriching diversity in global higher education. Therefore, it is important to design inclusive strategies that ensure all institutions, both large and small, can benefit from internationalization.

The Role of Accreditation in Strengthening Internationalization

As previously discussed, international accreditation plays a significant role in establishing international relationships between higher education institutions globally, especially in terms of reputation and recognition. According to the International Accreditation Service (IAS), accreditation is a formal and independent verification process that ensures a program or institution meets the established quality standards and has the competence to carry out specific conformity assessment tasks. These tasks may include, but are not limited to, testing, inspection, or certification.

Accreditation, both at the national and international levels, is not limited to universities or schools. The role of accreditation is crucial in ensuring the quality and standards of educational institutions worldwide. While national accreditation systems provide valuable oversight within a specific country or region, international accreditation is often the preferred option for various reasons. Prestigious accreditations, such as ABEST21 from Japan and FIBAA from Germany, can strengthen the internationalization efforts of a higher education institution.

According to Adiatma (2022), there are several reasons why international accreditation is important for educational institutions and study programs, including:

1. **Global Recognition and Improved Reputation**

International accreditation provides recognition of the quality of education offered by an institution or study program. By obtaining certification from an international accreditation body, educational institutions are regarded more seriously both nationally and globally.

This recognition serves as an indicator that the institution has met internationally recognized quality standards, making it attractive to students, faculty, and potential partners from various countries.

A good reputation also contributes to the competitiveness of the institution. Universities or academic programs that are internationally accredited are more appealing to prospective students, both domestically and internationally, who seek high-quality education. Additionally, graduates from accredited institutions are more competitive in the global job market, as the credibility of their institution is widely recognized.

2. Increased Access to Funding and International Cooperation

Institutions that have obtained international accreditation often have greater opportunities to secure funding from various international sources. Many donor organizations and global funding programs require accreditation as one of the main criteria for granting grants or financial assistance. With recognized accreditation status, institutions can access various funding programs that support academic and research development. Likewise, international accreditation also facilitates collaboration with other educational institutions, whether through student and faculty exchanges, joint research, or dual-degree programs. Institutions that have earned international accreditation are more trusted in establishing academic collaborations, as they have demonstrated alignment with globally recognized educational standards.

3. Building a Quality Culture in Institution

One of the significant impacts of international accreditation is the creation of a quality culture within educational institutions. The accreditation process is not only focused on the final outcome but also on continuous quality improvement. International accreditation requires institutions to regularly evaluate and enhance their academic systems, curricula, and teaching processes.

To achieve international accreditation, institutions need to implement various quality improvement mechanisms, such as improving quality assurance systems, developing faculty capacity, and upgrading learning support facilities. With clear and measurable standards, institutions are encouraged to make improvements and consistently enhance their quality.

The lengthy accreditation process, such as the AACSB accreditation, which takes about seven years, shows that quality improvement is not an instantaneous process. Throughout this process, all elements within the institution, from leadership, faculty, and administrative staff to students, must actively participate in realizing the established quality standards. In this way, accreditation can serve as a catalyst for building a sustainable quality culture within the organization.

4. Maintaining Institutional Existence and Competitiveness

In this era, higher education institutions and study program are not only competing at the national level but also internationally. More and more universities from various countries are offering quality programs with increasingly advanced facilities. Therefore, institutions that wish to survive and grow must have a clear strategy, one of which is to obtain international accreditation.

International accreditation is not just a certification, but also a concrete proof that the institution has met education standards recognized globally. The presence of this accreditation provides assurance to the public that the institution offers high-quality education and is capable of producing competitive graduates. In this context, accreditation serves as a tool to demonstrate the institution's presence, ensure that its academic programs remain relevant, and build trust among students and prospective students regarding the institution's credibility.

Besides that, international accreditation also impacts the competitiveness of graduates. With the growing competitiveness in the job market, graduates from internationally accredited institutions have

a higher chance of securing jobs, both domestically and abroad. Global companies tend to place more trust in graduates from institutions with international standards because they have gone through an education system that aligns with the needs of the global industry. Thus, international accreditation not only strengthens the institution's existence but also enhances the competitiveness of the human resources it produces.

5. Accreditation as a Long-Term Investment

International accreditation is not merely an administrative achievement, but also a long-term investment for higher education institutions. The process of obtaining international accreditation requires substantial resources, including time, effort, and financial costs. Institutions must allocate significant funds to meet various requirements, such as infrastructure improvements, curriculum development, faculty enhancement, and the implementation of better-quality assurance systems.

Although the costs involved are considerable, the benefits derived from international accreditation far outweigh the investment. With higher standards, institutions experience continuous improvements in various aspects, from teaching quality to management efficiency. Additionally, international accreditation can increase interest from prospective students, particularly from abroad, who are eager to study at institutions with a strong global reputation. This directly impacts the increase in international student numbers, which ultimately contributes to the institution's revenue.

Furthermore, the international accreditation system differs from the national accreditation system conducted by BAN-PT. While national accreditation is more evaluative over a certain period, international accreditation emphasizes the process of mentoring and continuous improvement. This process ensures that higher education institutions are genuinely enhancing their quality, not merely meeting minimum standards. Thus, international accreditation becomes an

effective tool to improve the overall health of the organization and ensure that the institution is always in its best condition.

6. Pathway to World Class University (WCU)

One of the main goals of higher education institutions is to become a World Class University (WCU), an institution with a high academic reputation, globally recognized, and capable of producing graduates who are competitive on an international level. To achieve this status, universities must meet various international standards, one of which is through international accreditation.

International accreditation is a key requirement on the path to becoming a WCU, as through this process, higher education institutions are assessed and evaluated based on global standards. Universities with international accreditation demonstrate that they have met widely recognized criteria in areas such as academics, research, and institutional governance. With higher standards, the learning process becomes of better quality, providing students with a superior academic experience and preparing them to compete in the global arena.

Moreover, international accreditation also serves as an attraction for foreign students. One of the key indicators in WCU assessment is the number of international students studying at the institution. Universities that have received international accreditation have an advantage in attracting students from various countries, as they offer a more standardized quality of education. With an increasing number of international students, the institution becomes more recognized globally and gains a broader academic network.

7. Enhancing Graduate and Institutional Competitiveness

In the era of globalization, a country's competitiveness heavily depends on the quality of its human resources. Higher education institutions play a key role in preparing graduates who are competitive and equipped with skills relevant to the global industry's needs. International accreditation serves as a tool to ensure that graduates possess competencies that align with international standards.

As stated by Ashida (2022) and Allui & Sahni (2016), higher education contributes significantly to building human resource capacity. By obtaining international accreditation, higher education institutions can ensure that their academic programs are designed to produce graduates ready to face global challenges. Curriculum standards that align with international labor market demands, innovative teaching methods, and quality academic experiences are key factors in enhancing graduates' competitiveness.

In addition to benefiting graduates, international accreditation also boosts the overall competitiveness of the institution. Universities with accreditation from international bodies are more recognized globally and find it easier to establish partnerships with prestigious universities and research institutions worldwide. This collaboration opens up opportunities in various aspects, such as student exchange programs, joint research, and enhanced academic mobility for faculty and staff.

8. Benchmark for Organizational Health

International accreditation is not only related to academic quality but also serves as a tool to assess the overall health of an organization. The international accreditation process, which focuses on continuous improvement, requires higher education institutions to conduct regular evaluations of their performance. These evaluations cover various aspects, such as governance effectiveness, resource management efficiency, teaching quality, and the satisfaction of students and academic staff.

In a healthy higher education system, institutions must have clear evaluation and oversight mechanisms in place to measure the achievement of their planned performance outcomes. International accreditation encourages universities to implement stricter quality management systems based on data, enabling more accurate and evidence-based decision-making. Thus, international accreditation not

only ensures better educational quality but also enhances the efficiency of institutional management.

9. Institutional Accountability

In addition to serving as an internal evaluation tool, international accreditation also functions as a form of institutional accountability to stakeholders. Higher education institutions bear significant responsibility to various parties, including students, faculty, administrative staff, government, and the wider community. International accreditation serves as a quality assurance mechanism, ensuring that the institution meets globally recognized educational standards.

International accreditation provides protection for various stakeholders, including students and their families. Students enrolled in institutions with international accreditation can be confident that they will receive high-quality education that meets global standards. Graduates from such institutions also find it easier to gain recognition in various countries, whether for further studies or entering the workforce.

From a funding perspective, international accreditation also enhances trust among investors and donors. Many international grant programs and funding sources require higher education institutions to hold certain accreditations before they can receive financial support. By obtaining international accreditation, institutions demonstrate transparency and accountability in managing the resources they have, further building confidence among stakeholders.

In general, international accreditation is a strategic step that higher education institutions can take to face the increasingly complex global challenges. In the era of global competition, higher education institutions are required to continuously improve their quality in order to compete with other universities at the international level. International accreditation becomes one of the mechanisms that ensures an institution or academic

program meets globally recognized quality standards, allowing it to remain relevant and competitive in the world of education and industry.

As a form of external quality assurance, international accreditation serves to assess and measure higher education institutions or academic programs based on standards set by international accreditation bodies. This process covers various aspects, such as the curriculum, faculty competencies, supporting facilities, learning systems, and institutional governance. With these international standards in place, universities have a clear benchmark for developing and enhancing the quality of the education they offer.

Improving Global Rankings through International Engagement

In the increasingly interconnected world of higher education, universities strive to improve their global rankings as a form of recognition for academic quality and research. International rankings, such as the QS World University Rankings, US News Best Global Universities, and Ranking Web of World Repositories (RWWR), serve as key benchmarks for assessing an institution's excellence. One of the most effective strategies for improving a position in these rankings is by obtaining international accreditation, which represents global involvement in ensuring the quality of education and research.

International accreditation plays a critical role in strengthening a university's academic reputation. World-ranking institutions often consider accreditation as an indicator when evaluating the quality standards of an institution. By obtaining accreditation from a recognized international body, a university demonstrates its commitment to improving educational quality, which directly impacts global perceptions of the institution.

Similarly, international accreditation also contributes to an increase in research output, which is a key factor in global rankings. Universities that have received international accreditation tend to have higher research standards, including the number of scholarly publications, academic

citations, and international research collaborations. The standards set during the accreditation process encourage institutions to improve their research management systems, enhance academic productivity, and strengthen networks with global institutions.

The clear example of how international accreditation contributes to a university's global ranking can be seen with Universitas Airlangga (UNAIR). Since 2020, UNAIR has seen a significant improvement in its QS World University Rankings (QS WUR) in the field of Business and Management. In 2020, UNAIR ranked 451-500, then improved to 401-450 in 2021, 301-350 in 2022, and reached 251-300 in 2023. This positive trend reflects the real benefits of UNAIR's strategy to enhance its international profile through accreditation and more active global engagement.

The increase in global ranking is not coincidental or solely influenced by external factors. Instead, it is the result of a systematic strategy that includes active participation in the international academic community, research collaboration, and involvement in the international accreditation process. UNAIR proactively established partnerships with various global organizations and earned recognition from international accreditation bodies such as ABEST21 and FIBAA, which further strengthened its academic reputation.

In addition to recognition from accreditation bodies, UNAIR's faculty and researchers' involvement in international workshops and academic projects is also a critical factor in improving its global ranking. This active participation opens up opportunities for UNAIR to engage in large-scale international research projects, increase publications in reputable journals, and expand its global academic network.

UNAIR's success in improving its ranking has also increased the university's appeal to international students and academics. With an enhanced global reputation, UNAIR is becoming more attractive to foreign students seeking institutions with internationally recognized higher education standards. Additionally, collaborations with global universities are growing, opening more opportunities for academic exchange, research

collaboration, and the development of programs based on international standards.

Thus, UNAIR's experience demonstrates that international accreditation is not just a symbol of recognition but also a strategic tool for building academic reputation, increasing institutional competitiveness, and strengthening its position in global rankings. Universities aiming to improve their international rankings should adopt a similar approach, focusing on academic quality, global collaboration, and active participation in internationally recognized accreditation processes.

In connection with the above explanation, international accreditation is one of the main strategies to improve a university's global ranking. By obtaining accreditation from a recognized international body, a university not only ensures the quality of education and research in line with global standards but also strengthens its competitiveness and engagement within the international academic community. Here are several strategies that can be applied through international accreditation to improve a university's global ranking:

1. **Enhancing international research collaboration through accreditation**
Universities that have obtained international accreditation find it easier to establish research partnerships with leading institutions abroad. Accreditation provides assurance that the university's academic standards meet global expectations, making it more trusted in research collaborations. These collaborations directly contribute to an increase in publications in reputable journals, which is an important indicator in university rankings.
2. **Increasing student and faculty mobility with international standards**
Student and faculty exchange programs are more accessible to universities with international accreditation. Accredited institutions are trusted by global academic partners, providing more opportunities for students and faculty to participate in academic mobility programs. This not only enhances the university's visibility but also expands its

academic network and strengthens its reputation within the global community.

3. Attracting more international students with globally recognized accreditation

International accreditation plays a crucial role in attracting foreign students. Universities with accreditation from global bodies are more trusted by prospective students from various countries, as they guarantee education quality aligned with international standards. Additionally, accreditation helps universities offer more competitive study programs, provide international scholarships, and provide academic services that support the success of international students.

4. Increasing presence in international conferences and seminars through accreditation

Universities that have obtained international accreditation are more frequently invited to participate in global academic conferences and seminars. The recognized accreditation status makes it easier for institutions to establish connections with the international academic community. This not only increases the university's exposure but also expands collaboration opportunities in research and academic development.

5. Developing internationally standardized programs to enhance reputation

International accreditation encourages universities to develop programs that are globally recognized. Dual-degree programs, international certification, and curriculums based on global standards are part of an accreditation strategy that can attract more students and academic partners from various countries. Universities with internationally accredited programs are more highly regarded in global rankings, as they ensure graduates with high competitiveness.

6. Building academic reputation through scholarly publications linked to accreditation

The international accreditation process often emphasizes the importance of publishing in reputable journals. Universities committed to global accreditation are more active in encouraging faculty and students to publish their research in high-index international journals such as Scopus and Web of Science. This publication not only enhances the academic reputation of the institution but also directly impacts the university's ranking in global assessments.

7. Leveraging digital technology and open access in accreditation standards

Online visibility has become an important factor in global university rankings, and international accreditation emphasizes the importance of open access to research findings. Universities with international accreditation are more likely to actively use digital technology to enhance their academic visibility. Platforms like open access and academic repositories, such as Webometrics, assess visibility and academic impact through digital publications, further improving the university's global ranking (Balaji and Hemantha, 2024).

International accreditation is a key strategy for enhancing a university's global ranking. By obtaining accreditation from a recognized international body, universities can strengthen their academic reputation, increase the competitiveness of their graduates, and expand their global academic network. Notably, accreditation facilitates research collaborations, boosts academic mobility, and attracts more international students. By integrating international accreditation standards into various academic and research aspects, universities can solidify their position in global rankings and enhance their contributions to the international academic community.

Active Strategies for Sustainable Internationalization

Internationalization in higher education is an inevitable necessity in this era of advanced technology. Universities around the world are increasingly required to adapt to global dynamics to remain competitive and relevant. The process of internationalization is not merely about following global trends but also serves as a primary strategy for enhancing academic quality, expanding networks, and strengthening the institution's position on an international scale. Hence, a systematic and sustainable approach is crucial in implementing internationalization.

Internationalization in higher education often begins with obtaining international accreditation, which serves as evidence of the university's academic standards. However, accreditation alone is not sufficient if it is not followed by more active strategies in building a global network. Universities must go further by developing strategic partnerships, designing international-based curricula, and creating an environment that fosters cultural exchange and cross-border knowledge sharing.

One important step in internationalization is enhancing academic mobility for students and faculty. Student and faculty exchange programs offer opportunities to broaden global perspectives, understand cultural differences, and improve cross-cultural skills. Academic mobility not only benefits the individuals involved but also brings advantages to the university by enriching the academic atmosphere through diverse perspectives and experiences.

International research collaboration is another key element of internationalization strategy. By engaging in global research projects, universities can expand the reach and impact of their research outcomes. Collaboration with foreign institutions provides access to broader resources, including funding, research facilities, and expert contributors, facilitating advancements in scientific knowledge.

In addition to academic and research aspects, internationalization can also be realized through global community service. Universities can develop programs that focus on solutions to global issues, such as environmental sustainability, global health, and socio-economic development. Community service activities involving international communities provide direct benefits to society and enhance the university's positive image worldwide.

Effective internationalization requires comprehensive planning and implementation across all aspects of university operations. This includes institutional policies that support international activities, adequate facilities for foreign students and staff, and the integration of international elements into the curriculum. With strong structural support, internationalization can be optimized and lead to sustainable impacts.

Active strategies in internationalization also involve leveraging digital technology to engage with the global community. With advancements in communication technology and online learning, universities can develop e-learning programs and joint courses that involve participants from various countries. This approach not only broadens access to quality education but also accelerates the internationalization process in a more efficient manner.

Support from governments and national policies plays a crucial role in the success of internationalization in higher education. Many countries have implemented policies encouraging universities to be more active in building international collaborations, such as through joint research funding, international mobility scholarships, and incentives for universities that attract foreign students. The synergy between governments, universities, and the industry sector can expedite the achievement of internationalization goals.

One of the challenges in internationalization is ensuring that the developed programs genuinely benefit all parties involved. Universities must strike a balance between globalization and the preservation of local values to ensure that internationalization does not compromise the institution's cultural identity and academic uniqueness. Therefore, an inclusive approach

based on mutual respect is crucial in implementing internationalization strategies.

The success of internationalization also heavily depends on the readiness of human resources within the university. Faculty and staff must possess global competencies, including foreign language skills, understanding of global cultures, and the ability to build international networks. Training and capacity-building for academic and administrative staff are important steps in supporting an effective internationalization strategy.

In addition to focusing on students, internationalization should also involve alumni in the university's global network. Successful alumni in the international arena can serve as ambassadors for the university, opening up more collaboration opportunities. By utilizing the alumni network optimally, universities can strengthen their global connections and expand the impact of their internationalization programs.

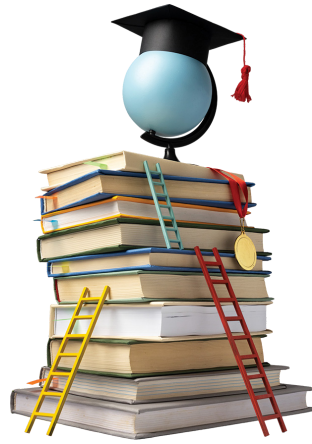
Leadership within universities plays a crucial role in the success of internationalization. University leaders, such as rectors, deans, and faculty heads, must have a clear vision for steering internationalization policies and ensuring that all elements of the university work towards this goal. Visionary leadership and strong commitment from all stakeholders are key factors in the success of this strategy. Successful internationalization does not only focus on academic development but also on fostering values of togetherness and cross-cultural understanding. Through various programs that encourage cross-cultural interaction, students and faculty can develop inclusive attitudes, adaptability skills, and the ability to work in multicultural environments, which are essential competencies in the globalized era.

Beyond internal factors, the success of internationalization is also influenced by changes in global dynamics. Immigration policies, political conditions, and economic developments in various countries can affect the mobility of students and faculty and the sustainability of international cooperation. Therefore, universities must have flexible and adaptive strategies to cope with these changes.

Regular evaluation of internationalization programs is an essential step that must not be overlooked. By conducting monitoring and assessment of the effectiveness of implemented strategies, universities can make improvements and adjustments to remain relevant in global developments. A transparent and data-driven evaluation system will help universities measure the impact of their internationalization policies.

To sum up, internationalization in higher education is not a final destination but an ongoing journey. By adopting active and sustainable strategies, universities can significantly contribute to building a global civilization founded on knowledge, cooperation, and mutual understanding. This continuous effort allows institutions to create more dynamic, diverse, and impactful academic environments. With strong commitment and a cohesive, integrated approach, internationalization can seamlessly become a core aspect of a university's academic identity, enhancing its global presence and supporting its long-term growth on the international stage. In consequence, this process enriches both the university and the broader global community, fostering collaboration and innovation across borders.

CHAPTER III



Risk Management and Innovation

Concept of Risk Management and Innovation (RMI)

In today's rapidly evolving business landscape, risk management and innovation are frequently viewed as conflicting concepts. Risk management focuses on identifying, assessing, and mitigating risks to ensure the stability and long-term success of an organization. On the other hand, innovation thrives on risk-taking, as it is a key driver of change, fostering the development of new solutions and the exploration of untapped opportunities. Despite these differences, organizations must find ways to balance the two, recognizing that risk management does not necessarily stifle innovation, but rather provides a framework within which innovation can occur more strategically. By managing risks effectively, businesses can navigate uncertainties while pursuing new ideas that lead to growth and competitive advantage. Hence, when aligned properly, risk management and innovation can work together to foster sustainable success (Bessant et al., 2021).

However, the notion that these two concepts are inherently contradictory is not entirely accurate. Instead, risk management and innovation are complementary aspects of a well-rounded business strategy. When effectively managed, risk management can support structured and controlled innovation, while innovation can provide new strategies for addressing organizational risks. In other words, integrating both creates a more adaptive, sustainable, and competitive business approach.

Risk management is a systematic process for identifying, assessing, and controlling risks that may hinder an organization's ability to achieve its objectives. Risks can arise from various sources, such as market fluctuations, regulatory changes, operational disruptions, or natural disasters. By implementing effective risk management strategies, businesses can mitigate potential negative impacts and ensure the continuity of their operations.

The risk management approach typically involves several key steps:

1. Risk Identification (Recognizing potential threats that may affect business operations).
2. Risk Assessment (Analyzing the probability and impact of each identified risk).
3. Risk Control (Determining strategies to mitigate, transfer, or accept existing risks).
4. Monitoring and Evaluation (Continuously tracking risk developments and adjusting mitigation strategies as needed).

With a well-designed system, risk management is not solely about avoiding problems but also about enabling organizations to make more informed decisions when navigating business challenges.

On the other hand, innovation is a key factor in maintaining business competitiveness. Organizations that can develop new products, services, or business models are more adaptable to market changes. However, innovation often involves uncertainty and the potential for failure, requiring companies to be prepared to manage the risks inherent in the process.

Innovation can take various forms, including:

1. Product Innovation

This type of innovation focuses on developing new products or enhancing existing ones. For example, Apple introduces updated versions of the iPhone each year, continuously improving user experience with the latest technology. In higher education context there are need for offering new subjects/course that having connectivity with the newest trends. But we should now, the risk for new subject will begin with finding the right persons to presenting the material. And it will be followed by which books that should become book references. It will be challenging for that parts.

2. Process Innovation.

This involves improvements in production or operational methods to enhance efficiency and productivity. Example, Toyota developed the Just-in-Time production system to minimize waste and improve manufacturing efficiency. In higher education context, the process innovation could be done by its teaching learning process. Using classical teaching learning process is part or old time, students need many kind of innovative teaching learning process, that it could give new experiences for learning.

3. Business Model Innovation

This entails changes in how an organization creates, delivers, and captures value from customers. This is shown with Netflix transforming the entertainment industry by moving from a DVD rental service to a subscription-based streaming platform.

New kind of higher education could be rise, that we know its not only academic side process having balancing from vocational side. So giving education education with adding practical certifications will have some innovation.

Successful innovators not only have the willingness to take risks but also implement effective risk management strategies to control uncertainties. With the right approach, innovation is not merely a high-risk experiment but a strategic tool for business growth.

Although risk management and innovation may appear to be opposing forces, they are, in fact, interdependent. Without risk management, innovation can become excessively risky and potentially harmful to an organization. Conversely, without innovation, risk management may lead to stagnation and missed opportunities for growth.

Several strategies can help integrate risk management and innovation effectively:

1. **Creating a balanced organizational culture**
Organizations need to foster a culture that supports both risk management and innovation by striking a balance between caution and boldness. Employees should feel safe taking calculated risks without fear of punishment for failure. At the same time, they must understand the importance of identifying and managing risks associated with innovation
2. **Implementing a flexible risk management framework**
Traditional risk management frameworks may be too rigid to support innovation. Organizations should adopt a more flexible approach that allows for quick and adaptive risk assessments. For instance, applying agile methodologies in risk management can enable organizations to respond to changes more efficiently.
3. **Identifying and leveraging opportunity risks**
Not all risks are negative. Some risks, known as “positive risks” or “opportunities,” can generate benefits if managed effectively. For example, entering a new market or adopting emerging technology may carry risks but can also present significant growth opportunities. Effective risk management helps organizations identify and capitalize on these opportunities.
4. **Adopting a phased approach to innovation**
One way to mitigate risks in innovation is by implementing a phased approach. Instead of launching a new product or service on a large scale immediately, organizations can start with pilot projects or limited trials.

This allows them to collect feedback, identify potential issues, and make necessary adjustments before committing to larger investments.

5. Utilizing technology to support risk management and innovation
Technology can be a powerful tool for advancing both risk management and innovation. For instance, data analytics and artificial intelligence (AI) can help organizations identify trends, predict risks, and make more informed decisions. Additionally, technologies like blockchain can enhance transparency and security in innovation processes.
6. Building multidisciplinary teams
Successful innovation often requires collaboration across multiple disciplines, including technology, marketing, finance, and operations. By involving multidisciplinary teams in the innovation process, organizations can ensure that all risk aspects are considered and managed effectively.

Several companies have successfully integrated risk management and innovation to achieve success. One notable example is Tesla. As a pioneer in the electric vehicle industry, Tesla is widely recognized for its groundbreaking innovations. However, the company also places significant emphasis on risk management. For instance, Tesla gradually developed its technology, starting with high-end sports cars (Roadster) before transitioning to more affordable models (Model 3). This approach allowed Tesla to manage risks effectively while continuing to innovate. Another example is Amazon. The company has seamlessly combined risk management and innovation in a unique way. Amazon consistently experiments with new ideas, such as delivery drones and cashierless stores (Amazon Go). At the same time, it has a robust risk management framework that enables it to quickly identify and respond to emerging risks (Tupa et al., 2022; Huston and Sakkab, 2019).

Every opportunity and every decision involve risk and uncertainty. Successful companies understand the dramatic difference between actively taking risks and passively accepting them. Transnational operations face many potential dangers, yet they are also close to the dangers of stagnation and missed opportunities, particularly in relation to more daring and agile

competitors. However, while rewards require risk, successful business leaders must distinguish between smart risks and reckless gambles.

The approach to risk management has radically shifted from the centralized, top-down model popular two decades ago to the broad, multidimensional model that has emerged in recent years. Companies are adapting because now, more than ever, they must assess and manage risk strategically, such as exploring dangers and vulnerabilities within the context of corporate goals and market opportunities. Strategic risk management does not eliminate uncertainty, dangers, losses, or disruptions. Instead, it helps companies develop resilient operations, drive rapid recovery, and plan steps to address disruptions.

The most successful transnational companies manage risk and build value. These companies plan for success by assessing the strategic context, monitoring the global environment, preparing for future conditions, and weighing potential hazards. The best companies take smart risks that help them increase profit growth while protecting against risks to profits. They carefully pursue opportunities with strong geographical expansion and innovative product development stemming from their existing business. These companies build muscle while trimming fat, making them lean, fit, and ready to seize opportunities quickly. In short, by integrating risk management into their strategic planning process, companies can take smart risks that give them a competitive advantage.

Managing risk and taking smart risks involves both internal and external monitoring. Internally, managers need to identify the core activities that drive their company's revenue, isolate the most critical infrastructure and associated vulnerabilities, and then develop contingency plans. Externally, they must monitor the environment for threats to those vulnerabilities and opportunities that can build value and strength for the company.

Internal Green Risk Management Strategies

Risk is a common threat that every organization must face at some stage in its operations. Risks can arise from various factors such as complex operations, ineffective strategic decisions, unsupported organizational culture, and increasingly fierce global competition. Without an effective strategy, risk can jeopardize the continuity and success of the organization. Therefore, every organization needs a risk mitigation strategy that can identify, assess, and reduce potential threats it may face

Risk management not only focuses on responding to threats that have already occurred but also on prevention and planning to avoid or minimize potential future threats. This process includes creating policies that prioritize early risk identification and preventive measures that can be taken to mitigate the impact of those risks.

Risk management is not a separate part of the business but rather an integral component of every operational aspect and strategic decision. Without effective risk management, an organization will struggle to survive uncertainties in the market, technological changes, economic fluctuations, and other challenges. Effective risk management encourages organizations to think long-term and plan for the future by minimizing potential threats. This makes organizations more resilient in facing crises and ensures they can continue to operate effectively even in unfavorable situations. Additionally, risk management helps build the organization's reputation, as companies that can manage risks well are trusted more by stakeholders, including investors, business partners, and customers.

With increasing awareness of the importance of sustainability and environmental protection, Green Risk Management has become a modern concept increasingly adopted by organizations to reduce risks related to environmental impact. Green Risk Management refers to sustainable practices in risk mitigation, with a focus on preventing both external and internal threats that may damage the environment and natural resources

As discussed by Al Hammadi and Nobanee (2019), Green Risk Management is a product of sustainable risk management within organizations aimed at reducing negative impacts on the environment. This green evolution has emerged in response to environmental degradation caused by industrial activities that harm nature. In this context, organizations strive to balance economic needs with environmental sustainability. Green methods are becoming increasingly popular among businesses because they provide an effective way to enhance sustainability while managing risks arising from environmental threats.

One important advantage of implementing Green Risk Management is its positive impact on employee health. By reducing exposure to hazardous materials and creating a healthier working environment, organizations can reduce healthcare costs for their employees. This not only reduces the company's medical cost burden but also improves employees' quality of life, which in turn impacts their productivity.

Additionally, environmentally friendly sustainability policies often enhance employee motivation and job satisfaction. Employees who feel they work in an organization that cares about the environment are more likely to feel proud and engaged in their work. This contributes to improved performance and productivity across the organization.

The implementation of Green Risk Management includes various steps that help organizations manage environmental risks, such as:

1. **Waste Management**
Reducing, recycling, or disposing of waste in an environmentally friendly manner.
2. **Energy Efficiency**
Optimizing energy use in business operations to reduce carbon emissions and negative environmental impacts.
3. **Natural Resource Management**
Using raw materials and natural resources more efficiently and sustainably.

To implement green risk management effectively, organizations need to adopt a systematic approach. This process involves six key steps that help businesses identify, assess, and manage risks related to sustainability. Each step plays a crucial role in ensuring that risks that could harm the environment or threaten long-term sustainability are minimized or avoided. The following are the six steps in green risk management:

1. Hazard Identification

The first step in green risk management is hazard identification. A hazard here refers to factors or events that could pose a threat to the sustainability of the organization or the environment. These could include risks related to climate change, environmental degradation, or pollution caused by industrial activities. By identifying hazards early on, organizations can anticipate potential threats and plan the necessary mitigation measures. Through hazard identification, managers gain a clearer picture of the potential threats to business operations, such as damage to infrastructure or negative impacts on public health. With this information, organizations are better prepared to face crises or mitigate their impact.

2. Event Definition

The second step is defining events, which involves determining the potential impact of the identified risks. These events refer to conditions or occurrences that may result from the recognized threats, along with the damages that could be incurred. Defining events helps companies project the financial and operational effects of the risk. This event report also provides information on the magnitude of potential damage to operations and organizational projects. With this information, managers can decide on more targeted mitigation steps, such as waste reduction or replacing harmful materials.

3. Asset Identification

The third step is asset identification, which aims to determine which assets are vulnerable to the previously identified threats. These assets could include natural resources, production equipment, company

infrastructure, or even workforce elements affected by environmental threats. By knowing which assets are most vulnerable, managers can focus on developing appropriate protection policies. For instance, if water resources are vulnerable to pollution, a company might implement wastewater treatment technologies or recycle water to reduce the risk's impact.

4. Damage Estimation

After identifying hazards, events, and affected assets, the next step is damage estimation. According to Al Ahbabi and Nobanee (2019), damage estimation helps managers forecast the financial impact caused by risks on specific operations and projects. This damage estimation is crucial because it provides a clearer understanding of the potential costs that may arise from environmental damage or losses. With accurate estimation, companies can set aside reserve funds to address losses and carry out necessary repairs.

5. Annual Costs Estimation

The fifth step is estimating annual costs, which calculates the total losses incurred within a year due to the risks faced by the organization. Annual cost estimates include not only physical or financial losses but also potential costs related to reputation, which can affect relationships with stakeholders, customers, and business partners. This annual cost estimate is particularly useful in budgeting and helps managers prepare appropriate mitigation steps to reduce potential future losses. It also allows companies to make more realistic financial projections when facing existing uncertainties.

6. Cumulative Costs Estimation

The final step is estimating cumulative costs, which is used to forecast long-term losses caused by potential risks or threats. Cumulative cost estimation allows organizations to calculate the total impact of risks over a longer period, such as five to ten years. With cumulative cost estimates, companies can plan more comprehensive mitigation strategies, which not only reduce short-term impacts but also ensure

long-term sustainability. This process also helps organizations prioritize risks that require immediate attention and plan more effective preventive action (Sultan, 2022).

Green risk management is a crucial component in an organization's sustainability strategy. By following the six key steps in green risk management, organizations can identify and manage risks more effectively while minimizing the negative environmental impacts. This process not only focuses on environmental protection but also contributes to the financial and operational sustainability of the organization. Therefore, the implementation of green risk management allows companies to maximize long-term value and ensure sustainability for future generations.

In the context of higher education, there are challenging task also to manage green campus and sustainable campus. And even there is intrument to measuring how green campus they are.

Managing Risks in Global Expansion

Global expansion offers significant opportunities for companies to broaden their markets, increase revenue diversification, and enhance brand recognition. By entering international markets, companies can reach new customers, introduce their products or services to various regions, and enjoy broader growth potential. Moreover, global expansion also opens up opportunities for companies to leverage economies of scale, improve competitiveness, and access greater resources such as labor, raw materials, and technology.

However, despite the enormous potential benefits of global expansion, this process also brings several challenges and risks that must be carefully managed to avoid jeopardizing the company's operational success. Therefore, companies must develop comprehensive risk management strategies to address emerging challenges and ensure sustainable growth in international markets (Acosta, 2024).

Global expansion brings several risks that need to be understood and managed carefully. Some of the main risks that companies often face when expanding internationally, such as:

1. Political and Legal Risks

Political and legal risks are among the biggest challenges in global expansion. Changes in government policies, political instability, and differences in legal systems across countries can affect the operations of companies operating abroad.

Changes in trade policies, tax policies, or stricter regulations can affect business operations and increase operational costs. For example, a country may decide to raise import tariffs or change intellectual property regulations, which can hinder market access or increase production costs. Political uncertainties, such as government changes or social unrest, can also disrupt operations and reduce investor confidence.

2. Economic Risks

Economic risks encompass fluctuations in exchange rates, inflation, and economic recessions that can impact consumer purchasing power and company profitability. Economic instability in the target country can lead to changes in market demand, disrupt revenue projections, and increase operational costs. For example, depreciation of the local currency can reduce profits earned from exports and increase the cost of imported raw materials. Additionally, high inflation can reduce consumer purchasing power and suppress demand for products, affecting profitability.

3. Cultural and Social Risks

Cultural and social differences are often major challenges in global expansion. Cultural misunderstandings can lead to internal conflicts, reduced productivity, and failure to build relationships with local customers. For instance, in some cultures, business negotiations are conducted more formally and require several face-to-face meetings, while in other countries, the process is quicker and more direct.

If companies fail to understand the social norms and customs of the target country, they may miss opportunities to establish strong partnerships with local business partners or even damage relationships with customers.

4. Operational Risks

Operational risks include challenges faced by companies in managing supply chains, logistics, and product quality in international markets. For example, a company may encounter logistical barriers related to shipping goods or face discrepancies in product quality standards accepted in the target market. Companies entering international markets need to ensure their supply chains can adapt to local conditions and meet international standards. This includes managing production risks such as delays in shipping or product damage, as well as ensuring that quality control processes are effectively implemented across all operational lines.

5. Environmental Risks

Climate change and environmental issues are becoming increasingly important concerns in global expansion. Companies operating in international markets must comply with varying environmental regulations in each country and adopt sustainable business practices to minimize negative environmental impacts. In addition, companies also face risks related to natural disasters or extreme weather changes that could disrupt their operations. For example, storms or floods caused by climate change could damage infrastructure and disrupt supply chains (Seong et al., 2013).

To address the challenges of global expansion, companies need to develop and implement comprehensive risk mitigation strategies. Here are several key strategies that companies can use to manage risks in global expansion:

1. Comprehensive Risk Analysis

Before entering new markets, companies must conduct a thorough risk analysis. This analysis should cover several key aspects, including:

- a. Political Analysis
Identifying risks related to political instability, changes in government policies, and socio-political risks such as protests or unrest that may disrupt operations.
- b. Economic Analysis
Analyzing economic fluctuations, exchange rates, inflation, and potential recessions that could affect consumer purchasing power and company profitability.
- c. Cultural Analysis
Understanding cultural differences that may impact consumer behavior, marketing strategies, and business relationships.
- d. Environmental Analysis
Assessing environmental regulations and potential environmental risks that could affect operations and sustainability in new markets.

By conducting a comprehensive risk analysis, companies can identify potential threats and develop the appropriate mitigation strategies to reduce negative impacts in the future.

2. Market Diversification

Market diversification is one of the best strategies to reduce a company's reliance on any single market. By having a diverse market portfolio, companies can decrease the risks they face if an economic crisis, political instability, or changes in consumer preferences occur in a specific country. Market diversification allows companies to handle challenges in one country without suffering significant losses, as revenue from other markets can offset fluctuations. Additionally, diversification enables companies to seize different opportunities across regions, improving revenue stability and strengthening long-term growth.

3. Strategic Partnerships

Partnerships with local companies are a highly effective way to reduce operational risks in global expansion. Companies entering foreign markets often face challenges in understanding local

market dynamics, from regulations and consumer preferences to logistical issues. By partnering with local partners, companies can leverage market knowledge, experience, and existing distribution networks. Furthermore, these partnerships can help companies overcome regulatory barriers or reputational risks that may arise. This cooperation also accelerates market penetration and expands the company's operational reach.

4. Human Resource Training and Development

Cross-cultural training and the development of risk management skills for employees are essential to address the cultural and social challenges that may arise during global expansion. Trained employees can adapt more effectively to new work environments and understand local cultural nuances, which is crucial for building strong relationships with local customers and business partners. Additionally, training in risk management helps employees recognize and respond to emerging threats more swiftly and effectively. By developing these skills, companies can strengthen their internal capacity to handle ever-evolving global challenges.

5. Utilizing Technology and Data Analytics

Leveraging technology and data analytics is one of the most effective ways to monitor and manage risks in real-time. For example, big data allows companies to analyze market changes, consumer behavior, and economic risks that may influence business decisions. With data analytics, companies can predict market fluctuations, identify emerging trends, and anticipate potential risks that could impact their operations. Technologies such as cloud computing, machine learning, and artificial intelligence (AI) enable companies to process data faster, more accurately, and more efficiently, helping them make better-informed decisions.

6. Compliance with International Regulations

Ensuring compliance with international and local regulations is a crucial strategy for reducing legal and reputational risks. Each country

has different regulations and legal standards, and companies operating in international markets must ensure they meet all legal requirements in those countries.

Poor compliance can lead to legal penalties, fines, or business shutdowns, which could harm the company financially and damage its reputation. Therefore, companies must understand and comply with regulations in every country they operate in, whether related to taxes, environmental protection, trade, or labor. Engaging local legal consultants or compliance teams who are knowledgeable about local regulations will be highly beneficial in this regard.

The business world is more competitive today than ever before, businesses are expected to fight harder to survive or even lose completely. Businesses are strongly encouraged to expand their business internationally, but there are many risks that companies may not be prepared to face. Identifying risks is just the beginning; once identified, companies must create a strategic risk management plan to mitigate the risks they will face, whether through avoidance, control, cooperation, or flexibility. The company must then decide which response is most appropriate to reduce the risk of their business expansion. Once the company has decided and conducted research on the risks and solutions to reduce these risks, they are then ready to develop their business further through various international methods, be it licensing, franchising, or joint ventures. The company is now fully prepared to face risks and go further in developing their business internationally. As a result, with proper risk management, the company's success in developing its business internationally will increase and risks can be minimized.

Implementing Innovation for Competitive Advantage

Competition in the business world is an inevitable reality. Every company, whether domestic or international, will face the challenge of intense

competition. This competition presents both opportunities and threats that affect the survival and growth of the company. Therefore, companies must have a deep understanding of the market conditions, consumer needs, and changes in the business environment. With this understanding, companies can identify market opportunities to capitalize on and manage threats that may disrupt their business stability.

It is essential for companies to continuously monitor market trends and shifts in consumer preferences to act proactively. This will enable companies to make smarter decisions and adapt to rapidly changing markets. Furthermore, companies need to minimize their weaknesses and maximize their strengths to enhance their competitiveness.

With the increasing intensity of competition, companies need to have a clear and effective strategy to survive and grow. This strategy should be based on a strong understanding of the market environment, consumer needs, and the company's competitive position. Companies must understand their position in the market and develop strategies aligned with their strengths and weaknesses. Competitive advantage is a company's ability to outperform its competitors in terms of cost, quality, or other aspects deemed important by consumers. This advantage is a key factor influencing the long-term growth and success of a company. Competitive advantage can come from various factors, such as company resources, innovation capabilities, and operational activities that support the creation of high-quality products or services.

Some key factors that influence competitive advantage include:

1. Skilled and competent human resources.
2. Technology that enables companies to improve efficiency, introduce innovations, or create better products.
3. Efficient production processes that allow companies to produce goods at lower costs.
4. Effective marketing capabilities to build a strong brand and create customer loyalty (Santoso and Ardiani, 2022).

Competitive strategy is an approach used by companies to face competition and create a strong position in the market. This strategy focuses on developing and leveraging the company's strategic resources to achieve a competitive advantage. One way to achieve a competitive advantage is through innovation. Innovation not only drives profit growth but also enhances various capabilities crucial for the business's sustainability and development. Innovation allows companies to improve their ability to enter new markets, as well as attract and retain customers through better and differentiated products or services compared to competitors. In a world that is changing increasingly rapidly, innovation becomes an urgent need, not just an option. Companies that continuously innovate will be better equipped to respond to market changes, consumer demands, and technological advancements, all of which affect a company's competitiveness.

Competitive advantage and innovation are closely linked. Business actors who have a competitive advantage must possess creative and innovative thinking capabilities. Without innovation, companies will struggle to compete in an increasingly dynamic market. In fact, without creativity and innovation, companies may fall far behind competitors that are more adaptable to changes. Companies that do not develop innovation risk losing their competitiveness and may not survive the challenges posed by new competitors or rapid market changes. Innovation gives companies the ability to adapt and maintain their relevance in a highly competitive market.

Innovation is not only important for driving business growth but also serves as a survival tool. In an era of intensifying competition and environmental uncertainty, innovation becomes a decisive factor in succeeding amidst market changes and existing risks. A business environment full of uncertainty demands that companies quickly adapt and find new ways to remain relevant. Companies that are able to innovate will be more successful in responding to a changing environment, identifying new opportunities, and developing new capabilities that strengthen their competitive position. Innovation enables companies to capitalize

on emerging opportunities in developing markets, either through the development of new products or the improvement of business processes. Companies with high innovation capabilities have an advantage in creating new capabilities that lead to sustainable competitive advantage. Innovation allows companies to introduce new products or services that meet unmet needs in the market or even change how consumers interact with certain industries.

Innovation also serves as a key factor in gaining a competitive edge in the market, while simultaneously acting as an effective barrier to entry for new competitors. Companies that consistently innovate tend to establish high entry barriers, whether through the development of advanced technologies, strong patent ownership, or efficient and unique business processes. The combination of these factors creates a competitive advantage that is difficult for new entrants in the industry to replicate or challenge. The technologies developed by innovative companies often require significant investment, time, and specialized expertise to replicate. And then, the patents held by these companies protect their inventions and innovations from unauthorized use or imitation by others. Business processes optimized through innovation also make companies more efficient and responsive to market changes, a level of agility that new competitors, lacking the necessary experience or infrastructure, often struggle to achieve (Miradji et al., 2024).

To effectively implement innovation and gain a competitive advantage, companies must adopt the right strategies and take several steps to create an ecosystem that supports change and creativity. Below are some strategic steps companies can take to implement innovation effectively:

1. Building an innovation culture within the company

Innovation must be part of the company culture, not just a one-off initiative. To achieve this, companies should encourage employees to think creatively and innovate, providing room for experimentation without the fear of failure. Leadership that supports innovation is essential to creating a work environment conducive to the development of new ideas.

Leaders should set an example by prioritizing innovation in every strategic decision made and acknowledging employees' creative efforts. Moreover, rewarding innovation and the courage to take risks will strengthen the innovation culture throughout the organization. With such a culture, companies not only create innovative products but also more efficient processes and better problem-solving within the organization.

2. Using technology as a primary driver

Technology plays a significant role in driving innovation and increasing the competitiveness of a company. Investment in cutting-edge technologies such as artificial intelligence (AI), big data, and the Internet of Things (IoT) can open new opportunities to improve operational efficiency, enhance customer service, and create more innovative business models.

Technology allows companies to process data on a large scale, which can be used to predict market trends, understand customer preferences, and optimize the supply chain. The use of digital platforms, automation, and cloud-based systems can also improve internal collaboration and production efficiency, which in turn strengthens the company's competitiveness in the global market.

3. Continuous Research and Development (R&D)

Research and Development (R&D) is the core of successful innovation. Companies need to allocate sufficient resources to ensure that R&D remains continuous. With ongoing R&D, companies can find new solutions to existing business challenges and create products and services that meet the evolving needs of customers. R&D also enables companies to keep innovating as they face rapidly changing market and technological challenges. Allocating sufficient budget for research not only helps companies create new products but also provides insights to improve existing products or services to maintain their relevance in the market.

4. Collaboration with external parties

Innovation does not always have to come from within the company. Collaborating with external parties, such as startups, academic institutions, and other business partners, can accelerate the innovation process and provide new perspectives in creating solutions. Many large companies collaborate with technology startups to develop new, more innovative solutions that meet the needs of a dynamic market. This collaboration can introduce companies to new technologies, methods, and different approaches to business challenges. Additionally, partnerships with universities or research institutions can open up opportunities for joint research and the development of more advanced products or technologies.

5. Adopting an agile approach and customer-centric design

To cope with rapid market changes, companies must adopt agile methodologies, which prioritize fast iterations, testing, and customer feedback. This approach allows companies to adapt quickly to changing market needs and ensures that the products or services being developed truly align with user needs. The agile approach enables teams to work collaboratively and responsively, producing products or services that can be tested earlier. Additionally, companies that use customer-centric design will be more successful in creating products that meet customer expectations, as they continuously gather relevant customer feedback throughout the development cycle.

6. Measuring Innovation Success with Clear KPIs

To determine whether the innovation efforts have been successful, companies must measure the outcomes using clear Key Performance Indicators (KPIs). These KPIs should measure the tangible results of the innovation efforts, such as:

- a. Customer adoption rates for new products or services.
- b. Improvement in operational efficiency, such as cost reduction or productivity increases.
- c. Revenue growth generated from innovative products or services.

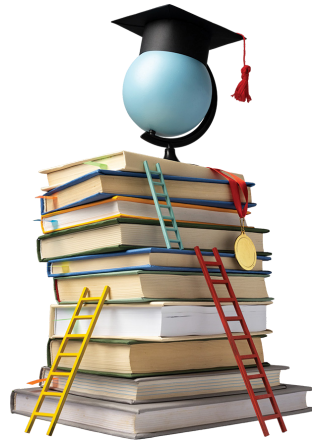
With clear KPIs, companies can evaluate the success of their innovation efforts and identify areas for improvement to support sustainable growth. Additionally, companies can ensure that the innovations they implement bring significant benefits in improving their competitive position in the market.

The effective implementation of innovation is indeed a key driver in establishing competitive advantage in the ever-evolving business landscape. By fostering an innovation culture, leveraging technology, and applying the right strategies, companies can create products and services that stand out from their competitors. While the innovation process presents its challenges, companies that successfully navigate these obstacles will have a greater chance of surviving and thriving in the future. Therefore, innovation is no longer optional; it has become a necessity for any business aiming for long-term success.

In today's rapidly changing market, the ability to innovate not only ensures that a company can adapt but also allows it to lead, setting the foundation for sustainable growth and market leadership. As such, companies must continuously evaluate their innovation strategies, remain agile in the face of market demands, and invest in the resources required to innovate effectively. By doing so, businesses will continue to create value, build stronger customer relationships, and maintain a competitive edge in the long run.

Department Management of Faculty of Economics and Business Universitas Airlangga drive by its vision To become an independent, innovative, leading Faculty of Economics and Business at national and international levels based on religious morals. And the implementation has already on the track, cause there are many intellectual property right for many things that including many digital application just like digiseminar.id that use not only from internal side but also using by its partner in Malaysia for international seminar.

CHAPTER IV



Examples of Internationalization for Study Programs

Participation in International Academic Forums

Engagement in international academic forums is an important aspect of scholarly development, fostering knowledge exchange, collaboration, and institutional recognition at the global level. These forums serve as platforms for academics to share research findings, engage in intellectual discourse, and build professional networks that contribute to the advancement of science, technology, and social development. Through participation in international conferences, symposiums or publications, researchers and academics can broaden their horizons, gain new perspectives and test the validity of their findings before the global community. In turn, the cross-national and cultural collaborations formed through these forums often result in more comprehensive innovations and solutions to global challenges. The recognition gained from participation in international forums also enhances the reputation of institutions and individuals, opens

up opportunities for research funding, and strengthens their position in the global academic hierarchy (Turali et al., 2023).

International academic forums provide an avenue for scholars to disseminate research and gain insights from diverse perspectives. In an era of rapid globalization, challenges in various academic disciplines often transcend national borders, necessitating collaboration across institutions and countries. These forums facilitate dialogue on pressing global issues, from sustainability and risk management to education and business development.

Participating in international academic forums provides significant benefits for the quality of research by introducing academics to constructive criticism, valuable feedback, and various perspectives that can enrich their analysis. Interaction with experts from diverse backgrounds allows for the development of broader insights and an improvement in the rigor of research methodologies. The opportunity to present research findings at the global level not only strengthens the individual academic's reputation but also enhances the institution's image within the international scientific community. Active involvement of universities and research institutions in such forums reflects their commitment to academic excellence and fosters cross-disciplinary collaboration that can lead to new innovations. Additionally, exposure to diverse academic discussions provides academics with opportunities to expand their networks and establish collaborations with other institutions.

One of the main benefits of international forums is the opportunity to build a broad and diverse academic network. These networks not only facilitate the exchange of ideas but also foster the creation of collaborative research projects involving multiple parties. Besides that, international forums often serve as venues for joint publications, which can enhance the visibility of scholarly work and provide a greater impact. Academics with similar research interests can get to know each other and identify potential synergies, opening doors for long-term collaboration. This cooperation

becomes crucial in addressing increasingly complex academic and societal challenges at the global level.

For example, the participation of the Department of Management at Universitas Airlangga in the KARMI (K-ASEAN Risk Management and Innovation) Forum exemplifies how institutions can leverage international events to enhance academic discourse. Held by Sunkyunkwan University, Korea, this event brought together scholars from multiple countries, including Indonesia, Laos, and Vietnam, to discuss risk management and innovation. Through their presentation on Managing Green Management Risk Internally, the research team introduced new perspectives on environmental responsibility within organizations. Beyond presenting research, such engagements foster dialogue that can lead to future partnerships, particularly in emerging fields like Environmental, Social, and Governance (ESG) studies.





Figure 1. Presentation at K-Asean Ami Forum

Similarly, collaboration in organizing academic events is another means of strengthening international academic networks. The International Business Education Outlook Seminar, co-hosted by Universitas Airlangga, Hailey College of Commerce (University of Punjab, Pakistan), and Universiti Teknologi Mara (Malaysia), demonstrates how universities can work together to address global academic and industry concerns. With a focus on the evolving landscape of business human resources, the seminar provided a space for discussions among experts from different academic and cultural backgrounds, highlighting the importance of interdisciplinary and international perspectives.



Figure 2. International Business Education Outlook Seminar

Engagement in international forums also plays a vital role in individual academic development. Presenting research in an international setting challenges scholars to articulate their ideas clearly, defend their arguments, and engage with critiques from a global audience. These experiences contribute to professional growth, helping academics refine their communication skills, expand their knowledge base, and gain recognition in their respective fields.

Furthermore, participation in these forums helps universities stay aligned with global academic trends. Institutions that actively encourage their faculty and students to engage in international discourse often find themselves better positioned to adapt to changes in education, research, and industry demands. Topics such as sustainable business practices, risk management, and the future of education require continuous engagement with international scholars to remain relevant and innovative.

Participation in international academic forums is essential for fostering global knowledge exchange, building academic networks, and enhancing

professional development. Universities and research institutions that actively engage in these platforms not only contribute to global academic progress but also strengthen their position in international scholarship. Events like the KARMI Forum and the International Business Education Outlook Seminar illustrate how academic forums serve as catalysts for innovation, collaboration, and the dissemination of impactful research. Moving forward, greater participation in such events will continue to shape the future of academia and professional practice in an increasingly interconnected world.

Collaboration with International Universities

Collaboration between universities across different countries has become a crucial element in supporting academic growth, innovation, and global integration. In an increasingly connected world, universities need to actively establish international partnerships to enhance educational quality and expand research opportunities. Such collaboration also helps develop students' competencies, preparing them to compete in the global market. The forms of inter-university collaboration are diverse, ranging from joint research projects that involve multiple disciplines, faculty exchange programs that enrich teaching experiences, to student mobility programs that provide opportunities to study in an international environment. Dual degree agreements are also becoming more popular, offering students the opportunity to earn qualifications from two different universities, broadening their academic horizons (Waham et al., 2023).

International collaboration allows universities to exchange knowledge, leverage resources, and create a more diverse and enriched academic environment. Through strategic partnerships, institutions can offer students and faculty access to global networks, cutting-edge research, and innovative learning experiences. Moreover, collaborations with international universities help strengthen the reputation of higher education institutions by aligning their academic programs with global trends.

One critical aspect of university collaboration is fostering entrepreneurship and business development, particularly in emerging economies. Partnerships between universities from different regions enable the exchange of best practices in entrepreneurship education, business management, and innovation. These collaborations not only support local economic development but also equip students with the necessary skills to thrive in a global marketplace.

A prime example of such collaboration is the partnership between Universitas Airlangga (UNAIR) and Cambridge University in a series of programs aimed at strengthening entrepreneurial education in Surabaya. One of these initiatives, the Train the Trainers on Enterprise and Marketing Module Program, provided faculty members from UNAIR and other universities with advanced knowledge in marketing strategies and entrepreneurial insights. The program ensured that lecturers were well-equipped to train students and small business owners, fostering a more dynamic entrepreneurial ecosystem.

One of the primary goals of international university collaboration is to enhance student learning experiences and competencies. Universities often engage in joint programs that offer students the opportunity to gain international exposure, either through exchange programs, double-degree arrangements, or participation in global competitions. For example, in collaboration with Cambridge University and the Surabaya City Government, UNAIR played a significant role in organizing the Ramadhan Village Festival. This initiative was designed to enhance the business capacity of micro, small, and medium enterprises (MSMEs) while providing management students with hands-on experience in business development. By involving students in real-world business scenarios, international partnerships like these prepare future graduates with practical skills and a global perspective on entrepreneurship.



Figure 3. Cambridge University Collaboration with The Surabaya City Government to Enhance Entrepreneurship and Marketing Skills Of MSMEs In Surabaya



Figure 4. Collaboration Between Airlangga University, Cambridge University, And the Surabaya City Government in The Ramadhan Village Pesta Festival (PESTIPAL) at Kampung Asmaul Husna

Alongside direct student engagement, discussions between UNAIR's Management Department and representatives from Cambridge University explored the potential for certification programs, international competitions, and access to Cambridge's academic resources. Such initiatives allow students to gain recognized international qualifications and enhance their professional credentials.

Similarly, a collaboration with Massey University in New Zealand highlights the role of international partnerships in academic mobility. Meetings between representatives from both universities focused on establishing double-degree programs, student exchange opportunities, and collaborations in postgraduate management programs. These efforts align with the broader objective of equipping students with an internationalized education that enhances their competitiveness in the global job market.



Figure 5. Strategic Meeting with Massey University, New Zealand

Faculty development is another crucial aspect of international university collaboration. By engaging in global partnerships, faculty members gain opportunities for research collaboration, joint publications, and professional development through exposure to different academic methodologies and perspectives. For instance, the visit of representatives from Cambridge University Press to UNAIR led to discussions on potential collaborations, including joint training programs for students and faculty members. These engagements enable universities to introduce new teaching methodologies and integrate internationally recognized standards into their curricula.

In addition to enhancing individual faculty growth, institutional collaborations can pave the way for the establishment of joint research projects, access to funding opportunities, and the exchange of academic resources (Srinivas, 2024). The partnership between UNAIR and Malaysian universities, including Universiti Sains Malaysia (USM) and Universiti Malaysia Kelantan (UMK), examined the potential for developing short courses and collaborative financial management programs. These initiatives not only strengthen academic offerings but also promote the exchange of students and staff across participating institutions.



Figure 6. Strategic Meeting With 2 Malaysia Campus in One Day

While international collaborations offer numerous benefits, they also present challenges that universities must navigate. Differences in academic regulations, funding constraints, cultural barriers, and logistical complexities can sometimes hinder the seamless implementation of partnerships.

To ensure successful collaboration, universities must adopt strategic approaches such as:

1. **Aligning Institutional Goals**
International partnerships must ensure alignment with the academic vision and strategic priorities of the university to achieve common goals that support institutional development. This helps maintain focus and consistent direction in each collaboration.
2. **Leveraging Digital Platforms**
Technology plays a vital role in facilitating virtual exchanges, online courses, and cross-border research collaborations. The use of digital platforms enables universities to connect more easily, access resources efficiently, and accelerate collaboration processes.
3. **Ensuring Sustainable Funding**
To support lasting partnerships, it is crucial to seek joint funding opportunities through government initiatives and the private sector. Proper funding can strengthen collaborative research projects and ensure the continuity of various partnership programs.
4. **Fostering Mutual Benefits**
Successful partnerships should be designed with agreements that offer real benefits to all parties involved, including institutions, faculty, and students. Clear and fair benefits will motivate active participation and strengthen relationships between universities (Islamiyah et al., 2024).

International collaboration is not merely an academic exchange but a fundamental strategy in building a more adaptive and progressive educational ecosystem. Through cross-border engagement, higher education institutions have the opportunity to reconstruct learning models, accelerate innovation, and enhance the competitiveness of graduates in an ever-evolving global landscape.

More than just formal partnerships, academic connections across borders signify a transformative shift in education, increasingly emphasizing integration and openness. The effectiveness of these collaborations hinges not only on agreements between institutions but also on the preparedness of human capital, the adaptability of curricula, and the long-term viability of the initiatives undertaken. As a result, the future direction of higher education development no longer depends solely on the internal capacity of an institution but rather on the extent to which the institution can establish, manage, and leverage global networks as catalysts for academic and professional growth.

Student and Staff Mobility Programs

Another activity that can be implemented in the process of internationalization for academic programs is through student and staff mobility programs. This program provides opportunities for students and faculty to gain direct academic experience in an international environment, enriching their perspectives on various educational approaches and cultures. Moreover, mobility programs encourage cross-cultural collaboration that enhances global understanding and builds professional networks between universities. Through this exchange, students and faculty become better equipped to face increasingly complex global challenges. Additionally, mobility programs play a crucial role in enhancing the academic reputation of academic programs at the international level, making them more attractive to prospective students and global institutional partners.

Mobility encompasses both physical and intellectual aspects. In addition to tourism, traveling and interacting with people from different countries can enrich perspectives, broaden horizons, and open new ways of gathering ideas and concepts that can be applied across various fields, including higher education. A professor observing and studying new teaching methods from an education system in another country can improve their teaching quality when they return home. While it is possible to read about modern teaching

methods used by foreign universities, direct observation remains crucial for accurately understanding and absorbing knowledge. Meeting new people and ideas is essential for all parties involved in this project, whether students, teachers, or professors. Their direct experiences have shaped the framework for strengthening tolerance and a sense of belonging, making it an effective tool for enhancing the feeling of being part of a community that values and supports diversity (Davian, 2021).

The integration of student and staff mobility initiatives into study programs is a crucial step toward internationalization. These programs help universities align their curricula with global standards, attract international collaborations, and enhance the competencies of students and faculty members. Mobility programs not only facilitate academic exchange but also contribute to the long-term development of study programs through curriculum enrichment, joint research, and industry partnerships.

For instance, Universitas Airlangga (UNAIR) and Universiti Malaysia Kelantan (UMK) have established an exchange program where students participate in entrepreneurship courses, engage in MSME development projects, and experience different cultural and business environments. This type of reciprocal student mobility strengthens the study program’s internationalization by integrating global perspectives into its learning framework.





Figure 7. Visit From UMK Malaysia

Similarly, the International Academics Business Visit (IABV) at UNAIR has evolved into an essential component of its management study program. The program, which welcomes students from Universiti Malaya, focuses on themes that reflect global economic trends, such as digital sustainability and resilience in times of recession. By engaging students in discussions on contemporary business challenges, IABV not only enhances their academic experience but also ensures that the study program remains aligned with industry needs and international academic discourse.



Figure 8. International Academics Business Visit

While student mobility is crucial, faculty mobility plays an equally important role in the internationalization of study programs. Faculty exchanges allow lecturers to gain insights into different pedagogical approaches, engage in collaborative research, and develop globally relevant curricula. This, in turn, enhances the reputation of study programs and attracts international students and faculty members.

A notable example is the visit of a professor from the University of Economics Ho Chi Minh City, Vietnam, to the Management Department of UNAIR. The visit aimed at guest lectures, research methodology training, and joint research initiatives, demonstrating how staff mobility contributes to the academic enrichment of a study program. This type of faculty exchange not only enhances the quality of teaching but also opens up opportunities for international research collaboration, which further strengthens the credibility of the study program at the global level.





Figure 9. Visit Agenda of Vietnamese Lecturers

Similarly, the Erasmus staff mobility program facilitated a visit by a professional lecturer from the University in Nitra, Slovakia, to UNAIR. This visit served as a platform for meaningful discussions on teaching collaboration, joint research initiatives, and potential conference partnerships, underscoring the critical role of faculty mobility in driving the internationalization of academic programs. Through such exchanges, both universities explored opportunities for shared curriculum development and collaborative teaching methods, enhancing the learning experience for students across borders. Additionally, these initiatives help institutions build long-term, mutually beneficial partnerships that lead to joint degree offerings, dual certification programs, and pave the way for international accreditation. Such strategic collaborations are vital in positioning universities on the global stage, allowing them to attract diverse student populations and gain recognition for their academic excellence. Ultimately, faculty mobility programs like Erasmus contribute to fostering a dynamic academic environment that values cross-cultural engagement and academic innovation.



Figure 10. Strategic Visit of Prof. Peter Mikulas to Strengthen Academic Collaboration Between Feb UNAIR And University in Nitra, Slovakia

To maximize the benefits of mobility programs, universities must strategically integrate them into the structure of their study programs. This can be achieved through:

1. Embedding Mobility into the Curriculum

Universities should design curricula that incorporate exchange semesters, short-term study abroad programs, and international internships. For instance, business students participating in mobility programs at UNAIR gain practical exposure to global markets through field visits to local businesses and MSMEs, reinforcing their theoretical knowledge with real-world applications.

2. Developing Joint and Dual Degree Programs

Establishing dual-degree agreements with international universities allows students to earn qualifications from two institutions, enhancing the global recognition of their degrees. The strategic discussions between UNAIR and Massey University, New Zealand, focused on joint Master's programs, demonstrate how study programs can expand their academic reach through collaborative degrees.

3. Strengthening Industry-Linked Mobility

Universities should collaborate with international industries and multinational corporations to provide internships and professional training programs that align with global workforce demands. This ensures that students graduate with not only theoretical knowledge but also practical skills applicable in international markets.

4. Leveraging Digital Mobility Programs

Virtual exchange programs and online collaborative courses provide accessibility to international learning experiences, especially for students facing financial or logistical challenges. The online MSME entrepreneurship module between UNAIR and UMK, followed by an in-person exchange, illustrates how blended mobility models can be effectively integrated into study programs.

5. Enhancing Institutional Support for Mobility

Establishing International Offices and Academic Mobility Centers within faculties can facilitate seamless student and faculty exchanges by assisting with visa processing, credit transfer agreements, and cross-border academic regulations (Alam and Atasi, 2023).

Despite the advantages of mobility programs in study program internationalization, universities face several challenges, including:

1. Financial Limitations

The cost of participating in international mobility programs can be a barrier for many students. Expanding scholarship programs and funding partnerships with governments and private institutions is essential.

2. Credit Transfer Issues

Ensuring that courses taken abroad align with home university curricula remains a challenge. Developing standardized credit transfer mechanisms can address this issue.

3. Cultural and Language Barriers

Students and faculty participating in mobility programs may struggle with cultural adaptation and language differences. Offering pre-departure training and language support programs can enhance the experience.

Moving forward, the future of student and staff mobility programs will likely see:

1. Greater Emphasis on Virtual Mobility

With advancements in digital education, virtual mobility programs will complement traditional exchanges, expanding access to international learning experiences.

2. Increased Interdisciplinary Mobility

Mobility programs will move beyond single-discipline exchanges to encourage cross-disciplinary learning and research.

3. Stronger Industry Collaboration

More mobility programs will incorporate direct engagement with global industries, ensuring that study programs align with evolving job market demands.

Student and staff mobility programs are vital instruments in the internationalization of study programs. By integrating mobility initiatives into curricula, fostering faculty exchanges, and strengthening institutional partnerships, universities can provide students with a globally relevant education. The examples of UNAIR's collaborations with universities in Malaysia, Vietnam, New Zealand, and Slovakia demonstrate how strategic mobility programs can enhance academic excellence, research impact, and cross-cultural engagement. In the future, universities must continue expanding and innovating their mobility programs to ensure that their

study programs remain globally competitive and aligned with the needs of an interconnected world.

International Courses and Guest Lectures

In an increasingly globalized world, higher education institutions face growing pressure to equip students with not only local expertise but also a broader, international perspective. One of the most effective ways to achieve this integration is through the incorporation of international courses and guest lectures into academic programs. These initiatives play a pivotal role in bridging the gap between different educational systems, cultures, and methodologies, offering students the opportunity to engage with a wide array of global issues. By learning from internationally recognized experts, students gain valuable insights that expand their understanding of global challenges and innovative solutions. Moreover, such exposure enhances their critical thinking and prepares them to thrive in diverse, interconnected professional environments. These initiatives not only enrich the academic experience but also empower students to become global citizens capable of navigating the complexities of an ever-changing world.

International courses are carefully designed to offer students a comprehensive understanding of global perspectives within their chosen field of study. These courses go beyond simply exposing students to international standards; they also foster critical thinking and encourage comparative analysis, allowing students to evaluate different approaches and solutions from around the world. By engaging with academic content that holds relevance on a global scale, students are better equipped to address complex issues that transcend national boundaries. Such exposure enables them to develop skills and knowledge that are not only valuable in their specific field but also highly applicable in diverse international contexts. As a result, these courses prepare students to navigate a globalized world, enhancing their ability to contribute meaningfully to international dialogues and endeavors (Hunter et al., 2023).

For instance, the Business Ethics and Creating Shared Value (CSV) courses at the Master of Management (MM) program at FEB Universitas Airlangga (UNAIR) offer a unique international perspective on business practices. The courses are designed to provide students with an understanding of the ethical and sustainable practices that are vital for businesses to build trust and maintain positive relationships with stakeholders. These courses offer global exposure through guest lectures from renowned experts from the MBA program at Universiti Malaya (UM), Malaysia.

A promotional poster for a Zoom lecture. The top half features a collage of digital devices (laptop, tablet, smartphone) with the title "Building Business Ethics in Digital Era" in large blue font. A circular inset shows a portrait of the speaker, Assoc. Prof. Dr. Norizah Mohd Mustamil. The bottom half is a solid blue box with white text providing speaker details, the date and time, and the lecture topic.

Speaker
ASSOC. PROF. DR. NORIZAH MOHD MUSTAMIL
DEPARTMENT OF MANAGEMENT & MARKETING
FACULTY OF BUSINESS & ECONOMICS
UNIVERSITI MALAYA

Saturday, May 18 2024 | 14.30 WIB
Mata Kuliah Etika Bisnis dan CSV | Via ZOOM

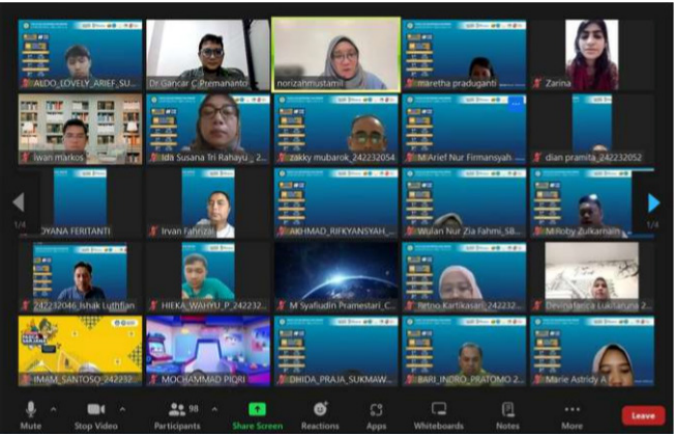


Figure 11. Business Ethics Lecture by UM Malaysia

This lecture emphasized the importance of business ethics in a global context by presenting real-life examples that highlight the role of ethics in building trust within organizations. The lecture encouraged students to actively participate by asking questions and reflecting on the application of ethical practices in different cultural and business environments. This international perspective became a crucial element of the course, as students not only learned the theory but also understood how these theories are applied in practice across various countries.

Similarly, a lecturer from New York University (NYU) delivered a guest lecture on Business Ethics in the Management Bachelor's program at UNAIR. The lecture highlighted both philosophical and practical values on a global scale, providing students with insights into how ethics is understood and applied across different parts of the world. The positive response from students, as well as their active participation, demonstrated the importance of international guest lectures in broadening perspectives and enhancing global business outlooks.

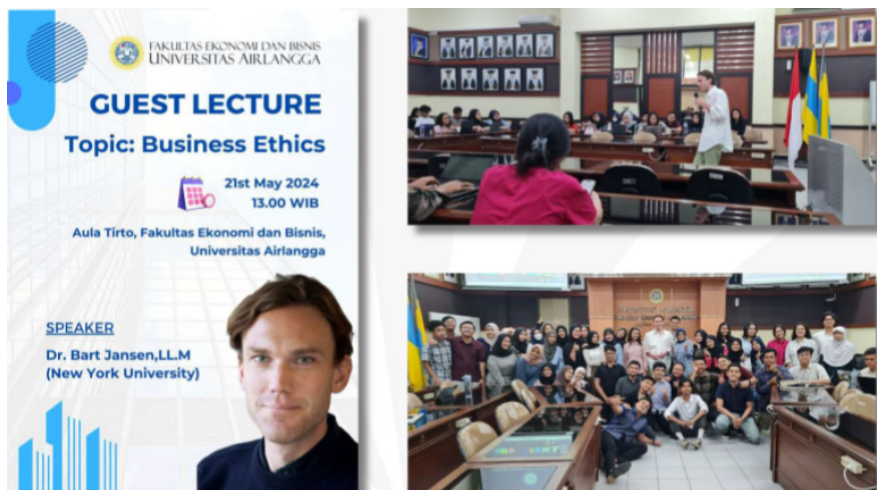


Figure 12. Guest Lecture Global Ethic Business by New York University

Guest lectures are an effective way to bring international perspectives into the classroom. By inviting lecturers from foreign universities, institutions provide students with the opportunity to interact with academics who offer

diverse viewpoints, research, and teaching styles. These lectures not only enrich the learning experience but also provide a platform for students to ask questions, engage in discussions, and challenge their understanding of global issues. Additionally, guest lectures open opportunities for institutional collaboration, creating long-term academic partnerships that benefit both students and faculty. For example, the Management Department of FEB UNAIR held an informal meeting with a lecturer from New York University to discuss potential future cooperation between the two universities. Such interactions strengthen academic relationships and can lead to new initiatives, such as joint courses, research projects, or student exchange programs.

One remarkable example of a multi-campus collaboration was the partnership between AAGBS UiTM Malaysia, Universitas Airlangga, and Walailak University Thailand. In this collaboration, guest lectures and joint courses were conducted for MBA students in the Strategic Brand Management course. This initiative provided students with global exposure, as they engaged with faculty members from three different Asian universities. The diversity of perspectives offered by the lecturers contributed to a richer learning experience, broadening students' understanding of brand management within the global market.

STRATEGIC BRAND MANAGEMENT"

Team Teaching MBA PROGRAM



ARSHAD AYUB

GRADUATE BUSINESS SCHOOL



- ▶ **Dr. Zurina Ismail** – AAGBS UiTM Malaysia
- ▶ **Assoc. Prof. Dr. Gancar C. Premananto** – Airlangga University Indonesia
- ▶ **Assoc. Prof. Dr. Konrawan Rattanakuri** – Walailak University International College Thailand







Figure 13. Strategic Brand Management International Course

This collaborative effort, initially a partnership between two institutions (AAGBS UiTM and UNAIR) in 2020, was expanded in 2024 with the inclusion of Walailak University, creating a more comprehensive and diverse learning experience for students. The initiative received positive feedback from students, who stated that this collaboration broadened their perspectives. This demonstrates the value of international collaboration in shaping students' global viewpoints.

There are some benefits of international course and guest lectures for internationalization, such as:

1. **Global Perspectives**
Students gain a broader understanding of how global issues are approached in different countries, enriching their academic experience and preparing them for international careers.
2. **Cultural Exchange**
Exposure to different teaching styles, languages, and cultures helps students develop cross-cultural communication skills and adaptability.
3. **Collaborative Learning**
Joint courses and guest lectures encourage students from different backgrounds to work together, promoting teamwork and global networking.

4. Access to Expertise

Students benefit from the knowledge and experience of internationally recognized scholars and professionals, providing them with cutting-edge research and insights.

5. Stronger Academic Partnerships

International guest lectures and collaborative courses lead to the formation of long-term academic partnerships, opening up opportunities for joint research, dual-degree programs, and student exchanges.

To sum up, international courses and guest lectures are essential tools for universities aiming to offer global exposure and enrich their academic programs. By inviting international experts to share their knowledge and insights, universities provide students with opportunities to learn about global issues, engage in meaningful discussions, and gain a deeper understanding of their field in a global context. Collaborations between universities across borders serve as examples of how academic institutions can create impactful learning experiences that prepare students for successful international careers. These initiatives not only enhance students' education but also strengthen institutional relationships, fostering long-term academic and cultural partnerships.

Joint Research and Community Engagement

In the current landscape of higher education, joint research and community engagement have emerged as crucial strategies for institutions aiming to amplify their academic influence while also contributing to social and economic development. These activities facilitate a two-way exchange of knowledge between academia and society, ensuring that research efforts are grounded in real-world issues while also offering practical solutions to societal challenges. Moreover, they encourage interdisciplinary collaboration, which is often the catalyst for innovation, as it brings together diverse perspectives and expertise. Through joint research initiatives and

active community engagement, universities and research institutions are able to establish meaningful connections that link global expertise with local needs. This agenda not only enhances the relevance and applicability of research but also fosters sustainable development by addressing pressing local issues through the application of cutting-edge global knowledge (Bidandi et al., 2021).

Joint research is a powerful tool for universities to engage in collaborative, interdisciplinary projects that tackle pressing global challenges. By partnering with other institutions, whether domestically or internationally, universities can pool resources, knowledge, and expertise to address complex issues that no single institution could solve alone. Collaborative research also facilitates the exchange of ideas between different academic perspectives, leading to more innovative and comprehensive solutions.

An example of successful joint research is the International Master in Management Applied Research Awards (IMMARA), which is a collaborative effort between FEB Universitas Airlangga, AAGBS UiTM, and MM Paramadina University. This initiative brings together scholars and practitioners from different institutions to explore topics such as business transformation, digitalization, and sustainability. During the IMMARA 2024 event, a two-day seminar featured presentations from academics and practitioners, offering valuable insights into how businesses are adapting to the digital age and embracing sustainable practices. These seminars not only showcase cutting-edge research but also foster dialogue between researchers and industry professionals, enriching both the academic community and business sector. Through joint research activities like these, universities can deepen their engagement with the global academic community, contributing to the development of knowledge that can have far-reaching implications. Furthermore, such collaborations encourage the creation of networks that extend beyond national borders, leading to future research partnerships and academic exchanges.



Figure 14. APDMI 2024: From A Global Scientific Forum to MSME Empowerment in Bukit Tinggi, Padang

While joint research contributes to academic development, community engagement provides universities with the opportunity to apply their research findings in real-world settings, directly benefiting society. Engaging with local communities allows academic institutions to address relevant societal challenges, promote social inclusion, and contribute to sustainable development. A significant aspect of community engagement is ensuring that research outputs are not confined to academic journals but are translated into actionable solutions that can improve the lives of individuals and communities. For example, as part of the IMMARA event, a community service activity was held on the second day, which focused on

the development and marketing of legen, a traditional drink, as a healthy beverage for millennials and the global market. This initiative provided a platform for academics, industry professionals, and community members to collaborate on how to enhance the commercial potential of a local product while also promoting health and wellness.

Community engagement activities like these are vital for universities seeking to make a tangible impact on society. By focusing on local and global issues, universities can leverage their research to drive change and contribute to community well-being. This approach not only helps address immediate community needs but also strengthens the social responsibility of academic institutions, positioning them as key players in regional and global development.

The most effective university initiatives combine both joint research and community engagement, creating a dynamic ecosystem where academic knowledge is applied to solve practical challenges. These efforts not only advance knowledge but also directly benefit communities, providing them with sustainable solutions that improve quality of life.

For instance, the IMMARA Focus Group Discussion (FGD) on the development of legen products is a prime example of how joint research and community engagement can work together to address business and societal needs. The FGD involved various stakeholders, including local producers, academics, and industry leaders, to discuss strategies for marketing legen to millennials and expanding its reach in the global market. This activity not only helped identify practical strategies for business development but also emphasized the importance of collaboration between academia and industry to create social impact.



Figure 15. Hosting The 3rd IMMARA 2024: Impact and Recognition

Additionally, joint research initiatives that focus on sustainability, health, and local economic development can have far-reaching implications. By involving local communities in the research process, universities can ensure that their studies are grounded in real-world contexts, making the research outcomes more relevant and actionable. This approach also fosters a sense of ownership and empowerment among community members, encouraging them to take an active role in implementing the solutions generated through research.

While the benefits of joint research and community engagement are clear, universities must also overcome several challenges to ensure their success. Some of the key challenges include:

1. **Coordination and Collaboration**

Effective joint research requires seamless coordination between multiple institutions, often with differing academic cultures and

research priorities. Establishing clear communication channels and mutual understanding is essential for successful collaboration.

2. Securing Funding

Collaborative research projects and community engagement activities often require significant funding. Universities must explore diverse funding sources, including government grants, industry partnerships, and philanthropic donations, to support these initiatives.

3. Balancing Academic Rigor and Practical Application

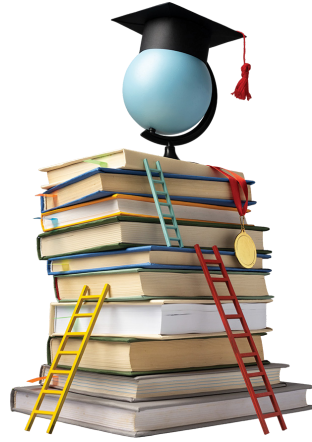
Ensuring that research maintains academic rigor while being practically applicable to community needs can be challenging. Researchers must strike a balance between theoretical work and actionable solutions that can have a real-world impact.

4. Sustainability and Long-Term Impact

Community engagement initiatives must be designed to have a lasting impact, rather than offering short-term solutions. Universities should focus on building sustainable programs that continue to benefit communities over time.

Based on the explanation above, it can be concluded that joint research and community engagement not only serve as a foundation for academic advancement but also act as key drivers in strengthening the relationship between education and societal needs. These efforts highlight the importance of creating synergy between academic knowledge and its application in the field, providing direct benefits to communities while expanding the impact of research itself. It is crucial to understand that collaboration between universities and community engagement is not just about sharing resources, but about building collective capacity to create sustainable solutions that address both global and local challenges. The long-term success of such initiatives depends on their ability to continuously adapt to evolving global and local developments while involving all stakeholders in a sustainable process. In this way, universities not only function as centres of knowledge but also as active agents of social change.

CHAPTER V



Conclusion

One of the key insights shared in this book is the importance of elevating the level of activity across all segments as managers. Operating solely at the local or regional level is no longer sufficient. Instead, it is essential to seek opportunities to expand reach and bring initiatives to the international stage. This approach not only enhances visibility but also fosters collaboration, innovation, and global competitiveness.

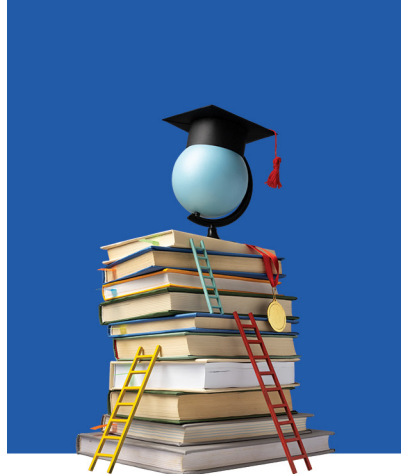
In conclusion, several key points must be reiterated:

1. Internationalization is no longer a mere option; it has become a necessity. In today's interconnected world, organizations that fail to embrace internationalization risk being left behind. Engaging on a global level enables greater knowledge exchange, better resource utilization, and stronger networks.
2. Raise the standards and do not limit activities to regular regional efforts; aim for international recognition. Expanding activities beyond national borders challenges organizations to think bigger, adapt to diverse perspectives, and build a more impactful presence. Whether through partnerships, research collaborations, or global conferences,

international engagement strengthens credibility and opens new opportunities.

3. Actively showcase international contributions. It is not enough to engage in global activities; it is also important to communicate and share accomplishments with the world. Utilizing digital platforms, media, and professional networks to highlight efforts helps increase visibility and leads to further recognition.
4. Financial constraints should not be a limiting factor because creativity knows no boundaries. While funding is often perceived as a major obstacle, innovation and resourcefulness can overcome such challenges. Leveraging technology, building strategic alliances, and exploring alternative funding sources can help bring ideas to life. With vision and determination, the possibilities are endless.

By embracing these principles, meaningful change can be driven, not just within local environments, but on a global scale. The future belongs to those who dare to think beyond borders, take bold initiatives, and continuously strive for excellence.



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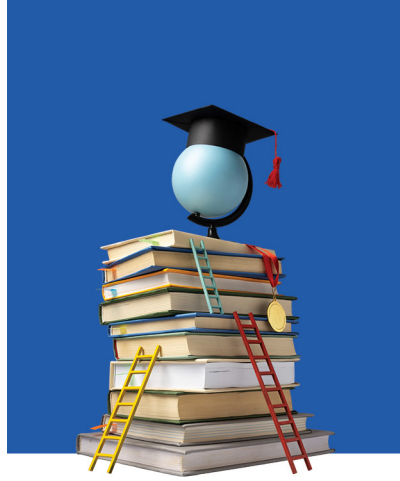
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STUDY PROGRAM DESCRIPTION

Bachelor of Management

The Bachelor of Management Study Program has been established since 1954 and is currently listed as one of the study programs with the highest rigor at UNAIR. The curriculum currently used has been updated to adapt to current developments, with technology and business digitalization.

The Bachelor of Management Study Program has 5 specializations/concentrations, namely: (1) Marketing Management, (2) Financial Management, (3) Human Resources Management, (4) Operations and Supply Chain Management, and (5) Entrepreneurship, so students can choose specialization/concentration according to his passion. Learning in the Bachelor of Management Study Program prioritizes case study and project approaches to carry out outcome based education (OBE), not just classical lectures. Currently, the Bachelor of Management Study Program has been accredited Unggul (*Excellent*) by BAN PT, and has been internationally accredited by FIBAA (Foundation for International Business Administration Accreditation) – Germany, ABEST21 (The Alliance on Business Education and Scholarship for Tomorrow, a 21st

century organization) – Japan, and AUN (ASEAN University Network) – Southeast Asia. Welcome to the Bachelor of Management Study Program, FEB Universitas Airlangga. Bachelor degree in Management also having International Undergraduate Program (IUP).

Click s1.manajemen.feb.unair.ac.id to found out more about the program and also iup.feb.unair.ac.id for IUP program. The Head of Study Program for period of 2020-2025 is Dr. Dien Mardhiyah, SE., MSi., CMA. and supported by the Secretary of Study program is Chorry Sulistyawaty, SE., MSc.

Masters in Management

The Master of Management (MM) Program is one of the leading study programs in the field of Management science. Our curriculum is designed comprehensively in the field of applied Management which equips graduates with holistic skills to be able to compete in the dynamic world of work of the 21st century. The quality of the implementation and management of education at the Master of Management has also been proven by achieving two international accreditations from FIBAA and ABEST21, and superior accreditation from BAN-PT.

FEB UNAIR Master of Management Program is designed for professionals who want to improve their managerial competence. This program offers various concentrations, such as Financial Management, Marketing Management, Human Resource Management, and Operations Management. The curriculum is designed to combine the latest management theories with real business practices, so that graduates are able to face challenges in the ever-evolving business world. For understanding more about globalization, there is course Global Business Management, that usually inviting foreign lecturers to give speech. For International awarding, there are collaboration among MM, MSM, and AAGBS UiTM to set annual international seminar for students research paper.

Click mm.feb.unair.ac.id to find out more about the program. The head of study program MM for period 2020-2025 is Dr. Masmira Kurniawati, SE., MSi., QCRO., DSBIZ.

Master of Science in Management

The Master of Science in Management (MSM) program is one of the leading study programs in the field of Management science. Our curriculum is designed comprehensively in the field of Management which equips graduates with holistic skills to be able to compete in the dynamic 21st century world of work. The quality of the implementation and management of education at the Master of Science in Management has also been proven by achieving two international accreditations from FIBAA and ABEST21, and superior accreditation from BAN-PT.

The Master of Science in Management FEB UNAIR program is designed to produce graduates who have in-depth analytical and research skills in the field of management. The curriculum of this program includes various courses that focus on the development of management theory and practice, such as Strategic Management, Financial Management, Marketing Management, and Human Resource Management. In addition, students are also equipped with strong research methodology skills to support their thesis.

For dealing with globalization, MSM having joint course with AAGBS UiTM which is Strategic Brand Management. For International awarding, there are collaboration among MM, MSM, and AAGBS UiTM to set annual international seminar for students research paper.

Click msm.feb.unair.ac.id to find out more about the program. The head of study program MSM for period 2020-2025 is Prof. Dr. Rahmat Setiawan, SE., MSi.

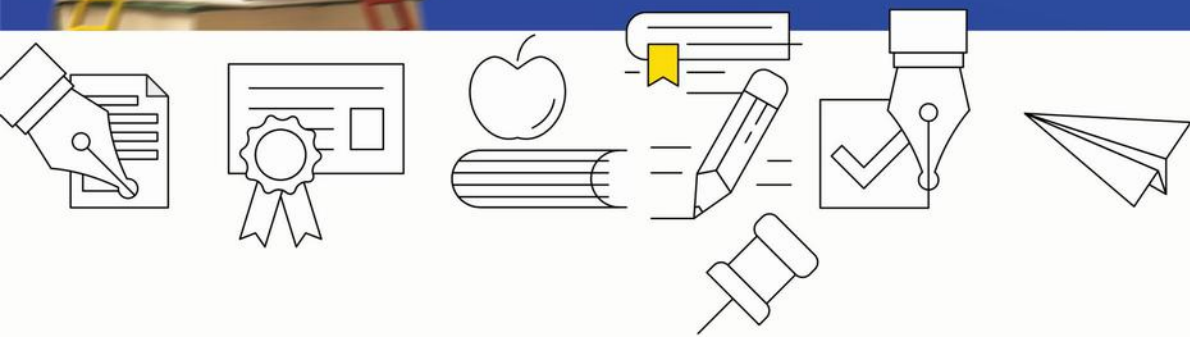
Doctoral Degree in Management Science

The Management Science Doctoral Program was founded in 2011. This study program produces graduates who have high integrity in the fields of management and business science, who are also able to conduct research and express their ideas both orally and in writing. This study program has high competitiveness, strong intellect, and the ability to solve management problems that are contemporary, contextual, and innovative. This study program offers 2 study paths, namely by courses and by research. This study program has 4 specializations/concentrations, namely: (1) Marketing Management, (2) Financial Management, (3) Human Resources Management, and (4) Strategic Management & Business Excellence, so students can choose specializations/concentrations according to their passion. -his. In the by courses program, theoretical lectures are held in semesters 1 & 2. Currently, the Management Science Doctoral Study Program has been accredited A by BAN PT, and has been internationally accredited by FIBAA (Foundation for International Business Administration Accreditation) from Germany, and has been internationally accredited. ABEST21 (The Alliance on Business Education and Scholarship for Tomorrow, a 21st century organization) from Japan.

Just click s3.manajemen.feb.unair.ac.id to found out more about the program. The head of study program Doctoral degree for 2020-2025 is Prof. Dr. Tanti Handriana, SE., MSi., CMA.



MANAGING INTERNATIONALIZATION FOR STUDY PROGRAM



As part of sharing our experiences as managers for study programs that already well-known in global area, so we need to create this book. Hopefully that this book is not only needed by managers for department or study programs from other campus to have inspirations, but also for our next managers in our campus. Managing Internationalization of study programs are very challenging, and Alhamdulillah, God make us can deal with it. Inspiration can come many ways, this book will be part of how to get inspirations, we discussing, why, and we giving the examples that we've done during 2024.



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