



Exploring Leadership in Multi-actor Partnership: Case Study of Kedaireka Ecosystem Programs as a Matchmaking Platform Between Universities and Industries

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ABSTRACT

Introduction/Main Objectives: This research examines the leadership approach implemented in the Kedaireka platform to unify leaders from various sectors. It studies the factors that motivate leaders across sectors to collaborate and the roles played by these leaders. **Background Problems:** In Indonesia, the Ministry of Education and Culture has established a collaborative ecosystem named Kedaireka. Kedaireka has developed research-based solutions to address societal problems three years after its founding. However, this study represents the first detailed examination of leadership practices within the platform. **Novelty:** This research focuses on the leadership practices within the Kedaireka ecosystem. The findings of this study serve as a reference for leading multi-actor ecosystems. **Research Methods:** This research employs a qualitative approach, utilizing the case study method. The author employed Focus Group Discussions (FGDs) and interviews for data collection. **Finding/Results:** The author identifies that Kedaireka's foundation is built on shared and agile collaborative leadership within its multi-actor partnerships. The leadership at Kedaireka prioritizes dynamic and transparent communication with stakeholders. A thorough and rigorous monitoring and evaluation system is in place, facilitating the development of impactful research that benefits society. **Conclusion:** Leadership characterized by humility, innovation, equitable distribution, and a focus on mutual benefits can serve as a model for organizations across Indonesia. These qualities have proven effective within Kedaireka, notably in delivering significant benefits to stakeholders ranging from universities to the industrial sector.

1. Introduction

Our contemporary world is confronted with a myriad of intricate problems, both on a global scale, such as climate change and nuclear issues, and on a domestic level, including poverty, unemployment, social inequality, and corruption. To effectively tackle these challenges, it is imperative to develop innovative solutions that address their root causes. In this context, innovation should not be narrowly defined as introducing radically new or groundbreaking ideas; rather, it encompasses effective, practical solutions capable of yielding significant outcomes. Successful organizations recognize that innovation is a continuous process which includes both incremental improvements and major breakthroughs (Kahn, 2018).

Given the increasing complexity of contemporary challenges, organizations can no longer operate in isolation. The issues we face today are inherently cross-sectoral. Climate change, for instance, affects multiple facets of life, including health and agriculture. Specifically, climate change can lead to health risks stemming from decreased agricultural quality (e.g., wheat) and water-related diseases (e.g., diarrhea) (Bowen & Ebi, 2015). Therefore, addressing climate change requires a multifaceted approach beyond environmental considerations, including health and economic perspectives.

Climate change highlights the critical need for collaborative partnerships across sectors to tackle global challenges more effectively and comprehensively. Engaging stakeholders from diverse fields facilitates the development of solutions that are tailored to address problems more precisely and holistically. This collaborative approach ensures more sustainable and impactful outcomes by leveraging the strengths and

expertise of various actors to create innovative and practical solutions.

The multi-actor approach to problem-solving is a well-established method for addressing complex issues. This approach involves collaboration among civil society organizations, governments, private entities, and academics. For example, the Integrated Landscapes Initiatives (ILI) in Europe exemplify such collaboration. García-Martín et al. (2016) describe ILI as a grassroots initiative involving communities, NGOs, professional organizations, local governments, and donor agencies. ILI aims to protect landscape values, enabling villages to utilize these resources for economic, social, and environmental conservation purposes. Stakeholders work together to safeguard and optimize landscapes, thereby benefiting local communities.

In South Africa, high crime rates pose significant challenges to daily life and safety. Addressing these issues requires close collaboration among civil society organizations, police agencies, private companies, and security contractors. Van Graan (2016) emphasizes that community-based crime prevention initiatives, such as Neighborhood Watch projects, are crucial but often insufficient when operating independently. Effective crime prevention necessitates partnerships across sectors, including the police, businesses, and private security firms. This collaborative approach enhances the effectiveness of crime prevention efforts by leveraging diverse resources and expertise to create safer communities.

In Kerala, India, the Kudumbashree initiative aims to empower women and foster an entrepreneurial spirit. This program involves multiple stakeholders, including international agencies, civil society

organizations, and local and national governments. Kudumbashree emphasizes community participation in planning and empowerment efforts, particularly among women. Venugopalan et al. (2021) analyze the role of multi-actor engagement in this initiative, highlighting its impact on balancing social policy objectives with community-driven socioeconomic transformations.

These examples underscore the importance of collaboration and partnerships in addressing complex challenges. They illustrate the critical role of leaders' readiness to collaborate with diverse organizations. Collaboration enables the sharing of financial and human resources and the leveraging of complementary competencies. It facilitates knowledge exchange, thereby enhancing the capacity of each participating organization. However, selecting collaborators carefully is essential to ensure goal alignment and maximize partnership effectiveness. For instance, in product research and development, engaging in R&D collaborations with universities and suppliers can be beneficial for process innovation, while collaborations with competitors might harm process innovation (Un & Asakawa, 2015). While rare, this phenomenon underscores the importance of shared values, missions, and focus among collaborating organizations.

Effective collaboration among stakeholders relies heavily on a robust collaborative ecosystem, and leaders play a critical role in creating and nurturing such environments. This involves empowering stakeholders, sharing authority, and fostering an atmosphere that encourages innovative solutions. The research underscores the pivotal role of leaders in overseeing and facilitating collaboration

processes, ensuring that partnerships are productive, inclusive, and conducive to achieving shared goals. Leaders who share autonomy with their subordinates can encourage effective collaborative behavior and performance, particularly in dispersed team situations (Hill & Bartol, 2016). Additionally, leaders can act as team players or facilitators to promote innovation (de Jong et al., 2022). Recognizing that human resources are the most valuable asset in any organization or community is also essential (Preston & Barnes, 2018).

Leaders can create systems where members collaborate across divisions and even between sectors. Collective knowledge is generated through interactions with diverse individuals and competencies. The exchange of different experiences, ideas, and opinions tends to disrupt established practices and their cognitive and normative foundations, thereby triggering transformative learning processes while building shared ownership of bold new solutions (Torfing, 2019). The collective knowledge, abilities, and potential of any dedicated group are far more influential and powerful than the sum of individual efforts (Preston & Barnes, 2018).

Based on these principles, the Indonesian government, through the Ministry of Education, Culture, Research, and Technology (Kemendikbudristek), established an ecosystem known as Kedaireka. Kedaireka serves as a bridge connecting the academic community with the business and industrial sectors. The primary goal is to foster research-based innovations that address societal challenges in Indonesia. Kedaireka is a learning ecosystem where all stakeholders can exchange knowledge and best practices,

facilitating continuous improvement and collaboration across sectors.

The Kedaireka platform offers several benefits, as articulated effectively by Mukhopadhyay and Bouwman (2018). They highlight how the combination of platforms and ecosystems provides flexibility, enabling multiple organizations to compete and collaborate effectively to achieve innovative outcomes. From a leadership standpoint, Kedaireka represents a concerted effort by national leaders to foster a culture of innovation in Indonesia, facilitating the development of effective and unconventional solutions. Central to Kedaireka's success is its ability to unite diverse stakeholders under common missions, goals, and mutual benefits, thereby enhancing collaboration and maximizing performance gains (Mitchell et al., 2015).

Founded in 2020, Kedaireka has positively impacted the research climate in Indonesia. For instance, Semarang State University developed an electric pressure cooker that was promptly distributed to members of the Bandeng Cluster in Semarang (Hermawan, 2023). Similarly, Muhammadiyah University of Jakarta pioneered herbal propolis mouthwash as a downstream research outcome (Azizah, 2023). These successes underscore Kedaireka's leadership in promoting impactful research initiatives in Indonesia. Encouraging such impactful research requires strong leadership within the Kedaireka ecosystem.

Therefore, this study aims to understand the leadership approach implemented by Kedaireka in uniting leaders from various sectors, identifying factors that motivate cross-sector collaboration, and examining the role played by leaders. This article explores the leadership dynamics within the

Kedaireka platform, providing insights into how its leadership practices can serve as a model for fostering innovation and collaboration in multi-actor ecosystems.

2. Literature Review

Multi-actor collaboration is essential for addressing global challenges. From a leadership perspective, this requires leaders who can effectively facilitate and mobilize diverse stakeholders toward a shared goal of innovating solutions to both global and local issues. Leaders must ensure that collaborations or partnerships yield favorable outcomes and benefit all parties involved, underscoring the critical significance of their role.

In response to current leadership developments, leaders have undergone several role transformations, one of which is the role of facilitator. A facilitator aids others in achieving their goals. In the context of multi-actor cooperation, a facilitator can dynamically fulfill three roles:

1. providing logistical support;
2. scaffolding the design process; and
3. monitoring the design process (Becuwe et al., 2018). Additionally, leaders must guide their members during crises and act as facilitators to encourage them to step into leadership roles when necessary (Srivastava & Jain, 2017).

There are three roles of leaders in stimulating collaborative innovation:

1. Convener: The convener brings together relevant actors, builds trust, and organizes the exchange of information, ideas, and perspectives.
2. Facilitator: The facilitator encourages the actors involved to exchange views, manage their differences constructively, and engage in a learning process that enables them to challenge the status quo.

3. Catalyst: The catalyst creates disruption, encourages actors to think outside the box, and develops bold and innovative solutions (Torfing, 2019).

As a platform that bridges the business and industry sectors with the educational sector, Kedaireka must adeptly navigate two critical issues:

1. ensuring an adequate return on investment while maintaining its network position and
2. managing the overall health of the ecosystem, which includes ensuring fair value sharing among complementary partners for operational sustainability (Mukhopadhyay & Bouwman, 2018).

Furthermore, the stakeholders who established Kedaireka must recognize both the heterogeneity of the state and its numerous composite institutions, as well as the involvement of non-state actors, such as stakeholder organizations, businesses, and consumers, in this policy domain (Chou et al., 2017). In facilitating collaboration among multiple actors, leaders can implement four strategies:

1. build trust by respecting differences, focusing on a future-oriented mission, and finding common ground;
2. model evolutionary change through stakeholder engagement, aiming to create collective results and ensure effective communication flow;
3. strengthen connectivity by developing personal networks that evolve into interconnected change movements that contribute to a common goal; and
4. create patterns of vitality by supporting each other's actions and establishing mutually agreed-upon rules that foster the creative process and facilitate learning (Kuenkel, 2015).

This article explores leadership practices within Kedaireka, a complex platform that integrates numerous stakeholders across various sectors. The investigation focuses on the role of leaders within Kedaireka in facilitating multi-stakeholder engagements.

3. Method, Data, and Analysis

3.1. Research Design

This qualitative research explores and interprets the complexity of a phenomenon (Renjith et al., 2020). The rationale for using a qualitative design lies in its emphasis on contextualization and data interpretation, focusing on development processes or patterns rather than research products or results (Nassaji, 2020).

The author employs the exploratory case study method. According to Stebbins (2001), researchers undertake exploratory studies to understand a group, process, or activity with limited prior knowledge. In exploring a phenomenon, researchers must maintain flexibility in data collection and remain open-minded about information sources. The goal is to uncover insights wherever they emerge, typically leading to inductively derived generalizations about the group, process, activity, or situation under study.

There are two primary reasons for using the case study method. Firstly, it enables thorough investigations into complex phenomena within specific contexts (Rashid et al., 2019). Secondly, case studies provide flexibility in data collection, allowing researchers to select methods that align more effectively with the research objectives.

Kedaireka serves as a compelling case study due to its unexplored leadership dynamics. With several years of operational experience, Kedaireka has fostered extensive collaborations between researchers and industries, rendering it a compelling subject

for leadership research. However, each institution has its own leadership approach tailored to its goals, objectives, and needs. Since Kedaireka's leadership has yet to be explored, this research examines how leadership functions within the Kedaireka platform.

3.2. Participant and Data Collection Process

The author collects data using Focus Group Discussions (FGDs) and document review. The FGD method is employed to gather information from various perspectives. This method aims to obtain data from a purposefully selected group of individuals rather than from a statistically representative sample of a broader population (Nyumba et al., 2018). FGDs provide a researcher with data that relies on the interaction of group members to formulate answers to the researcher's questions (Rosenthal, 2016). The FGD includes four key members of Kedaireka: a project manager officer, a co-founder of Kedaireka, and two members of the Kedaireka secretariat team responsible for the matchmaking program. These individuals were chosen for their practical experience in managing, coordinating, and supervising Kedaireka's initiatives, providing valuable insights into leadership within the Kedaireka platform.

Meanwhile, document review is useful for understanding policy content across time and geographies, documenting processes, triangulating with interviews and other data sources, understanding how information and ideas are presented formally, and understanding issue framing, among other purposes (Dalglish et al., 2021).

3.3. Data Analysis Process

In this research, the author utilizes

NVivo to analyze the collected data. The analysis involves identifying relevant themes and concepts in the FGDs. The author transcribes the FGD recordings and clusters them based on three themes: leadership styles, leadership practices, and leadership challenges. An interpretive approach is followed, characterized by iterative back-and-forth between data and findings and by intertwining visual and verbal techniques (Comi & Whyte, 2018).

Substantive data coding is employed to streamline the analysis. Holton (2007) outlines the coding process in qualitative research, starting with open coding to identify core categories and related concepts. This is followed by selective coding to refine and further develop these core categories and concepts. During selective coding, the author compares data indicators to determine the properties and dimensions of each category. This process continues until theoretical saturation is achieved, where no new properties or dimensions emerge.

4. Results and Discussion

4.1. Multi-Actor Partnership Leadership in the Kedaireka Ecosystem

Kedaireka is an initiative launched by the Ministry of Education, Culture, Research, Technology, and Higher Education (Kemendikbudristekdikti) in 2020. It was established to address the need for more impactful and practical research in Indonesia by fostering collaboration between universities and the industrial sector. Kedaireka aims to create a synergistic research ecosystem through various programs, including the Matching Fund, Matchmaking Innovation Forum, Reka Pitch, Kedaireka Academy, Reka Talks, CEO Mentorship, Rekapreneur, and Reka Pods. These initiatives are designed to encourage a

collaborative and participatory research environment. Managing such a complex ecosystem necessitates robust leadership.

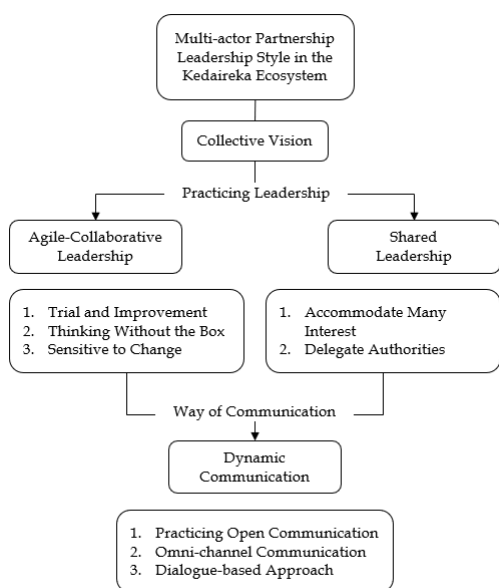


Figure 1. Multi-Actor Partnership Leadership Model in the Kedaireka System

Leading Kedaireka's research ecosystem requires a diverse and adaptable approach due to the involvement of multiple stakeholders. Ensuring that all stakeholders benefit from their participation is crucial to advancing Indonesia's research climate. Consequently, Kedaireka adopts a multi-actor partnership leadership model.

Multi-actor leadership engages and protects stakeholders, ensuring their collaboration towards a unified goal. According to Medina-García et al. (2022), institutionalizing shared goals in multi-actor collaborations necessitates concurrently establishing governance structures. These structures must define specific roles and responsibilities among actors and provide stable mechanisms for conflict resolution, deliberation, and negotiation.

Beyond establishing clear roles and responsibilities, multi-actor partnership leadership emphasizes collaboration and transparent communication. This involves

employing omnichannel communication strategies to convey messages to stakeholders effectively. Given the diverse characteristics and attitudes of stakeholders, tailored approaches are essential. Within the Kedaireka framework, multi-actor partnership leadership promotes collaboration to produce research that benefits society. VanVactor (2012) highlights that to foster collaborative interdependence, leaders must thoroughly understand stakeholders' concerns, abilities, talents, environments, and resources.

An essential element of multi-actor partnership leadership is creating positive experiences and fostering alignment among stakeholders to sustain collaboration. Research indicates that prior experience and alignment positively influence various value-creation factors, the benefits gained from cross-sector collaboration, and the alignment of missions and strategies (Murphy et al., 2015). Given the impact of these positive experiences, Kedaireka's leaders are committed to ensuring that all participants have a beneficial experience within the ecosystem.

One effective strategy to unite diverse stakeholders is to establish a shared vision. Kedaireka recognizes that a common vision is fundamental to building a robust ecosystem. In line with Kedaireka's vision, leaders understand that research in Indonesia must be developed to impact society significantly.

Bayasut and Natalie articulate this vision, emphasizing the transformative nature of Kedaireka's mission:

"Spirit of renewal has been the discourse and what we are doing now. No longer think outside the box but think without the box." (Mahir Bayasut)

"We want to change the mindset that research is not only on paper, (but) is useful for society, and has benefits." (Natalie)

A true leader must possess a clear vision of the common good and understand how to advance it (Arjoon, 2000). As more people share this vision, it becomes a more tangible mental reality that people can imagine achieving (Senge, 2003). Kedaireka embodies this principle by applying visionary and unifying leadership, as expressed by Achmad Aditya:

"An agreed shared vision is crucial because it will be difficult to mobilize people if it does not exist. People must first understand the big goal. When we can explain and convince that a leader can bring many people there, that is the definition of a leader."

To achieve Kedaireka's vision, leadership must promote an agile and collaborative approach. Additionally, shared leadership is essential to expedite this process. Felly articulated this leadership style as follows:

"Collaborative, agile leadership approach (always able to read innovations that could become research fields). Leadership that embraces all ages because it is young people who carry it out (Inter-generation leadership)."

Organizational agility has become imperative for companies worldwide to remain competitive and add value in today's business environment characterized by hyper-change and complexity (Joiner, 2019). Agile leadership allows organizations to adapt and respond to changes more swiftly. Implementing agile leadership and

management offers numerous benefits: it is economically more productive, aligns better with the new marketplace, has immense potential benefits for the human spirit, and creates workplaces that enable individuals to contribute their full talents to something valuable and meaningful, thereby creating value for others (Denning, 2018).

To achieve Kedaireka's vision, leadership must promote an agile, collaborative approach and embrace shared leadership to expedite the process. Felly highlighted this approach:

"We achieve success through processes rather than protests. For us, the name is trial and improvement. There will be a way for those who try. In the future, at least, we have done something for the world of education."

Leaders at Kedaireka encourage their teams to innovate, continuously learn, and generate new ideas for Indonesian education. Leadership at Kedaireka inspires members to think like entrepreneurs. Leaders who model entrepreneurial behaviors and guide their employees toward identifying and exploiting entrepreneurial opportunities are likelier to foster innovative behavior among employees with higher levels of creative self-efficacy (Newman et al., 2018).

To become an agile organization, leaders must delegate tasks to their teams, ultimately developing them into leaders. Delegating tasks reflects the relationship between the leader and their members. Research indicates delegation positively affects newcomers' role clarity, organizational knowledge, and job satisfaction (Jokisaari & Vuori, 2018). When leaders consistently delegate responsibility, they can develop and maintain strong manager-employee relationships, increasing social capital and improving job performance

(Choy et al., 2016). Leadership at Kedaireka also ensures equal opportunities for staff to learn and assume responsibilities. Bayasut stated:

"Everyone has the same frequency and has no experience. However, we have confidence and are allowed to do our best. Moreover, we give the same authority to colleagues. All are the same and have the same authorization."

The principles expressed by Bayasut demonstrate that leadership is effectively delegated among team members. It is crucial to understand that leadership should not be confined to a downward vertical exchange but should also be shared among team members. This approach involves determining who should lead, what type of activity should be undertaken, at what time, and under what conditions (D'Innocenzo et al., 2016). Furthermore, innovative organizations emphasize commitment, aiming to generate a sense of pride within the organization, support team member development at both social and technical levels, and avoid stigmatizing mistakes when plans do not unfold as expected (Szczeńska-Woszczyńska, 2015).

Kedaireka adopts this leadership approach to adapt to constant changes and foster a dynamic research ecosystem in Indonesia, ultimately developing its team to be more competent, credible, qualified, and oriented towards societal interests. Kedaireka's leadership prioritizes the interests of various stakeholders, embracing diverse perspectives and accommodating different interests. Leaders at Kedaireka strive to learn from many sources and listen to various suggestions and input. Aditya refers to this practice as humility:

"Leaders must be humble and prioritize the interests of many people, which can be challenging, especially when many individuals want to assert themselves. A humble leader can effectively unite others."

Numerous studies have demonstrated the effectiveness of humble leaders on organizational success. Research indicates that humility in a leader is indirectly related to the leader's perceived impact on team effectiveness (Rego et al., 2018). Humble leadership positively affects project success; psychological empowerment and innovative work behavior partially mediate the relationship between humble leadership and project success (Ali et al., 2020). In essence, the key factor is the relationship: how leaders build constructive interactions with teams and stakeholders.

This interaction process fosters collaboration among stakeholders, resulting in research that profoundly impacts society. From a budgetary perspective, by 2022, approximately \$400-500 billion will have been allocated to research needs. As of February 2023, the number of Kedaireka users has increased to 15,502 from the industry and 45,671 from universities involved in Kedaireka. This underscores Kedaireka's successful maintenance of stakeholders' trust, which is particularly noteworthy given its status as a relatively new program.

Leadership and communication are foundational factors in shaping the ecosystem at Kedaireka. These elements serve as cornerstones for establishing a robust research ecosystem that engages numerous stakeholders. Kuenkel (2015) asserts that a meaningful engagement process with stakeholders can foster trust, strengthen network connections, and drive

collective action that yields tangible outcomes. Effective leadership and communication empower Kedaireka to fulfill its role as a facilitator, convener, and catalyst, thereby advancing research in Indonesia for the benefit of society.

4.2. Multi-Actor Partnership Leadership Practices in Ecosystem Development

The ecosystem plays a crucial role, particularly in fostering cross-sector collaboration. An essential mindset for leaders is embracing the concept of win-win benefits. Leaders should (1) define the challenges of partnership projects and (2) articulate the community resources and complexities faced by cross-sector partnerships, including issues like failure, lack of accountability, and collective action problems (van Tulder & Keen, 2018).

After discussing these challenges and complexities, it is crucial to demonstrate the clear collaborative advantage that cooperation can achieve: collaborators should gain something significant together that they cannot accomplish individually (Bryson et al., 2015). Collaboration serves not just the interests of individual groups but the collective interests of all parties involved. The exchange of diverse experiences, ideas, and opinions tends to disrupt established practices and their cognitive and normative foundations, thereby triggering transformative learning processes and fostering joint ownership over innovative and bold solutions (Torfing, 2019).

Kedaireka operates on this principle and addresses the current state of research in Indonesia, which requires further encouragement. According to Laksana Tri Handoko, Head of the Indonesian Research and Innovation Agency (BRIN), Indonesia faces two primary research challenges:

government dominance in research and a scarcity of private research institutions and researchers (Puspita, 2022). Research funding also presents a challenge, with the Indonesian government needing assistance to support multi-year research initiatives (Sudrajat et al., 2022). The quality of Indonesia's research needs improvement. According to a study on research conditions in Indonesia, 86 percent of the increase in publications from 2016 to 2019 was attributed to conference proceedings and low-impact journals (Q3, Q4, and unranked) (Fry et al., 2023).

This challenge motivates Kedaireka to create a research ecosystem where collaboration between universities and the industrial sector occurs seamlessly. Kedaireka aims to reshape Indonesia's research narrative and discourse to make it impactful, applicable, and directly beneficial to society. To realize this vision, cross-sector collaboration is essential—from universities to the industrial sector—to develop and disseminate innovative research results to society. These cross-sector partnerships are expected to deliver improved and innovative solutions for economic, social, and environmental challenges by leveraging the capacities and resources of organizational actors across different sectors (van Tulder et al., 2016).

Cross-sector partnerships within the Kedaireka ecosystem require fluid and adaptive communication due to stakeholder structure and behavior differences. According to Felly, Kedaireka's leadership practices in communication are as follows:

"A cross-sector and collaborative communication approach is adopted, with shared leadership under the guidance of Pak Mahir. Each member moves according to their respective

duties, fostering a two-way, open, dynamic, and collaborative communication environment that enhances Kedaireka's trustworthiness."

This leadership communication approach emphasizes what is called dynamic capability. These characteristics include facilitating the formation of a shared vision (sensing), encouraging others to make ecosystem-specific investments (seizing), and engaging in ad hoc problem-solving to create and maintain stability (reconfiguration/transformation) (Foss et al., 2023).

Moreover, the fundamental factors that encourage multi-stakeholder joint value creation are trust, inclusivity, and openness (Pera et al., 2016). These elements promote open and two-way communication, ensuring each party understands their strengths, weaknesses, challenges, and other relevant aspects.

Mahir Bayasut, project leader at Kedaireka, explained how communication patterns are implemented within Kedaireka:

"The nature of communication between universities and various industries involves adjusting language and addressing conflicts of interest among stakeholders. We prioritize accommodating these conflicts of interest, as neglecting them can prolong the process. When conflicts arise, addressing them facilitates smoother collaboration."

The key term is "conflict of interest." Each stakeholder holds distinct priorities, with

universities focusing on journal publications, Scopus rankings, and accreditation, while the industrial sector emphasizes profitability and downstream impacts. Given these divergent priorities, it is crucial to accommodate all interests to foster collaboration among all parties. Effective communication and inclusive decision-making processes must involve all stakeholders to ensure cohesive teamwork. Inclusive processes, in particular, help bridge stakeholder differences, build inclusive structures, create a unifying vision, and manage power imbalances (Bryson et al., 2015). Leaders must understand which decisions to make while maintaining the interests of all stakeholders involved (Ejimabo, 2015).

Kedaireka also tailors its communication to align with each stakeholder's unique style and preferences. Effective managers employ communication strategies that ensure recipients fully comprehend the messages, facilitating the desired feedback (Bucăța & Rizescu, 2017). Kedaireka acknowledges the diverse communication styles, perspectives, and platforms utilized by its stakeholders. Consequently, Kedaireka leaders have adapted their methods to guarantee that information is conveyed effectively and consistently to all stakeholders.

Natalie explained how the communication pattern evolved between Kedaireka and its stakeholders:

"We have learned that communication needs to be two-way, where we understand how each stakeholder..."

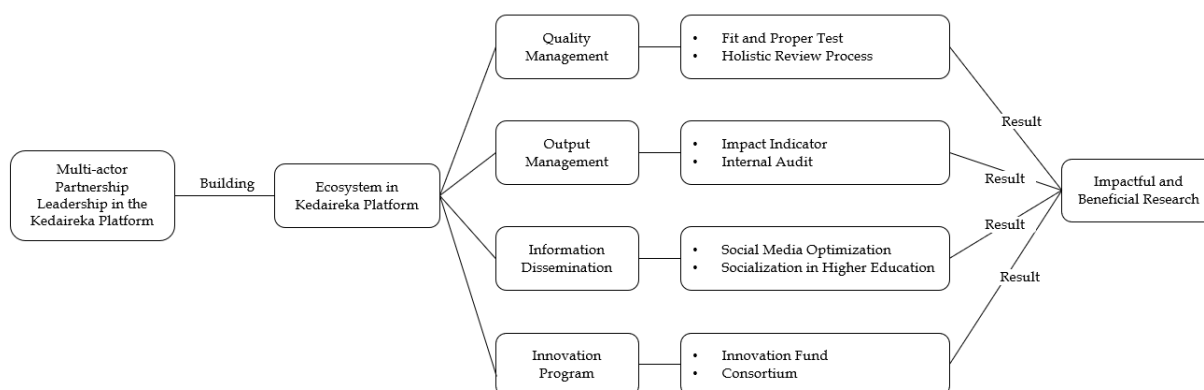


Figure 2. Multi-Actor Partnership Leadership Practice in Kedaireka Ecosystem

... prefers to communicate. We have segmented our content: one tailored for universities and another for the industry, adjusting our language style accordingly. We use communication channels such as Instagram, our website, and YouTube."

Felly further elaborated on Natalie's insights:

"Each segment targets a different audience. Instagram is more focused on the industrial sector. Interestingly, after analysis, we found that lecturers also appreciate information shared on Instagram. Additionally, LinkedIn has proven to be crucial, as many companies refer to Kedaireka when reviewing articles."

The Kedaireka team extensively analyzed their communication patterns and channels, assessing which channels are most effective for universities and the industry. Based on this analysis, the Kedaireka team designed a communication format to convey messages to stakeholders, enhancing communication effectiveness effectively. Research indicates that effective communication ensures stakeholder participation in the change management process through teamwork and empowerment (Butt et al., 2016).

Additionally, other studies reveal comprehensive insights about communication: communication quality has a much stronger relationship with team performance than communication frequency; information elaboration has the strongest relationship with performance; and close-knit, face-to-face teams show a stronger link between communication and performance (Marlow et al., 2018).

Another critical aspect of an ecosystem is targeted investments in specific areas. In the context of Kedaireka, these investments manifest as capital and opportunities for collaborative research. Kedaireka administers a long-term innovation program known as the Innovation Fund, which is funded by industries. Felly elaborates:

"The Innovation Fund offers open access, streamlining administrative processes since the funds originate from industry. Industries set guidelines and themes based on their needs, facilitating multi-year research opportunities."

Felly further noted that industries have proposed 11 trillion in funding for research collaborations, underscoring Kedaireka's significant role as a research ecosystem. For instance, Natalie highlighted a case where a

lecturer from Medan Polytechnic previously attempted to submit a proposal to Pelindo. Through participation in Kedaireka's Reka Pitch program, Pelindo and Medan Polytechnic agreed to collaborate on research. His instance illustrates mutual investment: industries voluntarily provide research funds, and universities invest in proposals applicable to the industry. Such investments from universities and the industrial sector have resulted in mutually beneficial research outcomes.

Kedaireka upholds rigorous quality standards through a meticulous process that includes a fit and proper test to verify the credibility and trustworthiness of lecturers and industry participants. Natalie highlighted:

"We conduct a fit and proper test where the selection team carefully examines research and verifies the backgrounds of lecturers and industry participants, aiming to ensure optimal research output."

This underscores Kedaireka's systematic approach to creating a robust research ecosystem. The organization focuses on stakeholder inclusion, decision-making processes, power distribution, trust dynamics among members, resource allocation, goal alignment, the presence of a lead organization, and accountability (Vangen et al., 2015).

The review process ensures that collaborations with the industrial sector yield practical and high-value outcomes. Felly elaborated:

"The Matching Fund involves a significant team comprising practitioners and academics from multiple institutions such as ITB, IPB,

and ITS. Independent teams ensure rigorous scrutiny, supported by an unbiased review team of practitioner lecturers and academics."

Beyond substantive review, Natalie and Felly stated that Kedaireka measures research outputs to align with internal and external objectives.

"If we consider measuring success, there are internal audits from industry, higher education institutions, and campuses. The extent of fund absorption and utilization serves as a benchmark indicator." (Natalie)

"There are indicators of physical achievement, measuring how far the results have progressed. A condition for receiving funds is achieving at least 50% physical progress within six months." (Felly)

These measurements are benchmarks to determine whether a research project runs optimally and merits continuation. The audits and indicators aim to provide evaluation material, enabling Kedaireka to use its resources more efficiently. Both processes are conducted regularly. In addition to their evaluative purposes, the fit and proper test and review processes also prevent dishonest practices by industry and lecturers. Natalie revealed:

"We have encountered cases of rogue industries inflating values to secure additional income. We address these issues through adjustments and, ultimately, rejection if necessary. We have also observed instances where industries push their lecturers to act merely as vendors. Despite reluctance,

we must reject such cases as they do not align with our principles."

Kedaireka's leadership fosters a comprehensive ecosystem, encompassing the communication process with each stakeholder, the research proposal selection process, and the measurement of research impact. Kedaireka aims to create a thriving research ecosystem specializing in developing, discovering, delivering, and implementing evolving applications that exploit complementary sets of technologies and skills (Autio & Thomas, 2014). Kedaireka's leadership functions as value management, creating and capturing value by producing its offerings or combining offerings from other actors in the ecosystem while ensuring that other actors can capture their value. Kedaireka's efforts have produced significant results and have had an impact on the field of research in Indonesia (Dedehayir et al., 2018).

4.3. Challenges and Impact of Kedaireka on Research in Indonesia

Managing project stakeholders, who can influence or be impacted by project processes and outcomes, is widely acknowledged as a critical task in project management (Eskerod et al., 2015). Leading and engaging with multiple stakeholders is a challenging endeavor that demands competent leadership capable of fostering a holistic ecosystem and accommodating diverse interests. Effective leadership is essential in challenging conventional thinking; inadequate or absent leadership often adversely affects individuals, organizations, communities, and even entire societies (Gandolfi & Stone, 2014).

The Kedaireka team encounters several challenges in effectively implementing its research ecosystem. Two primary obstacles

identified in developing the Kedaireka research ecosystem are time constraints and lecturer capabilities. Felly noted that administrative processing times, particularly concerning government budget allocations, present significant hurdles. The allocation process involves multiple bureaucratic stages with varying timelines, limiting Kedaireka's flexibility in utilizing government funds. Industries have also expressed concerns about the unfamiliar and cumbersome nature of these administrative processes.

Natalie emphasized that many lecturers are still adapting to significant changes in their capabilities. Policies and processes, such as website appearance and maintenance, continue to evolve, necessitating ongoing adjustments. There is also a notable need for improved digital literacy among lecturers, presenting a challenge for Kedaireka in fostering their development. These challenges underscore the importance of Kedaireka addressing administrative efficiencies and supporting lecturer capacity building to enhance the effectiveness of its research ecosystem.

Despite these challenges, Kedaireka has established itself as a platform capable of enhancing research performance and quality in Indonesia. Universities benefit significantly from Kedaireka, which facilitates collaborations with industry players. Similarly, industries value the innovative research capabilities found within universities. As of February 2023, Kedaireka has successfully overseen the execution of 12,665 research projects involving partnerships between industries and universities.

The impact of Kedaireka's collaborative research projects extends directly to society. For instance, a lecturer at the Indonesian

Education University (UPI) secured funding through Kedaireka's TVUPI's Virtual Community Digital Learning Nusantara (VCDLN) program. This initiative broadcasts educational content on Garuda TV daily from 14:00 to 19:00, producing 1,000 videos to enhance teacher competence, quality, and welfare (Lukihardianti, 2022).

Another example comes from the Sumatra Institute of Technology (ITERA), which partnered with the industry to develop smart agricultural systems focusing on fertilizer efficiency and environmental control. This collaboration involved lecturers, students, and PT. Kharisma Agri Innovation within the Kedaireka ecosystem, resulting in significant research outcomes (Oktavia, 2022).

Similarly, the Center for Science and Technology Excellence at Sebelas Maret State University (UNS) collaborated with UMG Idealab Indonesia to develop dye-based solar panels successfully. UMG Idealab Indonesia contributed raw materials, equipment, testing facilities, and support for commercializing solar windows (Adji, 2022). Additionally, Universitas PGRI Madiun utilized Kedaireka grants to advance microbial technology in collaboration with the Mulyosejati farmer group in Puntukdoro Village, Magetan Regency (Suciati, 2022).

The research outcomes facilitated by Kedaireka are closely linked to its leadership, which ensures high-quality results through collaborative principles and effective delegation. Kedaireka's leadership fosters innovation and encourages unconventional approaches by empowering teams to explore new ideas and methodologies. This collaborative innovation process generates sustainable initiatives through informal small-scale change alliances that develop ideas and projects adopted formally (Torfing

& Ansell, 2020). For example, Kedaireka plans to establish a research consortium to further enhance collaborative research efforts. Felly elaborated:

"As part of this initiative, we have devised a consortium scheme to foster collaborations among industrial partners. Several proposals for this scheme have been received, increasing collaborative opportunities and aligning stakeholders on common goals and desired outcomes."

Kedaireka was founded with a vision to advance education through research dissemination, which was implemented through pragmatic policies. Leadership characterized by humility, vision, innovation, and a commitment to continuous improvement has been pivotal in establishing Kedaireka as a platform that delivers significant benefits to lecturers and universities alike.

5. Conclusion and Suggestion

The Kedaireka team has significantly influenced research in Indonesia through their multi-actor partnership leadership model. Their leadership, characterized by humility, innovation, distributive decision-making, and a focus on mutual benefits, is a model applicable across various organizations in Indonesia. This approach has proven particularly effective within Kedaireka, evidenced by its substantial impact. The benefits accrued by universities and the industrial sector alike are significant. Kedaireka plays a pivotal role in facilitating the implementation of practical research across Indonesia, exemplified by the equitable distribution of Kedaireka grants to universities nationwide, thereby fostering nationwide research development.

Theoretically, this research contributes to the literature on leadership within research ecosystems by identifying effective leadership practices. Practically, it serves as a valuable reference for policymakers, industry leaders, university administrators, and leaders of non-profit organizations seeking to cultivate effective leadership within collaborative ecosystems, whether in research or other initiatives.

However, this research has certain limitations. It primarily examines Kedaireka's leadership from the perspective

of its management. Future studies would benefit from a more comprehensive approach, including insights from leaders in the industrial sector and higher education stakeholders. Additionally, an analysis of the strengths and weaknesses of Kedaireka's leadership approach in fostering a research ecosystem would provide valuable insights.

Despite these limitations, this study establishes a solid foundation for future research on ecosystem platforms both in Indonesia and globally, focusing on effective leadership practices within these contexts.

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