

## Collaboration-Based Village Service Innovation in Sabak Auh District, Siak Regency

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**Abstract:** *The research was conducted with the aim of comprehensively analyzing collaborative innovation in village development in Sabak Auh District, Siak Regency. Because the village is the foremost government agent in carrying out development, therefore the village is the foremost gate of development for a country. Therefore, in implementing village development, it must collaborate with all stakeholders to develop the innovations that have been determined. Because building villages with a collaboration, empowerment, and innovation approach focuses on exploring and developing the potential of the village based on local wisdom, which will become the spirit to realize an independent village. This fact is an investment in the future that will accelerate welfare for village communities more evenly in the long term. The research found that there are several innovations that have been made in village development in the Sabak Auh Sub-district, Siak Regency. The implementation of these innovations includes the implementation of a digitalization program through applications launched by the Siak District government, such as the “Si Cantik ‘ and ‘Smart Kampung” applications. The implementation of collaborative innovation in village development in Sabak Auh Subdistrict, Siak Regency, is still running in a limited manner and is not fully optimized, and the factors causing the failure of collaborative innovation in village development in Sabak Auh Subdistrict, Siak Regency, are (1) the application of village service innovations that are not good and (2) training on the use of innovations that have not been maximized.*

**Keywords:** Service Innovation; Collaboration; Village Development.

### How to Cite:

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## **Introduction**

Development carried out at the village level should ideally directly touch the needs of the community. Therefore, the state authorizes village governments to manage their regions independently in carrying out development in accordance with the needs of their communities. Therefore, the paradigm of the concept of villages has always evolved over time, leading to the concept of governance. This can be seen from the changes in the definition of villages that are in line with the changes in the three policy regimes that have been issued since the New Order until now. In order to regulate the village, the spirit has shifted, expanding the authority of the village. This concept emphasizes that the village is no longer just the lowest representative of government for the state (government) but has changed to governance that can mobilize the community to participate in village development programs that are implemented (governance). Therefore, the concept of village development through the new village policy focuses on involving all stakeholders to think, plan, implement, and evaluate in collaboration to implement village development based on the village's potential.

Villages are at the forefront in achieving the success of all government affairs and programs, so one of the strategies that must be carried out is to implement village development by directly involving the community based on collaborative innovation based on the local potential of the village. Because implementing village development programs with a collaborative approach to innovation must focus on exploring and developing the potential of the community based on local wisdom and local potential

that is owned, it will greatly encourage making independent communities. Because collaborative innovation-based village development by empowering the community and developing its local potential contains the spirit for implementers and target groups to strive to create activities/efforts to make something from a state that is not empowered, or not powerful, into a condition or state that is empowered, powerful, or strong based on the potential of the individual. This will enable people to maintain their survival, not only in physical terms as in the early days of human development but also in terms of involvement, access, and the ability to self-actualize in various ways.

Sabak Auh District, Siak Regency, is almost entirely categorized as a developing village and only one village is categorized as a developed village. This reality shows that almost all villages in the Sabak Auh Sub-district are still just starting to implement village development in a structured and planned manner in improving the economy of the village community. As a result, villages in the Sabak Auh sub-district still tend to be left behind compared to other villages in neighboring sub-districts. Therefore, a comprehensive collaborative innovation is needed in structuring, planning, and implementing village development so that villages that are still categorized as developing in the Sabak Auh Sub-district can increase to become developed villages and independent villages. For this reason, collaborative innovation in an effort to improve the status of developing villages to become developed villages and independent villages is one of the keys to realizing village welfare. Because collaborative innovation will open

opportunities for villages to collaborate with all stakeholders to design, implement, and evaluate the implementation of village development.

## **Method**

This research was conducted with a qualitative type with an explanatory case study approach. Case study research is qualitative research that seeks to find meaning, investigate processes, and gain understanding and deep understanding of individuals, groups, or situations. To begin a case study, the researcher must identify the problem or question to be studied, where the problem or question is compiled through experience, observation, and review of relevant research. Informants in the research included key informants who knew the research problem in depth, namely the Sabak Auh District Government and the Village Government and complementary informants who were considered to know the research problem, namely village community leaders. Data collection was carried out by observation and interviews with predetermined informants. After that, the data was analyzed using the triangulation method by checking and cross-checking the results of the responses given by research informants.

## **Results and Discussion**

Village development is a strategic agenda in strengthening the economy and improving community welfare. In this context, collaborative innovation has emerged as an effective approach to address the challenges of village development. Collaborative innovation is a synergy between various stakeholders, including the government, communities, the private sector, academia, and non-governmental organizations, in creating sustainable innovative solutions. By

combining resources and knowledge from various parties, this collaboration can encourage local capacity building, create jobs, and improve village infrastructure. The implementation of collaborative innovation in village development in Sabak Auh Sub-district, Siak District, is an approach that focuses on collaboration between various parties to create innovative solutions for sustainable and inclusive development. Through collaboration between the government, community, private sector, and academia, innovations can be generated to improve the welfare of village communities and make the most of local potential. The following will be an explanation of collaborative innovation in village development in Sabak Auh Sub-district, Siak Regency, as seen from the theory of the role of collaborative innovation (Satish Nambisan, 2009).

## **Innovation Integrator**

Satish Nambisan, in his article entitled "Creating a Niche for the Emerging Field of Innovation Management" (2009), discusses the concept of integrating innovation in the context of innovation management. Innovation integration reflects the ability of a village or organization to bring together various resources, both internal and external, to produce innovation. Integrating innovation is a complex process that involves various dimensions of innovation and requires a structured and collaborative approach. By utilizing relevant theories, organizations can develop effective innovation strategies to face challenges and opportunities in the market. Good integration of product, process, and business model innovations can lead to sustainable competitive advantage. The integration of innovation in the Sabak Auh Sub-district can be seen

from the collaboration efforts between the village government and external parties such as companies and other institutions. The integration of innovation in the Sabak Auh Sub-district, especially in Sabak Permai Village, can be seen through the Corporate Social Responsibility (CSR) initiative carried out by PT Bumi Siak Pusako. This CSR initiative does not only focus on consumptive aspects but is also oriented towards community empowerment through sustainable infrastructure development. The integration of innovation in the Sabak Auh Sub-district, particularly in Sabak Permai Village, can be closely linked to the Corporate Social Responsibility (CSR) initiative implemented by PT Bumi Siak Pusako. Through this CSR program, the company demonstrates its commitment to supporting local community development through infrastructure projects that focus on road cementation, bridge construction, and culverts. Based on the results of an interview with Kerani Kampung Sabak Permai as follows: Our cooperation with PT Bumi Siak Pusako. Since the last few years, they have been a very valuable partner for us in developing the infrastructure in our village. One of the main projects we are working on together is road cementation, bridge construction, and culverts. These projects not only aim to improve the accessibility and mobility of the community but also to improve our overall quality of life. With better roads, our communities can more easily access markets and other public services. The same statement was also conveyed by another informant, namely the Head of Planning and General Affairs of Sabak Permai Village, as follows: For infrastructure development we also collaborate with PT Bumi Siak Pusako on several developments, such as road cementation, bridge construction, and also

culverts. The roads that are cemented are roads that are considered a priority that lead to the community's economic resources. The results of the interview with the Sabak Permai Village Clerk explained that the cooperation between Sabak Permai village and PT Bumi Siak Pusako in infrastructure projects has had a significant and positive impact on the community. The main projects undertaken together with the village community include road cementation, bridge construction, and culverts. This road cementation aims to improve the accessibility and mobility of the community. Village governments and communities in the Sabak Auh Sub-district prioritize the construction of roads that lead to the community's economic resources. By prioritizing roads that lead to economic resources, the community will have easier access to markets, business premises, and production facilities. Better accessibility allows people to reach economic resources and opportunities more efficiently. Building roads that connect economic centers can boost local trade and business activities. When people can easily transport their products to market, this can boost economic growth. Well-built roads make it easier for people to access essential public services, such as education and healthcare. This has a positive impact on the community's quality of life and well-being and increases their participation in government programs. In addition to Kampung Sabak Permai, collaboration between the village government and PT Bumi Siak Pusako was also carried out in Kampung Bandar Pedada. Floating Culinary Ecotourism in Bandar Pedada Village is an initiative and collaboration between village officials and PT Bumi Siak Pusako, which shows the synergy between local resources (tourism potential and

community) with external support (company). This initiative is a tangible manifestation of integrating resources to create new economic solutions for the village. Floating Culinary Ecotourism utilizes the potential of nature and local culture in Bandar Pedada Village. By combining traditional culinary experiences with natural beauty, this initiative can attract tourists, both from within and outside the region. This supports the development of sustainable tourism that is environmentally friendly. This collaboration demonstrates an effective synergy between local resources such as tourism potential, typical food products, and community skills, with support from PT Bumi Siak Pusako. The company can provide technical assistance, marketing, and other resources to strengthen this initiative, thus creating added value for the village. Based on the results of an interview with the Penghulu of Bandar Pedada Village as follows: The idea of the construction of this floating culinary ecotourism is based on the results of our discussions with PT Bumi Siak Pusako, considering that our village is close to the river, which can be developed into ecotourism so that it can develop the economy of the surrounding community and become a local tourism potential, but indeed this has not been realized this year. Hopefully next year this plan can be realized well together with PT Bumi Siak Pusako".Based on the results of these interviews, it can be said that although this ecotourism is still in the form of a plan and has not been fully realized, this collaboration has shown a willingness to integrate various resources. The obstacles faced, such as the unrealized project, can be overcome by strengthening integration capacity, for example through better management of funds and coordination between village officials and companies.

With the right approach in strengthening integration capacity, it is expected that floating culinary ecotourism in Bandar Pedada Village can be realized soon. Collaboration between the village government and PT Bumi Siak Pusako has great potential to provide significant economic and social benefits to the community. Through good integration of resources, this project will not only be a new source of income but also strengthen the cultural identity and environmental preservation of the village.

### **Innovation Seeker**

Innovation seekers focus on seeking new ideas from outside the local environment that can be applied in the community. Innovation seekers refer to individuals, organizations, or entities that actively seek and adopt innovations to improve performance, competitiveness, or efficiency. They are not only reactive in adopting innovations but also proactive in identifying, developing, and implementing innovative solutions to achieve their goals. Clayton Christensen, a professor from Harvard Business School, introduced the concept of Disruptive Innovation in his book *The Innovator's Dilemma* (1997). According to Christensen, innovation seekers often find new solutions that don't initially seem relevant to the mainstream market but end up changing the industry landscape. They focus on innovations that may initially be simple or underutilized by big players, but over time, are able to shift established technologies or products. Innovation seekers are often in the "innovators" or "early adopters" category in the innovation diffusion curve. They tend to be open to change and try new technologies or solutions before the majority of the rest of society is interested. According to the innovation seeker theory, innovations often come from actors

actively seeking new solutions to improve efficiency or address existing problems. The "Smart Kampung" service innovation used in the Sungai Tengah Sub-district is part of the Siak District Government's efforts to encourage digital transformation in public services. This program was initiated with the aim of providing easy access for the community in managing various administrations online. In this context, the Siak District Government acts as an innovation seeker by introducing the "Smart Kampung" innovation to solve classic challenges in administrative services, such as long queues, limited access, and slow processes. The Smart Kampung program is an initiative of the Siak District Government that seeks to utilize digital technology to improve the efficiency of public services, especially in areas that are difficult to reach or have limited access to administrative centers. Smart Kampung aims to improve e-government-based governance. The application allows villages to manage real-time data and reporting related to administration. From an innovation management perspective, this transformation shows the innovation-seeking efforts of local governments to solve public administration problems, such as reporting delays and limited access to information. By adopting a digital system, the village government can operate more quickly and accurately. The Smart Kampung application is designed to ensure that administrative data can be accessed by various levels of government, from the village to the provincial and national governments. Real-time reporting allows the government to monitor village progress and respond quickly to important issues, such as in the case of stunting and BPJS data. This reinforces the concept of a more transparent and accountable government,

as all data will be well-documented and accessible at any time. With real time reporting, the Regent and Government Officials can immediately know the condition of the village, such as the payment of Siltap (salary for village officials ), BPJS, or the status of village assets. This is a significant improvement from previous manual methods, where the reporting process was often time-consuming and sometimes inaccurate. Although this program looks promising, there are some challenges that may be faced in its implementation, especially regarding socialization and technological infrastructure readiness. A stable internet connection and adequate technological infrastructure are essential for the smooth operation of this application. In some rural areas, especially in remote areas, internet access may still be a major constraint. Without strong infrastructure support, the implementation of this application could be hampered, so the objectives of this program will not be fully achieved. In addition, the success of this application is highly dependent on the understanding and ability of village administrators to operate the system effectively. If training is not conducted in-depth or continuously, then there is a risk that the application will not be used optimally. This was conveyed by the Krani of Sungai Tengah Village as follows: This smart village innovation is an initiative from the district government. This program is currently underway and is still in the socialization and technical guidance stage for all villages in Siak District. Application operators for each village are given technical guidance to master the use of this application. However, there are still many obstacles in its implementation; sometimes the internet network and website cannot be accessed, so this program is still not running well. The same statement was also

conveyed by another informant, namely Krani Bandar Sungai, as follows: the smart kampung program is still not running well, user skills in accessing the application are still constrained, and sometimes we are constrained to access the website.

Based on the interview results, it can be concluded that users of the Smart Kampung application often face several obstacles that can hinder their experience. One of the main issues is unstable internet connectivity, which hinders access and effective use of the app. In addition, for users who are less familiar with technology, operating the app can be a challenge. The lack of technical support and adequate usage guides also made it difficult for users to encounter problems. Finally, integration issues with other systems in the village can cause difficulties in managing the data and services provided. In terms of collaborative innovation, this program involves cooperation between the Village Community Empowerment Office (DPMK) and the Communication and Informatics Office, as well as direct collaboration with village officials. This collaboration shows how successful innovation requires synergy between various parties that have different roles. DPMK is responsible for community empowerment, while the Communication and Informatics Office ensures technological readiness. In this context, cross-sector collaboration is key in ensuring the Smart Kampung application functions optimally.

On the other hand, every village in the Sabak Auh Sub-district has now begun to switch to digitizing public services, namely with the "Si Cantik" application. Through this application, the people of Sungai Tengah Subdistrict can take care of various important documents such as KTP, Family Card (KK), Birth Certificate, and other administrative documents without

having to come directly to the government office. This aims to reduce waiting times and facilitate access to services. This application allows the use of electronic signatures to validate documents quickly and securely, speeding up the administrative process that was previously done manually.

This was conveyed by the Head of Selat Guntung Hamlet as follows:

*"Application si cantik is an online-based service innovation so that the community can access services online without having to come to the village office. This service is like processing ID cards, family cards, birth certificates, and other administrative documents. So all documents have been signed electronically, like a barcode".*

However, while these innovations offer convenience, there are several challenges that need to be overcome in order to maximize their implementation. These include a lack of socialization and public understanding of the use of the application, as well as technical barriers such as unstable internet networks, resulting in delays in the adoption of the digital service. In order to achieve the maximum potential of this application, wider community education is needed, as well as improving internet network infrastructure so that service access can be carried out more smoothly and efficiently. From the perspective of innovation theory, the Siak District Government acts as an innovation seeker by implementing digital solutions to overcome public service problems. In addition, local community leaders and village officials should serve as defenders of innovation to ensure the success of this program by providing support, advocacy, and championing adoption among the community. Meanwhile, SiCantik itself can be an innovation trigger, spurring further

developments in the digitization of public services in the region.

### **Innovation Champion**

Innovation champions refer to individuals in the organization who play an active role in promoting, supporting, and implementing innovative ideas. They are responsible for overcoming barriers that may arise during the innovation process and encouraging teams to adapt to change. According to Robert C. Cooper (2001), an expert in the field of innovation management, an innovation defender is someone who believes in an innovative idea and is willing to fight for its success. They serve as a link between the innovative idea and other stakeholders in the organization. According to Tidd and Bessant (2018), innovation occurs in the context of complex systems. Innovation advocates serve as drivers in these systems, ensuring that all elements (people, processes, and technology) function properly to support innovation. Everett Rogers (2003), in his theory, states that innovation advocates play an important role in the process of idea diffusion. They help disseminate information about the innovation and assuage concerns that may arise among members of the organization. The Innovation Defender role relates to individuals or groups who actively champion and support innovations, even in the face of resistance or obstacles. In Bandar Pedada Village, cattle fattening is one of the important initiatives driven by the innovation champion, the Bandar Pedada Village Government. The cattle fattening program in Belading Village is an important initiative designed to improve the community's economy through livestock cultivation. The program not only aims to increase the number of cattle ready for sale but also to positively impact

the community's income and create jobs. They play an active role in driving this program by organizing training for local farmers, providing an understanding of good husbandry techniques, and educating the community on the importance of quality feed and livestock health management. In addition, they also build partnerships with animal husbandry experts to provide hands-on guidance and conduct regular monitoring of the development of the fattened cattle. Through socialization and collaboration with cattle groups, they ensure that each farmer has access to the information and resources needed to optimize farming outcomes. With this systematic and collaborative approach, they seek to increase the productivity and competitiveness of the cattle they raise, thereby positively impacting the economy of the Bandar Pedada community. This was conveyed by the Penghulu of Bandar Pedada Village as follows: We continue to strive for the cattle fattening program to be a sustainable program in Bandar Pedada Village. This program contributes to the village PAD through a profit-sharing system agreed upon by the cattle breeder group, which is 10%. This program is still continuing until now.

The cattle fattening program in Belading Village is managed by a group of local farmers, who currently have 13 cows. The village acts as a supervisor to ensure that all activities go according to plan and meet livestock health standards. The program not only benefits the farmers but also contributes to local revenue through an agreed-upon profit-sharing system. Under this system, every successful sale of cattle will result in 10% of the total sale being allocated to the village. With this approach, the community not only benefits directly from the sale of the cattle but also participates in the development of



the village through contributions made from the fattening program. This profit-sharing system is expected to encourage active community participation in cattle farming and raise awareness of the importance of collaboration in local resource management. In addition, with supervision conducted by the village, it is expected that the quality and health of the cattle will be maintained so that the results obtained can be optimal and sustainable.

In addition, Kampung Selat Guntung has great potential in the handicraft industry, particularly in the manufacture of woven pandanus leaves. This craft has become one of the popular creative industries in the region. The manufacturing process involves selecting, cutting, and weaving pandanus leaves into various products, such as mats, baskets, bags, and home decorations. This industry is not only a source of additional income for the community, especially housewives and women, but also plays a role in preserving local wisdom and handicraft traditions passed down from generation to generation. In addition, these products are environmentally friendly, as they are made from natural materials that are easily biodegradable and have wide market potential due to their uniqueness and high aesthetic value.

The pandanus leaf weaving industry in Kampung Selat Guntung is not only a local economic activity but also a clear example of collaborative innovation between the village government and the community. This collaboration shows that synergy between government policies and community involvement can accelerate the development of local wisdom-based creative industries. Village governments play an important role in providing support, whether in the form of skills training, funding, or access to wider markets. They can facilitate communities

with capacity-building programs, such as product design training, quality improvement, and digital marketing strategies. This support enables local artisans to improve their competitiveness so that they are not only able to meet local market demands but also penetrate international markets. On the other hand, the community, especially the artisans, are the main driving force in product production and innovation. They continue to explore various designs, sizes, and uses of woven pandan leaves to better suit modern market trends. This innovation also includes the use of environmentally friendly processing techniques as well as the utilization of abundant local raw materials, thus creating products that are not only aesthetic but also sustainable.

This collaboration results in a win-win symbiosis, with the village government gaining an enhanced image as a proactive area in local economic empowerment, while the community gains an economic boost through additional income and recognition of their traditional skills. This strengthens local cultural identity while supporting community-based economic development. Furthermore, creative industries such as these have the potential to attract tourists and buyers from all walks of life, creating a multiplier effect on other sectors, such as tourism, hospitality, and transportation. Thus, the pandanus leaf weaving industry in Kampung Selat Guntung not only preserves tradition but also serves as a catalyst for inclusive and sustainable economic growth in the area. The concept of "Innovation Champion" is particularly relevant in the context of the development of the pandanus leaf weaving industry in Selat Guntung Village. In a collaboration between the village government and the community, the role of "Innovation Champion" can be taken by individuals or

groups who serve as the main drivers of innovation. They are the ones who are proactive in recognizing local potential, promoting new ideas, and ensuring that any innovations in the production process, product design, and marketing are properly implemented.

### **Innovation Catalyst**

Innovation Triggers focuses on creating conditions that encourage further innovation. This can be seen in initiatives facilitated by the village to facilitate services or trigger the development of innovation. Innovation Catalysts are individuals, groups, or organizations that play an active role in accelerating or driving the innovation process. They not only initiate ideas but also create an enabling environment for innovation, encourage others to collaborate, and facilitate the implementation of new ideas. Innovation drivers often act as catalysts that accelerate change by identifying opportunities, overcoming barriers, and encouraging various parties to think creatively and innovate.

Rhenald Kasali is one of Indonesia's innovation experts who emphasizes the importance of the courage to innovate in the midst of disruption. In his book "Disruption," he outlines how innovation triggers play a role in encouraging organizations to get out of old habits and face the challenges of the times. According to Kasali (2017), innovation drivers are people who are not afraid of change and are able to see new opportunities in the midst of uncertainty. They use disruption as a momentum to create innovation at the individual, organizational, and national levels. Furthermore, Ahmad Erani Yustika (2015) highlights the importance of innovation triggers in the context of community economic empowerment in Indonesia. In his article on people's

economy, he emphasizes that innovation at the local level often occurs because there are individuals or groups who act as triggers of change. They help communities recognize local potentials that can be developed into sustainable economic resources.

The traditional herbal medicine industry in Indonesia has a long history and is an important part of local culture and heritage. In Kampung Selat Guntung, the community has initiated a traditional jamu business under the brand "Ragil Ayu" as an effort to preserve tradition while creating economic opportunities. These jamu artisans, who usually consist of local housewives and women, utilize their knowledge and skills in concocting natural ingredients into herbal drinks that are rich in benefits. People in Kampung Selat Guntung realize that jamu is not only a local commodity but also has the potential to be marketed more widely, including in national and international markets. With the emerging demand for healthy and natural products, the artisans began to develop various variants of jamu to meet the needs of increasingly health-conscious consumers.

The village government in Kampung Selat Guntung plays an important role in supporting this initiative by taking on the role of facilitator. They not only observe the development of the community-initiated jamu industry but also actively assist in the development of this business as facilitators who connect the jamu artisans with external resources and information needed to meet halal standards and obtain licenses from BPOM. This process creates collaboration between the artisans and external parties, such as halal certification bodies and BPOM. The government's support in the licensing process shows that they are providing access to the artisans to get the

information needed for their products to compete in a wider market. Through open innovation, Ragil Ayu can strengthen its position in the market by meeting nationally recognized quality standards.

This was conveyed by the Krani of Selat Guntung Village, as follows:

*"One of our residents has a ragil ayu traditional herbal medicine business, where we as the village government support this business by assisting in licensing and issuing halal certification from BPOM. It is hoped that our support can open opportunities and enthusiasm for residents who want to open businesses in our village".*

With halal certification and permission from BPOM, Ragil Ayu can be promoted as a superior product, attracting a wider range of consumers. More jamu artisans in the village are inspired to improve their quality and meet the same standards, thus triggering the growth of the jamu industry in the area. The synergy between the community and the village government in the Ragil Ayu jamu industry creates an ecosystem conducive to innovation and growth. The community of jamu artisans acts as innovators who continue to explore and develop new products, while the village government acts as a catalyst that accelerates the process by providing the necessary support.

The success of Ragil Ayu products in obtaining halal certification and licenses from BPOM reflects an effective collaborative model between the community and the government. Through this joint effort, the herbal medicine industry in Kampung Selat Guntung is not only able to survive but also has the potential to develop into one of the leading products that can compete in a wider market while preserving local cultural heritage. The Ragil Ayu herbal medicine industry, initiated by the people of Selat

Guntung Village, shows how community strength can synergize with government support to create useful innovations. By being an effective facilitator, the village government helps jamu artisans to meet quality standards, promote their products, and open access to a wider market. This not only increases community income but also preserves the rich tradition of jamu.

## Conclusion

The results of the study found that there are several innovations that have been made in village development in the Sabak Auh Subdistrict, Siak Regency. The implementation of these innovations includes the implementation of digitalization programs through applications launched by the Siak District government, such as the "Si Cantik" and "Smart Kampung" applications. These programs are designed to improve access to information, facilitate coordination, and support the village development process by utilizing information technology. In addition, several community empowerment initiatives, such as entrepreneurship training, women's empowerment in palm stick crafts, and the development of the agricultural sector, are also included in the development innovations that have been implemented in villages in this sub-district.

The results of the study found that the implementation of collaborative innovation in village development in Sabak Auh Sub-district, Siak Regency, is still limited and not fully optimized. Although the government and community have been involved in various innovative programs, collaboration between related parties, such as local government, non-governmental institutions, and the community, has not been closely and consistently established. Community participation in village development is still

relatively low, and coordination between parties often does not run smoothly. The implementation of digitization and technology-based innovation programs is also constrained by the community's lack of understanding of technology, so collaborative innovation has not yet had the maximum impact on village development.

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