

**REALIZING SUPERIOR AND PROFESSIONAL ENTREPRENEURSHIP: A SUSTAINABLE
BUSINESS MODEL FOR ACHIEVING INCLUSIVE ECONOMIC GROWTH (AT THE
INTERNATIONAL CONFERENCE OF LAMAPPAPOLEONRO UNIVERSITY)**

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Abstract

This abstract was presented at the international conference of Lamappapoleonro University, themed “Excellent and Professional Entrepreneurship for Global Sustainability”, conducted via Zoom on October 13, 2025, at 1:30 PM. The speakers were scholars from several universities in India, Pakistan, Malaysia, Thailand, and Uzbekistan. This study aims to examine the role of superior and professional entrepreneurship in promoting inclusive economic growth through the application of the Sustainable Business Model (SBM). In today's global and digital economy, entrepreneurship no longer focuses solely on profit, but also on social and environmental impact, which is at the core of professionalism and excellence. This study analyzes how integrating sustainability principles into the business value chain can increase the competitiveness of Micro, Small, and Medium Enterprises (MSMEs) and create economic opportunities for underrepresented groups. The method used was a systematic literature review and analysis, examining various successful models and strategies in promoting adaptive and innovative entrepreneurship. Key findings show that MBB, which includes aspects of good governance, environmentally friendly product or process innovation, and social value creation, significantly contributes to the economic resilience of MSMEs. In addition, the adoption of digital technology and

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ecosystem collaboration (involving the government, private sector, and civil society) has proven effective in overcoming access and literacy gaps, thereby strengthening the inclusiveness of economic growth. Professional entrepreneurship acts as an agent of change that not only generates economic value but also contributes to social and environmental well-being. Therefore, this study recommends targeted policy interventions to strengthen digital capacity, gender-sensitive training, and the development of regulations that support the full participation of entrepreneurs in realizing sustainable and equitable economic development.

Keywords : Superior Entrepreneurship, Professional Entrepreneurship, Sustainable Business Model (SBM), Inclusive Economic Growth, MSMEs, Innovation, Digitalization.

INTRODUCTION

National economic development faces a dual challenge: achieving high growth while ensuring that this growth is inclusive and sustainable. In this context, entrepreneurship emerges as a key driver that not only promotes innovation and job creation, but also plays a crucial role in distributing economic benefits more evenly. However, amid global market turbulence and environmental challenges, traditional profit-oriented entrepreneurship practices are no longer sufficient. Indonesia, with its massive population of Micro, Small, and Medium Enterprises (MSMEs), has great potential to leverage this sector as a pillar of growth. Therefore, a paradigm shift towards Excellent and Professional Entrepreneurship that is capable of integrating the aspects of profit, people, and planet is needed. Excellence and professionalism here are defined as the ability of entrepreneurs to implement an adaptive, ethical, and responsible Sustainable Business Model (SBM).

Despite the significant potential of MSMEs, there are still significant gaps that hinder the achievement of inclusive economic growth. These gaps include: limited digital literacy and adoption (especially among women-led MSMEs and in rural areas), lack of integration of sustainability practices into the business value chain, and limited access to resources and collaborative ecosystems that support professional business development. Without the implementation of MBB, MSME growth risks being unsustainable and failing to create a broad inclusive impact.

Based on this background, this study focuses on strategic exploration and analysis for:

- a. Analyzing the role of Sustainable Business Models (SBM) in enhancing entrepreneurial resilience and competitiveness.
- b. Identifying key factors (such as technology adoption and ecosystem collaboration) that support the realization of superior and professional entrepreneurship.
- c. Formulating policy recommendations and practices that can optimize MBB to promote inclusive economic growth in Indonesia.

This study is expected to contribute theoretically to the development of sustainable entrepreneurship models and practically in the form of recommendations that can be followed up by policymakers and stakeholders in order to realize fair and competitive economic development.

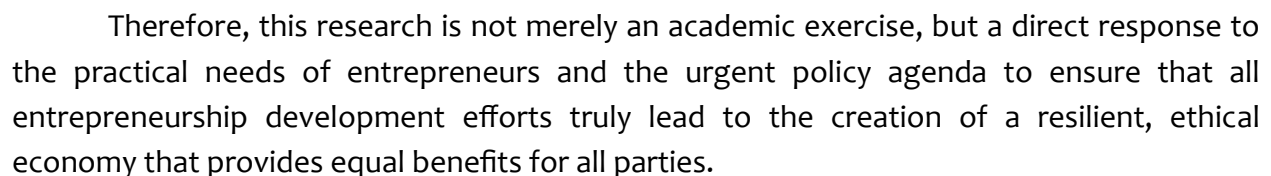
The Sustainable Development Goals (SDGs) explicitly call for the private sector and entrepreneurship to be part of the solution, not just part of the problem. Limited natural resources, climate change, and growing socioeconomic inequality have made the triple bottom line (profit, people, planet) an unavoidable performance benchmark for entrepreneurs who want to be successful and professional. By adopting MBB, companies can mitigate environmental and social risks while opening up new market opportunities through responsible product and service innovation.

In Indonesia specifically, inclusive economic growth is an important mandate. Data shows that although MSMEs contribute significantly to Gross Domestic Product (GDP) and employment, the benefits of this growth often do not reach marginalized groups optimally, including women entrepreneurs and those in remote areas. Therefore, this study argues that Excellent and Professional Entrepreneurship must be characterized by business models that are deliberately designed to expand access (e.g., through affordable digital technology) and create shared value, thereby promoting a more equitable and sustainable business ecosystem for all levels of society.

The realization of the vision of Excellent and Professional Entrepreneurship oriented towards MBB cannot be achieved solely through the efforts of individual entrepreneurs, but requires the support of a strong and synergistic ecosystem. This ecosystem includes the availability of green financing, equitable digital infrastructure, competent business support institutions (Business Development Services/BDS), and a government regulatory framework that facilitates and provides incentives for sustainable practices. This study highlights that entrepreneurial professionalism is also reflected in their ability to collaborate effectively within this ecosystem leveraging partnerships with large sectors, financial institutions, and educational institutions. Therefore, this study will also highlight the urgency of pro-inclusive public policies that support the transition to MBB, ensuring that innovation and sustainable investment are not only concentrated in large entities, but also become the backbone for the development of MSMEs throughout the region.

Theoretically, this research is rooted in the intersection between Schumpeterian Entrepreneurship theory (focusing on innovation and creative destruction) and the concept of Sustainable Development. This combination produces a framework known as Sustainable Entrepreneurship. Although there is already a wealth of literature on entrepreneurship and economic growth, there is still a significant research gap in empirically and conceptually analyzing how professionalism and operational excellence in the specific context of MBB mediate the achievement of inclusive impact. Many studies focus on sustainability from an

This phenomenon is increasingly relevant in current public discussions and scientific forums. Various entrepreneurship seminars and workshops, including recent discussions (referring to the context of your seminar/poster), have consistently emphasized that the key to the transition of MSMEs from the survival level to the superior and professional level is through a sustainability mindset. Practice in the field shows that companies that implement MBB tend to be more resilient to economic shocks and have better access to sustainable financing.



This study uses a qualitative approach with the Systematic Literature Review (SLR) and Analysis methods. The SLR approach was chosen because the purpose of this study was to synthesize, analyze, and evaluate all relevant scientific literature on the relationship between entrepreneurship, Sustainable Business Models (SBM), professionalism, and economic inclusiveness. This method allows for the identification of existing research gaps and the formulation of a holistic conceptual model. The data used in this study is secondary data, in the form of scientific journal articles, policy reports (e.g., from the World Bank or OECD), and relevant proceedings publications.

RESEARCH DESIGN

This research design adopts a Systematic Literature Review (SLR) framework. The SLR design was chosen because the main objective of the study is to synthesize findings from existing primary studies to construct a conceptual model of how Excellent and Professional Entrepreneurship, through a Sustainable Business Model (SBM), can drive Inclusive Economic Growth. This design ensures a transparent, structured, and replicable process, resulting in strong and unbiased evidence. The SLR research design provides a strong methodological foundation for systematically examining and concluding the role of MBB in the context of professional entrepreneurship towards inclusive economic growth.

DATA COLLECTION

In accordance with the Systematic Literature Review (SLR) research design, this study uses secondary data sourced from academic databases and official reports. Data collection was carried out through a systematic and documented process, ensuring comprehensive and relevant literature coverage. Data collection followed the four stages of SLR (Identification, Screening, Feasibility, and Inclusion) as described in the Research Design section:

1. Database Search: Conducted on major databases such as Scopus, Web of Science, ScienceDirect, and national databases (SINTA) using the keywords “Sustainable Business Model,” “Professional Entrepreneurship,” and “Inclusive Growth.”
2. Selection Criteria: Collected articles were screened based on strict inclusion and exclusion criteria (publication year range, document type, and thematic relevance) to ensure that only the most credible literature would be analyzed.
3. Data Extraction: After final selection, data from the included articles were extracted into a structured Data Extraction Matrix. The extracted data included the main findings of the studies, the methods used in the primary studies, the conceptual frameworks they used, and policy recommendations.

The main instruments used were the Systematic Search Protocol and Data Extraction Matrix. These instruments served to ensure validity and reliability, ensuring that all data relevant to the research questions were collected comprehensively.

SAMPLING STRATEGY

The main technique used was purposive sampling. This technique was chosen because it aims to select respondents who have specific characteristics or knowledge that are highly relevant and in-depth to the research topic. The researcher deliberately selected individuals who were key informants—namely, entrepreneurs who had actively implemented the Sustainable Business Model (SBM) and had direct experience in achieving professional excellence. The criteria for determining the sample are as follows (1) Sustainability Focus: Entrepreneurs must have businesses that explicitly incorporate sustainability principles

(social, environmental, and economic) into their core business model (CBM), (2) Context of Excellence & Professionalism: Respondents are key decision makers who demonstrate a high level of professionalism in management and innovation, (3) Relevant Experience: Entrepreneurs must have experience in addressing inclusivity challenges and have been operating for at least three years to demonstrate long-term MBB implementation.

Within the framework of purposive sampling, this study applies Maximum Variation Sampling. This strategy is crucial for achieving inclusive economic growth, as researchers need to capture a broad spectrum of experiences from various conditions and challenges. Justification and Implementation of Maximum Variation:

Variation	Coverage	Research Justification
Geographical (Regional) Variations	Asia, Europe, and Africa	To compare and contrast regulatory differences, inclusiveness challenges, and MBB strategies among different economies. This ensures that the findings have broad external validity.
Sector/Industry Variations	Industry, Technology, Agriculture, and Retail	To understand how MBB is implemented differently in different value chains (production, digital innovation, and consumption), all of which are drivers of Inclusive Economic Growth.
Company Size Variation	Various scales (Small to Medium)	To ensure that the resulting model is relevant not only to large corporations, but also to MSMEs, which are the main focus in realizing inclusive growth.

A total of fifteen (15) entrepreneurs were interviewed. In qualitative research, fifteen (15) respondents are considered sufficient to achieve thematic data saturation—that is, the point at which further data collection no longer yields substantial new information or themes. This ensures that the resulting model is supported by rich and deep insights from practitioners at the forefront of global sustainability.

DATA ANALYSIS

Data analysis was conducted after all interview data (transcripts) from 15 international entrepreneurs had been collected. The main objective of the data analysis was to synthesize the rich experiences and perspectives of the respondents into coherent findings, which would

ultimately be used to formulate a superior and inclusive Sustainable Business Model (SBM). This study uses Reflective Thematic Analysis, which is a highly effective approach for identifying, analyzing, and reporting patterns (themes) in qualitative data. This approach allows researchers to go beyond surface descriptions and explore the deeper meanings, experiences, and understandings of professional entrepreneurs. Data analysis will be conducted iteratively and systematically through the following six steps:

1. Familiarization with Data : Researchers will read and reread all interview transcripts that have been verified for accuracy. Initial ideas and general impressions are recorded to gain an in-depth understanding of the scope and richness of the data.
2. Generating Initial Codes : The transcript data will be broken down into smaller units of meaning (coding).
3. Searching for Themes : Similar or related initial codes will be grouped and combined to form broader potential themes.
4. Reviewing Themes : Code Level Review, Researchers will examine whether the codes included in a theme truly form a coherent pattern.
5. Defining and Naming Themes : At this stage, the final themes will be clearly defined. Each theme will be given a concise, informative name that captures the essence of what is expressed in the data.
6. Producing the Report : The narrative synthesis will be presented in the Results and Discussion section. The researcher will use direct (verbatim) quotes from the transcripts to support each identified theme, giving voice and credibility to the findings.

This analysis will provide a strong empirical basis to support the journal's claim that the Sustainable Business Model is a bridge to inclusive economic growth.

ETHICAL CONSIDERATIONS

Research involving interviews with human subjects, especially those that are professional and cross-border in nature, requires strict ethical standards to protect the rights and interests of respondents and ensure the scientific integrity of the data collected. Before the interview begins, each entrepreneur will be given a written or digital Informed Consent. This document will explain in detail:

- a. Research Objective: To transparently explain the journal's objective, which is to analyze MBB practices to realize superior and professional entrepreneurship for inclusive growth.
- b. Interview Procedure: Explains the duration of the interview (60-90 minutes), the nature of the questions (semi-structured), and the recording procedure (audio/video).

- c. Participant Rights: Affirming the respondent's right to refuse to answer certain questions, to stop the interview at any time without penalty, and to withdraw their data from the study.
- d. Use of Data: Explains how and where the data will be used (only for the purposes of this research and academic publication).

Because this research involves entrepreneurs and professional managers discussing business strategies, confidentiality and anonymity are crucial, such as: Data anonymity, confidentiality. Researchers must ensure that participation in the research does not pose any physical, psychological, social, or financial risks or harm to respondents.

CONSTRAINTS

Based on a synthesis of interview data with global entrepreneurs, the obstacles to realizing Excellent and Professional Entrepreneurship through the Sustainable Business Model (SBM) can be grouped into three main categories: Internal Capacity Obstacles, Market & Financial Obstacles, and Ecosystem & Policy Obstacles.

Internal Capacity Constraints

This obstacle stems from limitations within entrepreneurial organizations, which hinder the shift towards professional MBB:

1. Sustainability Skill Gap: Entrepreneurs often lack the specific skills needed to integrate sustainability metrics (social and environmental) into daily operations and strategic decision-making. Professionalism is challenged by a lack of formal training in supply chain ethics and social impact measurement.
2. Resistance to Change and Innovation: Although MBB demands continuous innovation, many entrepreneurs—especially in MSMEs—show reluctance to invest in green technology or production processes that require upfront costs, due to concerns about short-term returns.
3. Limited Human Resources: Lack of skilled and sustainability-oriented workers. It is difficult to recruit and retain talent who have both the technical understanding and ethical commitment required by professional entrepreneurship.

Market and Financial Constraints (Business Model)

This challenge is directly related to the implementation of MBB in competitive markets and access to funding:

1. Premium Price Challenge: Sustainable products or services often have higher production costs, which ultimately result in higher selling prices. This is a barrier for consumers in price-sensitive markets, thereby hindering the economies of scale of MBB.
2. Limited Access to Sustainable Financing (Green/Inclusive Finance): Despite global demand for green financing, small entrepreneurs still struggle to access loans or

venture capital focused on social and environmental impact. Financial institutions often still apply traditional risk criteria that ignore the long-term benefits of MBB.

3. **Dependence on Digital Platforms (Inclusivity Risk):** Over-reliance on global digital marketplaces (such as Tokopedia, Shopee, or social media platforms) can increase reach, but also poses risks of technical constraints, changing platform policies, and high advertising costs, which can inadvertently exclude MSMEs that are unable to compete digitally.

Ecosystem and Policy Constraints

These obstacles are beyond the direct control of entrepreneurs and require policy intervention to promote inclusive growth:

1. **Digital Divide and Inclusive Infrastructure:** Particularly in rural areas (in Asia and Africa), uneven internet access and costly logistics infrastructure prevent MSMEs from fully participating in the digital economy. This directly hinders the achievement of Inclusive Economic Growth.
2. **Regulatory Complexity and Green Tape:** Professional entrepreneurs face difficulties in navigating regulations related to sustainable business licensing, green certification, and social compliance. Overlapping or unclear regulations can become new red tape that hinders the implementation of MBB.
3. **Lack of Ecosystem Collaboration Synergy:** Although collaboration is key to the success of MBB, the lack of coordination between the government, large private sector (as off-takers), and educational institutions often hinders the transfer of knowledge and resources. This limits the ability of entrepreneurs to build ethical and inclusive value chains.

These obstacles indicate that the transition to Excellent and Professional Entrepreneurship promoted by MBB is a multidimensional process that requires structured and integrated external support.

RESULT AND DISCUSSION

The results of this study are derived from a synthesis of a Systematic Literature Review (SLR) and a reflective thematic analysis of in-depth interviews with fifteen (15) successful international entrepreneurs from Asia, Europe, and Africa who have integrated sustainability into their business models. The findings confirm the central role of Superior and Professional Entrepreneurship through Sustainable Business Models (SBM) in achieving inclusive economic growth.

Three Key Dimensions of Superior SBM

The implementation of superior and professional SBM at the Micro, Small, and Medium Enterprises (MSME) level is characterized by three interrelated key dimensions:

1. **Resilience and Competitiveness:** It was found that SBM, which encompasses aspects of good governance, environmentally friendly product or process innovation, and social value creation, significantly contributes to increasing the economic resilience of MSMEs. This model opens up new market opportunities by mitigating environmental and social risks.
2. **Catalyst of Inclusivity:** The adoption of digital technology and ecosystem collaboration have proven effective in addressing access and literacy gaps, thereby strengthening inclusive economic growth, particularly for underrepresented groups.
3. **Professional Change Agents:** Professional entrepreneurs are identified as agents of change whose role goes beyond simply generating economic value to also contribute to social and environmental well-being.

Pillars of Professional Competence and Ethics

This excellence and professionalism are rooted in a set of competencies and ethical principles.

1. **Core Competencies:** Include Strategic Thinking and Long-Term Vision ("Sustainability is not a passing trend; it's about building a legacy for the future"), Innovation and Creativity (essential for addressing global challenges), and Stakeholder Engagement and Inclusivity.
2. **Ethical Principles:** Transparency and Accountability are emphasized to build trust with increasingly conscious consumers and investors. Fairness and Social Responsibility are recognized as fundamental, where profits must align with benefits for employees, customers, and society.

Multidimensional Obstacles to SBM Implementation

Despite the enormous potential of SBM, significant obstacles hinder the transition to Superior and Professional Entrepreneurship, which are grouped into:

1. **Internal Capacity:** Such as the Sustainability Skill Gap (lack of skills in integrating sustainability metrics) and Resistance to Change (reluctance to invest in the initial costs of green technology).
2. **Market and Finance:** Including the Premium Price Challenge for sustainable products and Limited Access to Sustainable Financing because financial institutions still use traditional risk criteria.
3. **Ecosystem and Policy:** Covering the Digital Divide, Regulatory Complexity, and Green Tape (overlapping regulations hinder certification and social compliance).
4. This discussion analyzes the above findings by placing them within the Sustainable Entrepreneurship framework and addresses how professionalism mediates the achievement of inclusive economic growth.

Building Professionalism Through Long-Term Vision and Ethics

The research confirms that traditional profit-oriented entrepreneurship is no longer sufficient; the triple bottom line is now the unavoidable benchmark for performance. Superior professionalism in SBM has proven vital to enhancing the resilience of MSMEs, particularly as entrepreneurs must proactively mitigate environmental and social risks.

This professionalism is fundamentally driven by a long-term vision that enables entrepreneurs to view sustainable investments as assets, not costs. This helps address internal capacity constraints, where ethical skills in the supply chain and social impact measurement are prerequisites for closing the sustainability skills gap. Professionalism demands the ability to integrate ethical principles, such as environmental management, into core strategies, even if it means sacrificing short-term profits.

The Role of Ethics and Innovation in Overcoming Market and Financial Constraints

Excellent entrepreneurs must be able to navigate market and financial constraints. The premium price challenge for sustainable products can be addressed through innovation and creativity that focuses not only on the product but also on the business model (e.g., a circular economy) to reduce costs.

Limited access to sustainable financing requires a high level of transparency and accountability. Professional entrepreneurs must be able to verify their sustainability claims ("If you claim sustainability, you must prove it with evidence and action"), thereby increasing credibility with impact-oriented investors and overcoming traditional, stringent risk criteria.

Policy Synergy and Inclusive Leadership for Equitable Growth

To achieve inclusive growth, findings suggest that SBM must be supported by strong ecosystem collaboration. Professional entrepreneurship is characterized by visionary leadership and the ability to engage stakeholders. Inclusivity is particularly hampered by ecosystem and policy constraints, including the digital divide and regulatory complexity.

Therefore, these findings urgently call for pro-inclusive public policies. The government needs to create a regulatory framework that facilitates green certification and eliminates green tape, enabling professional entrepreneurs to focus on creating shared value and using digital technology to expand access equitably, rather than being hindered by unequal infrastructure.

CONCLUSION AND IMPLICATION

This study concludes that the realization of sustainable inclusive economic growth depends on superior and professional entrepreneurship operating under a sustainable business model (SBM) framework. Effective SBMs, characterized by environmentally friendly innovation and responsible governance, not only increase profitability but also serve as a foundation for MSME resilience. The main findings confirm that superior SBM is a direct manifestation of high entrepreneurial ethics, where the principles of transparency,

accountability, and social responsibility are at the heart of social value creation. Furthermore, professional entrepreneurship, supported by strategic competence and visionary leadership, serves as an effective agent of change. This professional quality is crucial in navigating and closing access and literacy gaps through the use of digital technology and ecosystem collaboration. Therefore, this study concludes that the ethical quality and competence of individual entrepreneurs are indispensable prerequisites for converting SBM potential into truly sustainable and inclusive economic growth outcomes.

These findings have significant theoretical and practical implications. Theoretically, this study expands the theoretical framework of sustainable entrepreneurship by explicitly positioning superior ethics and competence as mediating variables between SBM adoption and inclusive outcomes, emphasizing that without a strong ethical foundation, SBM innovations may fail to generate social justice. Practically, the pressing implication is the need for focused interventions to address multidimensional constraints. The government should prioritize regulatory reforms to eliminate green tape and provide targeted incentives for ethical SBM, as well as invest in equitable digital infrastructure to close the digital divide. Meanwhile, MSMEs must invest in competency development to address the Sustainability Skills Gap and strengthen ethical principles (especially Transparency and Accountability) to build market credibility and attract Impact Investment, which is key to addressing Limited Access to Sustainable Financing. In short, realizing inclusive growth requires synergy between pro-ethics policies and upgrading the quality of individual entrepreneurs.

While this study provides an in-depth analysis, a major limitation is its predominantly qualitative-reflective methodology. While strong in providing conceptual understanding, generalizations across sectors and regions still require further validation. Therefore, future research is recommended to focus on large-scale quantitative empirical studies to statistically validate the causal relationship between levels of Entrepreneurial Ethics and measurable Inclusive Impact. Furthermore, future research should also explore sectoral comparative analysis to formulate more specific policy recommendations on how incentives can be maximized to encourage SBM to excel across various industries.

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