Implementation of the "*Sippadu 2.0*" in Terms of Public Service Innovation Successes

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Abstract. The government and public sector organizations must be able to meet people's expectations in providing fast, accurate, affordable, and innovative services in welcoming the Industrial Revolution 4.0 as well as in emergencies such as the Covid-19 pandemic which we may not know about in the future. One of the public service innovations of the Sidoarjo Regency Government is the Sippadu 2.0 service which combines the service process between DPMPTSP and four OPD technical providers in Sidoarjo Regency. The purpose of this study was to describe and analyze the innovation of the Sippadu 2.0 service carried out by DPMPTSP Sidoarjo Regency. This study uses a descriptive type of research with a qualitative approach. The focus of research on innovation implementation uses six innovation success factors, namely: Governance and Innovation, Sources of Innovation Ideas, Innovation Culture, Capabilities and Tools, Goals, Drivers and Constraints. The data is obtained from articles or other academic works, news, and other relevant data sources that were made no more than 10 years ago. The data obtained became the basis for researchers to analyze and conclude the findings. In its implementation, Sippadu 2.0 has been running according to the original purpose of its creation. One thing that needs to be improved is the responsiveness of the service website, the stability of the website to the UI and UX of the website design. In addition, Sippadu 2.0 is a service that has succeeded in meeting the needs of virtual business licensing, especially during the pandemic.

Keywords: Implementation · Sippadu · Public · Service · Innovation · Successes · Sidoarjo

1 Introduction

The world can still be "alive and lit" to this day and in the future, because science and technology as one of its "axis and container" is always developing, passionate, innovating, even revolution and evolution are inevitable. This is reinforced by the phenomenon of the rise of technology [1], in which one of the current views of Darwinism states that there is a reconstruction of socio-economic needs and there is a continued situation in which the government is "forced" to actualize a program of change that is greater than before in several years. Recent times [2]. Usually, a government is defined or required to deliver and carry out administrative and policy activities [1]. However, these obligations have grown in the last 20 years and their impact on the development of

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Information and Communication Technology (ICT) innovations has been a tremendous obstacle to such progress. As a result, making efficient strategic operational steps as the center of the work ethic is the responsibility of the government today [3]. According to Waller & Weerakkody [4], "In this context, governments are expected to design policies that enable digital transformation through the implementation of ICT-led policy instruments," which we can understand that in this context, the government needs to anticipate these obstacles by planning an approach that can empower future changes through the use of Information and Communication Technology (ICT) based on patent regulatory instruments [4].

Innovations in ICT basically offer full opportunities for governments to advance their administrative services and to relate more directly to their constituents or society [5]. Today's ICT also offers many promising opportunities for governments to speed up work processes, improve compliance approaches and service efficiency, provide superior administrative processes that are more adapted to the existing situation, and help break down bureaucratic piles [6]. As stated by Hazlett and Hill [7] that "High-quality experiences with responsive, integrated private sector information systems have led citizens to expect the same kinds of experience from public bodies and agencies". Private and secure data can encourage citizens to anticipate confusion in administrative services in public organizations. Therefore, the public and the business sector ask for administrative services to be more reliable and more active, as well as to improve the quality of administrative data obtained [8].

As seen above, many analysts highlight the role of ICT and its influence on the progress of human history after the Industrial Revolution [9]. The rapid development of information and communication technology (ICT) has generated a paradigm shift in human society. Referring to the statement from Jin & Cho [10], namely "Technologies, best understood as a means of better communication, improved processing and exchange of information, now impact every aspect of our lives, constantly revolutionizing the way we communicate with each other, comprehend our environments, and interact with government" which means technology that is best understood as a means of better communication, better processing and exchange of information, is now influencing every aspect of our lives, constantly revolutionizing the way we communicate with each other, understand our environment, and interact with the government. ICT has played an important role in encouraging increased connectivity and socio-economic development throughout the world [5].

The dynamics of the hegemony of ICT development in the joints of life is also a side-effect of the current era which is often referred to by scientists as the era of Volatility, Uncertainty, Complexity, Ambiguity (VUCA). Moreover, the real evidence that we are entering the VUCA era is the unexpected impact of the Covid-19 pandemic storm, thus giving birth to the government's efforts to mainstream the use of ICT as a solution to reduce it. The impact of the pandemic on the development of ICT, especially in the public service sector which is the responsibility of the government.

In view of the future, governments (including public organizations within them) in the future will need to act in a very different way, more like living organisms, adapting to change and evolving to meet people's needs as they evolve. Governments and public sector leaders have a key role to play in this change, refocusing their organizations on

their changing environments and projecting a clear and vibrant picture for the future that energizes their internal and external stakeholders. For this to happen, several elements need to be aligned to create the desired public organization of the future, which is adaptive to its circumstances and ready to deliver its defined objectives in the face of a changing world [11].

In every country, including Indonesia itself, the fulfillment of public services for public welfare is an absolute obligation. This is stated in the fourth paragraph of the State's Goals contained in the Preamble to the 1945 Constitution [12], namely advancing public welfare, educating the nation's life, and participating in carrying out world order based on independence, eternal peace, and social justice, people's welfare and the intellectual life of the nation. This statement is a way for the government to achieve the goals of the State of Indonesia by providing professional services to the community through a good government system in supporting the implementation of quality services that must be in accordance with the needs, demands and thoughts of the community. people today. The demands from the community are getting higher, the government makes new breakthroughs to improve public services through service innovation. Public services are promoted from various directions as a form of government commitment to improve the quality of services even better.

To support the creation of ideal public service innovations, the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PANRB) implements the "One Agency, One Innovation" policy. So every Ministry/Agency and Local Government is obliged to create at least one Public Service Innovation every year which will be assessed objectively in a competitive atmosphere through the Public Service Innovation Competition). The service system by developing a service innovation, it is hoped that the quality of the performance of the apparatus, especially in the field of accelerating public services. This is because public services are an important aspect of people's lives. One of the innovations in this field, such as that made by the Sidoarjo Regency Government through the Sidoarjo Regency Investment and One-Stop Integrated Service Office, is Sippadu 2.0. The service received the INOTEK Award for the 1st Innovative predicate given by the Balitbang of East Java Province [13]. Sippadu 2.0 was chosen because this program is a new public service innovation and has an upgrade compared to the previous version (Sippadu 1.0). In the Sippadu 2.0 service, it combines the service process between the Investment Service and One Stop Integrated Services with four technical organizing OPDs, including the Environment and Hygiene Service, Health Service, Food and Agriculture Service, and Sidoarjo Regency Transportation Service [14].

Overview Sidoarjo Regency itself is the 4th most populous regency/city in East Java Province [15], with an area of 71,424.25 Ha and a density of 2,750 people/km2 [16]. Its population reached 2,033,764 million in 2020 [17]. There are 31 sub-districts and 154 sub-districts in this city. According to BPS Sidoarjo Regency in 2015 there were around 946 companies, while in 2018 there were 978 medium and large companies that carried out their business activities in Sidoarjo Regency. This number does not include Micro, Small and Medium Enterprises (MSMEs), which amount to 206,000 micro enterprises and 6,000 small and medium enterprises. Making Sidoarjo Regency one of the districts with the most MSMEs in Indonesia (surabaya.tribunnwes.com, 2021).

Of this number, it is projected that the growth of MSMEs in Sidoarjo Regency will increase along with the empowerment of MSMEs by the local government [18]. The need for automatic licensing increases in direct proportion to the emergence of new businesses, both small and large. Based on (Government regulations) Number 24 of 2018 concerning Electronically Integrated Business Licensing Services [19], Sippadu 2.0 also supports Electronically Integrated Business Licensing Services through the OSS system, so the application for permits will go through the OSS system and business actors/applicants make their permits effective through Sippadu 2.0.

Sidoarjo Regency is also a pioneer district for one-stop administrative services. In 2006 Sidoarjo Regency received the RI President's Cup as a pioneer in the establishment of the first Licensing and Investment Office in Indonesia. The nomenclature of the Licensing and Investment Office underwent a change in 2008, which was changed to the Integrated Licensing Service Agency (BPPT). In 2017 BPPT changed to the One Stop Integrated Licensing and Investment Service (DPMPTSP). Since 2017 DPMPTSP has the authority to administer 95 types of permits [20].

A case study in Sidoarjo Regency related to the development of the use of ICT, one of which is the SIPPADU 2.0 service carried out by the Sidoarjo Regency Investment and One Stop Integrated Service (DPMPTSP). As a form of implementation of regional autonomy, each autonomous region has the right to develop service innovations in order to improve public services. The Integrated Licensing Service Information System or SIPPADU is a service innovation that was born to answer the need for effective and efficient licensing in the Sidoarjo Regency area.

Long before the birth of SIPPADU, the central government had already provided a breakthrough in one-stop integrated services (PTSP) which was regulated in Permendagri Number 24 of 2006 concerning Guidelines for the Implementation of One-Stop Integrated Services [21]. The implementation of this PTSP does not necessarily go according to what is expected. Aspects of the process of providing licensing services such as requirements, cost and time required, service methods, and rights and obligations of service providers and users are not publicly published so that they are not easily accessible to users or other stakeholders [22]. At that time there were no regulations governing electronic licensing, until the issuance of Regulation of the Head of the Investment Coordinating Board Number 14 of 2009 concerning the Electronic Licensing and Information Service System (SPIPISE) [23]. With the SPIPISE, it integrates licensing and non-licensing services between BKPM and non-departmental government ministries/agencies that have licensing and non-licensing authority, Investment Provincial Regional Apparatus (PDPPM), and Investment Regency/City Regional Apparatus (PDKPM).

The SIPPADU service was developed in 2011 to address the need for effective and efficient licensing services. Initially, SIPPADU was developed as a simple permit processing application [24]. Until now the SIPPADU service has arrived at the latest version, namely SIPPADU 2.0. The SIPPADU 2.0 service innovation was triggered by good intentions to provide easy access to public services in the field of licensing administration. Therefore, the positive impact that is felt will surely hit the community directly or indirectly. District governments also benefit from optimizing bureaucratic

reform. All services are more effective and efficient. Benefits for the community include time, energy and cost efficiency.

One of the problems that are often encountered by business actors in managing business licenses is that there are too many files that must be photocopied and submitted to various related agencies. Another problem is the time it takes to get to the relevant office. The next problem is that business actors have difficulty tracking the progress of their licensing, especially when it is difficult to contact the telephone number of the relevant agency. This causes the conventional licensing process (coming directly to the office) to be less efficient because it drains energy and time.

The problem was solved by Sippadu Innovation (Integrated Licensing Service Information System) 2.0. The Sippadu was triggered by good intentions to provide easy access to public services in the field of business licensing. Therefore, the perceived positive impact will surely hit the community, especially business actors. The Sidoarjo Regency Government also benefits from the optimization of bureaucratic reform. All services are more effective and efficient. Benefits for the community include time, energy and cost efficiency. People no longer need to come to the relevant office with lots of files to carry out business permits.

Although the implementation of Sippadu 2.0 in Sidoarjo Regency aims to make it easier for the community to do business licensing online, it cannot be denied that there are still many people who do not know about the system so that the benefits of this system cannot be felt by all the people of Sidoarjo Regency. So the formulation of the problem in this study is how to implement Sippadu "Integrated Licensing Service Information System" 2.0 as a form of public service innovation in Sidoarjo Regency. The specific purpose of this research is to describe, analyze, and disseminate this "Sippadu 2.0" innovation to the people of Sidoarjo Regency.

2 Literature Review

2.1 Service Innovation

2.1.1 Definition of Innovation

According to Rogers in Mirnasari [25] innovation is an idea, practice or object that is considered new by individuals from one unit of adoption to another. According to the Asian Development Bank, innovation is something new, can be implemented, and has a beneficial impact. Innovation is not an event or activity; these are the concepts, processes, applications, and capabilities that determine organizational success. Innovation can help the public sector to create value for society.

According to Damanpour in Suwarno [26] innovation can be in the form of new products or services, new technologies, new production process technologies, new structural and administrative systems or new plans for organizational members. According to Mirnasari [25] interpreting innovation in public services can be interpreted as achievements in achieving, improving, and improving the effectiveness, efficiency and accountability of public services generated by new approaches, methodologies, and/or tools initiatives in public services. Service innovation can be defined as "a process that contains new concepts and the production, development and implementation of behavior. It is also

a method, a change in response to the external environment or the first action due to environmental influences on organizational transformation." According to Mulgan and Albury in Muluk [27] said that successful innovation is the creation and implementation of new processes, products, services, and service methods which are the result of real development in efficiency, effectiveness, or quality of result.

2.1.2 Typology of Innovation

Successful innovation is the result of the creation and implementation of new processes, service products and service methods and is also the result of real development of efficiency, effectiveness or quality of results. This can prove that innovation has evolved from the initial understanding, where innovation only includes products and processes. Product or service innovation comes from changes in the form and design of temporary products or services, process innovation comes from the continuous quality renewal movement and refers to a combination of organizational changes, procedures, and policies which are divided into Innovation in service methods and strategy or policy innovation. Innovation in service methods is a new change in terms of interacting with customers or a new way of providing services. Innovation in strategy or policy refers to the new vision, mission, goals, and strategies and their reasons that depart from the existing reality. Another type that is also developing is innovation in system interactions that include changes in governance [27].

2.1.3 Level of Innovation

This level of innovation described by Mulgan and Albury ranges from incremental, radical, to transformative [27].

a) Incremental innovation means innovation that occurs to bring about small changes to an existing process or service. In general, most of the innovations that exist are at this level and rarely bring about changes to organizational structures and organizational relationships.
b) Radical innovation is a fundamental change in public services or the introduction of completely new ways of organizational and service processes.
c) Transformative or systematic innovation brings about changes in the structure of the workforce and organizations and transforms all sectors and dramatically changes organizations. This type of innovation takes longer to achieve the desired results and requires fundamental changes in social, cultural and organizational structures.

Category of Innovation

According to Muluk, in terms of process, innovation can be divided into two categories, namely [27]:

d) *Sustaining innovation which is an innovation process that brings new changes but still based on the conditions of services and systems that are running or existing products.*
e) *Discontinuous innovation is an innovation process that brings completely new changes and is no longer based on pre-existing conditions.*

2.2 Attributes of Service Innovation

The characteristics of innovation are stated by Suwarno [26] which also refers to Rogers' opinion, as follows:

a) *Relative Advantage, an innovation must have advantages and more value compared to previous innovations. There is always an inherent novelty value in an innovation which is the characteristic that distinguishes it from the others;*
b) *Compatibility, innovation also has the nature of being compatible and in accordance with the innovation it replaces. This is intended so that old innovations are not simply thrown away, in addition to the reason that the cost factor is not small, but also the old innovations become part of the transition process to the latest innovations. faster.*
c) *Complexity, with its new nature, innovation has a level of complexity that may be higher than previous innovations. However, because an innovation offers a newer and better way, this level of complexity is generally not an important issue.*
d) *Triability or the possibility of trying, innovation can only be accepted if it has been tested and proven to have advantages or more value compared to old innovations. so that an innovation product must go through a "trial" phase, where every person or party has the opportunity to test the quality of an innovation.*
e) *Observability is easy to observe, innovation must also be observable, in terms of how it works and produces something good.*

3 Method

3.1 Types of Research

Research. This research uses a type of research with a qualitative approach. This qualitative research is intended to produce findings that cannot be achieved using statistical procedures or by other means of quantitative (measurement). This study uses a descriptive type of research with a qualitative approach which is a study of certain phenomena obtained by research from subjects in the form of groups or other perspectives [29]. Then the data obtained were analyzed interactively as proposed by Silalahi in Hidayah and Ma'ruf [30] including: data collection, data reduction, data presentation and conclusion drawing.

The data obtained comes from the study of literature, sourced from articles, news, and other relevant data. The data obtained is then processed according to the needs of this research. Data sourced from articles or other academic texts, news, and other government data are data that are made no more than the last 10 years. Based on these data, the author will conclude the findings obtained.

3.2 Research Focus

Based on the problems that have been formulated, the focus of research is directed at the Sidoarjo Regency Government, especially the One Stop Integrated Service and Investment Service (DPMPTSP) as one of the agencies that provide services to the community. Therefore, the focus in the implementation of this research is the implementation of the

Sippadu 2.0 service program based on Standard Operational Procedures (POB) and regulations/policies that apply in Sidoarjo Regency. The achievement of the success factors of public service innovation in the Sippadu 2.0 program in Sidoarjo Regency in terms of theory according to Bloch & Bugge et al. [28] follows:

3.2.1 Governance and Innovation, Governance for Innovation Explains How Public Service Innovation Occurs

Sources of the Ideas for Innovation, shows how the reforms carried out by the implementing public service innovations to deal with the problems faced in the future.

Innovation Culture is a way or habit that is carried out by implementing public service innovations and recipients of public service innovations to create good services.

Capabilities and Tools, is the process of running a public service innovation. An output from an organization that utilizes input resources in the form of knowledge, information, and technology from the human resources owned by the organization.

Objectives Outcomes Drivers and Obstacles, is a method used to find out how the process of running a public service innovation.

Collecting Innovation Data for Single Innovations is an effort made to collect innovation data into a single innovation by collaborating with outside parties and conducting socialization related to innovations provided to the general public.

The purpose of this study is to provide an overview or explanation of the vulnerable aspects of the observed phenomena, while the explanations given in descriptive studies only revolve around magnitude, descriptive form or the existence of a variable. This study seeks to describe and analyze the Sippadu 2.0 program, both about its implementation, services, and mechanisms. In addition, it also discussed the implementation of the Sippadu 2.0 program and analyzed the factors of public service innovation successness in Sidoarjo Regency.

4 Results and Discussion

As time goes by, the need for fast, precise and quality services becomes important to fulfill, public service providers are forced to innovate to fulfill it. In this study, six factors are used to determine the success of public service innovation in the Sippadu 2.0 program in Sidoarjo Regency according to Bloch & Bugge et al. [28] follows:

4.1 Governance and Innovation

Menetti et al. [31] in their research entitled Ownership structure, governance, and innovation suggest that an innovation in an organization if it wants to develop will be heavily influenced by their own governance. Governance itself has a central role in an innovation that results in innovative public services requiring the strengthening of the governance sector and the capacity of the public sector Hapzah et al. [32]. In the book Institution and Organization by Scott [33] explains that there are three pillars in the institution, namely; Regulatory systems, the regulatory system has a major role in supervision and a clear legal basis; Normative systems, related to the first pillar, every component of the organization must have values and compliance with decisions or policies so that the goals that

have been designed can be achieved optimally; Cultural cognitive systems, according to Merrill in Hapzah et al. [32] knowledge of cultural systems is related to attitudes, experiences, beliefs, habits, and values attached to individuals in an organization.

Sippadu 2.0 as an innovation that was born that answered the challenges of the need for fast, transparent and reliable public services. Technological advances minimize costs for anyone who wants to manage a business license, what is meant by minimizing costs are the costs needed to manage permits such as document printing costs, photocopying costs, transportation costs and other costs. Therefore, this innovation can minimize the occurrence of bribery practices. The Sippadu 2.0 innovation cannot be separated from organizational governance that supports innovation, namely the Sidoarjo Regency Investment & One Stop Service Office, as explained in the first paragraph of this chapter, governance is supported by three main pillars, namely:

4.1.1 Regulative Systems

In relation to electronic-based business licensing as contained in Sippadu 2.0 the applicable regulatory bases are Government Regulation of the Republic of Indonesia Number 24 of 2018 concerning Electronically Integrated Business Licensing Services [19] and Sidoarjo Regent Regulation Number 8 of 2017 concerning Application of Information Technology in Services One-Stop Integrated [34]. After the issuance of Government Regulation Number 24 of 2018 above which regulates the Online Single Submisson (OSS) Sippadu 2.0 remains an application processing permits and is committed to being an OSS support application, namely with the license activation service released by OSS [13].

In practice, the Sippadu 2.0 innovation has fulfilled various regulatory aspects as an electronically integrated business licensing service. Clear regulations and the fulfillment of aspects in these regulations make Sippadu 2.0 as one of the business licensing processing applications that are beneficial to the community, especially business actors/prospective business actors.

Normative systems

Values and compliance or in other words can be called the discipline of service providers or apparatus. In Sippadu 2.0, there are no problems related to values, compliance or discipline. The Sippadu 2.0 service provider apparatus has carried out its duties properly, in accordance with the applicable laws and regulations. Likewise, the community feels that the service has been carried out well, this is proven by the continued addition of services and upgrading of the Sippadu version to maximize services to the community.

Cultural cognitive systems

Cultural Cognitive System or Cultural System according to Merill in Hapzah et al. [32] namely attitudes, experiences, beliefs, habits, and values attached to individuals. In the research of Prijono et al. [35] related to Sippadu, Sidoarjo Regency, especially those that discuss the service of its employees, it is explained that the service by its employees is quite responsive. Employees are considered good and responsive in responding to complaints from applicants when experiencing problems. Easy coordination between subordinates and leaders has resulted in increased employee performance in providing Sippadu 2.0 services.

The service provider apparatus has carried out its duties in accordance with applicable regulations, as well as the licensing process that has been in accordance with established regulations. Related to problems in obtaining permits, if there are problems such as the length of the licensing process and other questions, DPMPTSP opens a Q&A service that can be accessed by everyone. All questions in the service are answered directly by the officer and given directions as requested by the questioner.

Referring to the three main pillars of governance and innovation, it can be concluded that Sippadu 2.0 has fulfilled the three pillars. See how Sippadu 2.0 adjusts its services according to the applicable regulations. Furthermore, it is related to how employees or apparatus have high discipline towards values and compliance in the implementation of this Sippadu 2.0 innovation. Viewed from the cultural system, how employees respond to complaints and requests from applicants that can be seen in the Q & A column provided is also good. Seen employees answer and provide advice to applicants who have difficulty.

4.2 Source of the Ideas for Innovation

Ideas can come from anywhere, both from the community, leaders and employees within the organization itself. As a form of preventing bribery or illegal levies in the realm of business licensing in Sidoarjo Regency, Sippadu 2.0 emerged to answer these challenges. Based on research conducted by Suryadevi and Fanida [36] related to OSS in Sidoarjo Regency related to the Sippadu 2.0 innovation as described above. Based on this research, the sources of ideas for the formation of Sippadu 2.0 were none other than DPMPTSP employees themselves, the community through the suggestion box, Instagram, Facebook WhatsApp and the provided call center.

Apart from suggestions from employees and the public, the formation of Sippadu 2.0 was due to the need to provide business licensing services that could be done virtually due to the policy of limiting face-to-face meetings due to the Covid-19 pandemic. This idea was proven to solve the problem of delays in processing licensing activities by applicants due to the Covid-19 restriction policy from the government at that time.

4.3 Innovation Culture

Based on Suryadevi and Fanida's research [36] it was stated that before the Indonesian Government Regulation Number 24 of 2018 was implemented [19], the licensing process was still going through Sipadu 1.0 where at this time applicants were required to come to DPMPTSP Sidoarjo Regency to fulfill the requirements. If the applicant cannot meet the specified requirements, the applicant cannot continue the business licensing process. After the implementation of the Government Regulation as mentioned above, business licenses become integrated into a single unit called OSS (Online Single Submission) which with this system can accommodate almost all business licensing administration processes.

The emergence of OSS as one of the government's innovations in integrating business licensing in Indonesia did not make Sippadu's innovation die because of it, it even got the INOTEK Award for the Innovative II predicate for the Regional Innovation category in 2021 [13]. Sippadu was born with a new generation which is now known as Sippadu 2.0 which is different from the previous generation. Sippadu 2.0 does not

require applicants to come to the office and bring a lot of permit requirements. The applicant simply scans the document and uploads it to the sippadu.sidoarjokab.go.id page. After the process of uploading all the required requirements, Sippadu 2.0 will process the submitted documents. As mentioned above, there is already an OSS system that integrates licensing throughout Indonesia. The Sippadu 2.0 function as quoted from the website kominfo.jatimprov.go.id which states that Sipapdu 2.0 was developed as an application for processing commitment permit approval as a supporter of OSS [13].

4.4 Capabilities and Tools

Capabilities and tools in an innovation will affect how the performance of the innovation, whether it will run positively or negatively. In the Sippadu 2.0 innovation, Sidoarjo Regency, the ability of the Regency Government to make similar innovations is no longer in doubt, since the issuance of the Minister of Home Affairs Regulation Number 24 of 2006 concerning Guidelines for the Implementation of One-Stop Services [21], the Sidoarjo Regency Government at that time had developed a one-door-patterned licensing service, This pattern became known as PTSP (One Stop Service). With the passage of time PTSP felt the need for renewal, until the emergence of the Regulation of the Head of the Investment Coordinating Board (BKPM) Number 14 of 2009 concerning the Electronic Investment Licensing and Information Service System (SPIPISE) [23]. The system integrates licensing between the Investment Province Regional Apparatus (PDPPM) and the Investment Regency/City Regional Apparatus (PDKPM). One of the 16 registered PDKPMs is Sidoarjo Regency through the Integrated Licensing Service Agency (BPPT). According to research notes belonging to Nurwindiawati [37] Sidoarjo Regency was the first district in East Java Province to pioneer administrative services by implementing a one-stop integrated service pattern even before regulations related to PTSP were formed. Departing from the BPPT, the initial seeds for the development of Sippadu were formed and continue to evolve to meet service needs for the entire community.

Next, talking about the tool, namely the Sippadu 2.0 page or application itself, we found the Sippadu 2.0 online service to be easily accessible, even with the standard UI and UX design of the Indonesian government website. The menus in it are quite complete, from account registration, login, information, news, to the call center. Q&A services are provided through DPMPTSP's own website. We found that the Sippadu 2.0 page could not be accessed by visitors for several days, making it potential for applicants to not be able to get business licensing services in a timely manner. In addition, when viewed in terms of the responsiveness of the Sippadu 2.0 website, it still needs to be improved again, when this research was made the Sippadu 2.0 service website could not adjust to the appearance of the smartphone the user had to change it to desktop mode first. This is a detail that needs attention for the Sipapdu 2.0 website developer because of the tendency for people to access public services more often through smartphones.

Based on the description above, it can be concluded that the ability of the regional apparatus of Sidoarjo Regency, in this case the DPMPTSP, cannot be doubted, their experience in developing quality service innovations and often receiving awards at the regional and central levels for almost a decade is a proud achievement. Although in some aspects it is still related to the tool needs to be updated again.

4.4.1 Objectives Outcomes Drivers and Obstacles

The purpose of creating Sippadu 2.0 began when the community was unable to access licensing services at the Sidoarjo Regency DPMPTSP office due to restrictions due to the Covid-19 pandemic. So that the licensing service continues to run as it should, Sippadu 2.0 was launched with its services that can be accessed virtually. In addition, Sippadu 2.0 was also created to support the one-stop service set by the central government, namely OSS, for that Sippadu 2.0 is also positioned as a supporter of the OSS.

Compiled from the official website sidoarjokab.go.id [38] DPMPTSP through Sippadu 2.0 as of June 2020 has processed around 1,300 permits. After that year, there is no data on the number of permits that are in process or have completed the licensing process. This number is predicted to be several times higher than the latest data, given that many restrictive regulations due to the Covid-19 pandemic are gradually being lifted and the economic recovery movement that is taking place in each region.

The implementation of the Sippadu 2.0 innovation is not without obstacles. When compiling this research the Sippadu 2.0 website was repeatedly inaccessible, the website really could not be opened using any browser, either on a laptop/pc or smartphone. In addition, there was a problem with registering the applicant's account, where the researcher had difficulty registering an account on the Sippadu 2.0 page, the team tried to register many times but was stopped in the email verification process that did not come in.

4.4.2 Collecting Innovation Data for Single Innovations

Collecting innovation data for single innovations means that Sippadu 2.0 should become an independent electronic-based service system. Mandiri according to Prahalat and Ramaswamy [39] explained that, self-service in value creation factors in innovation, self-service value-creating factors in innovation explained that an electronic-based innovation must have the value of self-service where it is done via the internet, mobile phones, computer terminals, or ticket machines that allow customers to order, purchase and exchange resources without direct interaction with the service provider's service personnel.

So far Sippadu 2.0 has become an independent system because the factors as mentioned above have been met. Sippadu 2.0 is a licensing service system that can be accessed via the internet using computers, smartphones or other devices that can be connected to the internet. In addition, Sippadu 2.0 also allows for interaction between officers and fellow officers and with service recipients without any direct interaction between the two.

Overall, from the six innovation success factors mentioned above, it can be considered that Sippadu 2.0 is a successful innovation. It is reflected in how Sippadu 2.0 can adapt to the latest regulations so that it can continue to be used, besides that Sippadu 2.0 can also be a solution to the problem of applicants who cannot complete permits due to the government's ban on Work From Office (WFO) when the Covid-19 pandemic broke out in Indonesia.. Furthermore, when viewed from the explanation above, it can be concluded that the Sippadu 2.0 innovation is an innovation at a radical level because it brings fundamental changes in terms of service methods, which initially at Sippadu 1.0 still carried out face-to-face services, then with Sippadu 2.0 it was upgraded

to virtual services. This level of innovation is an innovation that requires support from many parties, especially political actors to make it a success because it is related to real improvements in public service performance in order to meet the expectations of service recipients [20].

5 Conclusion

Departing from the Covid-19 pandemic which requires people not to make physical contact during the pandemic. The emergence of innovations to answer business licensing problems that can be accessed anywhere and anytime. The innovation is implemented in the Sippadu (Integrated Licensing Service Information System) owned by the Investment Agency and One Stop Integrated Service (DPMPTSP). Sippadu has received several updates, one of the most crucial updates is that the service system can be done virtually, so this improved version of Sippadu is called Sippadu 2.0. Based on these improvements or changes, Sipapdu 2.0 can be categorized as innovation at radical which is an innovation with a fundamental change in public services or the introduction of completely new ways in organizational and service processes.

Based on the research focus in terms of Public Service Innovation Successes which consists of six factors, namely Governance and Innovation, Sources of The Ideas for Innovation, Innovation Culture, Capabilities and Tools, Objectives Outcomes Drivers and Obstacles, and Collecting Innovation Data for Single Innovations from the six factors There are problems with the Capabilities and Tools and Objectives Outcomes Drivers and Obstacles factors, this is because when this research was made, the Sippadu 2.0 website suddenly couldn't be accessed for several days, thus hampering people who might want to access the website. The next problem is that there is no notification why the Sippadu 2.0 website cannot be accessed and how the community processes permits when the website cannot be used. Apart from these two factors, other factors can be assessed as good overall, Sippadu 2.0 can really transmigrate services that were originally done face-to-face to be served virtually with Sippadu 2.0.

Suggestions that we can give to improve the quality of the implementation of Sippadu 2.0 is to improve the quality of the UI and UX design, the speed of sending email verification, as well as notification of the website when it is being repaired and an alternative is given.

The development of the world and the need for public services, be it licensing or the like will never stop. The public demands that the services provided can adapt to the conditions of the times so that innovation will not stop at any time.

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