



Increasing Cooperative Excellence Through Revitalization Strategy

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Abstract

Cooperatives as an important economic institution in Indonesia play a strategic role in improving the members' welfare and contributing to the national economy. However, challenges such as low member participation, weak managerial competencies, and competition with other financial institutions remain problems that must be overcome. The digital era, marked by advances in digital technology, brings new challenges and opportunities for cooperatives. This research aims to review literature related to cooperative revitalization strategies to increase the advantages of cooperatives in the digital era. This research uses secondary data collected by evaluating findings from previously published research. Data collection was carried out by selecting journals that met the criteria, including journals that had been accredited by SINTA in the last 10 years and had gone through critical assessment using the critical appraisal method. The results show that cooperatives need to innovate, improve management, and provide digital literacy training to survive and develop in this era. A decrease in the number of active cooperatives requires revitalization efforts that include organizational changes, strengthening regulations, digital marketing, product innovation, and more efficient human resource management. In this Internet of Things and digital era which is influenced by advances in digital technology, revitalizing cooperatives is a must.

Keywords: Cooperatives Excellence, Revitalization Strategy, Digital Era

1. INTRODUCTION

Cooperatives, in the Indonesian economy, are classified as one economic institutions that have a fairly large contribution. As an organization that has the principles of togetherness, as stated in the Law of the Republic of Indonesia Number 25 of 1992) concerning Cooperatives (Indonesia): "Cooperatives have the aim of advancing the welfare





of members in particular and society in general as well as contributing to building the national economic order". In its concept, cooperatives are expected to play a role as the main driver in an inclusive economy, empowering society, and creating a higher level of social justice.

Despite having great potential to contribute to economic and social development, cooperatives in Indonesia still face various significant challenges. The level of member participation in cooperatives is still relatively low, especially when compared with the number of cooperatives in various sectors. One of the challenges that has the potential to hinder the growth of cooperatives is management's failure to manage its operations efficiently, which often occurs due to a lack of capable managerial competence.

Apart from that, increasingly fierce competition from other financial institutions, such as banks and fintech, is also a serious challenge to the existence of cooperatives (Administrator, 2019). The Industrial Revolution 4.0 and Society 5.0 Era (digital era) phenomenon, which is characterized by the rapid advancement of digital technology, is becoming an increasingly common sight in many aspects of life, as well as in the economic world. These eras present various paradigmatic changes in the way business and economic activities are carried out. The Indonesian government has set an agenda for changing modern cooperatives for the 2020-2024 period. This agenda is aimed at building cooperatives that operate with a high level of professionalism and are supported by digital technology (Kemenkop UKM, 2022).

The Society 5.0 Era is very focused on the concept of digitalization which identifies fundamental changes in the way entrepreneurs run their businesses (Mourtzis et al., 2022). The Society 5.0 Era brings significant changes in consumption, production, and distribution patterns, where digital technology is the main driver. The emergence of online platforms, blockchain, Artificial Intelligence, and various other technological innovations have changed the business landscape profoundly. In this context, cooperatives must have high competitiveness and be able to utilize digital technology as a tool to increase their advantages (Wardhani et al., 2023) state that it is necessary to change the design of cooperatives by utilizing digital technology to enable cooperatives to serve and communicate with members more efficiently.

The description above provides strategies for researchers to examine the literature regarding the revitalization of cooperatives through increasing the advantages of cooperatives in the Society 5.0 Era.

According to the (KBBI, n.d.) Big Indonesian Dictionary, "revitalization is a process, method, act of revitalizing or revitalizing". Meanwhile, according to (Gouillart & Kelly, 1996), revitalization is an action to improve the performance of an organization by adapting to the





needs and demands that exist in its environment. Cooperative revitalization can be done by reactivating inactive cooperatives (Sufiana et al., 2019). In this context, cooperative revitalization is defined as a series of initiatives aimed at improving and strengthening cooperatives that are experiencing a decline in condition. Meanwhile, (Permenkop UKM Number 25/PER/M.KUKM/IX/2015 about Cooperative Revitalization, 2015) concerning Cooperative Revitalization defines that, "Cooperative revitalization is a series of activities organized by cooperatives to ensure that inactive cooperatives can become active cooperatives, and active cooperatives become greater cooperatives". In other words, cooperative revitalization refers to efforts to increase the vitality and performance of cooperatives to make them more responsive to the dynamics of environmental changes and the needs of their members.

The Society 5.0 era begins with a concept first defined by the Japanese government in 2015. This era refers to a period of development of society that is oriented towards the individual as the center of attention, where economic development and solutions to social problems are integrated systematically, with the use of digitalization as one of the key components (Cabinet Office, 2021). In the Society 5.0 era, what is essential is data that connects and stimulates all aspects, acting as an equitable socio-economic link, overcoming divisions between the rich and the less fortunate. While Society 4.0 facilitates access and exchange of information via the internet network, the Society 5.0 era is an era characterized by technology merging with humans as a whole (Yunda, 2019). In the Society 5.0 era, the central role of humans in creating added value through technology to reduce interpersonal conflicts and economic challenges in the future is a concern (Nohong, 2018).

The Industrial Era 4.0 and Society 5.0 era have been implemented by Indonesian cooperatives in various types and forms of business which aim to provide services to their members, as well as society at large (Ermaya & Mulyana, 2020). In the context of the Society 5.0 era, which emphasizes the integration of technology into everyday life, cooperative revitalization must be able to adapt digital innovation and make humans the central component. This era emphasizes the importance of data, which connects and spurs development, and acts as an equitable social and economic link. Revitalizing cooperatives in the Society 5.0 era needs to consider the role of digitalization and enable cooperatives to be more responsive to environmental changes and the needs of their members, with a focus on active human involvement in the use of technology.





2. LITERATURE REVIEW

2.1 Cooperatives Excellence Concept

According to the International Cooperative Alliance (ICA, 2023), cooperative excellence encompasses three key aspects: Inspirational Cooperative Leader, Enterprising Cooperative, and Enabling Government. An inspirational cooperative leader is someone who embodies the values and principles of the cooperative movement and motivates others through ethical behavior, strategic vision, and dedication to member welfare. These leaders play a crucial role in fostering a strong organizational culture and guiding the cooperative toward achieving its goals. An enterprising cooperative is one that actively seeks innovative solutions and opportunities to improve services and products for its members while staying true to its values. This can include diversifying business activities, exploring new markets, and adopting modern technologies. An enabling government provides the regulatory and policy support necessary for cooperatives to thrive, such as legal recognition, fair competition policies, and access to financial resources. Together, these elements create an ecosystem in which cooperatives can flourish and achieve excellence in serving their members and communities.

Cooperative excellence refers to a cooperative's ability to achieve high-performance levels in member satisfaction, social impact, and financial performance, involving the effective service of members, contribution to societal welfare, and market competitiveness, with indicators such as asset growth, profitability, liquidity, and operational efficiency, while strong relationships with members and local communities are often considered significant markers of success (Indriani, 2023).

2.2 Challenges for Cooperative Excellence

Cooperatives encounter a range of complex and multifaceted challenges that can impact their advantages. These include inefficient governance structures, limited access to capital, intense market competition, declining membership, and constraints in innovation (Nakayiso & Andrew, 2023). Furthermore, Setiawati (2020) notes challenges in revitalization efforts, such as low member participation, inadequate cooperative outreach, insufficient management and business capital, a lack of professional human resources, shifting lifestyle patterns, and uneven distribution of information technology infrastructure. The primary challenge in revitalizing cooperatives lies in their ability to innovate products, services, and business processes, which underscores the importance of business digitalization for successful competition (Yusnaldi, Hasan, & Fahlevi SI, 2022). These issues can hinder the growth and stability of cooperatives if not effectively managed.





2.3 Revitalization Strategy for Cooperatives

Cooperative revitalization is a crucial aspect of enhancing the governance and sustainability of cooperatives in various sectors. Studies such as (Parulian, 2017) and (Riswan et al., 2017) emphasize the importance of effective revitalization programs to strengthen the financial and non-financial performance of cooperatives. These initiatives are essential for the survival and success of cooperative businesses, especially in regions like Indonesia where government-led revitalization efforts have been launched (Parulian, 2017).

Furthermore, the revitalization of cooperatives often involves human resource development, as highlighted by Nainggolan and (Parulian, 2018). Their research underscores the significance of starting the revitalization process by focusing on enhancing the skills and capabilities of cooperative human resources. This approach aligns with the findings of (Bretos et al., 2020), which reject deterministic views and demonstrate that cooperatives can revitalize their values and practices through resource mobilization.

Collaborative governance, as discussed by (Sururi, 2020), plays a vital role in the success of revitalization programs. Factors such as commitment, integration, and participatory models are crucial for regional cooperation in revitalization efforts. Additionally, studies like (Sentanu et al., 2021) shed light on the strategies employed by local governments in traditional market revitalization, emphasizing the importance of organizational strategies and institutional support.

In conclusion, cooperative revitalization is a multifaceted process that involves government initiatives, human resource development, effective governance, and strategic planning. By implementing comprehensive revitalization models and focusing on capacity building, cooperatives can enhance their performance, ensure sustainability, and contribute to the economic development of their respective regions.

2.4 Impact of Revitalization Strategy on Cooperative Excellence

Revitalization strategies can have a significant impact on cooperative excellence. These strategies have a significant impact on cooperative excellence across different fields. For example, in the realm of trade unions, project-based revitalization strategies have been shown to influence the wider trade union movement, emphasizing the importance of understanding evolving organizational forms (Samaluk & Kall, 2023). Similarly, in sustainable mangrove environments, revitalization strategies involving ecotourism, community empowerment, and resource management have demonstrated the potential for sustainable outcomes (N. C. Irawan et al., 2023).

In urban development, waterfront revitalization strategies aim to bring economic and social benefits to cities, fostering competitiveness and innovation through sustainable





approaches (Chizindu et al., 2020). Post-pandemic, small and medium enterprises have utilized revitalization strategies like the Business Model Canvas to address challenges and stimulate recovery effectively (Hadi & Supardi, 2020). These examples highlight the diverse applications and positive outcomes associated with revitalization strategies.

In conclusion, revitalization strategies have a multifaceted impact on cooperative excellence, spanning labor movements, environmental conservation, urban development, and educational settings. By effectively leveraging these strategies, organizations, communities, and educational institutions can promote cooperation, innovation, and sustainable growth.

3. RESEARCH METHOD

This research utilizes a literature study approach to explore insights from previous studies that are closely related to the subject under study. The literature study method involves searching, evaluating, and documenting research materials (Ashari et al., 2020). The choice of the literature review method also provides the flexibility necessary to investigate a large number of pre-existing theories, concepts, and empirical findings. This allows us to detail a robust conceptual framework for understanding cooperative revitalization in the Society 5.0 era. The data collection techniques and research analysis methods are as follows:

1. Using secondary data originating from research in the last 10 years documented in SINTA-accredited journals and concerning the research topic.
2. The data analysis approach in this research is critical appraisal which involves evaluating the validity of the research, the significance of the results, and conformity with reporting standards.
3. The critical appraisal process involves the use of inclusion criteria, where journals are collected and a summary is prepared that includes information about the researcher, year of publication, research objectives, and research findings. Inclusion criteria for the literature review are in Table 1.

Table 1 Review Literature Inclusion Criteria

Criteria	Inclusion
Period	Last 10 years
Language	Indonesian and English
Subject	Cooperative
Article Type	The scientific journal that SINTA has accredited
Article Theme	Revitalizing cooperatives in the digital era

Source: Processed data, 2024





4. RESULT

The results of the literature review that has been carried out confirm that the revitalization of cooperatives through increasing the advantages of cooperatives in the Society 5.0 era is an aspect that has extraordinary significance in facing era changes driven by rapid technological developments. Cooperatives as one of the Indonesian economic pillars must take innovative steps to ensure their existence and be able to make a significant contribution in supporting the welfare of their members and the development of the national economy.

There were 30 articles collected and of these 30 articles, only 10 articles were selected that were relevant to the research. The data was analyzed using a critical appraisal method to analyze the data of 10 Sinta accredited journal literature over the last 10 years by searching on the Google Scholar portal by typing “cooperative revitalization strategies in the Society 5.0 era”. The following critical assessment analysis:

Table 2 Critical Appraisal of Cooperative Revitalization in the 5.0 Era

No	Author	Journal Focus	Research Finding	Similarities and Differences with Researcher Articles
1	(Ningrum & Juariyah, 2020)	Discussing application development to overcome the problem of the low quality of cooperative human resources in Indonesia.	The COOPLite application makes a significant contribution to improving cooperative information systems and transparency in Indonesia.	Similarities: Both discuss strategies for increasing cooperative excellence in the digital era Difference: There are differences in research methods and data collection techniques, as well as descriptive analysis which focuses more on cooperative problems in Indonesia which lie in the human resource management capabilities of cooperative managers,





				different from this research which discusses cooperative strategies in increasing cooperative excellence.
2	(Fazlurrahman et al., 2023)	Discusses the importance of digital marketing in increasing sales and expanding markets for MSMEs in industrial cooperatives	The program's deliverables include digital branding concepts and designs specifically for mobile commerce, supporting technologies such as chatbots	Similarities: Both discuss the revitalization of cooperatives through digital excellence Difference: There is a difference in research objectives where Fazlurrahman, <i>et al.</i> , research aims to overcome the lack of optimal skills and understanding regarding digital marketing while this research explores various strategies and steps that can be taken by cooperatives to exploit the potential of digital technology and innovation in facing challenges in Society 5.0 era.
3	(Setianingsih et al., 2020)	Discusses cooperative business	The main strategy in maintaining the continuity of	Similarities: Both articles discuss





		retention strategies in the Industrial Revolution 4.0 era and explores strategies for maintaining business continuity in cooperatives.	cooperative business involves development strategies in management, human resource development, increasing capital, and business-type development strategies.	strategies for increasing cooperative excellence. Difference: Setianingsih <i>et al.</i> , research does not discuss innovation strategies, in contrast to this research which discusses innovation strategies.
4	(Yusnaldi, et al., 2022)	Explores the impact of the Industrial Revolution 4.0 on cooperatives as a business model, with a focus on the potential and current obstacles faced by cooperatives.	To improve services and digitize business processes, cooperative business organizations must be revitalized by increasing organizational capacity, human resources, and supporting infrastructure.	Similarities: Both discussed the concept of cooperative revitalization so that it can be more optimal. Difference: In evaluating and analyzing the research results, Yusnaldi, et al., the research concluded that to improve the digitalization of business services and processes, business cooperatives need to undergo revitalization which includes internal and external improvements, as well as the use of the latest information technology, to meet community needs.
5	(Yumiati et al., 2022)	Focuses on the Keramat	Cooperative revitalization can	Similarities: Both discussed the





		Dagang Cooperative which is experiencing various problems in organizational management, finances, and inadequate resource utilization.	help improve the management and welfare of members of the Keramat Dagang fisheries cooperative in Kaur Regency.	importance of cooperatives in improving community welfare. Differences: There are differences in the methods used in the research of Yumiati <i>et al.</i> , used lecture, discussion and question-and-answer methods with research subjects at the Keramat Dagang Cooperative, Kaur Regency, while this research utilized literature studies from previous research with the subject of cooperatives.
6	(Hermanto et al., 2022)	Creation of applications to improve cooperative performance Pondok Pesantren At-Tanwir.	The customer service process is faster and easier, with cooperative management being able to determine the stock of goods more accurately and track transaction data more easily in handling customer complaints.	Similarities: Both discuss the use of information technology to revitalize cooperatives. Differences: The output produced is the use of the Point of Sale (POS) application to help cooperatives manage the sales transaction process.





7	(Wahyudi et al., 2021)	Examining the condition of two inactive KUDs in the District. Pati, Central Java.	KUD Sedyo Rukun Juwana and KUD Sukolilo are not institutionally registered as cooperatives. There is evidence that the two KUDs have not held an annual member meeting (RAT) for more than three years.	<p>Similarities: Both discuss the revitalization of cooperatives and the important role of cooperatives in economic development.</p> <p>Differences: Reviving inactive cooperatives by activating their role as drivers of the village economy in the economic sector through forming internal KUD teams, identifying KUDs that need to be reactivated, and formulating strategic plans and actions to be implemented.</p>
8	(K. K. R. Irawan et al., 2023)	Discussing the need for digitalization in savings and loan cooperatives as one of the revitalization efforts.	Cooperatives have a significant role in economic empowerment in the modern era.	<p>Similarities: Both discussed the importance of digitalization of cooperatives in the modern era</p> <p>Differences: There are differences in evaluating and analyzing research results.</p>





9	(Haykal et al., 2021)	Focuses on revitalizing cooperatives, especially savings and loan cooperatives, in Indonesia as an alternative financing after the COVID-19 pandemic.	Cooperatives require significant organizational changes, such as strengthening the implementation of good governance regulations, drafting efficient financial agreements, and managing income and human resource assets carefully.	<p>Similarities: Both discussed the revitalization of cooperatives and the importance of cooperatives in improving the economy</p> <p>Differences: Differences in research objectives, Haykal <i>et al.</i>, in their research aim to analyze possible government strategies in empowering cooperatives.</p>
10	(Abidin & Irawati, 2022)	Examining the impact of product innovation and product quality on competitiveness in the eyes of consumers.	Product innovation has an impact on the competitive advantage perceived by consumers of the SAE Milk Cooperative in Pujon, Malang Regency. Likewise product quality also influences competitive advantage among the same consumers.	<p>Similarities: Both discuss product and service innovation which is key to increasing cooperative excellence.</p> <p>Difference: Maulana <i>et al.</i>'s research is quantitative.</p>

Source: Processed data, 2024





Based on a critical appraisal of 10 journals, 5 of them discuss cooperative revitalization strategies to increase cooperative excellence. This information is presented in Table 3.

Table 3 Revitalizing Cooperatives to Increase Cooperative Excellence in the Society 5.0 Era

No	Author	Year of Publication	Subject Analysis of Cooperative Revitalization to Increase Cooperative Excellence in the 5.0 Era
1	Khansa Kamilah Roza Irawan, Nenty Agustin, Dea Delyana, Nazaruddin Lathif, Asmak Ul Hosnah, and Teguh Setiadi	2023	Direct analysis of the subject
2	Hassanain Haykal, Theo Negoro and Livany Adeline	2021	Direct analysis of the subject
3	Maulana Abidin and Winaika Irawati	2022	Direct analysis of the subject
4	Hujjatullah Fazlurrahman, Riska Dhenabayu, and Tias Andarini Indarwati	2023	Direct analysis of the subject
5	Renica Cristia Ningrum and Lohana Juariyah	2020	Direct analysis of the subject

Source: Processed data, 2024

5. DISCUSSION

Irawan et al., (2023) in their article show that cooperatives play an important role in economic empowerment in the modern era. Most respondents (90%) reported that cooperatives were effective in helping the economy, while a small proportion (2.5%) reported that they were ineffective. The development of cooperatives in Indonesia faces challenges, such as a decline in the number of active cooperatives, however, with the trend of increasing internet use in Indonesia, there is hope that digitalization can revive cooperatives. Digitizing cooperatives can provide convenience to members and help reach the wider Indonesian community.





Haykal et al., (2021) in their article emphasize the need for revitalization and special regulations governing the financing process. Cooperatives also require significant changes in organizational aspects, such as: good governance regulations implementation, drafting efficient financial agreements, and managing income and human resource assets carefully. In addition, significant organizational changes have been achieved with the establishment of ministerial regulations to regulate and strengthening good governance, drafting internal regulations, creating a code of ethics, and establishing a financial system with legal agreements between cooperative members.

Abidin & Irawati, (2022) in their article show the importance of product novelty/innovation and product quality in maintaining the competitiveness of the SAE Milk Cooperative in Pujon, Malang Regency in the eyes of consumers by introducing new products or developing new products. available, thereby providing significant added value, and enabling cooperatives to remain relevant in an ever-changing market. Usually, consumers are more inclined towards memorable products, with added value and unique advantages. In addition, good product quality ensures that consumers get satisfactory value from the products they buy. Thus, focusing on product novelty/innovation and product quality is very important for the SAE Pujon Milk Cooperative, Malang Regency to remain competitive and meet customer expectations.

Fazlurrahman et al., (2023) in his article explains that the lack of optimal skills and understanding regarding digital marketing for online trade has become a serious obstacle for leather craftsmen who are part of the Bag and Suitcase Industrial Cooperative (INTAKO). This condition has resulted in their inability to take advantage of opportunities that arise due to changes in consumer trends who are switching to online purchases. To overcome these challenges, a revitalization strategy has been proposed, which involves implementing digital marketing for online commerce. This includes developing digital brands specifically for mobile commerce as well as implementing enabling technologies such as artificial intelligence chatbots.

Ningrum & Juariyah, (2020) in their article explains the importance of revitalizing the potential of the workforce in cooperatives to strengthen the development of the cooperative sector. By combining human resource management (HR) and an application-based Android platform, they can increase the cooperatives' capacity as an economic pillar. The COOPLite application collaborates with the integrated HR management system (IHRMS) as an innovation to help the cooperative HR management process to be more effective and efficient and increase the interest of cooperative HR to study cooperative management in more depth, with the potential to improve cooperative information systems and transparency in Indonesia.





6. CONCLUSION

In Society 5.0 era which is influenced by advances in digital technology, revitalizing cooperatives is a must. Cooperatives have a strategic role in improving the welfare of their members and contributing to the national economy, but must quickly adapt to change. Product and service innovation, good management, and increasing members' digital literacy are the keys to revitalizing cooperatives. Digital technology innovation can increase efficiency and convenience for members while improving management and collaboration with digital technology experts is important. Through digital literacy training, members can be better prepared to adopt technology. In strengthening this conclusion, references to relevant previous research provide empirical support. In the dynamic Society 5.0 Era, the revitalization of cooperatives will ensure their continuity and contribution to the developing national economy.

Based on the conclusions that have been put forward, the author provides several suggestions as follows:

1. Cooperatives need to continue to develop products and services that are relevant to developments in digital technology. This will help increase appeal to members and potential members.
2. Improving cooperative management is essential to ensure efficiency and quality of service. Cooperatives should invest in management training and partner with experts to ensure good management.
3. Providing digital literacy training for members is key. This will help them adopt technology better and experience its benefits. Cooperatives can also collaborate with digital technology experts to make the best use of technology. This may include developing a special application or platform for cooperative members.
4. Referring to relevant previous research can provide empirical support for the steps taken by cooperatives. This can help reassure members and other stakeholders.
5. Cooperatives must always be ready to adapt to the changes that occur in the dynamic Society 5.0 era. This includes identifying new trends in technology and ensuring the co-op remains relevant.

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