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Regional Innovation Policy in Encouraging Regional Competitiveness in South Tangerang City

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Abstract: Public service is an important issue for the sustainability of a city. To create excellent service, supporting cities such as South Tangerang and other cities are required to develop smart cities as a new way to serve the community. This study aims to further examine regional innovation policies in encouraging regional competitiveness in South Tangerang City. This research used qualitative descriptive research methods. The descriptive research method is used to describe regional innovation policies in South Tangerang City as a unit of analysis based on the facts as they are. The data collection technique in this study uses interview techniques by collecting information from various stakeholders such as government officials, executive and legislative ranks, Businesses/MSME actors, and communities involved in implementing innovation to improve regional heads and regional competitiveness in South Tangerang City. This study concludes that the implementation of regional innovation policies in South Tangerang has not been maximized. In addition to the quality of human resources, several agencies have not been creative in creating innovations. It can be seen from the control of innovation held by the mayor as the regional head. Furthermore, the role of the Regional Head in implementing innovation to improve regional performance and competitiveness is very important, considering that leaders must be able to leverage the knowledge management movement in government organizations so that organizational knowledge development can be executed into much-needed innovation. Recently, the South Tangerang City Government needed to implement the RAJADO model (Replication, Authority, Innovation Network, Budget, and Digitalization/Online).

Keywords: regional innovation; regional competitiveness; public service

1. Introduction

This research is about regional innovation policy in increasing and regional competitiveness in South Tangerang City, Banten. In this study, what is meant by regional innovation is innovation as referred to in Government Regulation (PP) No. 38 of 2017 concerning Regional Innovation. Regional Innovation is all forms of renewal in the administration of Regional Government. In addition, one of the principles of implementing regional innovations in the government regulations includes increasing efficiency, improving effectiveness, improving service quality, not causing conflict, aiming for the public interest, being carried out transparently, meeting appropriate values, and lastly, being accountable (Karma Resen, 2015). Regional innovation is an opportunity for regions to increase creativity to give birth to ideas and thoughts to give birth to breakthroughs to improve the performance of local government (Suparno, 2017).

South Tangerang is the youngest city in Banten Province, the second-largest city in Banten Province, and the fifth largest in the Jakarta, Bogor, Depok, Tangerang, and Bekasi areas. South Tangerang is one of the buffer zones for Jakarta. Currently, South Tangerang continues to grow into an area with business and trade activities. People of productive age also dominate South Tangerang. Based on Statistics Indonesia (BPS) data, in 2016, the productive age of South Tangerang was 64% of the total population of more than 1 million (Aditiasari, 2018). As a buffer area with an urban character that continues to grow, South Tangerang needs to pay attention to the development of the city in the future. On the other hand, the development of buffer zones is also related to the quality of community life, which includes all aspects such as productivity, efficiency, and employment. On the other hand, urban area policies must pay attention to participation and social justice, as well as the quality of the environment and urban ecosystems (Pranadji, 2006).

In a city that continues to grow, service to the community is an important issue. As an area with a fairly high increase in urbanization, the government will face a critical community character. For example, people not only question their rights, such as good public services, but also guarantee their quality. In this case, the government has an obligation to provide quality services. The reason is that the quality of service is one of the efforts to meet and satisfy the community (Wajib, 2016). To create excellent service, buffer cities such as South Tangerang and other cities must develop smart cities as a new way to serve the community. One of the important factors in the development of a smart city can be proven by smart governance as well. In some literature, smart cities have criteria such as smart transportation, smart environment, smart living, smart economy, and smart people (Hadi, 2020).

The development of smart cities, for example, is manifested in innovative public services. Smart cities indirectly encourage innovation ecosystems in the regions. Strengthening the innovation ecosystem is a step that will contribute to economic growth and competitiveness. Innovation is also a must for public services to create services that are not only on time but also of the right quality. Innovation must also meet several elements such as relative advantage, suitability and compatibility, triability (proven to bring about change), and observability (easy to observe) (Rogers, 2003).

In terms of regional innovation, South Tangerang is considered quite successful in reforming the bureaucracy, budget, and quality of public services. However, macro changes occur in public services and governance. South Tangerang has been awarded as a Very Innovative City in the Innovative Government Award (IGA) event several times. To date, there are 35 public service innovations in South Tangerang. South Tangerang is also building an integrated innovation laboratory with 35 innovations that the South Tangerang City Government owns. In addition to being innovative, South Tangerang's economic growth has also increased. Based on the 2020 South Tangerang City Government Implementation Report (RLPPD), economic growth is at Rp 60.044 trillion based on constant prices. In the 2015–2020 period, the GRDP

showed an increase. Likewise, the trend of per capita income continues to increase. In 2019, the GRDP per capita data increased to 47.37. The decline occurred in 2020 to 2020 of 45.87. It is not even that significant (Pramesti, 2021).

However, as an innovative area, South Tangerang also needs to maximize several public services that are still experiencing problems because some services are not efficient. One example is the arrangement of the Rural and Urban Land and Building Tax database (PBB-P2). After the transfer of PBB-P2 management from the Central Government to the City Government, there were several problems with the PBB-P2 database. For example, many data conditions do not match between the Tax Returns Payable (SPPT) PBB-P2 and the existing ownership of land and building objects. This is due to a change in ownership of land and building objects that have not been reported.

On the other hand, the community considers applying for the transfer of the name of SPPT PBB-P2 to be complicated. Besides being complicated, the process is also tiered, takes a long time, and costs. This has implications for taxpayer compliance in reporting changes in ownership. Some of these obstacles can be noted by the South Tangerang government in maximizing innovation.

Another problem in South Tangerang is the Electronic-Based Government System (SPBE), which has no impact on improving public services. The indication is that public complaints submitted online through the South Tangerang Broadcast application have never been responded to. Ironically, the poor public service in South Tangerang has been rewarded by the central government through the Ministry of Administrative Reform and Bureaucratic Reform (Kemenpan RB) (Bermara, 2019). At least until 2018, there were 78 applications. However, most of them have died. The SIARAN public complaint application is not even familiar, and according to public recognition, the response from the City Government is very slow. Worse, the applications that are built have not been able to create an effective and efficient bureaucracy. This can be seen from the long waiting time in processing residence documents in South Tangerang, such as birth certificates and family cards which can take up to 14 working days.

Another public problem is related to unfinished waste management. The South Tangerang City Government sends hundreds of tons of waste per day to the Cilowong Final Disposal Site in Serang City, Banten, which only moves problems from one place to another (Putra, 2021). In addition, there are many other services such as city planning and so on.

Regarding regional innovation, there are not many studies that discuss regional innovation policies in South Tangerang. For example, Suhendra (2018) has conducted research related to the local governments of South Tangerang City and Magelang City in improving public services, governance, and regulations. His research concluded that South Tangerang City improved public services to make it easier for land notary officials in the transfer process. In addition, governance is also a priority program in South Tangerang City, namely free medical treatment. Further research was carried out by Wahid and Amalia (2020) regarding the publication of the South Tangerang government's smart city program innovation. The results of his research found a lack of public knowledge about the concept of a smart city in South Tangerang City, so that the utilization of technological innovations in the smart city program has not been able to improve public services optimally.

Regional innovation is also the focus of several researchers. For example, innovation research was carried out by Orange et al. (2007). His research is related to developing correlated regional innovation value models, including the dimensions of society, process, and technology. This dimension is a measure of the public value of innovation. In contrast to this research, this study develops the implementation of regional innovation policies in improving the performance of regional heads and regional competitiveness. The method used is purely qualitative. Apart from Orange et al., innovation is also the focus of Pekkarinen et al. (2011). Pekkarinen et al. research look at the potential for conflict in public innovation. According to him, innovation

creates a conflict between the old public service and the new way. However, it becomes a solid basis for further analysis of innovation.

Listen to some of the studies above; this research is important and interesting. Because there are not many studies that review the regional innovation policies of the South Tangerang government, this study aims to further examine regional innovation policies in encouraging regional competitiveness in South Tangerang. This research will focus on several points, including building a regional innovation ecosystem, applying regional innovation, and the role of regional heads and factors in strengthening and strengthening innovation and competitiveness, especially in South Tangerang.

2. Methods

This research combines a descriptive method with a qualitative approach. The descriptive method describes regional innovation policies in South Tangerang City as a unit of analysis based on the facts (Sugiyono, 2015). The data collection technique in this study used interview, documentation, and direct observation techniques by collecting information from various stakeholders such as government officials from the executive and legislative ranks, Business/MSME actors, and the community involved in implementing innovations to improve the performance of Regional Heads and regional competitiveness in South Tangerang City. Thus, the informants are the Mayor, Heads of Regional Apparatus Organizations (OPD), Micro, Small, and Medium Enterprises (UMKM) businesses/actors, the Camat, and the innovation community. Then, the approach used is qualitative. This approach is considered appropriate because regional innovation policies are multidimensional (Alwasilah, 2003). Following the research problem and objective, namely, to understand the meaning of multiple realities that are humanistic, which places humans as the main subject in government leadership. Meanwhile, the collection of facts and data is carried out by tracing the coverage of literacy policies in the mainstream mass media to enrich the analysis.

3. Results and Discussion

Regional innovation policies cannot be separated from several factors that encourage the birth of innovation. This section will discuss the implications of public service problems and the application of innovation policies in improving regional performance and competitiveness in South Tangerang City. This discussion will be divided into several chapters:

1. Reviewing how the City of South Tangerang builds a regional innovation ecosystem.
2. Reviewing how the City of South Tangerang applies regional innovations directed towards improvements in public services.
3. The role of regional heads in supporting regional innovation.
4. This study will discuss factors in the process of strengthening regional innovation in the South Tangerang Government.

3.1. Building a Regional Innovation Ecosystem

In implementing regional innovation policies, the South Tangerang City Government collects suggestions from various parties, such as regional heads, DPRD members, state civil servants (ASN), regional apparatus, Regional Owned Enterprises (BUMD), communities, and universities. The Mayor of South Tangerang encourages every regional government administrator to innovate, at least one innovation every year. The innovation must be poured into a framework of reference for regional innovation. This framework contains at least several elements, including the reasons for the need for regional innovation; government administration affairs to be innovated; method innovation; stages and schedule of innovation; innovation output; and responsible for

innovation. This innovation was then determined through a Mayor's Decree, accompanied by the determination of the regional apparatus assigned to carry out the trial.

In applying innovation, the community and universities can be involved, especially product improvement or production processes. They can propose it to the mayor through the regional apparatus in charge of research and development. This proposal serves as a form of reporting as well as assisting the government in data collection. For registered innovations, it will make it easier for the government to facilitate and develop. Meanwhile, those that are not reported will be fully implemented independently by the community and universities. The proposal needs to be stated in the form of a framework of reference for innovation that contains several aspects, which include the reasons for the need for regional innovation; the field/sector/production of goods/services to be innovated; the innovation method used; stages and schedule of innovation trials; outputs of innovation; and responsible for innovation.

Regional innovations in improving products or production processes organized by the community and universities can be invention, development, duplication, or synthesis. The invention creates a new product, service, or process that has never been done before (Setijaningrum, 2020). Development can refer to an existing product, service, or process. At the same time, duplication is the imitation of an existing product, service, or process. In contrast, the synthesis is a combination of existing concepts and factors into a new formulation.

In implementing regional innovation, the South Tangerang City government also makes it happen through the Regional Innovation System (SIDa), which consists of regional innovation resources and regional innovation networks. This effort is carried out by compiling regional innovation strategy documents. Its contents include policy directions, strategic framework, and medium-term plans. In addition, the plan in detail contains programs, activities, indicators, and annual targets to be achieved. Not only that, to strengthen SIDa, it is also necessary to appoint a person in charge. Usually, this document is prepared by the Regional Research Council and communicated to the regional apparatus for approval by the regional head.

But unfortunately, the South Tangerang City Government does not yet have a Regional Research Council. This system was built by establishing synergy with various parties, such as the business world, government, community, and academics. With this synergy, resources, science, and technology can then be formed that focus on producing findings and innovations that are applicable. On the other hand, local governments must develop and strengthen SIDa as the basis for innovation-based development performance. This is also an effort to increase the competitiveness of the South Tangerang City area.

The government strengthens SIDa referring to the Joint Regulation of the Minister of Research and Technology Number 3 of 2012 and the Minister of Home Affairs Number 36 of 2012 concerning Strengthening SIDa. This regulation positions SIDa as the focus of regional development to improve the economy and national competitiveness. Among other things, by building policy alignment in developing industry in the region. This system is essentially a unit of various elements or elements that influence the development and speed of innovation, diffusion of innovation, and the learning process in an area. Therefore, the existence of SIDa will be the key to successful development, both at the national and regional levels (Narutomo, 2014).

Efforts to strengthen SIDa can be carried out by managing the supporting capacity of organizational elements, regulatory frameworks and internalizing a culture of innovation. The goal is to create productive multi-stakeholder interactions mutually beneficial for the development of innovation and its diffusion. Moreover, the dissemination of innovation practices is following the challenges and potential excellence. Therefore, the plan for strengthening the SIDa of South Tangerang City needs to continuously improve intensive communication between the provincial government and the district government to realize synergy and coordination.

But unfortunately, several obstacles in building this innovation ecosystem are still being faced by South Tangerang City. The obstacle is that the apparatus is not yet massive in finding innovations, including a sudden need for funding to co-innovate. This condition makes the ongoing innovation is still quite sluggish. The innovations that emerge are still waiting for policies from the leadership (mayor). Meanwhile, the apparatus, businesspeople, and DPRD are still not maximized. Although it is recognized, several regional devices can innovate in application forms, but the number is not significant yet.

South Tangerang City is divided into three categories in applying regional innovation policies, namely governance innovations, public service innovations, and sectoral product innovations. Governance innovation to improve government performance, professionalism of the apparatus, and expansion of public participation. Meanwhile, public service innovations are designed to build a quality and competitive society. The sectoral product innovations are designed to build a strong and just economy. The various innovations that were born are implementing the vision of the City of South Tangerang, namely the realization that South Tangerang is a smart, quality, competitive, technology-based, and innovation-based city.

3.2. Application of Regional Innovation

Innovation is a must for public services to create on-time and of the right quality. In good public service, various efforts need to be made, such as placing the number and quality of reliable staff. With this step, services can be right on target, thus bringing the bureaucracy closer to the community (Jayanti, 2018). In this case, the City of South Tangerang has made various innovation efforts to overcome problems in public services. This improvement is, for example, in the field of licensing pursued through the development of a Pragmatic application (Automatic Name Changing Process). This application can simplify the service procedures for transferring the name of SPPT (Tax Notice Payable) due to the transfer of land and/or building rights. As a result, the estuary is increasing the accuracy of SPPT PBB data. In addition, this effort can improve PPAT and PPATS compliance in submitting monthly reports on deed preparation.

Previously, people tended to think that the process of applying for the transfer of the name of SPPT PBB-P2 was complicated, tiered, took a long time, and cost money. In addition, people are worried about illegal levies. This has an impact on taxpayer compliance in reporting changes in ownership which is low. As a result, there are constraints on the accuracy of PBB-P2 data, which impacts the central government's PBB-P2 data. The reason is, due to the community's perception, several problems occur. For example, in the PBB-P2 database, there are many discrepancies between SPPT PBB-P2 and the existing ownership of land and building objects. This is due to a change in ownership of land and building objects, but the incident has not been reported yet.

Through the Pragmatic application, the transfer of land and building rights is simpler and easier. Communities that apply for the transfer of rights to land or buildings can be done automatically. This application is a form of implementation of the issuance of Mayor Regulation No. 22 of 2013 concerning Amendments to Mayor Regulation No. 71 of 2011 concerning Systems and Procedures for Management of Fees for Acquisition of Land and Building Rights.

In addition, in public services, there are other innovations in the form of Simponie (Online Licensing Management Information System) developed by the Investment Service and One-Stop Integrated Service (DPMPTSP) to actualize various types of licensing and non-licensing services online. This system refers to the Presidential Regulation of the Republic of Indonesia (Perpres RI) Number 97 of 2014 concerning the Implementation of One-Stop Services. In essence, to get closer and improve services to the community and cut down the service process to be fast, easy, cheap, transparent, certain, and affordable, a PTSP system is needed.

This website-based application facilitates licensing services, starting from the registration process, verification, acceptance, to signing which can be done online. Simponie is also equipped with an SMS Gateway feature that can provide certainty to the public when the business will be completed. South Tangerang DPMPTSP has also signed a Memorandum of Understanding (MoU) or cooperation with PT Pos Indonesia (Persero) in distributing Licensing Decrees to applicants. With this application, various benefits are obtained, including increasing local revenue (PAD); speed up service; provide certainty of service time, and ordering services. This application responds to various obstacles in building a good investment climate to increase PAD to increase community economic growth. There is a lack in investment, such as information on the function of investment and investment opportunities to investors. Not a few potential investors take care of licensing without coordinating with DPMPTSP, for example, investment in the land sector. As a result, the investments made are often not following the function and designation of space. These various problems impact the delay in increasing local revenue because investment opportunities have not been maximized to investors, and the procedures are still inappropriate.

Along the way, this Simponie underwent several improvements. When it was launched on April 10, 2015, this application only includes licensing Trade Business Permits and Company Registration Certificates. Then this application was developed according to the needs of the South Tangerang City Government on June 20, 2017. From the original two services, 15 licensing services were added. On November 3, 2017, the peak was the addition of a significant number of types of permits, as many as 120 types of permits, bringing the total to 137 types of permits and non-licensing, following the Decree of the mayor of South Tangerang Number 503/Kep. Non-Licensing to the Head of the Office of Investment and One-Stop Integrated Services. Of that number, there are four types of investment licensing using an application from the Investment Coordinating Board, namely SPIPISE (Electronic Investment Licensing and Information Service System). In the future, these four types of permissions will be integrated with the Simponie application.

3.3. The Role of the Regional Head

The development of the region cannot be separated from the role of the regional head. Its role is crucial as regulated in Law Number 23 of 2014 concerning Regional Government. There are at least seven duties of the regional head, one of which is to carry out government affairs which are the region's authority following the provisions of the legislation and policies established with the DPRD. Furthermore, regional heads play an important role in developing their regions through various innovations, especially in regional autonomy, which demands independence in developing the region (Fachrudin & Yuwono, 2017).

The implementation of regional innovation in South Tangerang City is not without stumbling blocks. A number of these problems, for example, are in the areas of planning, human resources, and marketing. One example is the improvement and development of MSMEs, which are still weakly competitive compared to other regions, even with imported products. In fact, through MSMEs, employment opportunities for the community can grow. However, according to the Head of the Cooperatives and MSMEs Office, he mentioned several problems, including the lack of quantity and quality of personnel who understand the creative industry, especially in the culinary field; the difficulty of finding superior products from South Tangerang City; cooperation between the government and creative industry financing institutions is still limited; Information about the creative industry in the culinary field is still limited; the use of technology is still limited; and the lack of coaching and development programs.

Based on local government data, there are 164 companies engaged in the culinary field since decades ago. Based on the results of a survey and analysis of the leading potential of Small and Medium Industries (SMI) in seven sub-districts, it was found that there were 12 SMIs that could be considered superior and needed attention to be

developed. With this problem, the local government took several steps. To encourage MSMEs to grow and develop, the Mayor of South Tangerang City built cooperation and motivated his subordinates to implement regional innovations by collecting 1000 MSMEs. In order to be able to compete, MSME actors will also get various incentives and ease of licensing, including capital for those whose financial condition is still weak. Each MSME is directed to innovate and be creative. To promote a variety of MSME products, South Tangerang City also held an exhibition of MSME products.

The relevant regional apparatus also increases the potential to encourage regional competitiveness, such as artificial tourism destinations, one of which is culinary tourism that presents various MSME products. In order to increase competitiveness, MSME actors and related apparatus are also given training every year. After the training, an evaluation was carried out to see the effectiveness of the debriefing. This training as a form of assistance is important and provides infrastructure, financial management, and access to capital for MSMEs (Khotimah & Budi, 2020).

Another alternative policy, the Mayor of South Tangerang, is committed to strengthening his area by utilizing the Corporate Social Responsibility (CSR) program. Increased cooperation between the government and the private sector needs the support of all relevant parties. This is because seeing the economic characteristics of South Tangerang City as one of the prima donna areas of the local and international business world in investing in developing its business, both in the fields of industry, services, trade, hotels, and restaurants. This fairly abundant number of companies is a potential CSR fund for the development of South Tangerang City, including in terms of innovation. On the other hand, the success and progress of a region cannot be separated from good development planning. Currently, planning in the Indonesian government uses a bottom-up system, through the Development Planning Consultation (Musrenbang) from the village level to the national level (Sigalingging & Warjio, 2014). The Mayor of South Tangerang advised planners to always be disciplined in carrying out the results of the Musrenbang, as well as the development guidelines contained in the Long-Term Development Plan (RPJP) and the Medium-Term Development Plan (RPJM) as a guide/path in making plans.

The policy carried out by the Mayor of South Tangerang is to reform the government (especially public services) by implementing various innovations. This reform policy is by creating programs and policies designed by local governments taking into account economic convenience, technical capability & administrative convenience for implementing organs which must also consider the ethical feasibility that exists and develops in the community.

3.4. Strengthening Innovation and Competitiveness

Currently, competitiveness is one of the main issues of regional development related to implementing the mandate of Law Number 23 of 2014 concerning Regional Government (Ginting et al., 2016). The concept of competitiveness is generally associated with a company, city, region, region, or country to maintain or increase competitive advantage in a sustainable manner (Muhrisya & Sabar, 2021). The European Commission states that competitiveness is the ability to produce goods and services that meet market needs. This ability is also in line with maintaining high and sustainable income (Nasution & Hidayat, 2015). In general, competitiveness can create high income and job opportunities, open to domestic and international competition (Rutriana, 2020). Even in some theories, it is said that competitiveness is also the ability of the region to produce an even level of wealth for the population (Gardiner et al., 2004). Regional independence can be achieved by increasing competitiveness. Regional autonomy has provided wider opportunities for regions to regulate and manage their respective regions so that the regions can create competitiveness that is oriented to the economy and the management of existing resources.

In increasing competitiveness, the innovation policy in South Tangerang involves various actors. In addition, innovation policy is inseparable from the interaction between government and private institutions through various fields. One of the basic things is to build institutions (Prayoga et al., 2017). Institutional organizations in the South Tangerang government, in this case, become the control of the local government, in this case, the mayor. These institutions consist of apparatus or human resources, regional policies, and regulations. The mayor directly carries out control. Thus, there is a conducive climate for the creation of a business climate. The reason is it also aims to provide guarantees and comfort for business actors such as investors. One proof of this success is that many regulations have been issued to support the business climate in South Tangerang. Likewise, the public services provided show an increase in quality.

On the other hand, regional independence is also related to urban governance. Good urban governance is a guarantee for the sustainability and development of urban development. Prusbianto stated that there are six components of good urban governance, including a) the planning process; b) urban competitiveness; c) urban land management; d) infrastructure and service management; e) management of urban institutions, and f) management of suburban areas (Prasetyaningsih, 2018). In line with this, the City of South Tangerang has a city governance strategy to increase its competitiveness. These strategies are reflected in the South Tangsel Regional Medium-Term Development Plan (RPJMD) 2016–2021.

The growth strategy is the main focus of the South Tangerang City Government. The strategy emphasizes economic growth through capital formation through investment and government equity participation in strategic sectors. This strategy is also carried out by increasing the ability and capacity of small and medium industries and utilizing superior regional potential. Furthermore, the South Tangerang city government also implements a development strategy through the principle of equity. This is done by involving wider community participation. The principle of equity is also carried out through social engineering to encourage a competitive society. The government intends the equity strategy to minimize inequality. The equity approach also allows the community to get the opportunity to access development resources.

Then, development is carried out through an independent approach. This approach emphasizes the competitive advantage and innovation of South Tangerang. It is hoped that South Tangerang will no longer depend on neighboring areas, even though it has a fairly rapid development. The concept of self-reliance development is also an effort to encourage orderly and neatly arranged cities while still paying attention to regional and regional spatial planning.

Finally, development with an Integrative, Holistic, and Innovative approach. This approach is carried out by linking all sectors. For example, the government is developing higher education as a center of excellence. This is expected to have an impact on optimal development results on all sides of people's lives.

Through the four development strategies above, it is hoped that the development of South Tangerang City will be carried out better and can achieve the Vision and Mission of South Tangerang City Development. However, the success of this strategy depends on all parties involved, including the community. In conclusion, urban governance is very important in regulating the growth tempo of an urban environment. In urban governance, there are many interrelated and interrelated aspects, which if one aspect is problematic, it will interfere and affect the continuity of the other aspects.

4. Conclusion

Based on the discussion results, this study concludes that the implementation of regional innovation policies in South Tangerang City has not been maximized. Furthermore, the role of the Regional Head in implementing innovation to improve regional performance and competitiveness is very important, considering that the

leader is a leverage point to leverage the knowledge management movement in government organizations so that the development of organizational knowledge can be executed into innovation. It is necessary to review the quality of OPD in carrying out innovations following the form of innovation in governance, public services, and other forms of innovation. In addition, in increasing competitiveness, it is also necessary to mobilize and support MSMEs in South Tangerang City through innovations whose implementation is supported by all parties and stakeholders and the support of commitment from regional heads. Innovation, Budget, and Digitalization/Online) in implementing regional innovation in South Tangerang City so that regional innovation can be carried out effectively, efficiently, easily, and quickly to feel the services of the South Tangerang City government affairs. The RAJADO model is an ideal model to be applied in accelerating development in South Tangerang City, which is slow to respond to developments in line with the growing and sustainable flow of innovation movement of globalization. If innovation is not achieved immediately, then the innovation will continue to be left behind, in vain, and never materialized because innovation has emerged, which in Mc Kinsey's study concludes governance 4.0 through the credo: the Fast Eat the Slow.

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