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IKN NUSANTARA INVESTMENT RETROSPECTIVE; APPLE INVESTMENT CURTAILMENT STUDY: INDONESIA AND VIETNAM TECHNOSTRUCTURE

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Abstract:
In the government's efforts to collect investment for the IKN (National Capital) of the Archipelago in Indonesia, technostructure, or advanced technological infrastructure, is one of the crucial factors in attracting investment from global technology companies. However, Indonesia still faces significant challenges in technostructure readiness compared to countries such as Vietnam, reflecting on the investment selection of the technology company Apple. This study aims to analyze the current state of Indonesia's technostructure, compare it with Vietnam, and formulate what strategic steps are needed by the Indonesian government to develop a better technostructure in the next three decades. Using a descriptive qualitative approach, this study gathers data through purposive sampling, literature studies, documentation, and other supporting data to gain a comprehensive understanding of the technostructure of the two countries. The discussion includes a detailed analysis of Indonesia's technostructure and its challenges. Then, the study continues by comparing the readiness of Indonesia's and Vietnam's technostructures to highlight the strengths and weaknesses of each country, and the final stage details the strategic steps that the Indonesian government must take in the next three decades to achieve competitive technostructure readiness in Indonesia. This study concludes that it is essential for Indonesia to accelerate the development of technostructure to increase the attractiveness of global technology investment, especially with open management.

Keywords: Technostructure, Technology Investment, Indonesia-Vietnam Comparison

INTRODUCTION

The perspective of Apple's investment confinement in Indonesia is mainly due to the unpreparedness of the technostructure or technological infrastructure that accommodates investor needs. Although the Indonesian market is promising, limitations in technological infrastructure, such as uneven internet networks, low network quality, and lack of advanced technological support, are significant obstacles for Apple to optimize its operations and services (Mel, 2022). This condition highlights the importance of developing a solid technostructure as a foundation for global technology company investment in Indonesia. This vital technological infrastructure must also be

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supported by an open (transparent) management system, which is the key to attracting investment (investors) from global technology companies.

Retrospecting Apple's decision to cancel its expansion in Indonesia and flee to Vietnam (Azimah, 2024). It is evidence that the country is better able to offer a combination of increasingly developing technostructure and a conducive business environment. Vietnam has invested significantly in improving its technological infrastructure, including expanding a more evenly distributed high-speed internet network and developing sophisticated data centers and manufacturing facilities related to the trust in the quality of Apple products (Heptariza, 2023). In addition, Vietnam has a pro-investment government policy, with various incentives for global technology companies and supportive political stability. Indonesia needs to study the technostructure in Vietnam, which is quite competitive with the availability of skilled labor in information and communication technology (ICT), allowing companies like Apple to establish production bases and product development more efficiently. Physical infrastructure, such as a reliable electricity grid and rapidly developing transportation, also contribute to Vietnam's attractiveness as an investment destination. All these factors make Vietnam a strategic choice for Apple in expanding its operations in the Asian region.

Learning from Indonesia's failure to attract investment from Apple, which ultimately chose Vietnam as its expansion destination, Indonesia needs to evaluate its open management approach in developing the Indonesian Capital City (IKN) (Wistiasari, 2023). Although open management promises transparency and collaboration, this experience shows that this approach must be accompanied by adequate technostructural readiness to attract global technology companies. Indonesia must aggressively improve its national technostructure to avoid similar failures in attracting investment to the Indonesian IKN. It includes improving the quality and availability of the internet, strengthening data centers, and ensuring that regulations are pro-investment and consistent (Ichwani, 2023). The government must also adopt lessons from Vietnam by creating policies that support flexibility for global technology companies, including data storage and licensing processes. Open management in the context of the Indonesian IKN must also mean openness to listening and learning from previous failures. By understanding why Apple chose Vietnam, the Indonesian government can adjust its strategy to ensure that the IKN becomes a national symbol and a globally recognized center for technological innovation. It will require a long-term commitment to address existing technostructural challenges while continuing to foster an investment and innovation-friendly environment.

METHODS

This study uses a descriptive qualitative method to analyze and compare the technostructures of Indonesia and Vietnam in the context of attracting global technology investment. Using literature studies, videography, and secondary data, data were collected through purposive sampling. The literature study includes a review of research and industry reports, while documentation is used to analyze the conditions and preparations of technostructures in both countries. Supporting data, such as expert economic opinions and government reports, are also integrated. The results of the descriptive analysis will identify the strengths and weaknesses of technostructures in Indonesia and Vietnam, as well as provide insight into why Apple chose Vietnam for its expansion and what Indonesia can learn to support the development of the Indonesian Archipelago's National Capital City (IKN).

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Source: Author's Results.

Figure 1. Research Method Scheme.

This research method scheme describes the process of analysis and learning from Indonesia's failure to attract technostructural investment from global technology companies such as Apple, in which Vietnam succeeded in becoming the winner. This scheme began with an investment decision by Apple, which chose Vietnam because of its better technostructural readiness, while Indonesia lost in this competition. This failure is the basis for analyzing and improving Indonesia's technostructural readiness, especially in the context of the development of the Indonesian Capital City (IKN) (Purnama, 2024). Literature studies, documentation, and other supporting data are the primary sources for understanding technostructural preparation in both countries, focusing on research reviews, industry reports, and expert economic opinions.

The results of this process are used to evaluate the readiness of technostructure and open management in Indonesia in the next three decades: 10, 20, and 30 years. This evaluation is expected to provide direction for improving technostructure and open management strategies, which will ultimately support investment in the IKN Nusantara and other investments in Indonesia in the future. This research hopes to find the proper steps to take by the Indonesian government to improve technostructure and create a more attractive and competitive open management environment for global investment in Indonesia's future.

RESULT AND DISCUSSION

Indonesia's technostructural Unpreparedness. Indonesia's technostructural unpreparedness is one of the main obstacles to attracting global technology investment, as seen in the failure to attract Apple's expansion. Although Indonesia has great potential with a large population and rapid economic growth, inadequate technological infrastructure, low internet quality, and limited skilled human resources are significant challenges. Here are 5 aspects that are obstacles to Indonesia's technostructure readiness, from the conditions and their impacts:

Table 1. Aspects of Indonesia's technostructural Readiness.

Aspect	Conditions in Indonesia	Impact

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Internet Availability and Quality	Internet access is not evenly distributed, especially in rural and remote areas; internet speeds still need to catch up with those of other countries.	Hindering information distribution and the digital economy's development throughout Indonesia.
Physical Infrastructure	More reliable modern data centers are needed, and the capacity and quality of supporting infrastructure, such as stable power supply and efficient cooling systems, are limited.	It is not easy to attract technology companies requiring sophisticated and reliable infrastructure.
Regulations and Policies	Government policies are often changing, and regulations regarding local data storage and foreign technology expansion must be more supportive.	Reducing the attractiveness of foreign investment in the technology sector.
Human Resources	Limited skilled workforce in ICT; need for adequate technology education and training.	It makes it difficult for Indonesia to develop and operate advanced technology.
Cyber Security	Inadequate cybersecurity infrastructure to protect data and systems from cyber threats.	Reduces the confidence of global technology companies to operate in Indonesia.

Source: Author's Results.

Indonesia's technostructural unpreparedness encompasses several essential aspects that overall hamper the country's ability to attract investment from global technology companies such as Apple (Anggraeni, 2024). Starting from the problem of internet availability and quality, which is very prominent, unequal internet access, especially in rural and remote areas, is a significant barrier. Indonesia's Internet speed is still lagging behind other countries, making it less competitive as a technology center. In addition, the physical infrastructure in Indonesia still needs to be ready to support the high-tech industry (Pitoko, 2024). The lack of modern and reliable data centers and the limited capacity and quality of supporting infrastructure, such as stable electricity supplies and efficient cooling systems, add to the challenges of operating advanced technology.

Equally important is that Indonesian government regulations and policies often change or are less supportive of technological development and foreign investment. For example, regulations related to local data storage and limiting foreign technology expansion often become obstacles for international companies wishing to enter the Indonesian market. In addition, the limited human resources skilled in information and communication technology (ICT) are another obstacle. The need for a workforce with the skills needed in the technology industry hampers the country's ability to develop and operate advanced technology (Chan, 2017). Of course, this infrastructure also needs to be supported by cybersecurity; in Indonesia, cybersecurity is not yet adequate to protect data and systems from cyber threats, which is a crucial factor for global technology companies that rely heavily on data security.

Finally, the low adoption rate of advanced technologies by local communities and businesses indicates that the innovation ecosystem in Indonesia still needs to be developed. The lack of support for developing new technologies and the widespread adoption of innovations adds to the challenges for companies like Apple, which require a mature and innovative technological environment to

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thrive (Froud, 2012). All these factors reflect Indonesia's unpreparedness to provide a robust and reliable technostructure, which ultimately makes the country less competitive than other countries, such as Vietnam, in attracting global technology investment (Froud, 2014).

Indonesia's unprepared technological infrastructure hampers the implementation of open management, which demands transparency, participation, and broad collaboration. Weak technological infrastructure limits the ability to share information effectively, slowing down data-driven decision-making and hindering the active involvement of various stakeholders, including the private sector and the wider community, which is essential for open management to attract global investors.

Comparison of Technostructural Readiness of Vietnam with Indonesia. The comparison of technostructural readiness between Vietnam and Indonesia shows why Vietnam has succeeded in attracting Apple's expansion while Indonesia still needs to do so. Vietnam has shown significant progress in developing technological infrastructure, with an even internet network and better speed than Indonesia. Here are the same 5 aspects used again, but as a comparison of the technostructure readiness of Indonesia and Vietnam:

Table 2. Comparison of Technostructural Readiness of Indonesia and Vietnam.

Aspect	Indonesia	Vietnam
Internet Availability and Quality	Internet access needs to be more evenly distributed, especially in rural areas. Internet speed is relatively low.	The internet network is more evenly distributed and has good speed, especially in big cities.
Physical Infrastructure	Limited modern data centers and supporting infrastructure such as electricity that is only sometimes stable.	More advanced physical infrastructure, including modern data centers and manufacturing facilities, is ready to support large-scale production.
Regulations and Policies	Obstacles include frequently changing regulations, a need for clear incentives for foreign investors, and local data storage requirements.	Investment-friendly environment, regulatory stability, and strong government support with various incentives for global technology companies.
Human Resources	A limited skilled workforce in ICT hampers the ability to attract advanced technology investment.	A skilled workforce resulting from investments in technical education and training, ready to work in the technology sector.
Stability and Security	Stable, but cybersecurity still needs to be entirely adequate.	High political stability and security provide a sense of security for long-term investment.

Source: Author's Results.

In comparing the technostructural readiness of Indonesia and Vietnam, several main factors show why Vietnam is superior and has succeeded in attracting Apple's expansion compared to

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Indonesia (Liang, 2016). Regarding internet quality and availability, Vietnam has a more evenly distributed internet network with reasonably good speed, especially in big cities, and a solid commitment to expanding internet access to all corners of the country. On the other hand, although there has been an increase, internet access in Indonesia is still uneven, especially in rural areas and remote islands, with lower speeds than Vietnam, which is an obstacle for high-tech operations.

Regarding physical infrastructure, Vietnam is more advanced, with modern data centers and manufacturing facilities ready to support large-scale production. At the same time, Indonesia still needs more infrastructure, including limited reliable data centers and unstable electricity grids across the region (Girsang et al., 2024). Regarding government policy and regulations, Vietnam has created an investment-friendly environment by providing various incentives for global technology companies, plus regulatory stability that makes it more attractive to Apple (Nguyen, 2024). In contrast, Indonesia is less competitive due to frequently changing regulations and a need for clear incentives for foreign investors, plus local requirements such as data storage that are a barrier to the scale of a company like Apple.

In addition, Vietnam has a skilled workforce that is ready to work in the technology sector, thanks to investments in technical education and training. At the same time, Indonesia still needs more truly skilled ICT workers, which hampers the country's ability to attract high-tech investment (Thieu, 2016). Vietnam's relatively high political and security stability also provides a sense of security for multinational companies to invest long-term. At the same time, Indonesia faces challenges in cybersecurity that still need to be fully adequate, which is essential for technology companies such as Apple. Overall, Vietnam is superior in various aspects of technostructure, making it better prepared to support Apple's expansion. Indonesia's failure to attract this expansion (Sasmita, 2024) shows the need for significant improvements in technology infrastructure, regulation, and human resource development to compete more effectively. With a more advanced technostructure, Vietnam can better implement open management principles that involve active participation from various stakeholders. Reliable infrastructure allows the government and companies in Vietnam to implement more transparent and collaborative policies, thereby strengthening foreign investor confidence (Phan, 2018). On the contrary, technostructural limitations in Indonesia hamper the effective implementation of open management, making the country less attractive for technology investment.

Long-Term Preparation Proposal for the Development of Indonesian Technostructure. To achieve Indonesia's technostructure readiness, which can attract investment from global technology companies such as Apple, the Indonesian government must formulate and implement a long-term strategy. The author summarizes the evaluation results and introspection of the steps needed and the main focus of preparation for sustainability (Darmawan, 2023), covered in three decades: 10 years, 20 years, and the next 30 years. The following are the steps needed and the main focus of preparation that can be applied in each phase:

Table 3. Proposed Steps for Preparing Indonesia's Future Technostructure

Time	Required Steps	Main Focus
Next 10 Years (2024-2034)	**Improving Internet Access and Networks:** Accelerating the development of Internet network infrastructure, including 5G and fiber optic technology.	Equalizing internet access and improving network quality.

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	Data Center Development and Physical Infrastructure: Building modern data centers, ensuring stable power supply.	Strengthening physical infrastructure and basic technology.
	Investment-Friendly Regulation: Simplifying regulations, providing incentives, and building a robust cybersecurity system.	Creating a conducive and safe business environment.
	Human Resource Development: Investment in technology education, ICT training, and private sector collaboration.	Improving workforce skills in the technology sector.
	Technology Infrastructure Expansion: Developing smart cities, IoT infrastructure, and integrated digital ecosystems.	Innovation and expansion of technology across sectors.
Next 20 Years (2034-2054)	**Improving the Quality of Human Resources:** Further education programs, technology innovation centers, startup incubators.	Local quality improvement and innovation.
	Strengthening International Relations: Global technology cooperation, Indonesia's position as a technology hub in Southeast Asia.	Technology transfer and international cooperation.
30 Years to Come (2054-2084)	**Technology and Innovation Pioneer:** Indonesia is a global leader in developing advanced and sustainable technology.	Global leadership in technological innovation.
	Technology-Based Economic Transformation: Technology integration into all economic sectors, prioritizing R&D.	Complete digitalization of the economy and focus on innovation.

Source: Author's Results.

Observing the table above, the preparation of technostructure and open management needs to be addressed in several main areas. In the next 10 years (2024-2034), Indonesia will focus on building a solid technostructure foundation by accelerating the development of internet network infrastructure, especially in rural areas, to ensure equal competitive access (Marwoto, 2018). Massive investments in network technologies such as 5G and fiber optics will increase internet speed and stability (Masdiantini et al., 2023). In addition, developing modern data centers and increasing reliable energy capacity are priorities to support vital technology infrastructure. Investment-friendly regulations will also be simplified to attract global technology companies while strengthening cybersecurity systems. Improving human resources through technology education and skills training will ensure that Indonesia has a workforce ready to compete globally.

In the next 20 years (2034-2054), the focus will shift to technological expansion and innovation. Technological infrastructure will be expanded and refined to create intelligent cities and IoT-based digital ecosystems. Technological education will continue to be enhanced with advanced programs such as AI and blockchain. Indonesia will also strengthen its ties with developed countries for knowledge transfer while building local technological innovation centers to attract global talent and strengthen Indonesia's position as a technology hub in Southeast Asia.

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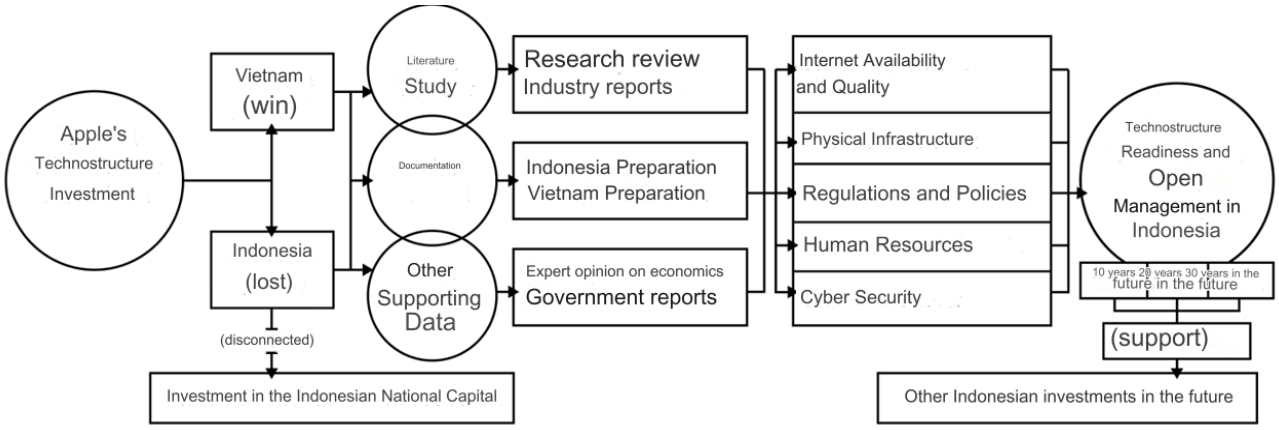
In the next 30 years (2054-2084), Indonesia aims to become a global leader in technology, focusing on developing advanced and sustainable technologies that can be exported to international markets (Ferayanti et al., 2024). The technology-based economy will be integrated into all sectors, creating a fully digital and automated ecosystem, including updated business models (Pertiwi, 2023). Policies will prioritize investment in technology research and development, with a commitment to the sustainability and security of technology, including the application of green technology and increased cybersecurity to protect critical infrastructure from increasingly complex threats (Haryanto, 2024). By following these steps gradually, Indonesia can achieve technostructural readiness that will attract global investment and make the country a leader in technology in the future.

In the context of open management, long-term preparation for developing Indonesia's technostructure must include increasing transparency and public participation in the planning and implementation process of infrastructure projects (Aprilia, 2024). Developing inclusive and affordable technology will enable more open and accountable management, where the community can access data and information, supporting better and collaborative decision-making between the government, the private sector, and the community.

The five aspects discussed—internet availability and quality, physical infrastructure, regulations and policies, human resources, and cybersecurity—contribute significantly to technostructure readiness (Editor, 2024). The results of this study indicate that Vietnam is superior in integrating these aspects. At the same time, Indonesia needs to make more long-term severe efforts to achieve competitive technostructure readiness, which supports the implementation of open management and attracts more technology investment in the Golden Indonesia 2045 era (Rahayu, 2024).



Source: Author's Results.

Figure 2. Scheme of 5 Aspects of Indonesia's Readiness.

CONCLUSION

The conclusion of this study shows that Indonesia's technostructural unpreparedness is the main factor causing Indonesia's failure to attract investment from companies such as Apple compared to Vietnam (Editor, 2024). This difference shows that Indonesia needs to significantly improve its technostructure to compete in the future, primarily through well-planned long-term preparation. Research reviews and industry reports provide an in-depth understanding of current

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conditions. In contrast, documentation on each country's preparation, expert opinions, and government reports strengthen the comparative analysis (Maulida, 2024). The interconnectedness of these data produces a holistic understanding of the determinants of attracting technology investment.

Through comparative analysis with Vietnam and the proposed long-term improvements in this study, it is hoped that Indonesia can increase its competitiveness and become a significant player in the world's technology ecosystem (Susanto, 2024). This success depends not only on improving infrastructure and policies but also on ongoing efforts in human resource development and adopting advanced technologies, which will play an essential role in realizing Indonesia's vision as a leading technology hub.

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