

THE INDONESIAN JOURNAL OF BUSINESS ADMINISTRATION

Vol. 1, No. 9, 2012: 680-687

INITIATIVE TO UTILIZE INFORMATION TECHNOLOGY FOR COMMUNITY BASED PLATFORM TO PROMOTE INNOVATIVE GOVERNMENT IN INDONESIA

Humbul Kristiawan, Kuntoro Mangkusubroto and Agung Wicaksono
School of Business and Management
Institut Teknologi Bandung, Indonesia
humbul@sbm-itb.ac.id

Abstract— *In current circumstances, innovation is becoming a mandatory requirement, both in private and public sectors. While it is more a common word for practices in private sector, the implementation in public sector faces several tougher challenges. Most people perceive public sectors as bureaucratic, rigid, heavily regulated and have limited space for new ideas. These perception then cause the people's skepticism on innovation in their government. The above condition also happened in Indonesia. Although the Government of Republic of Indonesia has initiated and communicated to the public several innovative programs in various sectors, most people still have limited awareness on the progress. This project focuses on identifying and designing effort to build an interactive communication channel to promote the implementation of innovative government in Indonesia. The channel is positioned as a community based initiative, independent and utilizing information technology and social media. In order to maintain its independency, this project is needed to be professionally managed and have a sustainable operation scenario.*

Keywords: *Innovative Government, Community Based, Independent, Sustainable*

I. INTRODUCTION

Innovation is the heartbeat of modern economies. The world's most advanced nations are also the world's most innovative. Their governments have built economic and social infrastructures that encourage creativity and innovation. Their people are highly educated, highly skilled, highly competitive.

Innovation is required not only in private sector, but also in public sector, also known as government innovation. Government innovation is defined as commitment by governments to

recognize and act upon new ideas, new operating methods and new ways of delivering services. It also includes finding new ways to maximize resources by engaging with the public, taking new risks and harnessing new technologies.

Innovation in government will be the key to doing more actions with less resources and to smarter regulation. Under a limited government budget, it is required to find new and more efficient ways to deliver better value for taxpayers' money. Efforts to improve government performance and to meet citizen expectations require various innovative way and approaches.

Innovation in private sector, together with in public sector, will then create an Innovative Nation. John Kao describes Innovative Nation as "a country that is mobilizing its resources in a pervasive and innovative way... a country that is committed to constantly reinventing the nature of its innovation capabilities to improve the lot of humanity."

II. BUSINESS ISSUE EXPLORATION

Innovative Government initiative, in its implementation, faces several challenges. Among others, one of the most challenging issue is on how to communicate the innovation to the public in order to get attention. The reality is that many of citizens think and believe that innovative government is a paradoxical notion. Most of people presume that innovation thrives in dynamic, flexible and environment within a business enterprise. They do not believe that innovation can be done within the rigid, bureaucratic government organizations.

The above tendency is also happened in Indonesia. Most citizens assume the same way. From short discussions with several colleagues and people on the street, most of them shared the same skepticism about the idea, on how government can be innovative. As a bureaucratic institution that operates under set of strict regulations, rules, and habitual ways of doing things, they assume that government is quite far from anything innovative. In their understanding, its bureaucratic administration lacks the prerequisites for innovation, such as creative thinking, idea experimentation and inventiveness. Moreover, they also have limited information on how our governments do the innovation and how it is promoted. In short, among others, the challenges to implement and promote innovative government in Indonesia are lake of awareness and skepticism from citizens.

On the other hand, The Government of Republic of Indonesia already has some programs related with the Innovative Government initiative. Just to mention some of the programs, such as : initiative of Reformasi Birokrasi initiated by Kementerian Pendayagunaan Aparatur Negara Republik Indonesia, Open Government Initiative managed by UKP4 RI, Innovative Government Competition host by Kementerian Dalam Negeri Republik Indonesia and other innovative government initiatives in each different government entities (government agencies and state owned enterprises).

This project focuses on how citizen can establish an initiative to support the implementation of innovative government in Indonesia. All the programs currently initiated by our government need to have a sparring partner from the independent party. This independent communication channel need to be established in order to gain trust from people since it will be perceived as free from government vested interest.

Description concerning conceptual framework and analysis is described as follows.

A. *Conceptual Framework*

According to Hermawan Kartajaya (Kartajaya, 2010), there are three most powerful influencers in the new wave marketing. They are women, youth, and netizen. These three customer categories will then influence the other three customer categories. Women will influence men; youth will influence senior; while netizen will influence citizen. This new wave marketing, which focusing on low budget – high

impact marketing practices, replaces the previous high budget – high impact marketing practices.

Aligned with the new wave marketing approach as above, utilizing web technology, social networking and mobile technology becomes key requirement for a successful marketing effort.

Internet can make it easier for companies to have information about their products or services available to their customers or potential customers. By using internet, an organization does not need to send out product/service brochures or visit people one by one to explain about their product/service. Instead, an organization only need to put the information in internet which requires lower cost. On the other side, everyone can find out and choose the information they need in internet.

Recently many organizations are using internet marketing blogs as their platform to connect with their stakeholders in a more personalized manner. There are many things that an organization has to address. This includes stakeholder concerns, organization news, special offer and the introduction of new services and/or products of the organization. These are things that need to be acted upon as quickly as possible. The best way to address these things is by building a blogging platform. This is where stakeholders can interact with the organization without spending too much time and effort.

According to Webcontent.com (2011) there are five reasons why internet marketing blogs are effective in the operation of a business or an organization:

a) It offers free information

People always welcome free information. This is what people primarily search for when they surf on the web. Organizations should consistently update their blog. The information that it offers is of great help in generating traffic and loyalty from people who find their blog useful. Always see to it that their updates are relevant to their theme.

b) It offers products

An internet marketing blog is a platform with a personality. It builds a friendly relationship with its readers. A good relationship builds trust and trust can create influence. This makes an organization's online marketing more effective.

c) It solicits customer feedback

Interaction with customers is one of the best attributes of a successful business. By allowing visitors to post their insights into their site,

organizations are actually giving their visitor the chance to help them improve their product or service. Visitors could even ask for certain information which could be a hint for their future postings. Feedback on their website is an indication that there are people out there who are following their blog posts.

d) It addresses customer concerns

A good internet marketing blog is able to address customer concerns. Issues regarding problems with organizations' site, product or service should be addressed and resolved on their blog posts. This will enable the readers to know that their concerns are acted upon.

e) It has high search engine rankings

Every website and blog needs traffic in order to be successful. One of the biggest indicators of an effective internet marketing blog is its search engine ranking. Web traffic and your blog's popularity and search engine optimization are the three things that help to make it rank high in the search engine results page.

B. Method of Data Collection and Analysis

This final uses qualitative research methodology, started by a brief discussion with several stakeholders of innovative government in Indonesia while studying the several reports of innovative government to have an understanding of the problem as well as to formulize research questions. The study was carried out by a qualitative method of data collection. The qualitative method was done by interviews and desk research.

There are two types of data used in this study: primary and secondary data. The primary data is extracted by interview and discussion. Secondary data is also used as input to several stages of the analysis in this study.

The objective of the interview done in this study consists of two main objectives:

- To identify the current innovative government actions in Indonesia
- To identify potential room of improvement in promoting the innovative government initiative in Indonesia

Interview and discussion was conducted with six respondents, including representative from government who have roles related with innovative government issues and representative from citizens. The objective of interviewing representative from government is to get understanding on the implementation of innovative government in Indonesia including

the how it is communicated to citizen. Meanwhile, the objective of interviewing representative from citizen is to get understanding on their level of awareness to the innovative government issues and to gather any area for improvements especially in better promoting the innovative government. Profiles of these respondents are described below:

1. The first respondent, representative from government, is Bapak Erry Riyana Hardjapamekas. Currently he is part of senior person in Tim Independen Reformasi Birokrasi Nasional Republik Indonesia.
2. The second respondent, representative from government, is Ibu Tara Hidayat. She is one of deputy to head of President's Delivery Unit for Development Monitoring and Oversight (Unit Kerja Presiden bidang Pengawasan dan Pengendalian Pembangunan / UKP4).
3. The third respondent, representative from society, is Mr. HM, living in Jakarta. He is senior person in one of biggest global Public Relation Consulting Firm. He is also active in using social media (blog, tweeter and facebook).
4. The fourth respondent, representative from society, is Mr. IT, living in Jakarta. He is founder and owner of several web portals. He is also an IT consultant.
5. The fifth respondent, representative from society, is Mr. Skt, living in Jakarta. He is a journalist and an online media practitioner.
6. The sixth respondent, representative from society, is Ms. VS, living in Jakarta. She is a commercial director in one online media.

Secondary data to this study is taken from documents, articles in general, literatures, and researches that have been done previously.

The sources used as secondary data to this study include the following: MckInnovate.com; Satulayanan.net. and Satupemerintah.ukp.go.id; and Relevant literatures.

C. Analysis of Business Situation

This research started by a brief discussion and interview with Bapak Erry Riyana Hardjapamekas (from Tim Independen Reformasi Birokrasi Nasional Republik Indonesia) and Ibu Tara Hidayat (from Unit Kerja Presiden bidang Pengawasan dan Pengendalian Pembangunan / UKP4).

From discussion with Bapak Erry Riyana Hardjapamekas, the Government of Republic of Indonesia has developed a grand design and road

map of Reformasi Birokrasi (2010 – 2025) containing specific action plans in several areas to be reformed which are organization, governance, regulations, human resources, monitoring & supervision, accountability, public services, mindset and culture set.

Road map and grand design of the reformation has been developed. The final target is to become a world class government in 2025. The program then is cascaded to be performed by each government entities. They are requested to prepare plan of reformasi birokrasi under their each organization.

In addition to that, from the discussion, it was informed that government has also program to promote their innovative initiatives. For instance, Kementerian Dalam Negeri Republik Indonesia, has conducted innovative government award. The latest award was held in December 2011.

While from discussion with Ibu Tara Hidayat and her team in UKP4, it is explained that actually there are quite many innovation programs initiated by each ministry, government agencies and pemerintah daerah / pemerintah kota all over Indonesia. Additionally, Government of Republic of Indonesia has become part of global initiative, called "Open Government Initiative", a dedicated effort to foster greater government openness and accountability globally.

One of the initiative was conducting the competition of Open Government Indonesia ("OGI") on April – Juli 2012 which followed by 62 Public Service Units from 34 ministries and government agencies. Part of the competition itself, there was a workshop held in 30 May 2012 at Millennium Hotel Jakarta.

From direct observation during the Focus Group Discussion it was noticed how government entities have been doing some efforts to do innovation in their respective units. During the competition itself, there were 62 programs which might be categorized as innovation initiatives in government.

As part of the OGI initiative, UKP4 also have been developing two websites : satulayanan.net ("Satu Layanan") and satupemerintah.ukp.go.id ("Satu Pemerintah") as center of all public services provided by the Government of

Republic of Indonesia and all information regarding the government.

Satu Layanan is designed, developed and dedicated to citizens as the first and major preference of information regarding all public services provided by government. The aim is that citizens can find answer to all questions they might have regarding the services from all public institutions (such as : electricity, water, phone, traffic, driving license, tax, etc.) in Indonesia.

Satu Pemerintah is designed, developed and dedicated to citizens as the online source of information which integrating flow of information from all ministries in Indonesia. The aim is that all government information, such as : profile, organization structure, work program, budget, achievements, e-procurement, etc, can be easily accessed by public.

However, from interview with some people with various background such as: public relation consultant, social media activist, journalist, dotcom business owner, shows the opposite result, as follows:

1. *Responses to the first question - Have you ever heard the term innovative government?* All respondents replied that they do not aware of the term "innovative government".

2. *Responses to the second question - Do you think that government can do innovation?* All respondents showed the same skepticism that government can do innovation.

3. *Responses to the third question - Are you aware of some communication channel maintained by our government in promoting innovative government?* All respondents replied that they do not aware on the existence of communication channel maintained by our government in promoting innovative government.

4. *Responses to the fourth question - Could you please help spending some times to check these three links : mckinnovate.com, satulayanan.net and satupemerintah.ukp.go.id ? After you went through all the three links, regarding objective and content of each portal, which one(s) do you think have a focus on promoting innovative government and which one(s) more on public services?* Respondents concluded that the objective and content of mckinnovate.com is more on promoting innovative government while satulayanan.net and satupemerintah.ukp.go.id put more focus on providing information regarding public services and government data.

5. Responses to the fifth question - What we, citizens, can do to promote innovative government in our country? Respondents suggested that citizens can do a community based program, utilizing information technology and social media.

6. Responses to the sixth question - What would be your suggestion, in your current expertise (as a PR consultant-social media activist / founder and owner of web portal / online media practitioner-journalist / online media practitioner-commercial), if there is any effort from citizen to develop a communication channel to promote innovative government in Indonesia? Respondents suggested the communication channel which will be developed need to have a unique positioning and attractive-catchy look & feel. Its features need to accommodate users to interact and consist of integrated information.

Based on the result above, from the interview and discussion, It can be seen that government have initiated some programs to promote innovative government and its communication channel. However, there is a lack of awareness and skepticism from citizen on the initiative and on the effectiveness of its communication channels currently exist. Society can contribute to promote the innovative government by initiating a community based activities which also utilizing information technology and social media approach in this initiative. This can be a good synergy with current existing government initiatives.

Benchmarking studies have been done in order to see the challenges and trends in web portal. This benchmarking study was done on Mckinnovate.com, Satulayanan.net and Satupemerintah.ukp.go.id. The reason behind this selection is that these web portals contain information related with services in public sectors. The details of these web portals can be seen in the elaboration on the overview below.

a) Mckinnovate.com

Mckinnovate.com is a channel developed and maintained by McKinsey to accommodate information regarding the innovative government all over the world. The following describes several key features of Mckinnovate.com :



b) Satulayanan.net (“Satu Layanan”) and Satupemerintah.ukp.go.id (“Satu Pemerintah”)

Satu Layanan and Satu Pemerintah are communication channels developed and managed by UKP4 in order to integrate all the

services provided by the Government of Republic of Indonesia.

From the below matrix, Mckinnovate.com focuses on providing platform for sharing and promoting innovation in government with global coverage. Meanwhile, Satu Layanan and Satu Pemerintah focus on the objective as center (one stop service) for all public services and information provided by government within national coverage. There is a room for developing a web portal with the focus as platform for sharing and promoting innovation in government within national coverage.

Web Portals Benchmarking Matrix

Coverage	World	
	National	
		<p>Center (One Stop Service) for All Public Services and Information provided by Government</p> <p>Platform for Sharing and Promoting Innovation in Government</p> <p style="text-align: center;"><u>Focus</u></p>

As explained by Hermawan Kartajaya, current trend of successful marketing effort has characteristic as a low budget – high impact marketing. The marketing effort performed by an organization need to focus on three most powerful customer categories which are women, youth and netizen. These three customer categories will then influence the three other customer categories which are : men, senior and citizen.

Learning from the above strategy, the effort to develop a communication channel to promote innovative government in Indonesia need to also put the focus on targeting these three aspects : wowed, youth and netizen. So that, it becomes reasonable that developing a web portal, which considers the optimum utilization of web technology, social networking and mobile technology will become key requirement for the successful of marketing effort of this initiative. Moreover, the initiative must also accommodate three types of approach in its design which are - "top-down", "bottom-up" and "partnership".

III. BUSINESS SOLUTION

In response to the research objectives mentioned in the previous chapter, the following conclusions are drawn.

- Implementation of innovative government in Indonesia need to be enhanced, especially in

the method of promoting the activities to the citizens and also in gaining participation and sense of belonging of the citizens. Current communication channel need to be accompanied by communication channel independently maintained by the community itself.

- Benchmarks on several web portals shows examples of good practices in communicating the innovative government, which are : people participation, networking ability and interactivity.
- In order to support the existing government efforts in promoting innovation in government, there is a room for developing a community based web portal with the focus as platform for sharing and promoting innovation in government within national coverage.

IV. CONCLUSION AND IMPLEMENTATION PLAN

As concluded in the previous Chapter, there is a need to develop a community based communication channel to promote innovative government program in Indonesia.

The following detail of solution is proposed after further analysis on the problem.

The Web Portal being developed need to have characteristics as an independent initiative with combination between top down approach (government to community), bottom up approach (community to government) and peer to peer approach (network among government entities). The reasons behind this are as follows:

- a) To create uniqueness compared to other communication channel currently exist which are more perceived either as top down approach initiative or bottom up approach initiative.
- b) Being independent will promote trusts.
- c) Interactive.
- d) Optimizing communication through the social media.

In order to build the uniqueness, details of the strategy will be as below:

1. Top Down Approach

As a channel for government entities in communicating their innovation initiative to citizens under these below options:

- a) Information about Innovation in each Government Entities.

- b) To inform the society and obtain any feedback on the specific innovative government program and other information.

Information about Legislation Drafts (Rancangan Undang-Undang/RUU) and Government Regulation Drafts (Rancangan Peraturan Pemerintah). The Web Portal can be used as one of channel for government to publish every Legislation Drafts (Rancangan Undang-Undang/RUU) and Government Regulation Drafts (Rancangan Peraturan Pemerintah) to obtain any feedback from citizens before officially launched.

- c) Synergy with Programs Sponsored by Government Entities.

The Web Portal is needed to have link with other programs initiated by government entities, such as Lapor.ukp.go.id, Satulayanan.ukp.go.id and Satupemerintah.ukp.go.id. Synergy among the initiatives (government based initiatives and community based initiatives) will be a key strength of this Project.

2. Bottom Up Approach

The Web Portal can be used as channel for community / society to deliver their idea and input regarding innovative government initiative under these below options:

- a) Leave Comments and Forum

Accommodating society in giving any feedback on the innovation program by developing leave comments feature and forum facility.

- b) Competition (Crowd Sourcing)

Accommodating public to be able to develop, propose and submit their own concept of innovative government initiative. All the proposals from public will be published in the Web Portal for certain period of time.

The proposals will then be checked and given rating by other viewers. Some proposals with best rating will then be evaluated by independent team. The team will recommend the proposals to be executed by related government entities. There will be rewards for the proposal owner.

- c) Off Air Event

Activities under the Web Portal will need to be support also by several off air event, such as: Public discussion, Seminar, and Gathering.

3. Peer to Peer Approach - Networks among Government Entities

As an informal channel for intergovernmental forum and network to learn and improve the

innovation practices in their organization. Utilizing this Web Portal, an informal intergovernmental forums and networks can be created to focus specifically on the identification of successful innovations that hold potential for replication elsewhere. This project can promote and trigger strategic partnerships across government which then would allow greater opportunity for leveraging the efforts that are made in innovation.

Cost Structure

Following is cost structure of the Project:

- a) Fixed Costs : hosting & server rent, web maintenance
- b) Variable Costs : information gathering, promotion

Revenue Structure

The following schemes are taken into consideration as revenue stream for this project:

- a) Sponsorship or Advertising

The Project may offer any government entities opportunity to place advertisement promoting their interests or opinions related with innovation under their areas. They might utilize the Project as a channel to communicate their profile, their services, and their ideas to persuade citizens/viewers to take some action upon their profile, services or ideas, or services. It may include promoting the name of their service and how that service could benefit the citizens, to persuade the citizens to utilize particular service. It can also serve to communicate an idea to citizens in an attempt to convince them to take a certain action. Under this scheme, for this advertisement opportunity, governmental agencies, as the sponsors, will then spend some money to deliver their messages.

- b) Advertorial

The advertising as above might also be presented in such a way as to resemble an editorial. This is a type of advertisement which is written in the form of an objective article, and presented usually designed to look like a legitimate and independent news story. Under this scenario, for this advertorial opportunity, governmental agencies, as the sponsors, will then spend some money to deliver their messages.

- c) Consultancy / Assistance

Communication and networking developed under this Project will create opportunity in which public service leaders may pursue innovations with substantive collaboration with others who may be attempting to overcome similar challenges. In fact, most of the challenges are the same, both in substance and in process.

The Project may offer to provide consultant team to assist this collaboration to replicating innovations across the country/area. Under this scheme, for this consultancy opportunity, governmental agencies, as the clients, will then spend some money to receive the assistance.

- d) Grant

There is also a chance for the Project to receive fund as grant from certain foundation or Non-Government Organization (NGO) which have similar concerns on improvement of public services

Resources Requirement

Key resources required for this project are as follows:

- a) Information Gathering

At the very first stage, the Project liaises with UKP4 to gather information on the innovation program (for example: from Open Government Indonesia Competition held by UKP4 in 2012). Later on the Project will need to initiate and manage relationship with government entities for information gathering. Other possible source of the information for the Project can be also from the community itself and independent contributor.

- b) People and Organization

A specific team of the project establishment also needs to be formed. Requirement for this team will be solid writing skill, sound understanding in innovation, strong knowledge and experience in social media and ability to liaise with government institutions. Moreover, legal aspect of the organization also need to be established. Having a legal entity status will enable the Project for establishing relationship with other institutions, for example to receive fund from certain foundations, to institute an agreement with other institutions and to create contract with other entities.

- c) Technology

Technology related aspects required for developing the Web Portal are as follows: web server, hosting, website design and web maintenance.

- d) Finance

The Project is targeted to be run under self financing scenario. That is why several scenarios in revenue stream are seriously taken into consideration.

Time Plan

Implementation and scheduling is explained in the following chart:

Activity	Month											
	1	2	3	4	5	6	7	8	9	10	11	12
Web Development												
Data Gathering												
Initial Data												
On Going												
Promotion												
Teaser (advertisement in other media)												
Off Line Event												
On Line Event												
Social Media												
Launching												
Survey (User Satisfactions)												
Web Maintenance												
Hardware												
Software												

REFERENCES

Camp, R., 1989, The search for industry best practices that lead to superior performance, Productivity Press.
<http://www.webcontent.com/five-factors-that-make-internet-marketing-blogs-effective>; accessed on 6 September 2012
 Kartajaya, Hermawan., 2010, New Wave Marketing – The World is Still Round The Market is Already Flat (5th Ed.), Gramedia Pustaka Utama
 Slamet, Norman Febrian., 2011, The Final Project - Business Expansion Strategy of PT PLN Enjiniring, SBM ITB.