

Conference

Scrutinizing Creative Economic Development at Cimahi Technopark: An Agile Governance Perspective

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Abstract. The shift in economic orientation from manufacturing to a creative economy provides new potential for improving the national economy. Indonesia has the opportunity and potential to develop a creative economy, particularly given its cultural diversity and abundance of human resources. In order to seize these opportunities, the City Government of Cimahi created the Cimahi Technopark through Perwal No.14 of 2018 concerning Cimahi Technopark as a Science and Technology Area, in the context of utilizing human resources to provide solutions for the limited availability of natural resources. The research objective was to analyze the implementation of agile governance at Cimahi Technopark in developing the creative economy. This was descriptive research utilizing qualitative methods. Data were collected using structured interviews, a literature review and unstructured observations in the research location. The results showed that Cimahi Technopark reflected the concept of agile government, even though there were some deficiencies in its implementation.

Keywords: agile governance, local government, creative economy, citizen empowerment, Cimahi Technopark

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1. Introduction

The creative economy, a term introduced in 1995 through the book *The Creative City: A Toolkit for Urban Innovators*, has brought people to know about new talents and potential for the creative economy. The global economic order has also changed, as evidenced by the placement of aspects of creativity as a key in developing the local economy and solutions to global challenges (1).

In addition, the orientation of the world economy, which initially focused on manufacturing, has now shifted to creativity as its primary focus. These commodities certainly have differences in each country in terms of the focus and competence. With the diversity of cultures and the abundance of human resources in Indonesia, the creative economy is a potential sector. So the Indonesian government should take the importance of the creative economy seriously (2).

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This is in line with Ginting’s (3) explanation that the creative economy will impact economic growth, provide employment, increase community productivity, and the creative economy has been proven to be able to face economic crises.

Starting in 2009, Indonesia just showed its seriousness in the creative economy, which was known as the "Year of Creative Indonesia". Although it can be said that it is a bit late when compared to other countries that have started developing the creative economy earlier, such as the UK, which has started since 2001 (1).

In its development, creative economic growth in Indonesia each year fluctuates in the achievement of predetermined targets, as shown in Table 1.

TABLE 1: Indonesia’s Creative Economy Growth

Year	Target	Realization	(%)
2015	7,50	7,59	101,20
2016	5,21	4,95	95,01
2017	5,70	5,06	88,77
2018	5,60	5,16	92,14
2019	5,30	5,10	96,23

Source: *The Creative Economy Agency* (4)

The table shows that since 2015-2019 there have been fluctuations in the development of the creative economy, as seen in the achievements obtained. This is exacerbated by the achievements in 2016-2019 that are not in accordance with the targets that have been set.

The fluctuations in creative economic growth occurred due to the weakening influence of the national economy. So it can be said that there is an influence between the conditions of the national economy on the creative economy. In line with this, Rahmi (5) states that the creative economy impacts and influences national economic growth and vice versa, both in terms of development or decline that occurs.

The impact of the creative economy is not only limited to the national economy, but also affects the regional economy and can be a solution to regional economic problems. This aligns with Roberta’s statement (3) that the creative economy has a positive and significant influence on the regional or regional economy.

Agile governance is the ability of government governance to sense, adapt, and respond to changes in the environment through an integrated combination of government capabilities more quickly, precisely, and efficiently in its implementation. The concept of agile governance results from the adoption of the software development concept, which has the main characteristics of collaborative, communication-oriented, economic development, accountability framework, managing the organization, and maximizing value to the organization by optimizing performance and risk management (6).

These characteristics are applied to the scope of government in order to accelerate, be efficient, and improve the quality of governance processes in achieving goals with high community satisfaction. Then, the primary key to the concept of agile governance lies in the sequence of implementing changes, innovation growth, high responsiveness with policy development goals, and being multidisciplinary (7).

Agile governance is founded based on organizational behaviour as stated in the agile outline (8). The manifestation of the agile strategy is prepared based on the community's needs, environmental changes, public ethics, and the ability to reform a country's administration in developing agile organizational behavior and culture. Based on the theory put forward by (8) that the agile outline or the principles contained in agile governance consist of Fluid and Change over time; Adaptive Structure; Individual discretion responsibility; Self Reflective Learning; and Increase Knowledge for New Processes and Services.

The creative economy plays an important role and is a driving force for economic growth in a country today. Afiff (9) explains firmly that the creative economy is an economic concept in the modern era that emphasizes information and creativity, so the ideas and intensity of human knowledge are vital production factors in economic mobility. Howkins (10) describes that economic development begins with the utilization of the potential of natural resources, followed by the potential of human resources, then optimizing the use of information services, as well as the emergence of a creative economy that relies on ideas and creativity.

According to Robert Lucas, people relying on their creative and productive spirit in the economic field are believed to strengthen economic growth and development in a region. However, production, management, government policies, families, and markets are the leading indicators that affect the sustainability of the creative economy (11).

The Ministry of Tourism and Creative Economy publishes that the focus of the creative economy in Indonesia is divided into 17 sub-sectors. These sub-sectors are game development, architecture, interior design, music, fine arts, product design, fashion, culinary, animated films, photography, visual communication design, radio television, advertising, performing arts, publishing, and applications (12).

Regarding the regional creative economy, Indonesia has three provinces that are the most significant contributors to Gross Domestic Product (GDP). One of them is West Java. The contribution given by West Java is 11.81% of GDP. But, then, the creative economy sector has absorbed 3.8 million workers (13). We see the impact that the Province of West Java has felt. So the creative economy development needs to be carried out in each region so that the potential possessed can be optimized to improve the community's economy.



Figure 1: The Development of Creative Economy. (Source: Rahmi, 2018).

Based on Rosmawaty (14) findings, the main factors why the creative economy is the main potential in West Java Province are creative individuals who are supported by cultural heritage, strategic geographical location, West Java as an education centre and its tourism sector. So, the development of the creative economy should be carried out evenly in each region, especially in West Java Province.

One strategy that can be implemented to generate regional creative economy talent is through techno parks. The program is a manifestation of the Nawacita promoted by Joko Widodo. The Science Techno Park is a forum for initiating and disseminating the development of science, technology, research, and community development with the orientation of generating economic value in society (15).

However, in West Java, there is one technopark that has succeeded in exploring the potential of the local economy and can empower the community, namely Cimahi Techno Park (16). The seriousness of the Cimahi City Government is motivated by the limited natural resources it has, such as agriculture, forestry, animal husbandry, fisheries, mining, and energy. In addition, the population of 568,400 people with an area of 40.2 km² is the main asset for the development of the creative economy (17) so that the City of Cimahi takes advantage of these creative opportunities in improving the local economy as a milestone in the absorption of labour and improving the economic level of the community with an orientation to creativity and the application of technology.

In its journey, the Cimahi Techno Park area has been awarded as Outstanding Achievement of Public Service Innovation 2020 by the Ministry of State Apparatus Empowerment and Bureaucratic Reform (18). In addition, Cimahi Techno Park has also

generated a turnover of 55 billion per year from activities held and business tenants who are the Cimahi community itself (19).

Based on research conducted by the Bangsa (20) that in Indonesia, there are two technopark models that are references for other regions, namely Cimahi Techno Park and Bandung Techno Park. The difference between the two can be seen in terms of management. Bandung Techno Park is managed by a private party, namely the Telkom Education Foundation. Meanwhile, Cimahi Techno Park is governed by the Department of Trade, Cooperatives and SMEs (Disdagkoperin) of Cimahi City. Then in this study, an assessment was carried out with 44 standard components of technopark and technology development based on the creative economy sub-sector. Bandung Techno Park received a rating of 52.3, while Cimahi Techno Park received a rating of 72.3. Seeing the superior value obtained by Cimahi Techno Park fades the stigma built up in a society where the government tends to be slow and not superior to the private sector. Mardiasmo (21) stated in his book that the private sector is always faster than the government.

In addition, the increase in the number of employment in Cimahi increased by 21%, which was offset by an increase in the number of micro-enterprises by 23% in 2019 in Cimahi City compared to previous years. Although the researchers found problems in the survival rate of tenant start-ups and downstream creative products produced by the tenants, it had not run optimally. This was discovered when researchers validated tenants on Instagram social media and found stagnation, such as the Qiva Project and Kostaria.

Referring to the achievements and outputs obtained from the Cimahi Techno Park area, the researcher assumes an internalization of agile governance values in the management of the Cimahi Techno Park area. The concept of agile governance is the ability to manage government organizations in responding to unexpected changes in society to fulfil increasingly changing demands and needs (22).

Based on this background understanding, researchers are interested in comprehensively understanding how to apply the principles of agile governance to the management of the Cimahi Techno Park area in the development of the creative economy. In addition, researchers see the potential for innovative economic development in Cimahi City, which is much greater than what has been implemented at this time. Therefore, the formulation of the problem in this study is how to apply the principles of Agile Governance to the development of the creative economy in the Cimahi Techno Park area.

This study was conducted to analyze how the application of agile governance principles in the development of the creative economy in the Cimahi Technopark area.

2. Methods

This research uses a qualitative approach with a descriptive research type. This is intended to provide an overview of the application of agile governance in the management of the Cimahi Techno Park area to develop the creative economy in terms of the perspective of the informants and the literature review in this study.

The data collection technique is carried out through structured interviews because the main data source in qualitative research is words (23), then added with a literature study, and equipped with unstructured observations for one month starting from April to May 2021 in around the research locus, namely the Cimahi Techno Park area and Disdagkoperin. Therefore, the main materials and tools in this research are interview guides.

Determination of informants in this study using the purposive sampling technique. In short, the conclusion of the method is motivated by the perspective of the researcher that the informant is the one who knows best about the focus of the research being conducted. To obtain and detail specific information regarding the application of agile governance at Cimahi Techno Park from various sources. Then, the informants in this study can be seen in the following table:

TABLE 2: Research Informants

No	Name	Description
1	Mr. A.H	Head of Industry Disdagkoperin Cimahi
2	Mr. J.H	Head of UPT Cimahi Techno Park
3	Mrs. M.A	Coordinator of Cimahi Techno Park Service Division
4	Mrs M.S	Customer Service Cimahi Techno Park
5	Mr. Y.A.S	Incubation Manager
6	Mr. H.U	CEO Qiva Project
7	Mrs. D.S	Chairman of the Cimahi City Youth Organization

Source: Processed by researchers,2021

In conducting data analysis, researchers used an interactive model analysis (interactive model analysis), which consists of three main things, namely data reduction, data display, and conclusion drawing (24). Then, checking the validity of the data is carried out through data triangulation techniques by checking various data sources (Moleong, 2013).

3. Results and Discussion

1. Fluid and Change Over Time

Responsiveness to change is a vital parameter in agile governance. Also, accompanied by a fast process by prioritizing outcomes. This can be seen from the realization carried out by Cimahi Techno Park in its governance within the scope of Cimahi City government agencies. Based on the Presidential Regulation of the Republic of Indonesia Number 106 of 2017 concerning Science and Technology Areas, Cimahi Techno Park is required to provide excellent service to meet the community's needs. There are types of services provided by Cimahi Techno Park such as training, legal consultation, pre-incubation programs, business incubation programs, acceleration to programs held on an international scale, namely the Baros International Animation Festival (BIAF).

Based on the interview results, the Head of the Industrial Division of Disdagkoperin said that the government within the Disdagkoperin was used to moving quickly in governance and developing the creative economy in Cimahi Techno Park. This is confirmed by his statement as follows:

"Based on our perspective (the government to the people), we are used to moving quickly because the development of the creative economy is so dynamic."

Then, Cimahi Techno Park continuously collaborates with other stakeholders who can encourage the realization of responsiveness. For example, as in the incubation program, Cimahi Techno Park collaborates with the Business Indonesian Singapore Association (BISA) community, which can help tenants or start-up companies incubated in Cimahi Techno Park to sell to sell their products marketed in Singapore.

Furthermore, Cimahi Techno Park focuses on developing the creative economy with 17 sub-sectors, one of which is the development of the creative digital economy such as animation, artificial intelligence and so on. In creative economy development, Cimahi Techno Park coordinates directly with the Ministry of Industry, Ministry of BPPT, and the Ministry of Education, Culture, Research and Technology.

The chairman of the Cimahi City Youth Organization also said that the flexibility of the Cimahi Techno Park in the development of science and technology areas as well as the creative economy in Cimahi City was considered very large and broad and flexible to access Cimahi Techno Park which was intensively used by the community, such as in terms of building loans, following incubation program and other forms of services needed. This can be seen based on the report on the results of the Community Satisfaction Survey at the Technical Service Unit of Cimahi Techno Park, which obtained a total value of the Community Satisfaction Index of 82.50, which means that it is good based on the level of service quality parameters. So then, in these elements, there are

three elements related to responsiveness in governance at Cimahi Techno Park, which can be seen in the table below:

TABLE 3: Community Satisfaction Indicators

Description	NRR	Score
Suitability	3,24	Good
Convenience	3,40	Good
Service Speed	3,16	Good

Source: Community Satisfaction Survey Report,2020

Based on the table listed above, First, on the aspect of conformity, the result is 3.24, which shows that the suitability of the requirements with the type of service at the Cimahi Techno Park building is included in the "Good" category. Second, related to the element of time speed in providing services, the result is an element value of 3.16. Third, the aspect of ease of service gets a value of 3.40. So the two elements are included in the "Good" category. Judging from the Community Satisfaction Survey Report at Cimahi Techno Park, in 2020 this element has improved from the previous year. The improvement is through adjusting the needs of the community today, which are different from the previous period.

In line with that, Widodo (25) said that community satisfaction with a good or even high-value category can reflect that the organization has implemented effective and efficient quality public services. Then, adjustments to community needs can be seen in the innovations made by launching WhatsApp-based services and the Smart Cimahi Techno Park application. This innovation is a form of response to the Covid-19 pandemic. So every form of service is carried out through the online method.

However, researchers found a lack of service features in the application. This can be seen from the limited service provided by Cimahi Techno Park, which is only limited to borrowing facilities. So, it is necessary to add features to the Cimahi Techno Park application. Such as adding features to participate in programs at Cimahi Techno Park for the community and developing creative economic growth for SMEs and start-ups that are being incubated. Thus, the rating of creative economic growth in Cimahi City through the Cimahi Techno Park area is always known and can be used as a basis for decision making for the apparatus when an obstacle occurs.

However, from the various outputs that have been produced, such as from institutional strengthening carried out by Disdagkoperin, it has not made significant outcomes. This is because there has been no achievement from the collaboration carried out with the agencies mentioned. In addition, the incubation tenants from Cimahi Techno Park, such as Qiva Project and Kostaria have stagnated in marketing their products. So the

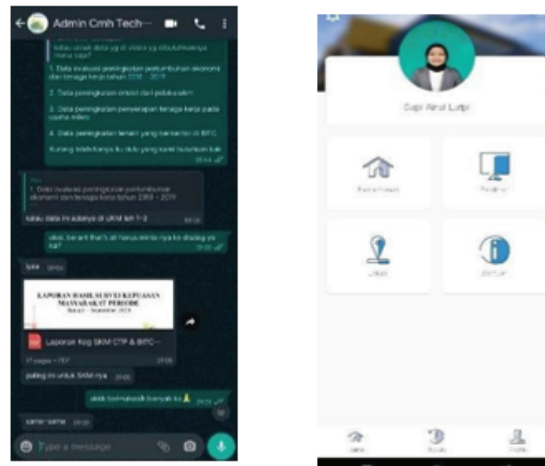


Figure 2: Display of WhatsApp Customer Service and CTP Super Team Application. (Source: Processed by researchers, 2021)

researchers see the need for bridging the products produced by start-ups with market needs through direct and digital marketing.

2. Adaptive Structure

In this second dimension, agile governance has an adaptive and agile structure that is free from obstacles in implementing governance and public services with intense communication between each part, both internally and externally. Leaders can carry out intense communication in the organization by using an informal leadership style that provides an emotional approach to their subordinates (26).

Based on the results of the research, there is a structure in the implementation of the creative economy development program at Cimahi Techno Park, which is divided into the service division, publication division, technician division, security division, and cleaning staff division led by the Head of UPT Cimahi Techno Park which can be seen in the following figure.

Source: *Operational Report and Work Plan of Cimahi Techno Park (27)* The picture shows the division of divisions based on each apparatus's duties, principal, and functions in the management of the Cimahi Techno Park area. The programs that are realized from the main tasks of each division consist of four services—first, technical services such as training, demonstrations, technical consulting, and information. Second is technology development services such as design, prototypes, intellectual property management, and legal consulting. Third, technology business incubation services provide support for the use of technology and management for startup companies. Fourth, support services such as production facilities, office space, conference rooms, and exhibitions.

In its implementation, Cimahi Techno Park uses the Caterpillar Hi-Park concept, which is an internalization of the values of Penta helix collaboration, namely increasing the



Figure 3: Organizational Structure of Cimahi Technopark.

involvement of other parties such as the government, business entities, academia, the community, and the media. This involvement can be seen from the collaborations carried out, such as the cooperation in developing the economy of the City of Cimahi with General Achmad Yani University, Bandung Institute of Technology, Padjadjaran University, and Politkenik TEDC Bandung.

In addition, Cimahi Techno Park gives rights to the people of Cimahi City to optimize the facilities that have been provided. So that people are free to participate in and organize activities related to the 17 sub-sectors of the creative economy, especially in the four sub-sectors of the creative economy, which are development priorities at Cimahi Techno Park, namely telematics, crafts, fashion, and culinary. This can be seen from the examples of works such as crafts and fashion, which have always been icons in the main lobby of the Cimahi Techno Park Building.

However, judging from the structure section at Cimahi Technopark, in this case, the service division, based on the narrative of the Head of UPT Cimahi Techno Park, the service division is given freedom according to its obligations. But the researchers found that there were limitations to the opportunities in solving public problems that occurred. This is due to communication that is still rigid. If faced with a service barrier, then the flow carried out in its completion is required to wait for the superior's decision as to the results of the researcher's interview with Customer Service Cimahi Techno Park.

“So we provide services, if something happens, then report to the coordinator (service division). Then, it is reported to the building coordinator, then to the head of the UPT”.

Based on the statement above, there is a long coordination pattern because it needs to go through several parties to solve public problems. Therefore, the time for solving public problems will also be affected due to the length of the coordination path that needs to be done taken. Although based on Customer Service's statement that the process of resolving public problems only takes one to three days, judging from the complexity of the issues that occur. However, this can be optimized in terms of speed and accuracy of its implementation if a mapping of the complexity of the problem is formed and a flexible coordination mechanism in the provision of public services, especially in solving problems related to the authority it has.

3. Individual Discretion Responsibility

The individual discretion responsibility dimension explains the opportunity for the apparatus to improve performance through providing channels for giving aspirations, innovation, concept development, and implementing solutions that are in line with efforts to solve public problems driven by individual participation. As a manifestation of this dimension, the researchers found that the apparatus was given space to express their aspirations and criticisms accompanied by continuous evaluation.

The intensity of the provision of space varies with an average of once a week which is called a coordination meeting. This is evidenced by the statement of the Head of UPT Cimahi Techno Park as follows.

"This (coordination meeting) is done because it is an important part of receiving inputs.....with a minimum of once a week but also often twice or thrice as needed".

From the statement, it was found that at the coordination meeting, the apparatus were given the freedom to provide input on the implementation of Cimahi Technopark both in terms of facilities, infrastructure, and related to program development. This is in line with Widodo's (25) explanation that the bureaucracy must have room for innovation to express creativity in order to foster an adaptive, aspirational, visionary, and democratic attitude.

In addition, the researcher found that the implementation of this coordination meeting was also applied at a higher level, namely the scope of Disdagkoperin. For example, Cimahi Techno Park, an integral part of Disdagkoperin, is required to attend an official meeting held after the morning assembly. At the meeting, each head of UPT, such as UPT Cimahi Techno Park, UPT Pasar, UPT Legal Merology, Industry Sector, Trade Sector, and KUKM Sector, shared information and developments and problems being faced.

In the Final Report of the Community Satisfaction Survey About Techno Park Building Services, it is explained that UPT Cimahi Techno Park has the task of formulating strategic plans and performance plans. The formulation is based on the implementation

of coordination between each section and stakeholders who have a role in achieving the goals of holding a technopark.

As stated in Perwal No. 14 of 2018 concerning Cimahi Techno Park as a Science and Technology Area, there are four functions of Cimahi Techno Park. First, a vehicle for sustainable research and development cooperation between the central government, local governments, universities, research and development institutions, and industry. Second, facilitating the growth of innovation-based companies through incubation and spin-offs. Third, value service providers added and quality services to the recipients of Cimahi Techno Park services. Fourth, support the implementation of city government official activities organized by elements of the regional apparatus within the Cimahi City Government.

Furthermore, to implement the role of Cimahi Techno Park, of course, it cannot be separated from the importance of socializing the description of tasks held in the bureaucratic structure at Cimahi Techno Park. Socialization which is part of the communication element, is said to be effective if there is a response in accordance with the expectations of the communicator and communicant to the information conveyed (28). The communication process on the apparatus and contract workers carried out within the Cimahi Techno Park is carried out through employee coaching by the coordinator in each division and formal written documents. In the coaching section by the coordinator, Customer Service Cimahi Techno Park provides an overview regarding its implementation that the coordinator provides intensive guidance regarding policies, regulations, training, and circulars at Cimahi Techno Park.

In connection with these findings, the researcher validated the impact obtained by the community regarding the implementation of the functions possessed by the apparatus and how they resolved public problems. The head of the Cimahi City Youth Organization stated that the youth in Cimahi City and the MSMEs had felt the flexibility of the services provided by Disdagkoperin and Cimahi Techno Park. For example, the Cimahi City Government is actively encouraging MSMEs, especially creative industry players, to have permits to get more support from the government. This can be seen in the data on the issuance of business permits from 2019 to 2020, which reached 4,473 permits (29).

In addition, the start-up tenants in the incubation process are given the freedom to explore ideas by Cimahi Techno Park. The latter are still supervised and guided by the incubation manager. This freedom consists of various aspects: the business model canvas development, product development, or management team. The incubation stages of Cimahi Techno Park as an effort to give birth to a variety of creative products are as follows.



Figure 4: Cimahi Technopark Start-up Incubation Stages. (Source: *Processed by researchers, 2021*)

The six stages are aimed at forming start-ups that can compete in the industrial world. As stated by Milstein in Saputra (30), incubation has a role as a connector to the market and the formation of startups resistant to technical risk.

When it comes to tenant satisfaction with the services provided during the incubation process, the CEO of Qiva Project, as one of the tenants of Cimahi Techno Park, which focuses on the development of augmented reality and virtual reality, dramatically appreciates the responsiveness of Cimahi Techno Park. This is due to the fulfilment of the needs of start-up tenants related to facilities in product development when submitting criticism and suggestions to Cimahi Techno Park, namely the provision of the Oculus. So the production process than start-up telematics is more effective and efficient.

However, the researchers found that every suggestion and recommendation, whether a program or the addition of the required facilities, took a long time, namely one year. This was conveyed by the Head of Industry, Disdagkoperin, that the background of this occurrence was the preparation of a work plan that had been determined in the relevant year, thereby reducing the level of responsiveness and flexibility. So every time there is a new ideation output, and after passing the usefulness analysis, a program can be included in the plan work the following year.

4. Self-Reflective Learning

In this dimension, the apparatus in the bureaucracy is encouraged to carry out a continuous evaluation of the programs and services provided by the government. This concept is intended to maintain bureaucratic flexibility so that it remains on the roadmap and its role. This is also reinforced by Sedarmayanti's statement, which says that the

competence of the apparatus is always related to performance which will constantly evaluate their skills, knowledge, expertise, and motivation at work (31).

Judging from the evaluation activities carried out by Cimahi Techno Park, the researchers found variations in the implementation. Massive evaluations were carried out internally at Cimahi Techno Park, Disdagkoperin, and other parties such as the Agency for the Assessment and Application of Technology (BPPT) and the Regional Development Planning Agency (Bappenda) of Cimahi City. The intensity of the evaluation differs according to the provisions and regulations that apply. Still, in general, it is done every three months with reporting on the progress and performance of Cimahi Techno Park. This was conveyed by the Head of UPT Cimahi Techno Park as follows.

“The level or many tenants who have offices, the value of the community satisfaction survey, then the turnover of start-ups based in Cimahi Techno Park, we collect the data, and we report it regularly every three months to the Bappenda, the Mayor, and the Regional Secretary”.

Furthermore, evaluations are also carried out internally with more intensity, i.e. once a week. Within the scope of Disdagkoperin, the Head of Industry explained that the Head of Disdagkoperin always gave instructions regarding the provision of reports on developments and problems faced in each field. Cimahi Techno Park also does this by holding a coordination meeting to discuss the conditions that occur in Cimahi Techno Park. Regarding the aspects reported at each coordination meeting, the Service Division Coordinator explained several of them, such as aligning activities carried out with Standard Operating Procedures (SOP) and checking each task that needs to be carried out.

Seeing the massiveness of the evaluation process carried out, the researchers tried to find out the utilization of the evaluation results by comparing the progress each year in terms of the number of activities held, the valuation of activities, and the turnover obtained from the incubation start-up tenants. Then, the researcher found that the occurrence of fluctuating developments in its development is as shown in the following figure:

TABLE 4: Activity Valuation and Start-up Turnover

Thn	Valuasi Kegiatan	Omzet <i>Start-up</i>
2017	-	Rp. 12.679.500
2018	Rp. 8.103.417.000	Rp. 13.630.000.000
2019	Rp. 15.835.031.000	Rp. 49.910.000.00
2020	Rp. 10.010.053.000	-

Source: Processed by researchers, 2021

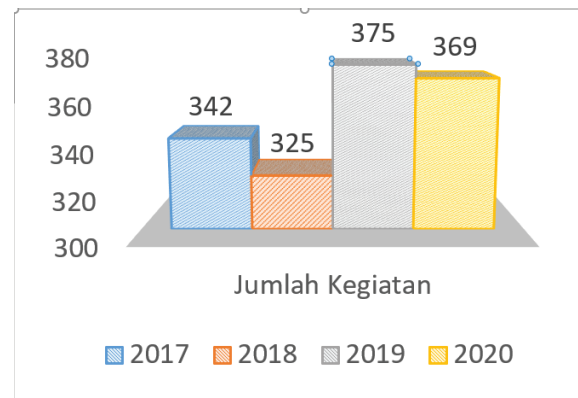


Figure 5: Number of Activities in Cimahi Techno Park. (Source: Processed by researchers, 2021)

Figure 5. shows the occurrence of fluctuations in activities held since 2017-2020. Then in table 4, the turnover achievement obtained always increases every year, with the most considerable achievement obtained in 2019, which is 49 billion. However, Cimahi Techno Park has not collected data regarding the turnover obtained in 2020, and researchers found a decrease in the valuation of activities by 5 billion compared to the previous year.

When the researcher validated the background of this occurrence, the Head of UPT Cimahi Techno Park stated that the Covid-19 Pandemic in Indonesia caused it due to the following in-depth interview.

"Indeed, this pandemic appeared in March 2020, yes, it was a vacuum (Cimahi Techno Park) for about four months."

In fact, this influence has a significant impact on the start-up tenants that are incubated. For example, only five of the 11 tenants incubated by Cimahi Techno Park survived during this pandemic. Cimahi Techno Park has just recruited an incubation manager who is intended as a mentor in a series of incubation stages for start-ups.

In response to this, Cimahi Techno Park, through the Incubation Manager, conducted an evaluation and reform of the incubation curriculum. Currently, the incubation curriculum used is the result of adaptation and combination of the largest venture capital institution globally, namely the Founder Institute from the United States and the framework used by Google. Cimahi Techno Park wants to achieve the current orientation through the curriculum, namely the survival rate of start-ups so that tenants can survive in every condition. Then, the measurement method used as the basis for assessing these start-up tenants uses the Objective Key Results (OKR) way which is detailed on daily targets in each month.

Unlike before, when researchers validated the 2018 Cimahi Techno Park incubation graduates, namely the Qiva Project. Therefore, there are no specific targets that need to be achieved by start-ups. The required obligations are only limited to providing a

report on the development of the start-up concerned in 2018, as quoted by the CEO of Qiva Project.

"Oh no (specific target), the CTP only provides facilities. The ones who determine the targets are only consumers, and mentors also usually ask for reports."

Based on this statement, the researcher assumes a follow-up to the evaluation obtained every year. This can be seen in the improvements in the provision of facilities, performance improvements, implementation of activities, and the preparation of curricula for incubated start-ups. In addition, there are also collaborative developments carried out. From the data search that the researchers did, it was found that various collaborations have been carried out by start-ups that were incubated by Cimahi Techno Park, such as collaboration with Net TV as the broadcasting rights holder of the Super Neli Animation Film product, partnership with Processor Intel in the development of digitalization of education in Indonesia. Start-up Sekolahan.id, and start-up Koseeker in collaboration with Malaysian company CDC Sarawak.

In addition, when compared to developments with Bandung Techno Park, which has been established since 2009. Cimahi Techno Park has advantages in providing creative economy facilities. This is based on research conducted by (Jurnal UNIKOM) that there is an increase in facilities every year based on the creative economy sub-sector. So the principle of self-reflective learning in agile governance can be seen in the governance, change, and development processes carried out by Cimahi Techno Park.

5. Increase Knowledge for New Processes and Services

Increased knowledge for new processes and services in agile governance is a dimension that emphasizes community development to build community potential. In particular, the City of Cimahi made this happen by establishing the Cimahi Techno Park, which focuses on community development in the creative economy. In Presidential Decree No. 2 of 2015, the Government of Indonesia provides a guideline regarding the direction of policies and strategies for developing a technopark that functions as a place for training, apprenticeship, a centre for technology dissemination, and a centre for business advocacy to the broader community.

Furthermore, the City of Cimahi, in responding to this matter with Perwal No. 14 of 2018 as a science and technology area which has a role, among others, as a liaison to build synergies and provide services to the community both in the fields of education, employment, technology development, and the growth of new entrepreneurs.

Based on the interviews, researchers found the implementation of this role in the community development program carried out by Cimahi Techno Park in two ways. First, Cimahi Techno Park always holds training for the community, especially for vocational students, to link and match with industry needs. This activity is manifested in the teaching

factory program, a learning model based on standards and procedures in an industrial setting. Second, Cimahi Techno Park involves the incubation manager, the Ministry of Industry, and start-up tenants incubated by Cimahi Techno Park, such as Ayena Studio.

The impact of the teaching factory provides solutions to the community, especially to vocational school students. This can be seen in recruiting 30 employees who incidentally are SMK students in Cimahi City at the Infinix Studio start-up during this pandemic. In addition, Cimahi Techno Park, based on the exposure of the incubation manager, has allocated 36 hours for training that is appropriate carried out based on the requests and needs of the community, especially the incubation tenant related to the creative economy. Then, the researcher validated and found that the training held by Cimahi Techno Park allowed the participants to work on incubate start-ups, as shown in the following interview.

"As far as I know, there are special pieces of training for unemployed people in Cimahi who can join the training for free and distribute them to start-ups that are being incubated."

Seeing the socialization, training, and even distribution programs carried out by Cimahi Techno Park, the researchers tried to examine the development of the number of activities carried out by Cimahi Techno Park as shown in the following figure:

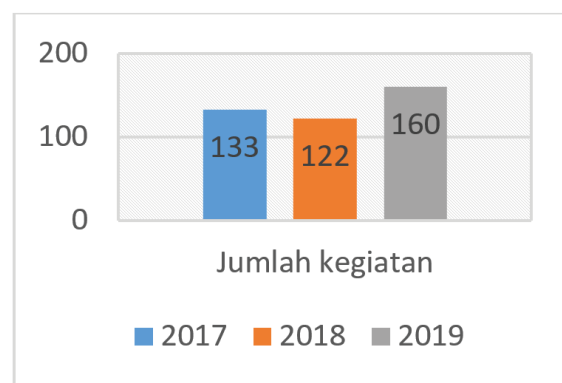


Figure 6: Number of Human Resources Improvement Activities. (Source: Processed by researchers, 2021)

From the statements and figure above, the researcher realizes that the potential of training and teaching factories at Cimahi Technopark on the creative economy can positively impact the workforce in the city of Cimahi. Especially with the training and training factory, it can be a solution to expand job opportunities and reduce the unemployment rate in Cimahi City. During this pandemic, it increased by 13.30% or around 39,436 people (32). In addition, this can also improve the competence of human resources as a form of optimizing human assets in empowering and community development, especially in the creative economy (33).

The importance of increasing socialization in each program unit that has been planned must be followed up continuously—considering based on the results of interviews with the Chairman of the Cimahi City Youth Organization, that there are still many millennial generations who do not know about the program implemented by Cimahi Techno Park. Furthermore, the incomplete socialization process will affect the quality and branding of the program executed by Cimahi Techno Park because branding in the creative economy is necessary so that the products created by the tenants can be recognized and compete with other brands from within and outside the country.

4. Conclusion

The Cimahi Techno Park area, as a liaison and forum for creative economic development in Cimahi City, has demonstrated agile governance principles. Conformity to the community's needs and the demands of change, especially related to the current era of disruption, is seen in the programs and outputs perceived by the community.

Furthermore, the application of agile governance values can be seen in government management and collaboration to develop the creative economy. Although in its implementation, several obstacles were found, especially in terms of product downstream, Cimahi Techno Park branding, and coordination patterns in problem-solving. However, until now, Cimahi Techno Park continues to renew through continuous hearings and evaluations.

Recommendations

Seeing the potential that can be optimized in the management of Cimahi Techno Park as an effort to encourage the creative economy in Cimahi City, the researchers recommend the following:

1. The need for increased collaboration carried out by Cimahi Techno Park with industry, both national and international, as a liaison and downstream of creative economic products between products produced by the community and industry.
2. A strategy for socializing the Cimahi Techno Park program is needed through the media, either offline or online, in terms of the target community to be addressed and as a form of branding of the programs and products that have been produced.
3. It is necessary to determine the sequence of development of creative economic actors in developing the business they run to provide targeted services.
4. The establishment of an integrated and flexible communication system within the Cimahi Techno Park internally. This integration is to increase speed in solving public problems and implementing public service innovations.

5. The Smart Cimahi Techno Park application should be improved in features, especially in the user interface and services provided, and Cimahi Techno Park is implementing all information related to programs.

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