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### STRENGTHENING OF SUBSTATE ACTORS IN COMPARATIVE ADVANTAGE OF SIJORI (SINGAPORE-JOHOR-RIAU ISLANDS) BORDER AREAS COLABORATION

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#### ABSTRACT

The purpose of this article is to examine another actor's role in enhancing the comparative advantage of the border area, particularly for the Riau Islands, as part of international border area in SIJORI collaboration. Based on a review of the literature, the data were derived from a basic random-samples survey of local populations and immigrants using a research qualitative method approach. The motivations of this study were very interesting about Sijori collaborations and used the penta helix concept, which is becoming increasingly important in the process of competitive advantage. The old model of state-business cooperation is no longer a determining factor in global success. The results show that the importance of regional collaborations with sub-state actors, such as academic research collaborations with local governments, culture, and business between states, all of which need to contribute to border sustainability development. The researcher observed a high need for empowered border communities as members of the international community through sub-state actor cooperation. This is because the performance of the Riau Islands is below average when compared to other

border states, so policies to strengthen the role of substate actors should be prioritized in border planning by local decision-makers and destination managers.

## INTRODUCTION

Indonesia is an archipelago of 17,504 islands with an 81,900-kilometer coastline. Indonesia shares borders with several neighboring countries, including those on land and sea. Malaysia, Papua New Guinea, and Timor Leste are among the countries that border Indonesia. Meanwhile, India, Thailand, Malaysia, Singapore, Vietnam, the Philippines, Palau, Papua New Guinea, Australia, and Timor Leste border Indonesia on the sea. Twelve of Indonesia's 92 outermost small islands are vulnerable to border disputes with neighboring countries (Christanto et al, 2018). This is due to a variety of factors, including illegal natural resource exploration, the state of an uninhabited island, and oversight and protection. To date, the border area has been handled by prioritizing a security strategy, ignoring socioeconomic growth and community health and perpetuating regional inequalities. As a result, border regions are underdeveloped in some areas, and residents in border areas are typically classified as lower middle class.

Since the 1980s, the three-point regional partnership between Singapore, Malaysia, and the Riau Islands has significantly reduced the significance of SIJORI as a cross-border interconnected industrial sector (Hutchinson and van Grunsven, 2018). Singapore is good at capitalizing on opportunities, but it is not followed by the islands of Johor and Riau, where the emphasis remains on operations with low added value (Diez and Moneke, 2019). With the opening of the doors to globalization, countries such as Thailand, Malaysia, and Singapore are aggressively designing development plans that will attract international investments and increase exports in order to achieve economic growth and a decent social life for their people.

Table 1 shows that, in addition to domestic industrial policies, these countries are concerned with promoting regional agreements with neighboring countries. EPZs and SEZs, as well as cross-border economic zones in the "growth triangle" and "economic corridor," are used to stimulate and synergize existing local economies.

**Table 1:** Basic Indicators for The IMS Growth Triangle, 2018

| Indicator             | Johor  | Singapore | Riau Islands* | West Sumatera* | Total   |
|-----------------------|--------|-----------|---------------|----------------|---------|
| Area (sq.km)          | 18.914 | 641       | 94.562        | 49.778         | 163.895 |
| Population (million)  | 2,3    | 2,9       | 3,7           | 4,2            | 13,1    |
| GDP (US\$ million)    | 4.338  | 70.200    | 3.320         | 2.386          | 80.694  |
| GNP per capita (US\$) | 2.192  | 24.425    | 897 (b)       | 675 (b)        | 26.617  |
| GDP growth (% pa)     | 6,3    | 7,3       | 8,3           | 9,3            | 31,2    |

Source: www.google.com

Connections between cities and between cities and villages are not cooperative or synergistic, resulting in suboptimal inter-regional services. Because the legal provisions governing land management have not yet reached legal clarity, the possibility of litigation and security issues remains extremely high. One of the attempts that can be made to preserve autonomy and improve welfare in border areas is the production and maintenance of border areas. To improve people's health and maintain the Republic of Indonesia's unity, the central government must make the border region the state's entrance and the hub of long-term economic development. The definition of cross-border regions (CBRs) has aided in strategic and scholarly debates. The existence of an interconnected border is nothing new, given that the border issue is a real barrier to many issues emanating from the country's territory. What is novel in this analysis is that the establishment of a cross-border zone has emerged as a clear policy preferred by a wide range of social movements both within and beyond regional borders.

This essay will look at the writings associated with the introduction of SIJORI by discussing regional economic cooperation in the context of a growth triangle that was common in the late 1980s, with a focus on the Indonesia-Malaysia-Singapore Growth Triangle (IMS-GT), which has been a leader in Asia. It's in the southeast. The author's goal is to see how the Riau Islands will evolve in this region's construction activities. Border area development is a type of sustainable development that is typically based on three pillars: economic, social, and environmental development. In order to maintain peace between the three pillars, construction must adhere to the ideals of sustainable development.

### Picture 1. Pillar of Sustainable Development



**Source:** <https://www.slideshare.net/FransDione/sustainable-development> (2020)

It is hoped that the difference in capability and working capital can complement each other so that an efficient industrial sub-region will be created. The comparative advantage of the IMS-GT growth triangle area can be seen in the Table 2 below:

**Table 2:** Key Competitive Business Advantage of The Southern Growth Triangle (IMS-GT)<sup>1</sup>

| No | Key Business Cluster  | Singapore Comparative Advantage   | Comparative of Johor/Riau Islands   |
|----|---|---|---|
| 1  | Electronic manufacturing, testing and procurement center            | Major regional base of electronics manufacturing; Major International Procurement Office.                                       | Lower labour /land costs for labour/land intensive assembly operations  |
| 2  | Total oil business centre   | Full range of business activities from retaining/petrochemical processing to trading, storage and distribution                  | Riau Island offer environmentally isolated space for oil storage  |
| 3  | Maritime centre   | Full range of ship-building, repair and maintenance activities  | Johor and Riau Islands offer space for ship building/ repair operations   |
| 4  | Regional telecommunications and business services hub               | World class IT infrastructure and wide range of business services; operational headquarters (OHQS) to many world class MNC      | Wide range of manufacturing marketing, procurement and technical support activities by MNC's that need to coordinated |
| 5  | International logistic centre (ILC) and Central distribution centre | Excellent telecommunications  | Wide range of export manufactures that need good transportation and logistic management support                       |
|    |   | transportation facilities and logistic management services  |   |
| 6  | Regional research, design and development (RDP) centre              | Available pool of R&D scientist and engineers; R7D manpower training facilities & supporting infrastructures                    | MNC products that require applied R7D and design for local market adaptations: MNC operations that require process    |
|    |   |   | adaptation/improvement  |
|    |   |   | R&D   |
| 7  | Regionalism Tourism Centre  | Excellent air travel gateway for tourist; emerging regional sea-cruise centre; cosmopolitan shopping centre; multicultural city | Abundant leisure resources such as beach resort, golf courses; etc., cultural diversity                               |
| 8  | Agribusiness Centre   | Food processing technology and biotechnology R&D capability   | Abundant land resources for agriculture and animal husbandry  |

**Source:** Dr. CPF. Luhulima

## LITERATURE REVIEW

The pentahelix model is a guide for establishing synergies between similar entities, in order to better help them in achieving their goals, based on the growth of SIJORI Cooperation in Soemaryani, 2016. Rampersad, Quester & Troshani said that pentahelix cooperation plays an important role in promoting common innovation targets (Halibas, at al, 2017) and pentahelix contributes to socioeconomic growth in the region. This paper analyzes how Penta Helix's partnership paradigm can be applied to enhance communication with SIJORI. In this report, this article should be created in order to improve and optimize the capacity for the growth of the SIJORI border in order to encourage the home and SIJORI regions in partnership with the Pentahelix model, the right strategy. In complementing the literature review findings of qualitative studies linked, for example, to the partnership between the pentahelix model, (Palmer and Haryer, 1996), two or more organisations' formal or informal approval is primarily a mixture of capital through their collaborators to develop their knowledge. In the meantime (Kotler, at.al, 2004) states that a competitive advantage will emerge if each of the organizations involved is able to share knowledge, skills, expertise and other resources.

There are also four collective strategic foundations (Wang & Pizam, 2011) that promote excellence, including building vision, building dedication, building identity and construction conditions. Significant measures can be taken in the areas of the Riau Islands in the form of regional cooperation by the participation of SIJORI. For this purpose, it is important to integrate the role of industry, government, culture, academia and the media, among elements in the pentahelix model (BGCAM). The role of the government in the creation of border areas in Indonesia is very important. As a regulator, it is expected that the government will be able to provide facilities for the growth of border areas in Indonesia through policies that can be applied and will be able to help all stakeholders in the development of the political economy in border areas, including the provision of easy incentives or tax cuts, particularly for certain sectors in the sluggish economy.

**Picture 2.** Penta Helix Strategy



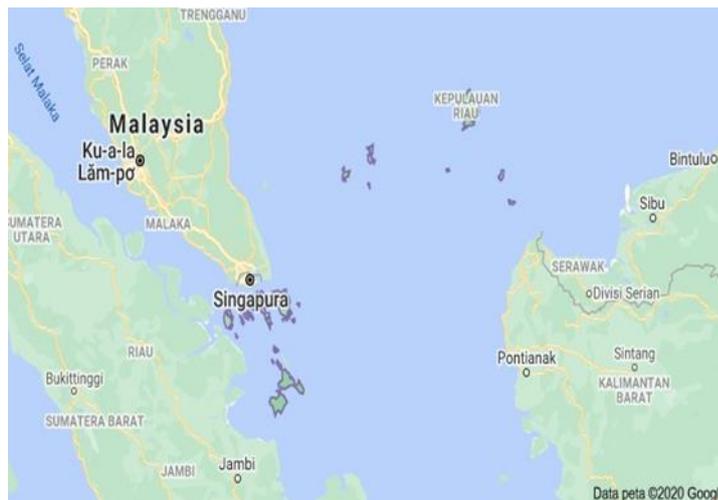
**Source:** [www.google.com](http://www.google.com)

## METHODOLOGY

The methods used in this research are: (1) literature study and critical review of papers and the results of studies on the development of SIJORI implementation;

(2) the focus of the review looks at the relationship with underdeveloped areas and border areas of the Riau Islands with Singapore and Malaysia (3) the analysis process uses interactive analysis with reference tools using Mendeley, Google Scholar and Publication or Perish in supporting literature review data. This paper uses a literature study approach using qualitative descriptive research methods, which provides descriptive descriptions or descriptions that are described inductively. The data collection technique is done by analyzing documents and information from electronic media.

**Picture 3.** Riau Island



**Source:** [www.google.com](http://www.google.com)

## RESULT AND DISCUSSION

### *Growth Triangles in Asia*

Growth Triangles are transnational economic zones across geographic boundaries, covering three or more countries, external trade and attracting investment into (Myo Thant et al, 1994). These are usually sub-regional trading blocs that exploit complementarity between adjacent territories of geographically different countries to benefit from export competition (Scalapino, 1992; Chia and Lee, 1992). A Growth Triangles generally involves the portions of the participating countries (except for smaller countries like Hong Kong, Singapore and Brunei) and usually these countries are at different stages of economic growth. It is one of these characteristics that the Growth Triangle has been created by the governments involved. There is a great deal of coordination and planning between government agencies whose commitment is highly significant, important, particularly the part of the local Regional, as the development of the regional apparatus leads to the Regional Head in border. This planning is required to ensure that the Growth Triangle di border area is well-deservedly anticipated by participating countries (Suwaryo et al., 2021). Each Growth Triangle has two groups of countries. The first group is investing countries and the second is receiving countries. In general, the groups that make up the receiving group supply the capital, technology and management capabilities. Investing groups are usually groups that are looking for a low-cost place due to high labor costs which make it difficult to operate in their domestic

market. The recipient group, on the other hand, supplies the skilled and unskilled workers, land and other natural resources. The economies of investing countries are usually more advanced / the industry is more advanced than receiving countries, although in some cases such as Malaysia and Singapore, both are receiving and investing countries at the same time.

**Table 3.** Growth Triangles di Asia

| <b>Name of Growth Triangle</b>                            | <b>Area Covered</b>  |
|---|--|
| The Southern China Growth Triangle                        | Hong Kong, China's Guangdong and   |
| The Southern China Growth Triangle                        | Fujan Provinces and Taiwan   |
| The Indonesia-Malaysia-Singapore Growth Triangle (IMS-GT) | Singapore, Johor, Pahang, and Malacca states o Malaysia and Riau Province of Indonesia             |
| The Bath Zone   | Border areas of Thailand, Laos, Cambodia and Myanmar   |
| The Yellow Sea Economic Zone                              | Coastal areas facing the Yellow Sea of north and north-east China, north and south Korea and Japan |
| The Japan Sea Economic Zone                               |  |
| The East ASEAN Growth Area (EAGA)                         | Coastal areas facing the Yellow Sea of north and north-east China, north and south Korea and Japan |
|   | Coastal areas of north-east China, far east Rusia, south and north Korea and Japan                 |
| The Indonesia-Malaysia-Thailand Growth Triangle (IMT-GT)  | Brunei, parts of the Philippines, Indonesia and east Malaysia                                      |
| The Tumen River Delta                                     | Southern Thailand, nothern Malaysia and two Indonesian provinces in Sumatera                       |
|   | Parts of China, north Korea and Rusia  |
| <b>Source :</b> Researcher                                |  |

In this context, Growth Triangles exploits the mobility of international capital and the comparative advantage of cheap labor costs (Myo Thant et al., 1994). Growth Triangles arise because they have a large opportunity for foreign direct investment (FDI) flows and changes in direct investment in East Asia and Southeast Asia. In the 1960s, newly industrializing economies (NIEs) attracted

foreign investment in labor-intensive, export-oriented industries. This economic movement attracted FDI, especially those based on cheap labor wages and the presence of pro-business and investment policies. These labor-based industries are now being transformed into NIEs. The acceptance of NIE status leads to increased competition for wages and production costs. Many of the labor-based industries were relocated to low-wage places in the region. A Growth Triangle creates opportunities for labor-based industries to be relocated to neighboring countries which have abundant labor availability.

The advantage of the Growth Triangles concept in human resource (HR) terminology is that there is one of the most significant advantages for countries involved (in the Growth Triangle) with labor availability (Chia and Lee, 1994) and Rodan, 1993). In the long run, capital-poor countries may benefit from technology transfer and skills upgrades, and the labor opportunities created by the Growth Triangle will result in increased skills in the workforce. The success of a Growth Triangle must have at least four conditions, namely economic complementarity, geographic excellence, strong political commitment and policy coordination among participating countries, and balanced infrastructure facilities (Lee, 1991). In the context of complementarity (Lee, 1991) explains that this comes from the traditional economic idea of comparative advantage. In terms of comparative advantage, it can be seen that each member country, with different levels of economic growth and has differences in resources. Growth Triangles tend to combine urban, suburban, less developed and low-income areas. As mentioned above, investing countries in the Triangle usually have developing industries and a skilled workforce as well as good financial markets and infrastructure, while on the recipient side there are facilities such as abundant labor but lack of skills and natural resources. Another aspect of economic complementarity in the Growth Triangle is the difference in technology levels and quality in personal experience. In a Growth Triangle, technology and individuals can easily be transferred to areas where these factors are less available. At some level of growth, geographical advantages are believed to be substantial advantages.

This may not be important in cases where economic development is becoming more service-based. For example, with the increasing advancement of telecommunications and the growth of telecommunications, geographical excellence is not as critical in the future as the development of software and financial services (Lee, 1991). Another thing that is needed in the implementation of Growth Triangle collaboration is the involvement of the national government to develop and implement appropriate policies in these areas, such as in terms of labor regulations, tariffs, foreign investment and so on. The biggest challenge here is that in almost all cases only those portions of the countries participating in the Growth Triangles and the national governments of the country governments consider the impact of these policies outside the triangle area. However, whether infrastructure is a requirement before starting a deal is a question. In many cases, investing countries are responsible for infrastructure development (as Singapore did in Batam and the Riau archipelago), although there is little doubt that the Growth Triangle with rudimentary physical infrastructure will still start. Likewise, the availability of

human resources, because the unavailability of skilled workers is basically a necessity (Toh and Low, 1994).

***(Indonesia Riau Islands-Malaysia Singapore) Growth Triangle (IMS-GT)***

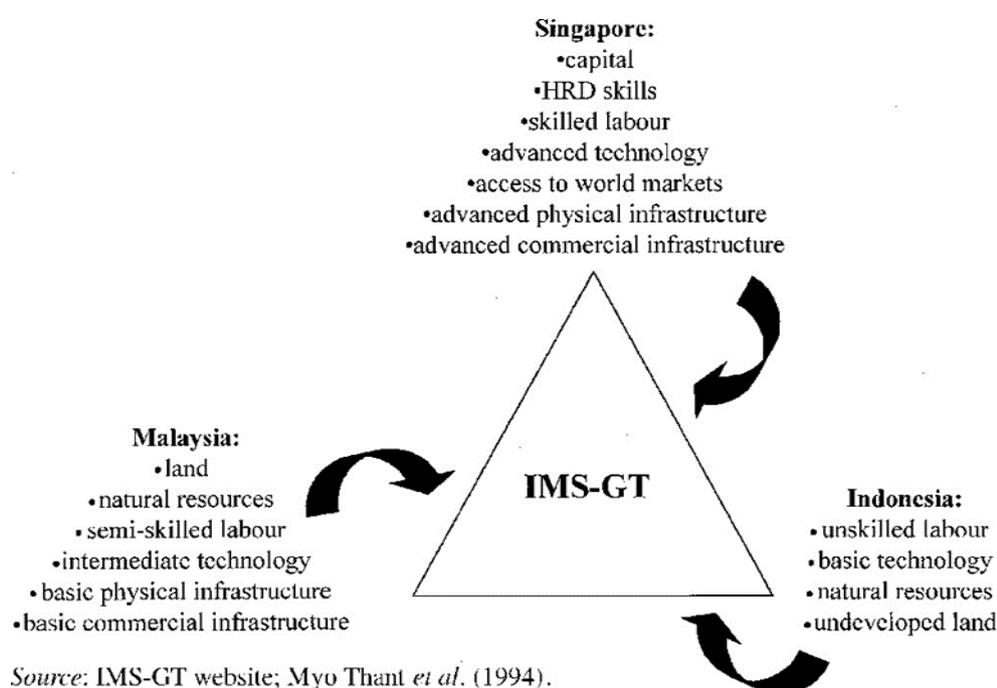
The birth of IMS-GT has to be seen in the context of Singapore's desire for growth. This desire originated from the prime minister's wish from the triangle concept which essentially requires growth beyond the capacity of Singapore as a small island with high economic activity. The success of Singapore's economic policy has emphasized the factors of production, particularly land and labor. In recent years, Singapore has witnessed a reduction in the workforce and high wage costs in its labor market (Cunningham and Debrah, 1996). The tight workforce makes recruitment difficult and expensive (Debrah, 1993). In addition, if Multinational Corporations (MNCs) want to continue operating in Singapore, there will be a decrease in the availability of skilled workers. In addition, the cost of building factories and distribution centers continues to increase in Singapore, due to limited land owned by Singapore.

The Singapore government also aims to strengthen the domestic manufacturing and service sectors. However (Kumar, 1994) notes that the availability of resources, such as water, land and labor, is often limited for the expansion of manufacturing, tourism and service industries. Singapore is facing increased competition in export-oriented production from Malaysia, Thailand and the Philippines, Singapore's products must be recognized as a clear threat (Ng and Wong, 1993; Straits Times, 1997). The Singapore government is actively strengthening companies to relocate their labor-based industries to other ASEAN countries. At the same time, the Singapore government also has a strong desire to invest in the East Asia region as part of Singapore's regionalization efforts to expand its wings for its economic growth (Debrah and Slansky, 1993; Tan, 1995). This contrasts with the prevailing background that the IMS-GT was officially created in January 1992. In addition, the triangle includes the entire Riau archipelago of Indonesia, including the main islands Batam, Bintan, Bulan, and Singkep (Ahmed, 1992), and the state Johor, Pahang and Malaka (these two areas are industrially underdeveloped) in Malaysia. In total, the triangle covers an entire area of around 564,000 kilometers, with a population of more than 35 million.

For geographic details of the IMS Growth Triangle, see table 2. The Growth Triangle concept provides space for Singapore to expand its economy geographically by expanding industry to its neighboring countries. Furthermore, this concept also provides room for sectoral expansion and a reduction in dependence on neighboring countries (Rodan, 1993). In Chia and Lee's (1994) view, the Growth Triangle should be viewed in terms of a spread from metropolitan (Singapore) in terms of land search. Indonesia is an archipelagic country (Archipelagic State) in the world, consisting of 17,499 islands and is located in a cross position in the world, namely between two oceans and two continents. With two thirds of the area of the jurisdiction in the form of waters covering an area of 5.8 million km<sup>2</sup> and a long coastline reaching ± 81,000 km. This fact makes Indonesia a country that has abundant natural resources and is very beneficial for the survival of the nation (Haryanto, 2015).

In the context of the Riau archipelago, it is clear that the abundant natural wealth, the availability of land, the availability of water supply, make this island a tremendous attraction for Singapore to become a subregional collaboration partner. (Kumar, 1994) argues that the comparative advantage arises from the differences in the various factors as complementarity compared to the competition in the three regions included in the triangle. For example, Johor owns land and a medium-skilled workforce; Singapore has an established infrastructure and a capable workforce in terms of skills (but expensive) costs; Riau has the availability of land and cheap labor. It is assumed that the economic complementarity of these three regions makes IMS-GT more attractive to investors as a whole than other factors that separate them (Yeoh, et al., 1992; Naidu, 1994). Figure 4 describes the complementarity that exists in the IMS-GT as well as the competitiveness that exists in the IMS-GT not only for outside investors but also for the three countries involved in it. (Naidu, 1994) elaborates on this economic complementarity. In his opinion, Singapore's advantage rests on its managerial and professional expertise and its well-developed transport and telecommunications networks. Apart from that, Singapore also has sufficient capital, good relations with international markets, and modern technology (Kraar, 1992). However, Singapore cannot compete in terms of labor and land availability. Johor and Riau, offering competitive prices in terms of land and labor.

**Figure. 4** Complementarity of the IMS-Growth Triangle



**Table 4.** Comparative Advantages di Indonesia-Malaysia-Singapore Growth Triangle

| <b>Key Business Sector/<br/>Activity</b>            | <b>Singapore</b>  | <b>Johor and Riau Archipelago<br/>(Indonesia)</b>  |
|---|---|--|
| 1. Electronic and precurement sector                | Major regional manufacturing base and international procurement office  | Lower labour and costs advantage for labour and land insentive assembly operations   |
| 2. Petroleum sector                                 | Whole range petroleum activities such as refining, processing, trading, storage and distribution  | For example, karimun island on Riau<br><br>Island provides isolated and environmentally safe space for storage for oil                     |
| 3. Maritime Activities                              | Provides full range of shipbuilding and maintenance facilities  | Provides suitable sites for shipbuilding and repairs   |
| 4. Regional business and telecommunication Services | Acts as operational HQs for many leading MNCs and provides worlds-class infrastructure for information technology and wide range of business services | Co-ordinates wide range of marketing manufacturing, technical and procurement activities for MNCs  |
| 5. Logistics and distribution activities            | Provides world-class transporation (air and sea) and telecommunication facilities and logistics management services                                   | Produces a wide range of export manufacturing products for transforation and logistics management support systems                          |
| 6. Research and development facilities              | Availability of large pool of highly skilled human resources in field such as engineering, R & D and science suitable for MNCs                        | MNC products which require applied R&D and design for local market adaptions and operations that need process adaption and improvement R&D |
| 7. Tourism sector                                   | World-class air and sea travel facilities cosmopolitan, shopping facilities and multicultural nation  | Attractive tourist attractions such as beach resorts, golf facilities and cultural diversity   |
| 8. Agribusiness sector                              | Strength in food processing, biotechnology and R&D facilities   | Plenty of land resources for agriculture and different types pf farming  |

**Sources:** Kumar (1995); Wong (1992); Naidu (1994)

From the table 2 above, it can be understood that the complementarity dimension that exists in IMS-GT is also a dimension of competition for the three countries that are able to participate in it. The competition that occurs in the three countries on the way SIJORI is a problem in itself. In explaining logically in identifying the growth of the Growth Triangle between Johor-Singapore-Riau Islands (Batam), economists (Kumar and Lee, 1991, p. 7-9), argue that the "comparative advantages" that arise in various factors, complement each other. of the countries that join the triangle. Singapore has high quality in terms of human resources and adequate infrastructure; Johor has land resources and a semi-skilled workforce; Riau has extensive land resources and cheap labor. Highly technical operations can be deployed in Singapore, less technical processes can be carried out in Johor, and sectors requiring labor can be operated in Batam. This complementarity will be tested later, whether it brings benefits to Indonesia or actually causes many disadvantages in implementing the Growth Triangle agreement.

The concept of cross border regions (CBRs) results in changes in policy. CBRs are a territorial unit involving subnational units from two or more nation states (Perkmann and Sum, 2002). Because the border issue is a real obstacle that many problems arise from the territory of the country. The presence of integrated cross border is not something new. What is new in this study of cross border regions is that the construction of cross border regions has become a strategy that is explicitly favored by various social forces both within and outside regional boundaries. The territories involved in the Growth Triangle consist of the city-state of Singapore and the state of Johor which are still part of the state of Malaysia and the Riau archipelago (Batam) located in Indonesia. Since 1989 when the Growth Triangle concept was officially announced, a number of policies have undergone changes for growth in Batam and the five surrounding islands. While in other parts of Indonesia there are strict requirements for investment where domestic share ownership must reach 51% within 15 years, 100 percent foreign ownership is permitted for Batam destinations (Pangestu, 1991).

In the context of the relationship between Johor and Singapore, it has been going on since colonial times and continues with bilateral agreements. One example of an existing agreement is the sale of water from Johor to Singapore. Johor's sales of water to Singapore contribute 20% to state revenue (Kamil, at.al, 1991). An agreement drawn up in 1962 allowed Singapore to get 250 million gallons of water per day from the Johor River. In 1990, a new agreement was signed and water prices were renegotiated. This new agreement negotiates the purchase of water from Johor, the Singapore government has signed a 50-year agreement with Indonesia to provide water from Bintan, one of the Riau islands that is included in the Growth Triangle. Unsurprisingly, the agreement in the Growth Triangle concept does provide additional benefits for Singapore (Kamil, at.al, 1991). The preliminary evaluation of the Growth Triangle that can be seen is that there are many advantages to Singapore and Singaporean companies although it is hard to believe that both Johor and Indonesia will enter into the agreement without seeing any advantage for themselves. The above arguments provide a fundamental explanation for considering the co-benefits arising from

the economic integration proposed in the Growth Triangle. The general concept that must be understood is when a country is economically less developed, it will be more vulnerable for that country to experience exploitation which is known as "empty land hunting". Hinterland theory is a form of colonialism through economic expansion (Woodward, 1996). This form of colonialism can be visualized as a form of "food chain" of economic growth where economically, predatory countries need resources from weaker or less developed countries.

The role of collaboration in the SIJORI collaboration, namely the use of economic complementarity in adjacent sub-regions to accelerate economic development through investment inflows; infrastructure development; natural and human resource development; as well as the development of industries for export interests beyond State borders. Economic complementarity between Singapore as a city-state, Johor as a state of Malaysia and Riau (Batam) as a part of the Republic of Indonesia Province which is very prominent (as a special area). Apart from that, the tourism, agriculture and light industry sectors are also being developed in the area around Batam, including Bintan and Karimun. Economic development in Batam has taken off since the IMS-GT was formed. Singapore-Johor and Singapore-Riau relations are highly complementary, so there is momentum to build commercial ties. Meanwhile, Johor-Riau is more of a competitive relationship, especially in the endowments factor. As a result, the number of economic connections from IMS-GT is less developed. Singapore's comparative advantage lies in its advanced infrastructure, transportation, finance and telecommunications, high-level management systems and professional expertise, as well as high value-added capital and technology-intensive products and services. Meanwhile Batam tries to attract high value-added manufacturing, Bintan is focused on the tourism sector and is building a labor-intensive manufacturing base. Meanwhile, other Riau islands are developing industries based on agriculture and oil. Political commitment and policy of coordination in the IMS-GT collaboration, and the like, does not only involve the private sector but also involves the public or government sectors. The government acts as a facilitator in issuing policies to formulate laws and regulations in the fields of investment, labor, land acquisition, finance and infrastructure development that will facilitate economic interaction between countries. The growth triangle is used because it supports the country in integrating with the global economy as seen from the characteristics of the IMS-GT which are market driven in the sense that the production process depends on market demand. So that the economy becomes more dynamic.

## CONCLUCIONS

The process of forming the SIJORI was triggered by a wave of globalization and regionalization that is sweeping many regions. The end of the cold war became a symbol of the emergence of various sub-regional collaboration (referring to the new regionalism theory). IMS-GT, which consisted of Singapore, Johor (Malaysia) and Riau, was initially formed and now the Riau Islands is one of the sub-regional collaborations which at the beginning of its appearance in 1989 became a pioneer for other sub-regional collaboration in the Southeast Asia region.

Based on this research, and in its journey, SIJORI has two dimensions that are difficult to separate, namely competency and competition which has become a separate problem for the development of SIJORI. These two dimensions have led to the exploitation as well as collaboration among countries participating in the SIJORI sub-regional collaboration since its appearance in 1989. Meanwhile, in connection with globalization developments to date in the context of collaboration has only occurred in the implementation of Penta helix principles including the indicators of business, ongoing local government since local community, academics are still needed and the media has started a collaborative process supported each otherwise made effective by a strain commitment (consistency).

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