



CCIPE

教育部中外人文交流中心  
China Center for International People-to-People Exchange



华中师范大学  
CENTRAL CHINA NORMAL UNIVERSITY

# 2019中印尼人文交流发展论坛

CHINA-INDONESIA PEOPLE-TO-PEOPLE  
EXCHANGE DEVELOPMENT FORUM (2019)

## 会议手册

CONFERENCE MANUAL

主办单位：教育部中外人文交流中心

HOSTED BY CHINA CENTER FOR INTERNATIONAL  
PEOPLE-TO-PEOPLE EXCHANGE

承办单位：华中师范大学、中国-印尼高校智库联盟

ORGANIZED BY CENTRAL CHINA NORMAL UNIVERSITY &  
CHINA-INDONESIA UNIVERSITY THINK TANK ALLIANCE

协办单位：北京外国语大学

CO-ORGANIZED BY BEIJING FOREIGN STUDIES UNIVERSITY

支持单位：湖北省教育厅

SUPPORTED BY HUBEI PROVINCIAL DEPARTMENT OF EDUCATION

武汉·华中师范大学

CENTRAL CHINA NORMAL UNIVERSITY · WUHAN

2019年11月21—23日

21-23 NOVEMBER, 2019

## Notice for Participants

Dear Participants,

Warmly welcome to attend the conference. For better understanding of related arrangements, please kindly check the details as follow:

### 1. Conference Theme

*Adhering to the Concept of People-to-People Exchange to Promote Sustainable Development of Sino-Indonesian Relations*

### 2. Conference Timetable

Time			Venue
21 <sup>st</sup> November	09:00—24:00	Registration	Lobby, 1 <sup>st</sup> Floor, Nan Yuan Building, Zhongnan Garden Hotel
	17:30—18:30	Dinner	Ge Mei Restaurant on 1 <sup>st</sup> Floor, Nan Yuan Building, Zhongnan Garden Hotel
22 <sup>nd</sup> November	08:30—11:35	Opening Ceremony	Yang Chun Tang, 4 <sup>th</sup> floor, Yu Sheng Xiang Building, Zhongnan Garden Hotel
	11:40—12:30	Lunch	Restaurant on 1 <sup>st</sup> Floor, Yu Sheng Xiang Building, Zhongnan Garden Hotel
	14:00—17:30	Panels	Meeting Room, 4 <sup>th</sup> Floor, Nan Yuan Building, Zhongnan Garden Hotel
	17:30—18:30	Dinner	Restaurant on 1 <sup>st</sup> Floor, Yu Sheng Xiang Building, Zhongnan Garden Hotel
23 <sup>rd</sup> November	09:00—11:00	Closing Ceremony	Yang Chun Tang, 4 <sup>th</sup> Floor, Yu Sheng Xiang Building, Zhongnan Garden Hotel
	11:30—12:30	Lunch	Restaurant on 1 <sup>st</sup> Floor, Yu Sheng Xiang Building, Zhongnan Garden Hotel
	12:30-17:30	Chinese Participants are expected to leave	
	17:30—18:30	Dinner	Ge Mei Restaurant on 1 <sup>st</sup> Floor, Nan Yuan Building, Zhongnan Garden Hotel
24 <sup>th</sup> November	Foreign Participants are expected to leave		

### 3. Conference Liaisons

<b>China Center for People-to-People Exchange, Ministry of Education, P.R.C.</b>	Ms. Yan Yun 86+15110079762	Ms. Wang Yun 86+18610235853
	Mr. Song Xiuju 15007117129	
<b>Research Center for China-Indonesia People-to-People Exchange, CCNU</b>	Ms. Xu Xiaofang 86+15158553728	Ms. Wang Yue 86+13839986919
	Ms. Tian Jingyu 86+18162336255	Ms. Wen Rumeng 86+15581918328
	Ms. Wang Danyu 86+13207165211	Ms. Li Lin 86+15927071595
	Ms. Peng Shiqi 86+15972208539	Mr. Liu Dejun 86+15623899068
	Ms. Song Lingyu 86+13429854839	Ms. Shen Yajuan 86+13007184248
	Mr. Gerard Ertandy 86+18672948160	

## 11月22日 议程

### Agenda, November 22<sup>nd</sup>

时 间 Time	议 程 Agenda	主持人 Moderator
08:30—08:40	礼节性会见参会中外代表 Courtesy Meeting with Participants from home and abroad	
08:40—09:00	暖场表演【印尼方：歌曲《哎哟妈妈》、舞蹈 Maumere（毛梅雷，是巴布亚的一座城市）；中方：舞蹈《清风徐来》，歌曲《茉莉花》】 Warming-up Performances [Indonesian Song & Dance: <i>Oh Mama</i> , <i>Maumere</i> ; Chinese Song & Dance: <i>Jasmine Flower</i> , <i>The fresh breeze blows gently</i> ]	刘明周 Mr. Liu Mingzhou
<b>开 幕 式</b> <b>Opening Ceremony</b>		
09:00—09:05	主持人介绍论坛出席嘉宾 Introduction of the Participants	
09:05—09:10	华中师范大学校长郝芳华女士致辞 Opening Remarks by Ms. Hao Fanghua, President of CCNU	
09:10—09:15	中国-印尼高校智库联盟领导、北京外国语大学闫国华副校长致辞 Address by Mr. Yan Guohua, Leader of China-Indonesia University Think Tank Alliance, Vice President of Beijing Foreign Studies University	
09:15—09:20	Yarsi 大学校长/印尼教育部前副部长法斯里·贾拉勒先生致辞 Address by Mr. Fasli Jalal, President of Yarsi University/Former Vice Minister of Ministry of Education, Indonesia	彭双阶 Mr. Peng Shuangjie
09:20—09:25	湖北省教育厅副厅长黄国斌先生致辞 Address by Mr. Huang Guobin, Deputy Director-General of Hubei Provincial Department of Education	
09:25—09:30	教育部中外人文交流中心副主任杨晓春先生致辞 Address by Mr. Yang Xiaochun, Deputy Director-General of China Center for International People-to-People Exchange, Ministry of Education, P.R.China	
09:30—09:45	宋秀琚：《中印尼人文交流发展报告（2019年）》蓝皮书发布 Book launch of <i>Annual Report on China-Indonesia People-to-People Exchange Development (2019)</i> , moderated by Mr. Song Xiuju	
09:45—10:15	茶歇、集体合影（南苑楼） <b>Tea Break and Group Photo (Venue: Nan Yuan Building)</b>	

主题发言 Keynote Speeches		韦红 Ms. Wei Hong
10:15—10:30	中国国际问题研究基金会理事长/中国前驻印度尼西亚、加拿大、瑞典大使兰立俊先生 Mr. Lan Lijun, President of the China Foundation for International Studies/Former Chinese Ambassador to Indonesia, Canada and Sweden/	
10:30—10:45	印尼智星大学校长菲利普斯·普里奥·苏普罗布先生 Mr. Filipus Priyo Suprobo, Rector of Widka University	
10:45—11:00	广西师范大学副校长苏桂发教授 Prof. Su Guifa, Vice President of Guangxi Normal University	
11:00—11:15	印尼泗水国立大学苏光耀教授 Prof. Subandi, Scholar of State University of Surabaya	
11:15—11:35	教育部中外人文交流中心副主任杨晓春先生 Mr. Yang Xiaochun, Deputy Director-General of China Center for International People-to-People Exchange, Ministry of Education, P.R.China	

## 论坛一 (Panel I)

### 中印尼人文交流与可持续发展：现实与愿景

### China-Indonesia People-to-People Exchange and Sustainable Development: Reality and Vision

会场：南苑楼四楼第二会议室 Venue: Meeting Room 2 on 4<sup>th</sup> Floor, Nan Yuan Building

主持人 (Moderator)：【印尼】Mr. Indra Wahidin/黄印华；【中方】姜兴山/Mr. Jiang Xingshan

时间 Time	发言人 Presenter	发言主题 Topic
14:00—15:30	Fasli Jalal 法斯里·贾拉勒	China-Indonesia People-to-People Exchange: Reality and Future 中印尼人文交流：现状与未来
	Indra Wahidin 黄印华	Chinese Indonesian Association Face New Opportunities in a New Era of <i>The Belt and Road Initiative</i> 印尼华裔总会面临“一带一路”新时代的新机遇
	刘志强 Liu Zhiqiang	“一带一路”背景下广东外语外贸大学在中印尼人文交流中的实践 The practice of Guangdong University of Foreign Studies in the People-to-People Exchange between China and Indonesia under the background of <i>The Belt and Road Initiative</i>
	Filipus Priyo Suprobo 菲利普斯·普里奥·苏普罗布	Resource-based View Strategy to Improve the Performance of Indonesia-China Relations: A Meta-synthesis 基于资源视角下的改善中印尼关系的战略：元综合
	Ahmad Rofiuddin 艾哈迈德·罗非丁	International Education as a Foundation of People to People Exchange 国际教育是人文交流的基础
	Ibrahim Bafadal 易卜拉欣·巴法达尔	China-Indonesia Research Collaborations 中印尼的研究合作
	Susilo 苏西洛	Scholarship Information for Global People 全球人员的奖学金信息
	Heryanti Utami 海瑞雅妮·乌塔米	Perception of China Tourists about Bali Tourism 中国游客对巴厘岛旅游的感知
15:30—15:50	茶歇 Tea Break	
15:50—17:20	王勇辉 Wang Yonghui	佐科第二任期中印尼经贸关系的升级：基于要素禀赋和国家战略框架 To Upgrade China-Indonesia Economic Relationship in Jokowi's Second Presidency: A Framework of Factor Endowment and National Strategy
	Pusanti 韩善美	印尼留华学生的新动向及未来发展 New Trends and Future Development of Indonesian Students Studying in China
	祝得彬 Zhu Debin	国别区域研究与蓝皮书的出版前景 Country-Specific Regional Studies and the Publishing Prospects of Blue Books

	Iwan Santosa 王意万	Mainstream Media Coverage of China in Indonesia 印尼主流媒体对中国的报道
17:20—17:30	主持人评论 Comments by the Moderators	
<b>参会人员</b> <b>Participants</b>		
杨晓春 Yang Xiaochun	钱羽 Qian Yu	孔华林 Kong Hualin
姜兴山 Jiang Xingshan	Mian Bin Sumak Miran 米安·本·苏门克·米拉	Andreas Febrian 安德烈亚斯·费布里安
丁连普 Ding Lianpu	Yudil Chatim 李健	Nova Elida Saragih 诺法·伊莱达·萨拉吉
Yulianus Kuayo 尤利安努斯·夸约	李冬梅 Li Dongmei	王辉 Wang Hui
鄢云 Yan Yun	汪韵 Wang Yun	钮敏明 Niu Minming
高卓献 Gao Zhuoxian	艾龙飞 Ai Longfei	钟源 Zhong Yuan
王丹萍 Wang Danping		

## 论坛二 (Panel II) 华人华侨与中印尼合作

### Overseas Chinese and China-Indonesia Cooperation

会场：南苑楼四楼第三会议室      Venue: Meeting Room 3 on 4<sup>th</sup> Floor, Nan Yuan Building

主持人 (Moderator) : 【印尼】Mr. Anton Sutandio/安东·苏坦迪奥；【中方】张美云/Ms. Zhang Meiyun

发言时间 Time	发言人 Presenter	发言主题 Topic
	Anton Sutandio 安东·苏坦迪奥	The Role of Chinese-Indonesians in Indonesian National Cinema 印尼华人在印尼民族电影中的作用
	许婷婷 Xu Tingting	当代中印尼电影交流现状及评估 Current Situation and Assessment of Contemporary Indonesian Film Exchanges
	Pius Sugeng Prasetyo 皮乌斯·苏格·普拉塞托	Village Development Innovation Based on Local Wisdom and Potential 基于当地智慧和潜力的乡村发展创新
	陈永华 Chan Wing Wah, Joseph	香港印尼语社团在人文交流中的参与 The Participation of Hong Kong's Indonesian Bahasa Community in the People-to-People Exchange
14:00—15:30	张美云 Zhang Meiyun	基于媒体计算的中国形象他塑模型建构—以印尼等东盟国家为例 The Construction of Chinese Image Modeling Based on Media Calculation--Taking Indonesia and other ASEAN Countries as an Example
	Subandi&Lina Purwaning Hartanti 苏光耀&丽娜·普万 宁·哈坦蒂	Belt and Road Initiative Program has Become a Nutrition for Global Economic Growth and a Breath Remedy for the Regional Economy. “一带一路”倡议计划已成为全球经济增长的“营养”和区域经济的“呼吸疗法”
	Chen Jieyang, Jonathan 乔纳森·陈	Chinese Indonesians and the Ebb and Flow of the Politics of Indigenism in Post-Reform Indonesia 改革开放后印尼本土主义政治的兴衰与印尼华人
	周兴泰 Zhou Xingtai	华侨华人在中-印尼人文交流中的独特作用分析 An Analysis of the Unique Role of Overseas Chinese in China-Indonesia People-to-People Exchange
	杨砚寓 Yang Yanyu	云南省培养服务于“一带一路”战略发展需求的印尼语人才探究 Research on Cultivating Indonesian Language Talents for Belt and Road Strategic Development Needs in Yunnan Province
	黄栋 Huang Dong	深化中国印尼能源与气候治理合作的思考：从技术到人文 Thoughts on Deepening the Cooperation between China and Indonesia in Energy and Climate Governance: From Technology to Humanities



	何章银 He Zhangyin	中国印尼国际人道主义救援合作的可行性与路径 Feasibility and Path of International Humanitarian Relief Cooperation between China and Indonesia
15:30—15:50	茶歇 Tea Break	
15:50—17:20	刘宏松 Liu Hongsong	G20 中的中等国家集团与中印尼合作 Medium-sized Countries of G20 Group and China-Indonesia Cooperation
	Ahmad Syaifuddin Zuhri & Hilyatu Millati Rusdiyah 朱故里 & 美娜	Indonesian Perceptions of Chinese Investment: Is Chinese Investment Good for Workers? 印尼对中国投资的想法：中国投资对工人有好处吗？
	林梅 Lin Mei	印尼总统佐科·维多多第一任期的经济政策以及第二任任期的未来方向 Indonesian President Jokowi's Economic Policies during his First Presidency and Future Direction for His Second Presidency
	刘明周 Liu Mingzhou	佐科政府海洋强国的认知与实践 The Cognition and Practice of Jokowi's Administration on Maritime Power
	李启辉 Li Qihui	印尼主流社会中国形象变迁 Changes in the Image of China in Mainstream Indonesian Society
	覃冠文 Qin Guanwen	印度尼西亚法律文化初探 A Probe into the Legal Culture of Indonesia
	I Gede Eko Putra Sri Sentanu 浦德	Social Media: Strengthening Governance, Building Public Trust, and Social Learning (The Indonesian Case of Central and Local Government Relations in Controlling Fake News and Hoaxes) 社交媒体：加强治理，建立公众信任和社会学习（印尼中央政府与地方政府关系及其在控制假新闻和恶作剧中的案例）
	郝雪 Hao Xue	互联网与印度尼西亚政治民主化 Internet and Political Democratization in Indonesia
	Muhammad Arief Zuliyan 英杰	The Rise of China in 21 <sup>st</sup> Century on Belt and Road Initiative: The Implication to Indonesia Development 21 世纪“一带一路”倡议下的中国崛起：对印尼发展的启示
	肖莉娴 Xiao Lixian	“一带一路”背景下广外印尼语人才培养 Cultivation of Indonesian Language Talents of Guangdong University of Foreign Studies on the Background of <i>The Belt and Road Initiative</i>
	熊玥 Xiong Yue	吉外地球村-中印尼人文交流之桥梁 Global Village of Jilin International Studies University-a Bridge for China-Indonesia People-to-People Exchange
	Ruhanas Binti Harun 鲁哈纳斯·宾蒂·哈伦	Transforming and Consolidating Southeast-Asia China Relations: The Crucial Role of People-to-People Diplomacy 转变和巩固东南亚-中国关系：民间外交的重要作用

17:20—17:30	<p style="text-align: center;">主持人总结 Comments by the Moderators</p>	
<p><b>参会人员</b> <b>Participants</b></p>		
<p>葛瑞 Ge Rui</p>	<p>宋秀琿 Song Xiuju</p>	
<p>韩旭 Han Xu</p>		

## 论坛三 (Panel III)

### 中印尼人文交流

#### China-Indonesia People-to-People Exchange

会场：南苑楼四楼第四会议室 Venue: Meeting Room 4 on 4<sup>th</sup> Floor, Nan Yuan Building

主持人 (Moderator)：【印尼】Mr. Sugiri Kustedja/邱崇义；【中方】孙晓萌/Ms. Sun Xiaomeng

发言时间 Time	发言人 Presenter	发言主题 Topic
	张燕 Zhang Yan	面向文明对话的中国“和”文化与印尼“潘查希拉”理念比较研究 A Comparative Study of Chinese Culture of <i>Harmony</i> Oriented to Dialogue among Civilizations and Indonesian <i>Pancasila</i> Concept
	I Nyoman Udayana 伊·尼约曼·乌达亚纳	Evaluation of Progress and Achievement of Chinese Tourism Training Center (CTTC) Udayana University Bali-Indonesia 巴厘乌达雅纳大学中国旅游培训中心发展成果评估
	Sugiri Kustedja 邱崇义	Promoting People to People Scientific Exchanges 提升中印尼科学交流
	Ridha Amaliyah & Mohammad Fathoni Hakim 里达·阿玛利亚 & 穆罕 默德·法索尼·哈基姆	The Significance of Think Tank between Indonesia and China Community in Creating A Shared Future 智库在构建印尼与中国命运共同体中的意义
	孙晓萌 Sun Xiaomeng	“一带一路”框架下的中印尼人文交流 People-to-People Exchange between China and Indonesia under the Framework of <i>the Belt and Road Initiative</i>
	Richo Andi Wibow & Taufiq Adiyanto 里奇·安迪·维博沃 & 陶菲克·阿迪扬托	Tightening Academic Cooperation between China Universities and Universitas Gadjah Mada: Lesson Learned from our Experiences Cooperated with Other Universities 加强中国高校与加扎马达大学的学术合作：与其他高校合作的经验教训
14:00—15:30	韦红 Wei Hong	对中印尼人文交流的再思考 Rethought on China-Indonesia People-to-People Exchange
	Meidi Kosandi 梅迪·科桑迪	China-Indonesia People-to-People Exchange: Problems and Prospect 中印尼人文交流：问题与前景
	王翕哲 Wang Xizhe	佐科时期中印尼人文交流发展机遇与模式创新 Opportunities and Model Innovation of China-Indonesia People-to-People Exchange during the Period of Jokowi's Administration
	Wulan Patria Saroinsong 乌兰·帕特丽亚·萨罗 因松	The Education Heirs of Sino-Indonesia, Promote Sino-Indonesia Culture in Co-lab Research 中印尼的教育继承人，在联合培养中推进中印尼文化

	张弦 Zhang Xian	求同存异——中印尼智库合作的未来 Seek Common Ground While Shelving Differences---The Future of China-Indonesia Think Tank Cooperation
15:30—15:50	茶歇 Tea Break	
15:50—17:20	陈瑞欣 Chen Ruixin	从国际政治传播学视角看新时代中国与印尼的人文交流 On the China-Indonesia People-to-People Exchange in the New Era from the Perspective of International Political Communication
	王鹏程 Wang Pengcheng	多维发展的中印尼务实文化外交：历史与现状 Multi-dimensional Development of Pragmatic Culture Diplomacy between China and Indonesia: Past and Present
	许倩 Xu Qian	中印尼职业教育合作情况研究 A study on the Cooperation between China and Indonesia in Vocational Education
	Neola Hestu Prayogo 尼欧拉·赫斯特·普拉亚	Indonesian Diplomacy in Efforts to Develop Indonesian Vocational Education Through Bilateral Cooperation with Indonesia and China 印尼外交努力推动印尼与中国的双边职业教育合作
	李云龙 Li Yunlong	中印尼职业教育合作现状分析 Research on Cooperation in Vocational Education between China and Indonesia
	Septerianie Sutandi 陈丽雅	印尼汉语教学现状浅析——以玛拉拿达基督教大学孔子学院汉语教学为例 An analysis of the Current Situation of Chinese Teaching in Indonesia: a Case Study in Confucius Institute, Maranatha Christian University
	Ardhitya Eduard Yerima 阿迪提亚·爱德华·耶雷米亚	The Role of Indonesian Muslim Students in China in Promoting Indonesia - China People-to-People Exchanges 印尼在华穆斯林学生在促进印尼-中国人文交流中的作用
	高诗源 Gao Shiyuan	中印尼文学交流的历史与现状 The History and Current Situation of Sino-Indonesian Literature Exchange
Fan Pik Shy 潘碧丝	Malaysia-China Exchanges in Higher Education from the Perspective of the Concept of a <i>Community of Shared Future for Mankind</i> 从“人类命运共同体”理念看马来西亚-中国高等教育交流	
17:20—17:30	主持人总结 Comments by the Moderators	
参会人员 Participants		
李强 Li Qiang	卫季 Wei Ji	Arif Taufiq Nurrachman Aziez 陶飞克

# 11月23日议程

## Agenda, November 23<sup>rd</sup>

时 间 Time	议 程 Agenda	主持人 Moderator
09:00—10:00	论坛一总结报告 Summary of Panel II	宋秀琚 Mr. Song Xiuju
	论坛二总结报告 Summary of Panel I	
	论坛三总结报告 Summary of Panel III	
10:00—10:15	华中师范大学中印尼人文交流研究中心主任韦红教授做总结发言 Conference Conclusion by Prof. Wei Hong, Director of Research Center for China-Indonesia People-to-People Exchange, CCNU	
10:15—10:20	教育部中外人文交流中心机制一处处长丁连普先生致闭幕辞 Closing Remarks by Mr. Ding Lianpu, Director of Division One for People-to-People Exchange Mechanism, China Center for International People-to-People Exchange, Ministry of Education, P.R.C.	

## 参会代表 (Participants)

### 一、外方代表 (Participants from Abroad)

	姓名 NAME	单位和职称/职务 INSTITUTION AND ACADEMIC TITLE/POST
1	Fasli Jalal 法斯里·贾拉勒	President of Yarsi University/Former Vice Minister, Ministry of Education/ Yarsi 大学校长/印尼教育部前副部长
2	Mian Bin Sumak Miran 米安·本·苏门克·米拉	Mayor, East of Bengkulu, Bengkulu Province 明古鲁省明古鲁东部市长
3	Yudil Chatim 李健	Secretary of Vice Minister, Ministry of Education and Culture 印尼文教部副部长秘书
4	Yulianus Kuayo 尤利安努斯·夸约	Head, Vocational School of Papua Province Education Department 印尼巴布亚省教育厅职业教育负责人
5	Nova Elida Saragih 诺法·伊莱达萨拉吉	Head, the Batang District Prosecutor Office 印尼雅加达巴塘地区检察官办公室主任
6	Indra Wahidin 黄印华	Executive Chairman, Chinese Indonesian Association 印尼华裔总会执行主席
7	Ahmad Rofuiddin 艾哈迈德·罗非丁	Rector, State University of Malang 玛琅国立大学校长
8	Filipus Priyo Suprobo 菲利普斯·普里奥·苏普罗布	Rector and Researcher, Widya Kartika University 智星大学校长/研究员
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# RESOURCE-BASED VIEW STRATEGY TO IMPROVE THE PERFORMANCE OF INDONESIA-CHINA RELATIONS: A META-SYNTHESIS

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## ABSTRACT

The quality of state cooperation is a stage that can be measured as a performance. This can also occur in a bilateral relationship between Indonesia and China that is increasing, along with the Belt and Road Initiative (BRI) established by China at the end of 2013. Many previous studies have seen BRI as a project that has great potential to provide Chinese influence globally but also not a few who doubt it. This view gap will be resolved by this research through the perspective of a resource-based strategy. This study aims to examine whether the resources of "China's smart power" and the role of the Chinese diaspora community in Indonesia can improve the quality of bilateral relations between Indonesia and China towards the realization of BRI.

A meta-synthesis was carried out on empirical studies from previous studies in various sources at different times with the position of the year of publication from 2015-2019. This paper contributes to the management of resource-based strategies to improve performance related to the science of international relations. The theoretical and practical implications of this research are on valuable guidance in the future about investing in internal and external resources to improve the performance of bilateral among the two countries, especially Indonesia and China.

**Keywords:** strategic management, resource-based view, China's Smart Power, Chinese diaspora community, bilateral, Indonesia-China relations

## 1. INTRODUCTION

China-Indonesia relations experienced the lowest position during the "New Order" (1966-1998) which was filled with suspicion. Jakarta suspended diplomatic relations and direct trade relations with Beijing. Significant progress occurred after the fall of the "new order" government in 1998 (Amalia, 2018; Liu, 2016; Setijadi, 2016). Relations between the two countries improved and cooperation began. Both countries realize that not only Indonesia needs China, for trade and financial assistance, but China also needs Indonesia. Indonesia has a strategic sea line for energy security, trade and also China's strategic maneuverability because eighty percent of China's oil imports pass through the Malacca Strait. Indonesia is a source of important natural commodities for China such as palm oil, coal and liquefied natural gas. Thus, it is important for China to increase its soft power towards Indonesia.

Soft power itself is a power or ability that is able to attract others to ultimately lead to compliance in achieving our goals. Nye (2004) and Amalia (2018) argue that there are three main resources for a country's soft power: "its culture (in places that are attractive to others), its political values (when lived in the country and abroad. ), and its foreign policy (when they are seen as legitimate and have moral authority)". Meanwhile, Amalia (2018) himself added that economy and even military can contribute to soft power. Since the strategic policy of One Belt, One Road (OBOR) or the Belt and Road Initiative (BRI) was delivered by Xi Jinping in Indonesia in October 2013 (Jetin, 2018), the pattern of soft power activities has shown an increase in various fields (finance, trade, investment foreign direct, and educational scholarships) and this has an influence on Indonesia's policy choices.

BRI's realistic implementation will continue to be developed and in its journey there will still be many obstacles from ambivalent partner countries (Gong, 2019; Hong, 2016; Jetin, 2018) or also domestically by natives in these countries, including in Indonesia itself (Minghua & Ingketrta, 2016; Setijadi, 2016). Cooperation with neighboring countries, especially in the ASEAN sphere by carrying out BRI's mission will provide great potential to adapt it to the changing international situation (Aoyama, 2016). Thus, the domestic role through the diaspora community in Indonesia as the pendulum between Indonesia and China can be an alternative driver of BRI policy (Lan, 2018).

Soft power resources and the context of the diaspora community in enhancing the thrust of BRI in the context of Indonesia-China relations can be seen as a resource based view (RBV) approach in the strategic management study. Resources are various types of inputs that enter into an operational process that enables an entity (organization or country) to be able to create value according to the entity's vision and mission. In consideration of its non-physical nature, namely culture, values and policies as well as community resources, all of these resources are included in the category of intangible resources (Solihin, 2016). Peter FitzRoy, Hulbert, Ghobadian, & O'Shannassy (2012) categorizes these intangible resources in three types: human capital, structural capital, and customer capital.

Efforts to improve the creation of a better Indonesia-China relations require a deeper understanding of the extent to which the soft power approach has been taken by the government of the People's Republic of China and the role of the diaspora community in realizing it. Previous studies have been carried out and made many contributions according to their respective elements or fields. The systematic synthesis of relevant qualitative studies about the soft power approach and the diaspora community as a resource that affects BRI in the Indonesia-China relationship will provide more complete knowledge than those derived from individual studies alone. This can help in the interpretation of single study findings; help explain variations or conflicts in research findings; allows the development of new theories; and help inform the design of new research interventions (Siswanto, 2010). In addition, it allows identification of gaps in existing Indonesian-Chinese relations research.

## 2. RESEARCH METHOD

The search for published scientific articles or references that were published was identified through Google's online electronic database in July 2019 by searching text words or a combination of: "china's soft power" in Indonesia, "china's smart power", "chinese diaspora community", "indonesia-china relationship", and related words in articles or abstracts. Searches are limited to original articles published in English between 2015 and 2019.

Search results show around 174 articles for "china's soft power" in indonesia and become even narrower to only 4 articles when using "china's smart power". Meanwhile, the use of "Chinese Diaspora Community" shows 138 articles and becomes narrower to only 48 articles when specifically using the word "Indonesia". Meanwhile the search for "Indonesia-China relationship" shows 19 articles.

Following up on all references from the original papers obtained, a review process that was relevant to the topic of the abstract by involving fellow researchers was carried out. In principle, the article was excluded if they did not investigate at least two related variables from the four main variables of this study, namely china's soft power, Chinese diaspora, Indonesia-China relationship and belt-road initiative (BRI). Finally, after checking all identified abstracts, removing duplicate articles, and reading the full text version, 30 articles were considered for inclusion.

## 3. RESULT & DISCUSSION

Thirty original research articles meet the inclusion criteria. All of them use a qualitative approach and the findings are combined and categorized into domains that follow resources based view in strategic management from Peter FitzRoy et al. (2012) The presentation of these findings is organized into two core themes with several categories in them, namely: Intangible resource themes referring to Peter Fitz Roy et al. (2012) which includes categories 1) Human Capital, 2) Structural Capital, 3) Customer Capital and also the theme of BRI's policy role in strategy according to Mintzberg (1994) with categories as 1) Plan, 2) Pattern, 3) Perspective, 4) Position and 5) Ploy. Table 1 provides an overview of the understanding of qualitative studies included according to categories arranged in the perspective of the RBV and strategic management.

Table 1. Emerging categories and understandings of the qualitative studies involved

Categories	Views & Understanding of primary research	References (n)
Human Capital	Human capital includes all kinds of knowledge, abilities, experience and motivation possessed by China. China has <b>Confucian</b> human capital as an understanding of harmony, togetherness and intellectual dialogue, <b>public diplomacy</b> for trade and <b>political diplomacy</b> in maritime cooperation for international security and peace or in party policy.	(Dellios & Ferguson, 2017; Lahtinen, 2015; Lan, 2017; Mikhnevich, 2015; Zanardi, 2016) (5)
Structural Capital	Structural capital includes processes, procedures, institutional structures, cultural values, and all other intellectual property. China has the structural	(Amalia, 2018; Chan & Cheng, 2016; Dellios & Ferguson, 2017; Lahtinen,



Categories	Views & Understanding of primary research	References (n)
	capital of the <b>Confucius Institute as an institution</b> that disseminates <b>Chinese cultural, ethical and language values, trade networks, economy, finance / investment, educational scholarships, ways of working on infrastructure development, and other foreign policies.</b>	2015; Lan, 2017; Mikhnevich, 2015; Setijadi, 2016; YaGci, 2018; You, 2018; Zanardi, 2016; Zhou & Luk, 2016) <b>(11)</b>
Customer Capital	Partnership capital includes the values embodied in the partnership relationship between China and Indonesia. Understanding and the needs of Indonesia as an ASEAN country towards China as capital are the <b>Chinese ethnic, the diaspora community, the media, trade and education networks of the Chinese diaspora, the re-synification process after the New Order era or multiscale citizenship of the Chinese diaspora</b> which carries the potential as a diplomatic ambassador for Indonesia's development.	(Effendi & Abubakar, 2017; Hoon, 2017; Lan, 2018; Liu, 2016; Liu & Zhou, 2019; Minghua & Ingketrta, 2016; Setijadi, 2016) <b>(7)</b>
Strategy as a Plan	The OBOR / BRI policy is <b>an integrated, comprehensive and integrated plan</b> to realize political, economic, and "Chinese dream" stability in the regional and international arena.	(Hong, 2016; Jie, 2017; Lahtinen, 2015; Li, 2015; Pop, 2016, 2016; YaGci, 2018) <b>(6)</b>
Strategy as a Pattern	The OBOR / BRI policy is a strategy planned by China through a planning process ( <b>intended strategy</b> ) which translates into a <b>deliberate strategy</b> action and in reality often turns into an <b>unrealized strategy</b> . Conversely, a strategy not intended beforehand can emerge as an alternative strategy ( <b>emerging strategy</b> ) which if implemented will be a strategy that can be realized ( <b>realized strategy</b> ).	(A. Ferdinand, 2006; Gong, 2019; Hong, 2016; Hoon, 2017; Jetin, 2018; Jie, 2017; Kang, Peng, Zhu, & Pan, 2018; Lan, 2018; Maulana, 2018; Ploberger, 2017; Pop, 2016; Sarker, Hossin, Yin, & Sarkar, 2018; Setijadi, 2016; YaGci, 2018; Zhou & Luk, 2016) <b>(15)</b>
Strategy as a Perspective	The OBOR / BRI policy is thought in Chinese strategic decision makers as <b>cultural values to be made as shared values</b> for shared life with partner countries, including Indonesia.	(Amalia, 2018; Dellios & Ferguson, 2017; Lan, 2017, 2018; Liu & Zhou, 2019; Mikhnevich, 2015; Setijadi, 2016) <b>(7)</b>
Strategy as a Position	The OBOR / BRI policy is a strategy to <b>put China in a global environment</b> , which tries to connect Asia and Europe or Eurasia in the midst of <b>the lack of American domination</b> in much of this region.	(Aoyama, 2016; Aris, 2016; A. Ferdinand, 2006; Hong, 2016; Lahtinen, 2015; Li, 2015; Liu, 2016; YaGci, 2018; You, 2018) <b>(9)</b>
Strategy as a Ploy	The OBOR / BRI policy is a specific <b>maneuver or way to pose a threat or decrease</b> in the interest of other super competitors in the Eurasian and international regions.	(Aoyama, 2016; A. Ferdinand, 2006; Hong, 2016; Li, 2015) <b>(4)</b>

Based on the themes and categories understanding above, we developed a model to illustrate our understanding of the RBV in its role in the quality of relations between Indonesia and China towards the realization of BRI (Figure 1). Resources owned by the government of the People's Republic of China in implementing soft power policies can include internal or external. Internal resources are special, different and valuable resources from other countries and come from China itself. External resources are special, different and potential resources that come from outside China. Confucius' values of harmony, culture, ethics, language and institutions are internal resources. Meanwhile, the Chinese diaspora community with media and education networks and the multi-scale nature of its citizenship are external resources. The existence of these resources is unique and requires the capacity to be able to utilize these resources to obtain benefits and make them productive in order to encourage the achievement of planned strategies.

Potential resources as the ability to empower these resources themselves are demanded to be more dominant to internal resources, including public diplomacy, political diplomacy, approaches to creating trade networks, the economy, finance, infrastructure development and education networks. This capability is essentially together with the resources in the soft power policy is expected to be able to drive the BRI strategy that has the potential to improve relations between Indonesia and China.

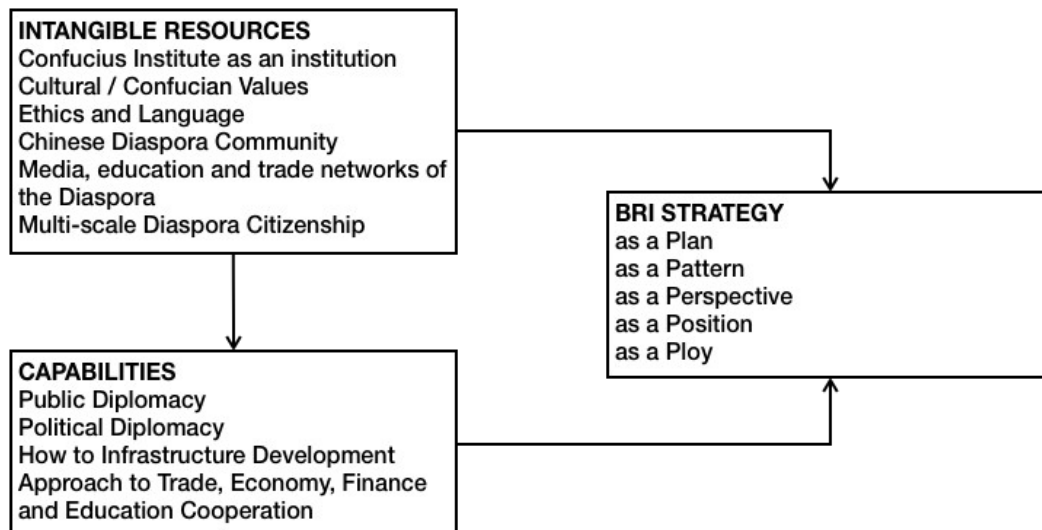


Figure 1. Model of resources based view in the BRI strategy

In the context of smart power, this study refers to Akcadag Alagoz (2019) who proposes a revision of the meaning of smart power with five criteria for assessing the 'intelligence' of a power, namely: 1) the ability to achieve targeted goals; 2) skills to use resources in such a way that they strengthen one another; 3) good interpretation of existing regional and global contexts; 4) time planning; and 5) compatibility with long-term interests. For example, in the case of territorial disputes over a group of islands, military intervention on these islands may be the fastest way to get results, but because the legitimacy of this action will be a matter of debate, the use of hard power can damage the implementation of soft power and hamper long-term interests country. Thus, smart power is actually a capacity or ability that involves 1) the target element, 2) an understanding of the capacity of the self in achieving the target, 3) regional and global context, 4) compatible tools & time to reach the target.

Reasons for the OBOR Initiative or BRI have been widely discussed by many studies. China experiences overproduction and capacity. A high workforce with low manufacturing value and labor intensive needs a bigger container, which is to go abroad. This also encourages investment opportunities for Chinese investors. Thus it is not surprising that BRI became a priority strategy in Chinese foreign policy as a counterweight to the "Western Outlook" strategy in Asia (Li, 2015; YaĖCi, 2018). China's target is to realize the "Chinese dream" achieved (P. Ferdinand, 2016; Lahtinen, 2015), namely in terms of ensuring political stability by providing strong and sustainable economic growth in the country (Aris, 2016). However, it positioned China to realize the "dream of the world" (P. Ferdinand, 2016) through efforts to develop a network of economic cooperation and shift its international influence from what was originally a "low profile" to active conditions seeking more achievement (Li, 2015). This is the target element in the first view of this study regarding Chinese smart power.

The second view of understanding one's capacity to achieve targets is determined by the Asian Infrastructural Investment Bank (AIIB), the BRICS Development Bank, the Confucius Institute (CI), and the navy as an alternative institutional resource capable of being managed in diplomacy packaging and enhancing cooperation networks in various field. This makes Beijing to use these various resources to strengthen one another. For example, by contributing to the development of infrastructure in neighboring countries and improving their living standards, China can not only promote a friendly image, but can also create other networks of cooperation in the fields of economy and education that can be relied upon. Comprehensive input in many previous studies mentioned that Beijing, which does have a strict political system, should pay attention to the values of harmony as well as in its foreign policy. Policy potentials that foster cultural openness, social dialogue, and attract the diaspora community and the intellectual capital of neighboring countries, including Indonesia to study and work in China can be one of the efforts to overcome the deficit of trust (Dellios & Ferguson, 2017; Lan, 2017; Mikhnevich, 2015). Understanding that the vision and mission of the "Chinese dream" that is realized through "the dream of the world" must indeed run in harmony even though it is carried out optimistically with risk prone. The success of BRI's embodiment does not lie in China's own hands, so there is the potential for uncertainty (P. Ferdinand, 2016). Thus, a pendulum that always measures the balance between domestic political policy and foreign policy, especially with neighboring countries over the progress of the BRI strategy and especially Indonesia is needed.

The third view regarding Chinese smart power is in the regional and global context. The Chinese government has indicated its position "start with what we can" and as such, BRI will change according to the changing international situation, making this concept very fluid (Aoyama, 2016). BRI's strategy in Beijing's efforts to realize the world's dream will put this strategy as a policy of China's position in the eyes of the world. The concern of many neighboring countries in ASEAN is that making BRI a great strategy to develop an "Asia dominated by China" will continue to experience adjustments and shift towards a "public" strategy and not a "conspiracy" (Hong, 2016). The AMPC (ASEAN Master Plan for Connectivity) 2025 policy is not discussed by OBOR / BRI but mentions AIIB as a means of financing ASEAN / regional infrastructure development. This shows that in bilateral and sub-regional cooperation activities the embodiment of BRI will be far more effective (Gong, 2019; Jetin, 2018). China's outward foreign direct investment (OFDI) has increased significantly. OFDI before the initiative in the OBOR / BRI countries was about 40% higher than in the Non-OBOR countries. After the initiative, OFDI from China increased 46.2% in the post-announcement period 2014-2015 (Kang et al., 2018). Studying the views in previous research, the regional and global policy context places the target fields primarily on culture and education, exchanges between citizens, infrastructure, economics, politics, and security. The goals of the field of cooperation in this regional and global context also show the difference between preferably focusing on the economy or in infrastructure (Kang et al., 2018). According to Jetin (2018), infrastructure development in Southeast Asia shows clear evidence of encouraging local economic activities and developing human resources at the regional level. By paying attention to the BRI strategy mapping which was originally planned and then deliberately controlled to be realized, the Chinese government is very likely to anticipate it through various strategies that emerge and evaluate the possibilities of strategies that did not succeed.

Meanwhile, in the last view regarding smart power is the selection of the use of programs that use existing resources in a timely manner related to the situation of neighboring countries, especially Indonesia in addition to the Western power that has fallen in prominence in Asia. In Indonesia, the rise of China and the start of Chinese foreign policy initiatives sparked pride among the Chinese diaspora community and also anxiety over the historical experience of assimilation in the New Order era. This is especially felt in the case of identity construction, which explicitly shows their Indonesian identity, while maintaining the existence of Chinese culture through a mixture of cultures and media use (Minghua & Ingketrta, 2016). This Chinese diaspora community runs with diverse views and aspirations. The purer has been culturally and linguistically oriented to establish commercial business relations with China. In the new climate of Indonesian-Chinese cooperation, the Chinese diaspora community can potentially play an important role of 'bridging' cultural and commercial (Setijadi, 2015). As such, their role is as a dynamic agent of change, which connects and simultaneously identifies the main groups among the diaspora: 1) that links China's national policy and international consequences; 2) that connects the politics of the local ethnic Chinese community itself; and 3) linking the politics of non-Chinese hierarchy in Indonesia (Liu, 2016). This is in line with the opinion of Lan (2018) that the potential arises because of multiscale citizenship, given that their citizenship is related to the history and biography of their ancestors, transnational, national and local.

#### **4. IMPLICATION & FUTURE RESEARCH**

After going through a meta-analysis and study approach that is sufficient in describing the extent of the development of the Indonesia-China bilateral relations towards the realization of BRI from the perspective of the RBV, particularly smart power resources, several recommendations were proposed along with their implications for stakeholders:

1. The realization of the "Chinese dream" by realizing the "world dream" requires a different foreign policy approach by the Chinese Government which has a strict political understanding of its domestic policies. The potential of foreign policy that fosters cultural openness, social dialogue, and attracting the diaspora community and the intellectual capital of Indonesian citizens to study and work in China can be one of the efforts to overcome the deficit of trust that arises. Smart power through openness is more displayed in terms of understanding the fields in human capital resources, non-political structural capital and bridged by the diaspora community that is trusted and competent by both countries.
2. By taking into account the BRI strategy mapping that was originally planned (intended strategy) and then deliberately controlled (deliberate strategy) to be realized, then the Chinese government chose is correct, which indicates its position "start with what we can" and thus, BRI will change according to the changing international situation. BRI slowly but surely embodies a variety of alternative strategies (emerging strategies) which, if implemented, can be an effective strategy to be realized (realized strategy). This smart power has practical

- implications to assist the Chinese government in producing the right tools to measure BRI's progress through a strategy approach as a pattern.
3. Bilateral and sub-regional cooperation activities are felt to be still quite effective in creating conditions for the realization of BRI rather than taking them to the level of broad regional relations. This is a smart power that is very possible considering the different interests between China and one by one neighboring country, both in the east economic circle in Asia and the western economic circle in Europe. Thus, the two countries, both China and Indonesia can develop specific bilateral relations that have been established. Infrastructure development in Southeast Asia, especially in Indonesia, shows evidence that is more effective because from this it encourages the emergence of local economic activities and the development of human resources, including the exchange of intellectual capital that brings better bilateral development.
  4. The role of tools and the right timing for the improvement of bilateral cooperation on an ongoing basis can be decisive which will accelerate the realization of BRI in relations between Indonesia and China. As already mentioned in implication no. 1, the Chinese diaspora community in Indonesia with their three roles as agents of change and their media, culture and education networks can be an effective tool to accelerate alternative strategies developed by the Chinese and Indonesian Governments for regional development.

The development of the RBV-based Smart Power model by the Chinese Government can be illustrated based on the above recommendations as shown in figure 2. The target to realize the dream of China is to realize the dream of the world, essentially achieved by starting to self-understand the resources and capabilities of the Chinese government. How all of that is managed and able to achieve the target will be largely determined by how far the BRI strategy is realized with a flexible approach according to changes that occur in a global context. Thus, the context of international relations which is still effective through bilateral and sub-regional relations as well as the empowerment of the Chinese diaspora community in Indonesia as a means of agents of change, mediators and determiners of long-term relations will become active moderators in achieving the target of the Chinese government. The effectiveness of this smart power model will also significantly improve relations between Indonesia and China.

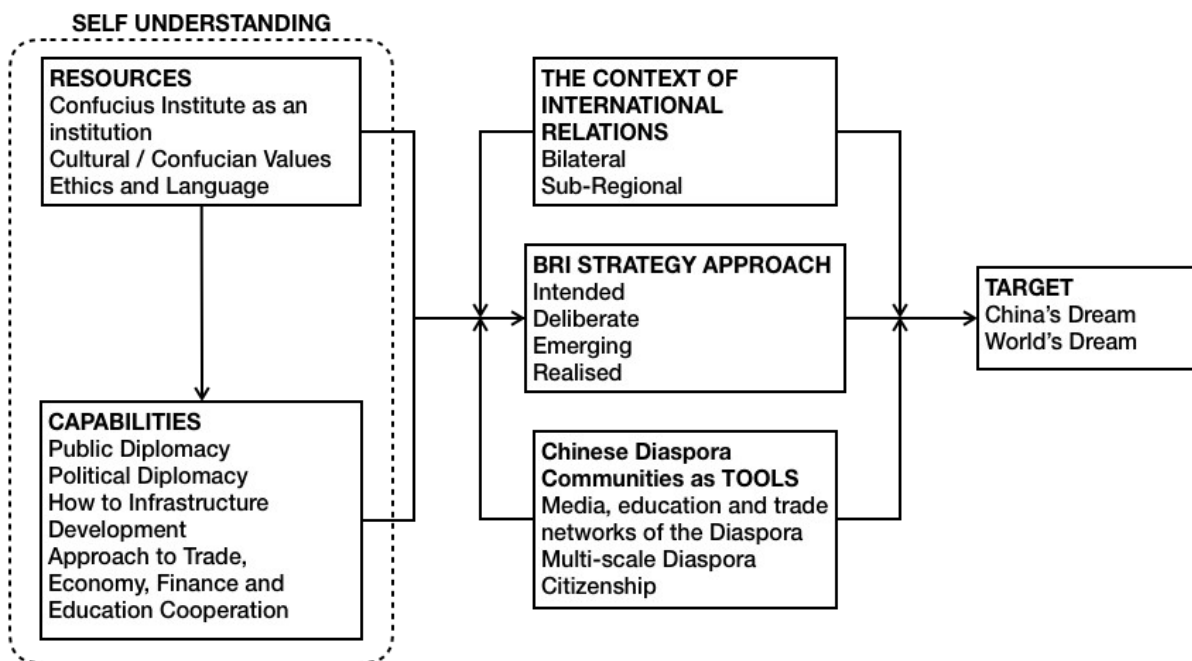


Figure 2. The model of RBV-based Smart Power in the BRI strategy

This model can also in turn be developed in the interest of the Government of Indonesia with a focus on realizing superior human resources towards advanced Indonesia. This will be an interesting idea for further research.

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