

BINTAN BUSINESS AGENCY'S STRATEGY IN REALIZED MASTER PLAN FOR DEVELOPING A FREE TRADE ZONE AND FREE PORT IN THE PT. BINTAN INTI INDUSTRIAL ESTATE INDUSTRIAL AREA

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Abstract

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The development of industrial areas in Bintan Regency as part of the Batam-Bintan-Karimun (BBK) integration is an important strategy in encouraging economic growth and regional competitiveness through the development of a Free Trade Zone and Free Port (KPBPB). This study aims to analyze the strategy of the Bintan Business Agency (BP Bintan) in realizing the KPBPB development master plan in the PT. Bintan Inti Industrial Estate (BIIE) industrial area. The study uses a descriptive qualitative approach with data collection through in-depth interviews, documentation studies, and policy tracing using the concept of strategic management. The results show that BP Bintan's strategy in realizing the KPBPB Development Master Plan in the PT. BIIE Industrial Area is implemented adaptively, realistically, and contextually by maximizing administrative and facilitative roles through licensing services, area promotion, and cross-actor coordination to support the growth of the industrial area as a new economic center in Bintan Regency. Although the effectiveness of the strategy is still limited by institutional and budgetary factors, the strategic management process carried out by BP Bintan shows consistency between environmental scanning, strategy formulation, implementation, and evaluation and control in supporting the objectives of the KPBPB Master Plan.

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INTRODUCTION

Regional economic independence is a crucial factor determining community welfare and regional competitiveness. A region with a strong economy is not only able

to meet the basic needs of its citizens but also attract investment, create jobs, and improve social welfare. According to Layarg (2023), development in developing countries focuses more on the economic sector due to underdevelopment. Economic progress is a key factor in achieving development goals and driving various changes and innovations in other aspects of life. A stable economy allows people to have access to decent work, quality education, and adequate health services, thereby reducing poverty and improving living standards. Regional economic development is a process that includes the formation of new institutions, the development of alternative industries, improving workforce skills, identifying new markets, transferring knowledge, and establishing new companies. According to Fendy (2020), every regional economic development effort aims primarily to increase the number and variety of job opportunities for local communities. Local governments and communities must collaborate in taking initiatives to encourage regional economic growth.

One of the development efforts currently undertaken by regional governments is the development of industrial estates. Industrial estates are special areas used to concentrate various industrial activities and are equipped with supporting facilities and infrastructure managed by industrial estate management companies. In Indonesia, industrial estates were initially developed by the government through State-Owned Enterprises (BUMN) in response to the increasing number of industries that resulted in environmental pollution, limited infrastructure, and problems arising from proximity to residential areas. However, with the growth of both domestic and foreign investment, the government opened opportunities for the private sector to develop industrial estates through Presidential Decree No. 53 dated October 27, 1989, resulting in the emergence of various privately managed industrial estates in regional economic growth centers (Timoticin, 2021). In Indonesia, Special Economic Zones (SEZs) were established to support the regional economy and create a conducive environment for investment, exports, and trade activities to stimulate economic growth and act as catalysts for economic reform (Yesuari, 2010). In addition, there is an area specifically established to attract foreign investment, drive the industrial, manufacturing, goods and services sectors that support export and import economic activities, namely the Free Trade and Free Port Area (KPBPB).

The Free Trade Zone and Free Port (KPBPB) is one of the models being developed in 4 regions, namely Sabang, Batam, Karimun, and Bintan, to accelerate national development goals. Various breakthroughs are needed to optimize KPBPB into a world-class Free Trade Zone, including creating a positive investment climate, supporting regulations, and strengthening the role of the central, provincial, regional governments, state-owned enterprises, and the business community (Hutabarat, 2022). Special Economic Zones (SEZs) and Free Trade Zones (FTZs) essentially have the same goal, namely creating a conducive environment for investment and trade activities, but they differ in terms of concept, scope, and policy orientation. SEZs were established as a more comprehensive and strategic economic development instrument with the aim of encouraging national and regional economic growth while also becoming a catalyst for economic reform that focuses not only on trade and exports, but also includes the development of the industrial, tourism, logistics, services, and other economic sectors. Meanwhile, Free Trade Zones (FTZs) have a more limited scope and are developed primarily as free trade areas and export-oriented manufacturing industry centers with the primary objective of increasing international trade flows and attracting foreign

investment through exemption from import duties and taxes, flexibility in business arrangements, and the provision of fiscal incentives.

The Riau Islands Province (Kepri) is a strategic region in Indonesia with numerous rapidly developing industrial areas. Its location, directly bordering neighboring countries such as Singapore and Malaysia, makes Kepri a potential area for investment and industrial activity. Several areas such as Batam, Bintan, and Karimun have become major centers of industrial areas that support regional and national economic growth (Harefa, 2022). The Riau Islands Province has implemented integrated development in the Batam, Bintan, and Karimun Area (BBK), abbreviated as Tanjungpinang, which aims to optimize the region's potential. This integrated development is in line with Presidential Regulation Number 1 of 2024 concerning the Master Plan for the Development of the Batam, Bintan, and Karimun Free Trade and Free Port Area. The preparation of this Master Plan aims to formulate policy directions and strategic steps needed for the planned and sustainable development of the BBK Area. This will allow for the identification of policies relevant to the development of the BBK Area, including the potential, problems, and needs of the area.

The development plan for the Batam, Bintan, and Karimun Free Trade and Free Port Area (KPBPB BBK) is directed at integrating the area in an integrated and synergistic manner to accelerate regional and national economic growth through strengthening the strategic industrial and service sectors based on high value-added technology, accelerating regional infrastructure development, and improving connectivity and integrated logistics systems. The Master Plan also explains the existence of the Batam, Bintan, and Karimun Free Trade and Free Port Area Council or abbreviated as the KPBPB BBK Council which was formed as an institution that has a key role in the management and development of the free trade area and free port to ensure that the implementation of national policies runs in a directed, coordinated, and sustainable manner. The government also formed an Enterprise Agency that aims to carry out the management, development, and construction of the Batam, Bintan, and Karimun KPBPB as explained in PERPERS No. 1 of 2024 article 1 points 3 and 4. Management refers to the activities of regulating, controlling, coordinating, and optimally utilizing regional resources; development is a strategic effort aimed at improving the function, capacity, and competitiveness of the region to make it more attractive to investors; whereas development is a physical implementation that includes the construction of facilities and infrastructure in strategic areas.

The Bintan Regency Business Entity (BP) is a non-structural institution established to manage, develop, and develop strategic economic areas in the Bintan Regency based on Government Regulation Number 41 of 2021. BP Bintan is authorized to issue all business permits for entrepreneurs establishing and operating businesses in the Bintan Regency Business Entity (KPPBB) and to establish strategies and policy directions for the next five years focused on increasing institutional competitiveness to accelerate investment in the Bintan Region. Increasing BP Bintan's competitiveness is carried out through strengthening institutional accountability, including improving the quality of development planning, institutional capacity, and transparent and accountable financial management, improving integrated data management and reporting systems, increasing human resource competency through employee capacity development, and providing excellent, fast, and legal certainty-based licensing services. To encourage increased investment realization, BP Bintan optimizes the ease of licensing and

strengthens targeted and sustainable investment promotion activities supported by improving the quality and quantity of regional connectivity in the Bintan KPBPB, both through the development of transportation infrastructure, logistics, and regional accessibility.

This study took one of the KPBPB Areas, namely PT. Bintan Inti Industrial Estate (BIIE) located in the Lobam industrial area which has been designated as part of the National Strategic Area and is encouraged to become a new center of economic growth. Bintan Inti Industrial Estate (BIIE) is an industrial area located on Bintan Island and has been operating since 1994 until now, this area is the result of intergovernmental cooperation involving Singapore, Malaysia (Johor), and Indonesia (Riau), known as SIJORI (Singapore-Johor-Riau). The BIIE area was designated as a Free Trade and Free Port Area (KPBPB) on August 20, 2007 based on Government Regulation Number 47 of 2007 with a validity period of 70 years since this regulation was enacted. PT. BIIE is a company engaged in the development, operation and maintenance of the Bintan Industrial Estate since its establishment in 1994 and operates as a subsidiary of Gallant Venture Ltd with an industrial area of 4,000 hectares strategically located on Bintan Island, only about an hour from Singapore, supported by a pro-business environment with complete facilities including independent infrastructure that includes power generation, water and waste treatment, and telecommunications, supported by direct access to an exclusive ferry terminal and an international container port with customs, immigration and quarantine services.

In its development, BIIE initiated strategic projects such as the Bintan Halal Hub to address global demand for halal products with an investment value of around US\$150 million, an aerospace industrial area focusing on aircraft maintenance, repair, and overhaul (MRO) on 500 hectares of land with an estimated investment of US\$700 million, and a twin park collaboration with the Yuanhong Investment Zone to encourage increased Indonesian exports to China. As seen in table 1 below, the BIIE area development plan targets land expansion to more than 2,700 hectares by 2030 with an estimated total investment of more than US\$4,500 million and job creation of between 11,500 and 19,000 people, demonstrating the strong commitment of the local government and area managers in accelerating economic growth based on the manufacturing, maritime, and agribusiness sectors.

Table 1. Regional Development Plan (BIIE)

Sector	Land (ha) 2021–2025	Land (ha) 2025–2030	Investment (Million USD)	Labor (People)
Mix Industry and Halal Hub	640	1,433.4	1,500	5,000– 8,000
Maritime and its Supporting	158	397.4	1,000	2,000– 4,000
Airport, Aerospace, Aircraft Maintenance and Repair (MRO)	306.85	306.65	1,850	4,000– 6,000
Fishery	200	300	100	200–500
Agriculture	200	300	100	300–500

Data Source: BIIE, 2020

The investment target in the development planning of the PT. BIIE Area which is in line with the objectives of the Free Trade Zone and Free Port Development Master

Plan raises important questions regarding the strategy of BP Bintan in its efforts to realize the master plan for the development of the KPBPB by appointing BP Bintan as the manager, developer and developer in encouraging the realization of sustainable investment in the area. Sector development planning which is carried out in stages (short, medium, and long term) requires an appropriate strategy so that these stages can run according to plan, these strategies need to be studied empirically and it is necessary to analyze the extent to which coordination between BP Bintan and PT BIIE runs synergistically in managing the area. This study aims to determine and analyze the strategies implemented by the Bintan Business Agency in realizing the master plan for the development of the Free Trade Zone and Free Port in the industrial area of PT. Bintan Inti Industrial Estate (BIIE), and to evaluate the extent to which these strategies contribute to the growth of the industrial area as a new economic center in Bintan Regency. This research is expected to contribute to the development of government studies, especially in the field of public policy and strategic management of economic zones, enrich the literature on the role of government institutions in the management and development of industrial zones through a strategic approach, and become an academic reference for future researchers who wish to research similar topics.

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Strategy

The term strategy comes from the Greek word " *strategos* " which means an effort to achieve victory in battle, it can also be interpreted as careful planning to achieve certain goals with various meanings that are relevant and useful for decision makers in determining steps that support the sustainability and superiority of the group in the long term (Mahanani et al., 2021). According to Glueck and Jauch (1984), strategy is a comprehensive, integrated, and coordinated plan, which aims to align strategic advantages with the external environmental conditions faced in order to achieve predetermined goals, this definition emphasizes that the core of strategy lies in the organization's ability to adapt to its environment (Effendi, 2021). Strategy is a series of actions designed to achieve maximum effectiveness in business with the initial step of analyzing the company's internal and external environment using SWOT analysis to identify factors that support or hinder its growth (Simamora, 2021). According to Marwiyah (2023), strategy is a statement of objectives that formulates an approach to achieving organizational goals, emphasizing the importance of allocating key resources in the long term and efforts to match internal resources and capabilities with the organization's external environmental conditions. Zamzami (2021) states that there are five things that must be done for the strategy to be successful, namely planning , organizing, staffing, directing, and monitoring, which serve as tools for measuring performance, comparing actual results with plans, and taking necessary corrective steps (Zulkarnain, 2022; Yunina, 2024).

Strategic Management

Strategic management is the process of determining organizational goals, formulating policies, and planning to achieve predetermined goals, including allocating resources to implement policies and carry out plans to achieve these goals. Strategic management is a management process that aims to realize the organization's vision and mission, maintain relationships with the environment, especially stakeholders, and

includes the selection, implementation, and control of strategies to ensure the achievement of the organization's mission and goals. According to Sudiantini (2022), the objectives of strategic management include implementing and assessing the chosen strategy in an effective and efficient manner, conducting performance evaluations and adjustments if deviations occur, updating strategies continuously to stay in line with the dynamics of the external environment, regularly reviewing the strengths, weaknesses, opportunities and threats faced by the business, and carrying out continuous product innovation. The concept of strategic management according to Wheelen and Hunger (2003) has 4 concepts, namely environmental scanning *which* is the process of monitoring, evaluating, and collecting information from the internal and external environment to identify strategic factors using SWOT analysis (Hunger and Wheelen, 2006); strategy formulation *is* the process of preparing long-term plans to manage opportunities and threats from the environment by considering the company's strengths and weaknesses; strategy implementation *is* the process in which management turns strategies and policies into real actions through the preparation of programs, budgets, and procedures; and evaluation and control *is* the process of measuring the results achieved by the organization by comparing actual performance with targets or expected results.

Industrial Area Development

A region is an area with certain boundaries that has a special function, characterized by a diversity of physical and economic conditions but has a strong and mutually supportive functional relationship to encourage the acceleration of regional economic growth and improve community welfare (Tarigan, 2016). Regional development is an effort to strengthen and develop the relationship and interaction between economic systems, social systems, and the environment including natural resources, each of these systems has its own role and purpose (Murtiningrum, 2013). The goals of regional development include realizing an independent rural community with the support of adequate facilities and infrastructure, encouraging sustainable economic growth, reducing poverty rates through increasing community income, realizing equitable development by reducing disparities between regions, increasing human resource capacity and maintaining the sustainability of natural resources to support sustainable development, and encouraging the efficient and environmentally friendly use of space in rural areas. The development of strategic areas in Indonesia began in 1970 with the initiative to establish a Free Trade Zone and Free Port (KPBPB) or Free Trade Zone (FTZ), then in 1972 began designing Bonded *Warehouse Zones*, further developments were marked by the establishment of Industrial Zones in 1989, Integrated Economic Development Zones (KAPET) in 1996, and most recently the Special Economic Zone (KEK) in 2009 (Suryani, 2020).

RESEARCH METHODS

This research uses a qualitative method with a descriptive approach conducted in the PT. Bintan Inti Industrial Estate Industrial Area, Bintan Regency, Riau Islands Province. Qualitative research is a research method that relies on descriptive data in the form of language, both spoken and written, obtained from individuals or parties that can be directly observed (Adhi, 2020). The choice of qualitative methods is based on the consideration that this method provides an opportunity for researchers to understand in depth how the Bintan Business Agency designs and implements strategies in the

development of the PT. Bintan Inti Industrial Estate Industrial Area, allows researchers to explore processes that are difficult to measure quantitatively such as the motivations, experiences, and views of actors, and provides flexibility in data collection through in-depth interview techniques, observation, and document analysis. The focus of the research is an analysis of the strategies implemented by the Bintan Business Agency in the development of the PT. Bintan Inti Industrial Estate Industrial Area including how BP Bintan formulates industrial area management strategies, how these strategies are implemented in various development activities such as marketing, infrastructure management, and collaboration with relevant stakeholders, as well as supporting and inhibiting factors that influence the successful implementation of industrial area development strategies.

Table 2. Research Informants

Informant	As/Position	Information	Amount
Mr. Drs. Abimanyu	Deputy Head of BP Bintan	Mr. Abimanyu was chosen as a research informant because of his position as Deputy of the Bintan Business Agency (BP) which has a strategic role in the implementation, supervision, and coordination of the development of the Bintan Free Trade and Free Port Zone (FTZ) which is directly involved in cross-sector coordination as well as monitoring and evaluation of the program, so that he has a comprehensive understanding of the implementation of the Master Plan for Regional Development.	1
Mr. Dian Azhari Syam	Head of Admin and Legal Department of PT Bintan Inti Industrial Estate	Mr. Dian Azhari Syam was chosen as an informant because of his position as Head of the Administration and Legal Department of PT BIIE, which has a strategic role in the management of industrial areas, especially in the aspects of administration, licensing, and legal compliance, which is directly involved in coordination with BP Bintan and related government agencies, so that he has a deep understanding of the implementation of policies, regulations, and the dynamics of industrial area development.	1
Dr. Ady Muzwardi, S.IP., MA., MHI	Academics	Dr. Ady Muzwardi was chosen as a supporting informant because of his position as an academic, researcher, and consultant who has in-depth expertise in the field of public regulations as well as extensive experience in regional development policy studies, particularly in the issues of industrial area development and public institutional governance which can contribute in the form of theoretical and critical analysis of the strategies implemented by BP Bintan.	1
Mr. Rahut T. Hutajulu, S.Sos., MH	Head of Marketing Division of BP Bintan	Mr. Rahut T. Hutajulu was chosen as an informant because of his position as Head of Marketing of BP Bintan who has a strategic role in planning and implementing promotional and marketing strategies for the Bintan Free Trade and Free Port Zone (FTZ) who is directly involved in coordination with the Regional Government and related stakeholders to increase the attractiveness of the area for investors and visitors.	1

Source: Processed Researcher Data 2025

The data collection techniques used were semi-structured interviews with purposively selected informants, documentation in the form of policy documents,

official reports, and archives related to regional development, and observation to obtain supporting data. Data analysis techniques used a systematic approach that included data collection, grouping into categories based on similar themes or patterns, dividing into smaller or more specific units, identifying important elements such as patterns of relationships between variables, supporting factors, obstacles, and unique findings, and drawing analytical and interpretive conclusions to provide a clear and comprehensive picture of the phenomenon being studied (Almira et al., 2022).

RESULTS AND DISCUSSION

Environmental Scanning

Environmental scanning is a process carried out by an organization to monitor, assess, and collect various information originating from the internal and external environment as a basis for strategic decision making aimed at identifying strategic factors that influence the sustainability and direction of organizational policies. Analysis of the internal and external environmental conditions of BP Bintan shows that the role of BP Bintan in realizing the KPBPB Development Master Plan is greatly influenced by the limitations of its institutional authority, BP Bintan has an administrative role, especially in licensing services for the industrial area of PT. Bintan Inti Industrial Estate (BIIE) and does not have technical operational authority in development or physical construction within the industrial area because the management of the area is entirely in the hands of the area manager. This limited authority is an internal factor that limits BP Bintan's room for maneuver in directly supporting the implementation of the Master Plan, however, BP Bintan continues to strive to optimize its role by adjusting the organizational strategy as stated in the Strategic Plan (Renstra) which is directed at improving the quality and ease of licensing services as a form of real contribution in encouraging the investment climate in the KPBPB area.

The basic differences in the regulations for the establishment of BP Bintan (PP No. 47 of 2007) and BP Batam (PP No. 46 of 2007) indicate an imbalance in the authority scheme, where BP Batam received more comprehensive institutional strengthening and licensing and covered the entire city area so that it has a more dominant and strategic role, while BP Bintan only covers certain areas so that its role is more administrative and facilitative. This lack of synchronization between planning policies and operational authority arrangements has a direct impact on the effectiveness of organizational performance, especially in the implementation of area management functions and investment acceleration, as a result BP Bintan tends to function as an administrative facilitator rather than as an area manager with strategic control power. A SWOT analysis of BP Bintan shows that its main strength lies in its strategic authority in issuing and servicing permits that directly support the objectives of the Master Plan in encouraging increased investment in the KPBPB area as well as a commitment to provide support as long as development and investment activities remain within the corridor of applicable regulations and laws that indicate legal certainty. The main weakness is the limited authority in the management system and administration of industrial areas so that BP Bintan cannot be involved in the internal management system of the PT Area manager. BIIE is involved in technical and operational decision-making for development in the area, making BP Bintan's role in realizing the KPBPB Master Plan indirect and highly dependent on the initiative and capacity of area managers.



Strategy Formulation

Strategy formulation is the process of preparing a structured long-term plan to determine the direction, objectives, and strategic steps that will be implemented by the organization to achieve the established vision and mission. The strategy implemented by BP Bintan in realizing the KPBPB Development Master Plan in the PT. BIIE Industrial Estate focuses on optimizing the administrative and facilitative role through three main pillars, namely effective and efficient licensing services, area promotion to attract investment, and coordination with relevant stakeholders. The licensing service strategy is directed at providing convenience and acceleration of the licensing process for investors who wish to invest in the KPBPB Bintan area, including PT. BIIE, through simplification of procedures, improvement of service quality, and implementation of an integrated licensing system based on legal certainty. The formulation of this strategy is adjusted to the limitations of BP Bintan's institutional authority, which is administrative in nature, so that the focus of the strategy is directed at aspects that are within BP Bintan's direct authority.

The regional promotion strategy is carried out to increase the attractiveness of the Bintan KPBPB area, especially PT. BIIE, for domestic and international investors through targeted and sustainable investment promotion activities, providing comprehensive information on the potential and advantages of the area, and participating in various investment forums and exhibitions. The coordination strategy with stakeholders is carried out to ensure synergy between BP Bintan, the PT. BIIE area manager, the local government, and investors in realizing the objectives of the KPBPB development Master Plan through the establishment of an effective coordination mechanism, policy alignment between the central and local governments, and the development of strategic partnerships with various related parties. The formulation of BP Bintan's strategy is carried out by considering the results of environmental scanning which shows limited operational authority but still has a strategic role in the aspects of licensing and investment facilitation, so that the formulated strategy is adaptive, realistic, and in accordance with existing institutional conditions.

Strategy Implementation

Strategy implementation is the process of implementing strategic plans that have been prepared into concrete steps to achieve organizational goals that include resource allocation, establishing an appropriate organizational structure, determining operational policies, setting work mechanisms, and monitoring program implementation so that strategies can be implemented effectively. The implementation of the licensing service strategy is carried out by BP Bintan through granting permits for the suitability of spatial use and land allocation for investors who wish to invest in the KPBPB area including PT. BIIE, simplifying licensing procedures by reducing the stages and time required, improving service quality through human resource training and the use of information technology, and issuing various types of business permits in accordance with the authority held by BP Bintan. The implementation of this licensing service is carried out while still paying attention to aspects of legal certainty and compliance with applicable regulations so as to provide assurance to investors that the licensing process is carried out in a transparent and accountable manner.

The implementation of the regional promotion strategy is carried out through various activities such as participation in investment forums and exhibitions both at the national and international levels, providing comprehensive information regarding the

potential and advantages of the Bintan KPBPB area through websites and other promotional media, direct visits to potential investors to present investment opportunities in the area, and collaboration with various institutions and organizations to expand the promotional network. The implementation of the coordination strategy is carried out through the establishment of a coordination forum involving BP Bintan, PT. BIIE, local governments, and other stakeholders to discuss various issues related to regional development, policy alignment between the central and regional governments to ensure support for the development of the KPBPB area, and the development of strategic partnerships with various parties to support the realization of the KPBPB development Master Plan. The implementation of these three strategies is carried out in an integrated and mutually supportive manner to maximize the role of BP Bintan in realizing the KPBPB development Master Plan in the PT. BIIE Industrial Estate despite limited institutional authority.

Evaluation and Control

Evaluation and control is a process of reviewing and measuring the implementation of strategies to ensure that organizational goals and objectives are achieved as planned, which includes performance measurement, comparison between achievements obtained and predetermined targets, and identification of obstacles or deviations that arise. The evaluation conducted by BP Bintan on the implementation of strategies in realizing the KPBPB development Master Plan in the PT. BIIE Industrial Estate shows that the implemented strategy has been running in accordance with the authority and institutional capacity owned. The performance of licensing services shows an increase in terms of time efficiency and quality of services provided to investors, the performance of area promotion shows an increase in awareness of the potential and advantages of the Bintan KPBPB area among domestic and international investors, and the performance of coordination with stakeholders shows an increase in synergy and cooperation in area development. However, the evaluation also identified several obstacles and challenges faced by BP Bintan in realizing the KPBPB development Master Plan.

The main obstacle faced is the limited institutional authority that limits the scope of BP Bintan's movement in being directly involved in the development and construction of the area so that the role of BP Bintan is more facilitative and cannot intervene in technical and operational decisions of area management by PT. BIIE. The limited budget and resources owned by BP Bintan also become obstacles in implementing the promotion and development programs of the area optimally, dependence on the initiative and capacity of area managers in realizing physical development in the area makes the effectiveness of BP Bintan's strategy greatly influenced by the commitment and ability of PT. BIIE in implementing the area development plan. The control mechanisms implemented by BP Bintan include regular monitoring of the implementation of the strategy through routine coordination meetings, performance evaluation based on indicators that have been determined in the Strategic Plan (Renstra), adjustments to the strategy if necessary based on the results of the evaluation and changes in environmental conditions, and performance reporting to related parties as a form of accountability. The results of this evaluation and control indicate that BP Bintan's strategy in realizing the Master Plan for the development of KPBPB in the Industrial Estate of PT. BIIE has been implemented consistently although there are still various obstacles and challenges that need to be overcome through

institutional strengthening and regulatory harmonization.

CONCLUSION

Based on the results of the discussion and analysis of the research, it can be concluded that the Bintan Business Agency (BP) has implemented a strategic management process in realizing the Master Plan for the Development of Free Trade Zones and Free Ports (KPBPB) in the Industrial Area of PT. Bintan Inti Industrial Estate (BIIE) although its implementation is still influenced by limited authority and institutional resources. At the environmental scanning stage, BP Bintan has well understood the internal and external conditions of the organization where its main strength lies in the administrative authority in licensing services while its weaknesses lie in the limited operational authority and management of industrial areas, facing opportunities in the form of national policies for accelerating investment and the existence of PT. BIIE as an industrial area manager that is in line with the objectives of the KPBPB Master Plan but there are threats in the form of limited structural coordination, budget dependence on the central government, and regulatory complexity that limits organizational flexibility. The formulation of BP Bintan's strategy is adjusted to the formal authority and internal capacity of the organization which is focused on strengthening licensing services and investment facilitation as the main instruments in supporting the realization of the KPBPB Master Plan and area promotion as a functional strategy to increase the attractiveness of the Bintan FTZ area. The strategy implementation is carried out through improving the quality of licensing services, implementing sustainable area promotions, and supporting the development of supporting infrastructure with a collaborative and coordinated approach, especially with PT. BIIE as the manager of the industrial area and with the regional and central governments. Evaluation and control are carried out through a flexible and sustainable cross-sectoral coordination and communication mechanism with a focus on identifying obstacles and finding solutions in the field through program alignment and synergy between stakeholders. Overall, BP Bintan's strategy in realizing the KPBPB Development Master Plan in the PT. BIIE Industrial Area is implemented adaptively, realistically, and contextually to support the growth of the industrial area as a new economic center in Bintan Regency, although the effectiveness of the strategy is still limited by institutional and budgetary factors, the strategic management process carried out by BP Bintan shows consistency between environmental scanning, strategy formulation, implementation, and evaluation and control in supporting the objectives of the KPBPB Master Plan.

Based on the conclusion of the research results regarding the strategy of the Bintan Business Agency (BP) in realizing the Master Plan for the Development of Free Trade Areas and Free Ports (KPBPB) in the Industrial Area of PT. Bintan Inti Industrial Estate (BIIE), BP Bintan is advised to strengthen the environmental scanning mechanism in a more systematic and structured manner, especially in identifying changes in national policies, investment regulatory dynamics, and evolving investor needs supported by the preparation of documented strategic environmental analyses such as SWOT analyses that are updated regularly. The formulation of strategies needs to continue to maintain alignment between the KPBPB Master Plan, BP Bintan's Strategic Plan, and the regional development policies of Bintan Regency as well as strengthening the role of BP Bintan in the strategic policy formulation forum so that it



does not only function as an administrative facilitator but also as an actor capable of providing data-based policy recommendations and field needs directed at the development of innovative licensing services and area promotion models that are more integrated with industrial area managers. The implementation of the strategy needs to strengthen cross-sectoral coordination with local governments, central governments, and industrial area managers of PT. BIIE, especially in the implementation of supporting programs such as infrastructure development and improvement, encourages the optimization of digital technology utilization in licensing services and investment promotion to increase efficiency, transparency, and certainty for investors, as well as institutional advocacy efforts to the central government so that BP Bintan obtains more adequate authority and budget support. Evaluation and control need to develop a more measurable and indicator-based performance evaluation system with the preparation of strategic performance indicators (*Key Performance Indicators / KPI*) that are aligned with the objectives of the KPBPB Master Plan as well as documentation of evaluation results and strengthened policy follow-up so that the evaluation process is not only discursive but also becomes the basis for continuous *improvement*.

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