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City Branding : Towards The Understanding of Different Stakeholders

(Case Study : "Solo, The Spirit of Java"- Central Java, Indonesia)

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MASTER'S PROGRAMME IN URBAN MANAGEMENT AND DEVELOPMENT

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Summary

City branding which aims to respond to the demands of competition and attract desired target groups has been characterized as governance processes. It is carried out with the involvement of several stakeholders who often have their own understanding towards city brand. It can be said that success of city branding mostly dependent on the understandings of relevant stakeholders involved in city branding. Many literatures also suggest that stakeholders involvement is really important to give positive effects in city branding practice.

Solo, is one of many cities in Indonesia which already tried hard to implement city branding practice, which was adopted from regional branding, as an important tool of city marketing strategies in order to compete with other cities and attract desired target groups. Although the branding practice in Solo City has been running for about seven years, but an understanding of the relevant stakeholders about city branding and their involvement in city branding process is still questionable. Whether the common understanding (consensus) or differences in both city administrators and business communities has some effects toward branding practice also become a driving factor of this research. Eventually, this research is expected to give important input to the government as a form of evaluation for the future implementation of city branding in Solo City.

The objective of this resarch is to examine the understanding (differences and commonalities) of city branding between different relevant stakeholders (city administrators and business communities) and to find out the effect of their understanding towards the implementation of city branding in Solo City

This research is an exploratory study using single case study techniques. The data collected through in-depth interview among 18 key persons in both city administrators and business communities group, survey among 122 stakholders from both groups and review of the related official documents, articles and publications. The methods of data analysis used SPSS for the quantitative analysis and coding for the qualitative analysis.

This research found that there are commonalities and differences in the understanding of city branding between city administrators and business communities. In terms of general understanding about city branding, both relevant stakeholders mostly have common understanding. However, in terms of their view about "Solo, The Spirit of Java" there are differences in most of their understanding. While for the other aspects : stakeholder involvement, the implementation and the performance of "Solo, The Spirit of Java" commonalities have been found.

Furthermore, all those differences and commonalities in the understanding of city branding, the views on "Solo, The Spirit of Java", stakeholder involvement during the process, and even the performance proved affects the implementation of "Solo, The Spirit of Java" in Solo City. While living area of the respondents and two different group of stakeholders (city administrators and business communities) have no influence towards the implementation.

This research then concluded that there are mostly commonalities in the understanding of city branding between city administrators and business communities in Solo City, and this common understanding gave positive effects on the implementation of "Solo, The Spirit of Java" in Solo City. However, this research couldn't find any proof about negative effects resulted from the differences in the understanding of city branding between two groups.

Keywords : city branding, understanding, views, stakeholders involvement, "Solo,The Spirit of Java", implementation

Acknowledgements

Abbreviations

API	*Asosiasi Pertekstilan Indonesia* (Indonesian Textile Association)
ASITA	*Asosiasi Perjalanan Wisata Indonesia* (Indonesian Travel Agent Association)
ASMINDO	*Asosiasi Industri Permeubelan dan Kerajinan Indonesia* (Indonesian Furniture and Handicraft Industry Association)
BAPPEDA	*Badan Perencanaan Pembangunan Daerah* (Local Development Planning Board)
BKAD	*Badan Kerjasama Antar Daerah* (Inter-regional Cooperation Board)
BKD	*Badan Kepegawaian Daerah* (Local Human Resources Board)
BLH	*Badan Lingkungan Hidup* (Environmental Board)
BPMPT	*Badan Penanaman Modal dan Perijinan Terpadu* (Local Investment and Integrated Licensing Board)
BPPIS	*Badan Promosi Pariwisata Indonesia Kota Solo* (Solo Tourism Promotion Board)
DISBUDPAR	*Dinas Kebudayaan dan Pariwisata* (Cultural and Tourism Agency)
DKP	*Dinas Kebersihan dan Pertamanan* (Cleaning and Landscaping Agency)
DPPKA	*Dinas Pendapatan, Pengelolaan Keuangan, dan Aset* (Internal Revenue, Financial Management, and Assets Agency)
DPRD	*Dewan Perwakilan Rakyat Daeerah* (Local Parliament)
DISPERINDAG	*Dinas Perindustrian dan Perdagangan* (Industrial and Trade Agency)
DISDIKPORA	*Dinas Pendidikan, Pemuda dan Olahraga* (Youth and Sport Agency)
DISHUBKOMINFO	*Dinas Perhubungan, Komunikasi, dan Informatika* (Transportation, Communication, and Information Technology Agency)
DISPENDUKCAPIL	*Dinas Kependudukan dan Pencatatan Sipil* (Demographic and Civil Registration Agency)
DPU	*Dinas Pekerjaan Umum* (Public Works)
DTRK	*Dinas Tata Ruang Kota* (Urban Spatial Agency)
HIPMI	*Himpunan Pengusaha Muda Indonesia* (Indonesian Young Entrepreneurs Association)
IWAPI	*Ikatan Wanita Pengusaha Indonesia* (Indonesian Women Entrepreneurs Association)
KADIN	*Kamar Dagang dan Industri* (Chamber of Commerce)

PHRI	*Perhimpunan Hotel dan Restoran Indonesia* (Indonesian Hotel and Restaurant Association)
REI	*Real Estate Indonesia* (Indonesian Real Estate Association)
RPJMD	*Rencana Pembangunan Jangka Menengah Daerah* (Regional Medium-term Development Plan)
RPJP	*Rencana Pembangunan Jangka Panjang* (Long-term Development Plan)
SUBOSUKAWONO SRATEN	*Surakarta, Boyolali, Sukoharjo, Karanganyar, Wonogiri, Sragen, Klaten* (Regional Cooperation Solo/Surakarta & 6 other districts surrounding)

Table of Contents

List of Tables

List of Charts

List of Figures

Chapter 1: Introduction

1.1 Background

Cities all over the world, are faced with a very tight competition with other cities to get media attention, attracting tourists, investors, new residents and more talented workforce labour (Avraham, 2000; Anholt, 2007; Kavaratzis, 2005; Zenker et al., 2013) due to the demands of economic and cultural globalization. In the endeavor to respond the requests of competition and attract desirable target groups, city administrators are more eager to apply business strategies in general and marketing techniques in particular (Niedomysl, 2004; Van der Heiden and Terhorst, 2007; Ward, 2000; Young, 2005), to establish the city as a brand (Braun, 2012), and to promote their place to its different target groups. This phenomenon becomes an increasing trend in recent years. City marketing application largely depends on the communication, construction and management of the city's image (Kavaratzis, 2008). In line with that, city branding also implies an important change of a viewpoint on the whole marketing attempt. Although branding is a wide process that can not substitute the whole marketing process, it provides a focus on the communicative aspect of all marketing measures (Kavaratzis, 2004). In this way, city marketing and branding have become part of the range of contemporary urban policies (Ward, 2000).

City branding is one of the application in the public sector which usually involves public and private parties. Building a strong brand image with a clear concept is very important to enhance the familiarity of the brand as well as the common understanding of relevant stakeholders toward the brand. In reality, branding practice does not always succeed to achieve the desired effects. City branding practice "is undertaken in a context of several stakeholders who often either co produce the brand or have power to obstruct the whole process" (Blichfeldt, 2005; Braun, 2011; Eshuis and Edelenbos, 2009 in Klijn, Eshuis & Braun, 2012 p. 501). In this case city branding has been characterized as governance processes. Furthermore, many research lead to the conclusion that governance processes including city branding are better and more successful when there is more involvement of stakeholders (Kavaratzis, 2008; Klijn et al., 2013).

City administrators "often believe that city brand is a communication tool which can be fully controlled and managed" (Braun and Zenker, 2013 p.3; Zenker et al., 2010). Yet a city brand by its definiton is "a network of associations in the city consumers' mind based on the visual, verbal, and behavioral expression of a city, which is embodied through the aims, communication, values, and the general culture of the place's stakeholders and the overall place design." (Braun and Zenker, 2013 p.9). This implies that brands are largely dependent on the different consumers or stakeholders' minds and perceptions (Keller, 1993; Zenker, 2011). These perceptions of a city (brand) can be different for each target group based on their different perspectives and interests (Zenker and Beckmann, 2013). The meaning of the brand can develop differently among different stakeholders. Hence, city branding communication becomes a very complex practice which creates a big challenge for the city administrators to be successfully implement it.

This research begins with a big question, why only limited cities in Indonesia already implement city branding practice, whether the application of existing brand already involved relevant stakeholders, and whether a clear brand concept has been commonly created on the mind of thore relevant stakeholders. One city in Indonesia that already implement branding practice is Solo City, located in Central Java, Indonesia. Solo (Surakarta) City is a very influential city with strong cultural-heritage potentials in Central Java. It has strategic

location and surrounded by several districts namely Boyolali, Sukoharjo, Karanganyar, Wonogiri, Sragen, and Klaten Regency. All those six districts with Solo as the core has joined and implement regional cooperation namely "SUBOSUKAWONOSRATEN", which adopt regional brand "Solo, The Spirit of Java". In General, this brand aims to imaging and characterizing Solo Regions as a centre of Javanese Culture. The use of this regional branding is to stimulatetrading activity, andother commercialactivities, to accelerate the development oftourismby increasing regionalattractions, to stimulatethe provision ofinfrastructure/ property, and to encourageinvestmentin the real sector. As time goes by, without a written agreement, Solo City as a core, an icon, and a showcase of surrounding districts has adopt the regional brand into the city brand because of the familiarity of Solo City and the full support of surrounding districts. That's why for the next discussion on this thesis will higlight Solo City as the study site.

Triggered by the previous Mayor of Solo City, Joko Widodo, famously known as the best mayor in Indonesia, city marketing practice has been vigorously implemented. One of the major step is by applying city branding practice to support city marketing strategies. Several strategies and policies has made in order to promote the city by communicating Solo City branding. In 2005, he made a new concept of cultural city. This concept was followed by the convening of a contest to create a regional brand of 'SUBOSUKAWONOSRATEN' (regional cooperation) which finally in the end adopted to be a brand of Solo City. With the city brand "Solo, The Spirit of Java", in 2006 Solo City became a member of "World Heritage Cities Organization" and two years after that, the city became a host of World Cities Heritage Conference. That event was just a first step of several international events that held in Solo. The existence of city branding also bring significant changes in several policies made by city administrators. The inclusion of logo and slogan of Solo's city brand conducted in almost all physical elements of the city. Externally, the government actively promote Solo City worldwide using its brand as one of communication tools and internally they implement city marketing management in the process of decision making.

As mentioned above, that the successful implementation of city branding as governance process depends on more relevant stakeholders involvement. While brands are mainly based on stakeholders' minds. In this case, different stakeholders who have different understanding of city brand in their mind also have different interest on it. This phenomena will influence the implementation of city branding practice and will become a big challenge to the government of Solo City to communicate its brand. Two main stakeholders we choose in this research are city administrators (as creators and managers of the brand) and business community (as an engine of city's economic growth). Our assumption is,there are commonalities (consensus) and differences in both stakeholders' understanding about city branding and about"Solo, The Spirit of Java" as a brand, and those understanding will affect the implementation of "Solo, The Spirit of Java". This research will test those assumptions on the city administrators and the business communities in Solo City.

1.2 Problem Statement

As stated above, city branding which aims to respond the demands of competition and attract desired target groups has characterized as governance processes. It is carried out with the involvement of several stakeholders who often have their own perceptions and understanding towards city brand which then produce either positive or negative effects in the whole process of city branding. It can be said that success of city branding mostly dependent on the perceptions and associations of relevant stakeholders involved in city branding. Many

literatures also suggest that stakeholders involvement is really important to give positive effects in city branding practice.

The challenge of city branding process in this case is different stakeholders who are expected to be involved have different interest and understanding toward city brand. Because the translation of branding depends on the minds and perceptions of each stakeholders. They can contribute to the success of city branding or even sometimes cause obstruction on it. In this case, we assume that branding process is a join challenge that need common understanding/consensus among relevant stakeholders (city administrators and business communities) to be successfuly implemented.

Solo, as a city located in Indonesia already tried hard to implement branding practice as an important tool of city marketing strategies in order to compete with other cities and attract desired target groups. Several steps which have been taken begins with applying the concept of city branding to strengthen the city image then followed by creating some real policies and actions. Although the practice of city branding in Solo City has been running for about seven years, an understanding of the relevant stakeholders about city branding and their involvement in city branding process is still questionable. Moreover, there have been no studies conducted to measure the success of city branding in Solo. Whether the assumption that "there are commonalities (consensus) and differences in both stakeholders' understanding about city branding and about"Solo, The Spirit of Java" as a brand, and those understanding will affect the implementation of "Solo, The Spirit of Java" truly proven would then be sought out in this research. Eventually, this research is expected to give important input to the government as a form of evaluation for the future implementation of city branding in Solo City.

1.3 Research Objectives

The main objective of this research is to examine the understanding (differences and commonalities) of city branding between different relevant stakeholders (city administrators and business communities) and to find out the effects of their understanding towards the implementation of city branding in Solo City.

In detail, this research also aims to know the effects of stakeholder involvement in city branding process by testing the assumption that the common understanding (consensus) of city branding in the relevant stakeholders (in this case city administrators and business communities) will lead to positive effects, while differences in their understanding will generate negative effects in the successful implementation of city branding.

1.4 Provisional Research Question

Main question of this research is **"What are the differences and commonalities in the understanding of city branding between city administrators and the business communities in Solo City and what are the effects on the implementation of city branding?".**

1.5 Significance of the Study

This study attempts to examine the understanding (differences and commonalities) of two relevant stakeholders in Solo City toward city branding. The choosen stakeholders are city administrators as the creator and the manager of city brand and business communities as an engine of economic growth in a city. City branding is very complex practice, since it is

characterized as a governance process which really needs the involvement of relevant stakeholders to be successfuly implemented and in the other hand it is related with the perceptions and associations of each stakeholder. So that city branding can be said as join challenge among stakeholders which needs common understanding/consensus to generate greater positive effects. It is become a challenge to the city government in relation with their effort to implement city branding as an important tools of city marketing practice. Since as argued above, that city branding implementation needs the involvement of its relevant stakeholders.

This research is expected to give better knowledge to the city government about the understanding and interests of business community and city administrators themself (politician, planner, staff, manager, marketer, etc.) about the existing Solo city branding. It also assess the effects of their understanding toward the implementation of city branding so far. At the end, the research results will be useful as an important input to enhance the brand communication capacity of city government. Moreover, it can be used as an important input for city government in making a future strategies/policies related with city branding implementation. Finally, city branding can become real things and an appropriate way to attract desired target groups and meet the demand of city competition.

1.6 Scope and Limitations

City branding is considered as one of a governance process that need the involvement of all relevant stakeholders to achieve the ultimate goal. And brands are mostly depends on people's minds or perceptions. There are many relevant stakeholders in city branding for example firms/companies (business community), government, residents, tourists/visitors, etc. Thus, the perceptions of city branding varies depends on each stakeholders being engaged.

However, with several limitations, this research only focus on the differences and the commonalities in the understanding of city branding between two relevant stakeholders namely city administrators (key persons who responsible in creating and communicating city branding concept, key persons who work in planning board, and other key persons who work in related agencies/board in Solo City) and business community (key persons in main firms and business association).

1.7 Description of The Research Area

This study was conducted in Solo (Surakarta) City, which is located in Central Java, Indonesia. With 503.421 inhabitants and population density of 13.636 inhab/km^2 in 2010, Solo City is considered as one of the developed city in Central Java with a very strong Javanese cultural heritage as its potential resources. This city has strategic location in Central Java which surrounded by several districts namely Boyolali, Sukoharjo, Karanganyar, Wonogiri, Sragen, and Klaten District. Together with Solo as the core, all those six districts has implemented regional cooperation namely "SUBOSUKAWONOSRATEN" which adopt the regional brand "Solo, The Spirit of Java". In General, this brand aims to imaging and characterizing Solo Regions as a centre of Javanese Culture. At first, the use of this regional branding was aimed to stimulate trading activity, and encourage commercial activities, to accelerate the development of tourism by increasing regional attractions, to stimulate the provision of infrastructure/ property, and to encourage investment in the real sector. As time goes by, all those six districts have supported Solo City as an icon and a showcase of the

region to adopt the existing regional brand into Solo's city brand because of the familiarity of Solo City.

The use of city branding practice is strongly associated with the former Mayor of Solo City, Joko Widodo (the one who has ever been nominated as the best mayor in the world), based on his concern toward the development of many cities in Indonesia that looks uniform and did not show their own characteristics and identity. According to him, each city must have a blueprint for urban development, so that the city has a clear differences with other cities. He adapted the term "positioning" and "differentiation", which is taken from marketing theory. It indicated that marketing mindset is very important in an effort to enhance the character of Solo City. In order to make Solo City "marketable", the city as a product must have a distinctions with other cities with the intention that the positioning of Solo in the thoughts of all relevant stakeholders become clear. This was the first step in triggering an effort to implement city branding practice in Solo City.

Figure 1 The Position of Solo City in Central Java and in Indonesia

Regional cooperation "SUBOSUKAWONOSRATEN" consist of one city (Solo City) and six districts (Boyolali, Sragen, Sukoharjo, Wonogiri, Sragen, and Klaten) preceded by a Technical Cooperation Agreement dated April 9th, 1984 between The Government of Germany Federal Republic and Indonesian Government and The Memorandum of Exchange

KL.01.04/ANBP Number 371 on December 11st, 2002 with the aim of improving relations based on partnership and cooperation in order to realize economic development of regional program (Regional Economic Development) in Surakarta/Solo and surrounding areas.

In the process, a slogan was needed to build the image of SUBOSUKAWONOSRATEN region in order to develop regional marketing. Then a contest to find regional branding was held in 2005 as a follow-up action from regional development strategies. Based on hundreds of proposals received, "Solo, The Spirit of Java" was chosen as the regional branding of SUBOSUKAWONOSRATEN region. To strengthen the brand, it finally poured into the common regulation between The Mayor of Surakarta with The Regent of Sukoharjo, Karanganyar, Wonogiri, Sragen, and Klaten on April 2nd, 2008.

Internal targets of this regional branding are as an integral tool to enhance the pride of the ethos and to advance regional economy. While Externally this brand have aim to build an regional image in order to promote economic growth and to introduce SUBOSUKAWONOSRATEN as potential areas for investment, trade, and tourism.

Regional Branding "Solo, The Spirit of Java" means spirit of togetherness in the process of economic development, based on the spirit of upholding the culture, history, and the noble values of its predecessors.

Figure 2 The Logo of "Solo, the Spirit of Java"

The intended use of this regional identity are: to stimulate trading activity, to stimulate the activity of commercial and non-commercial undertaking, to accelerate the development of tourism by increasing local attractions, to stimulate the provision of infrastructure/property, and to encourage the investment in the real sector.

Local Cultural and Tourism Agency of SUBOSUKAWONOSRATEN Region became a leading sector in implementing and promoting regional branding "Solo, The Spirit of Java". Begin with cooperation in cultural and tourism sectors, Solo City as the center of regional cooperation SUBOSUKAWONOSRATEN, plays an important role in the success of the regional brand.

Adapting regional branding "Solo, The Spirit of Java", The Mayor of Solo City made a blueprint containing several main policies including city marketing strategies whisch supported by surrounding districts within SUBOSUKAWONOSRATEN region.

Chapter 2: Literature review

2.1. Introduction

This chapter attempts to construct a theoretical framework based on many theories to understand what city branding is and the factors affecting city branding to achieve its goals. The theoretical framework directed this research into more clear ways to valid and reliable conclusions.

The theories presented in this chapter begin with the terminology of brand, branding and city branding. City branding in city marketing will be the next, followed by city branding as governance process, stakeholder involvement in city branding and about city branding and a different understanding. All those related theories will lead to one theoretical framework in the last part of this chapter.

2.2. Defining Brand, Branding, and City Branding

2.2.1. Brand

Talking about brand usually related to a physical thing, an object that can be seen, or a product. That old-fashion notion has more widely spread on people's mind and suggested by Kotler (1991, p.442) that defines a brand as "a name, term, sign, symbol, or design, or combination of them which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors". Similar with that, Hankinson and Cowking (1993) stated that a brand related with a product or service that created uniquely by its positioning relative to the competition and by its personality, which comprises a different combination of functional attributes and symbolic values.

However, a brand is not only a product itself nor a symbol or a label of products (Braun, 2008). It is what gives value and meaning to the product and specify its identity (Kapferer, 1992). Brand is also considered as a sign that recognize products and its producers, and also stir associations which inspire those products with cultural meaning. The representative meaning given by the brand can also make the products can be differentiated its competitors. (Eshuis and Edwards, 2012). Brands exist in the peoples' minds and can be seen as a network of associations in their minds (Keller and Lehmann, 2006). Klijn, et al.,(2012) summarize the meaning of brands as follows :

1. Brands give meaning to something; spesifically they build network of associations about products that have meaning for various actors;
2. put in value to the object;
3. distinguish the products from competitors;
4. have a visible or discursive sign in the form of a logo, design or a name;
5. are intentionally created and have to be managed in order to develop them.

Brands are closely related with values and perceived quality, which means it is important to have congeniality between physical and psychological needs of the people. Thus, it is important to build strong relationship between brand identity, brand image, and brand positioning (Kavaratzis and Ashworth, 2005). Those three aspects will described below.

Brand identity is related with the desired of the brand being perceived. The brand identity is a unique set of brand associations which the management wants to create or maintain. It creates a connection between the brand and the consumers with a value intention that consists of functional, emotional and self-expressive benefits (Aaker, 1996; Kapferes, 1992).

Brand image is related with the perception of a brand in the people's minds. It is what people believes, feels, thoughts and expects about a brand. The brand image is a reflection (though maybe inaccurate) of the brand character or product being. (Bennett, 1995; Keller, 1998).

Brand positioning means stressing the uniqueness of the product that makes it prominent from its competitors and attractive to the consumers. The brand positioning is a direct conclusion from brand identity (Kapferer, 1992).
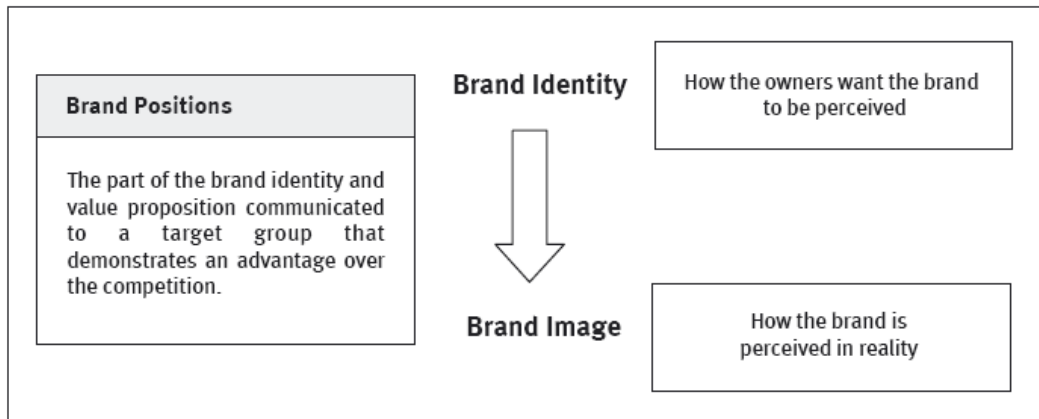
Figure 3 Building of Brand Image from Brand Identity and Brand Position (Modified from Aaker, 1996 & Kapferer, 1992 in Rainisto, 2003, p.49)

Moreover, brand can plays a very important role in policy formulation by facilitating decision making, giving focus, providing boundaries, and directing behavior. (Rainisto, 2003) and in policy implementation by helping to create commitment or interest among those involved in execution of a certain policy (Klijn et al., 2012). In this case brand can be said as important tool to communicate.

On the other hand, brand also has limitations related to its characteristics: it is perceptual entities; constructed and experienced in an institutional environment (a community or social environment); and it can be contested. The consumers can have their own perception of the brand because brands built to create associations among consumers' minds. The meaning of the brand can change according to the perspective of different consumers (Klijn et al., 2012).

The point of view of brand as relationships in particular stresses that brand "also require interactions with a broader group of stakeholders than just consumers" (Hankinson, 2004, p.111). In this sense, the formation and maintenance of a brand is related with a continuous process where consumers and stakeholders not only become co-creators but also strongly involved in the whole process of the brand's implementation (Klijn et al., 2012).

2.2.2. Branding

Branding is not just one tool of marketing activities, even in contemporary marketing branding is very central. But branding related with a holistic view that influence the whole marketing process. Branding can be interpreted as an activities to build up value added by a brand (Hankinson, 2001), as a deliberate process of selecting and associating the attributes (Knox and Bickerton, 2003) which focuses on establishing and maintaining the brand, as a major core of marketing technique, and branding can be a good foundation for place marketing (Rainisto, 2003).

Moreover, branding is consider as a strategy for managing perceptions (Eshuis and Klijn, 2012). Branding is mostly about influencing perceptions which is emphasizes the emotional and the psychological aspects. It is crucial to generate associations between a product and wider psychological issues. Branding works somewhat through the unconscious. People are mainly unaware of the associations triggered by brands and they do not usually conscious about them (Eshuis and Edwards, 2012).

Success of branding is more likely when there is entity of goal and commitment by all stakeholders toward a common branding (Hankinson, 2001).

Branding is considered as relevant concept but not always understood correctly. Mostly, branding techniques viewed only as the development of logos, symbols, and straplines which used to create a visual identity and to be an umbrella for a commercial activities (Hankinson, 2001).

There are several objects on branding in the public sector, namely branding of tangible products; branding of processes may refer to branding services or governance processes; branding of organizations; branding of persons generally refers to branding leaders or stars; branding of places is about geographical places varying from nations to cities, regions and neighbourhoods. It is sometimes referred to as place-branding (Kavaratzis and Ashworth, 2005) or location branding (Hankinson, 2001) which will be discussed in more detail on the next section.

2.2.3. City Branding

Places and mainly cities can be branded like products or services (Keller, 1998; Kotler et al., 1999; Hankinson, 2001) and when geographical locations are given brand like products and services, the brand name is usually using the actual name of the location (Rainisto, 2003). In fact, place brand can be used in neighbourhoods, districts, regions, destinations, cities, even countries(Braun, 2012).

There are many definitions of place branding and city branding in particular, but there is no one consensus has been accepted to the definition, since it is related to the implementation and also related with local development efforts (Rainisto, 2003). Recently, city branding definition is mostly developed from corporate branding theory, which means it is based on the term of corporate branding (Braun, 2012; Kavaratzis and Ashworth, 2005; Kavaratzis, 2008; Trueman et al., 2004). According to Kavaratzis (2008) place branding is the branding of communities or districts in order to create representative image of the place by emphasizing particular functional, symbolic, and experimental aspects. Moreover, city branding is also understood as the way to achieve competitive advantage in order to increase inward investments and tourism, and also to achieve community development (Kavaratzis, 2004.)

Zenker and Braun (2010, p. 3) define a place brand as "...a network of associations in the consumers' mind based on the visual, verbal, and behavioral expression of a place, which is embodied through the aims, communication, values, and the general culture of the place's stakeholders and the overall place design." The definition basically confirms that defining a city brand is not mainly about the "place physics", but it related with the perception of the target groups.

City branding is created mainly to attract potential residents, firms, tourists, or investors to a city (Braun, 2012) to respon the demand of competition among cities for those target groups (Van den Berg and Braun, 1999 ; Medway and Warnaby, 2008 ; Zenker, 2009), which is

usually done in a context of several stakeholders who sometimes can re create the brand or even hinder the whole branding process (Braun, 2012; Eshuis and Edelenbos, 2009).

In this case, place branding that is considered as one of the best recognized applications in the public sector also has the characteristics of governance processes which usually involves public and private parties. (Klijn et al., 2012). The branding of places (and particularly cities) has become popular among city officials in recent years (Anholt, 2010).

Although city branding are very complex process that contain many elements, tangible elements refer to perceptions of a city's culture, infrastructure, housing and intangible elements including emotional aspects or values of the brand (Zenker, 2011), but Hankinson (2001) on his study about the branding practices in 12 English cities found that the branding of location in not impossible.

To sum up, city branding in general can be explained as planning and implementation of the whole process of producing, managing and/or developing the perceptions of a city's customers and/or stakeholders, which focuses on the city's values and aims to influence the spatial activities of those customers and/or stakeholders in a way, that can be beneficial for the city's sustainability and development.

What comes next is the way to communicate city brand to the customers or stakeholders. Three types of city brand communication form according to Kavaratzis (2004) are: the primary communication (marked as physical aspects of the city, including the architecture and real place offerings, as well as the city's behaviour); the secondary communication (including the formal communication like advertising or public relations, marked as place communication); and the tertiary communication (labeled as place word of mouth, which refers to the word-of-mouth details strengthened primarily by the media and also by the residents).

The model of city brand strategy includes internal and external factors. Internal factors namely: governance, brand expression, and marketing. While external factors are: mental lenses, brand perception, and brand recognition (Kavaratzis, 2008). This model also mentions six main stakeholders: government, private sectors, people, tourism, investment and immigration, culture-education and sports

Combining all those concepts of city branding and its communication, leads to a model of place brand perception that illustrates how those perceptions are built through the place's identity and how they vary between different target groups (Zenker et al., 2010; Zenker, 2011).
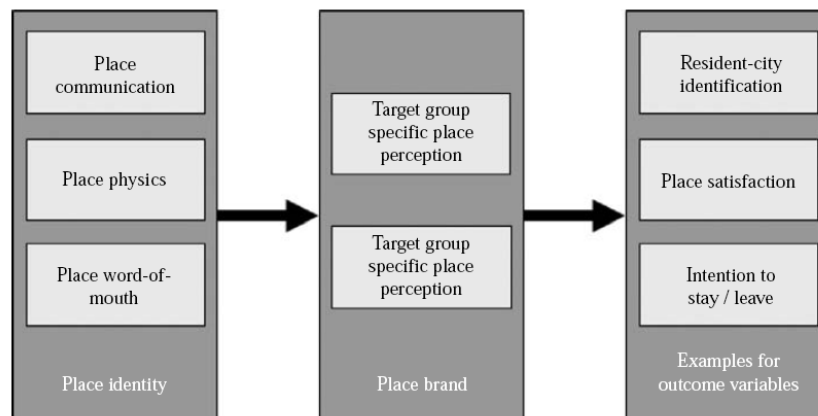
Figure 4The Model of Place Brand Perception (Zenker, 2011 p.43)

The core element of the successful city branding lies on the establishment of a strong relationship between the brand and the public. Furthermore Hankinson (2001, p.140) mentions the key factors which affect the brand's development: organisational complexity and control (related with the need of an appropriate organisational structure); the management of partnerships (the commitment of all stakeholders in shapping place brands which formed in the presence of partnership and high level of consensus); product complexity (the ability to develop a unique and attractive product/place which in some cases can only be achieved through partnerships); the measurement of success (the need of cities to be able to show that location branding is one of an effective strategy).

2.3. City Branding in City Marketing

2.3.1. City Marketing

Place marketing or city marketing particularly, is a relatively new scientific field which has become more popular in the 1990s coincides with the two publications of Kotler in 1993 and 1999. In his books, Kotler defines place marketing as "designing a place to satisfy the needs of its target markets. It succeeds when citizens and businesses are pleased with their community, and the expectations of visitors and investors are met" (Kotler et al 2002, p.183). While at the same period Meer and Van den Berg (1990) found that city marketing is an instrument for cities to compete with other cities. This point of view resulted from the increasing competition among cities. In detail, Meer (1990) described city marketing as a series of urban functions with requests by the residents, businesses, and visitors, as a method to match the demand and supply on the side of local authority provision.

Ashworth and Voogd (1990) suggest that place marketing concept has been developed from business, marketing and management scientific theories that lead to the understanding of marketing practice in urban planning and management. Marketing practices in general tried to make places into commodities or "place products" (Ashworth and Voogd, 1990). According to them, place marketing become relevant because of the unexpectedly changing rules in the competition between places. In this case, place marketing is important "to maximize the efficient social and economic functioning of the area concerned, in accordance with whatever wider goals have been established" (Ashworth and Voogd, 1990, p. 41).

Furthermore, Ashworth & Voogd (1990) also underline the importance of the city image as a driver behind the consideration for city marketing. In their view, cities' perception and its mental image that established have become significant for the success and failure of economic. In other words, the application of city marketing mainly depends on the construction, communication and management of the city's image. City marketing plays a significant role, as a liaison between a city's potential and the use of this potential for the benefit of the people in the society.

In their other publication, Ashworth and Voogd (1994, p.41) argue that "place marketing is a process whereby local activities are related as closely as possible to the demands of targeted customers. The intention is to maximize the efficient social and economic functioning of the area concerned, in accordance with whatever wider goals have been established"

Finally, the overall understanding of place marketing as suggested by Braun (2008, p.43) is "... the coordinated use of marketing tools supported by a shared customer-oriented philosophy, for creating, communicating, delivering, and exchanging urban offerings that have value for the city's customers and the city's community at large." Next, he choose to use

the term city marketing to differentiate it from the marketing of other types of places like neighborhoods,' rural areas, regions, countries, etc.

2.3.2. City Marketing Process

To achieve the purpose, a marketing strategy must fulfil certain requirements, which means that cities must recognize the changes of the environment, the needs, the desires and the choice behaviors of their target-markets. It is important to generate a realistic vision for the future, to come up with a plan to realize the vision and to accomplish consensus among involved stakeholders and finally to evaluate each phase of the process.

According to Kotler (1997, p.90), "place marketing process consists of analyzing marketing opportunities, developing marketing strategies, planning marketing programs, and managing the marketing effort." Meanwhile, there are a series of activities in city marketing process starting from a cautious analysis of the city's current situation through a wide research on the city's resources, opportunities and audiences (Kavaratzis and Ashworth, 2007), followed by choosing a certain vision and goal for the city that should be achieved with the cooperation of all related stakeholders. Next, is the planning of specific projects/activities that will together helping to achieve the goals and allocating clear roles for the participating bodies, followed by actively implementation of city marketing measures (spatial/functional, organizational, financial, and promotional) (Ashworth and Voogd, 1990). The process ends with the phase monitoring and evaluating the results of all activities.
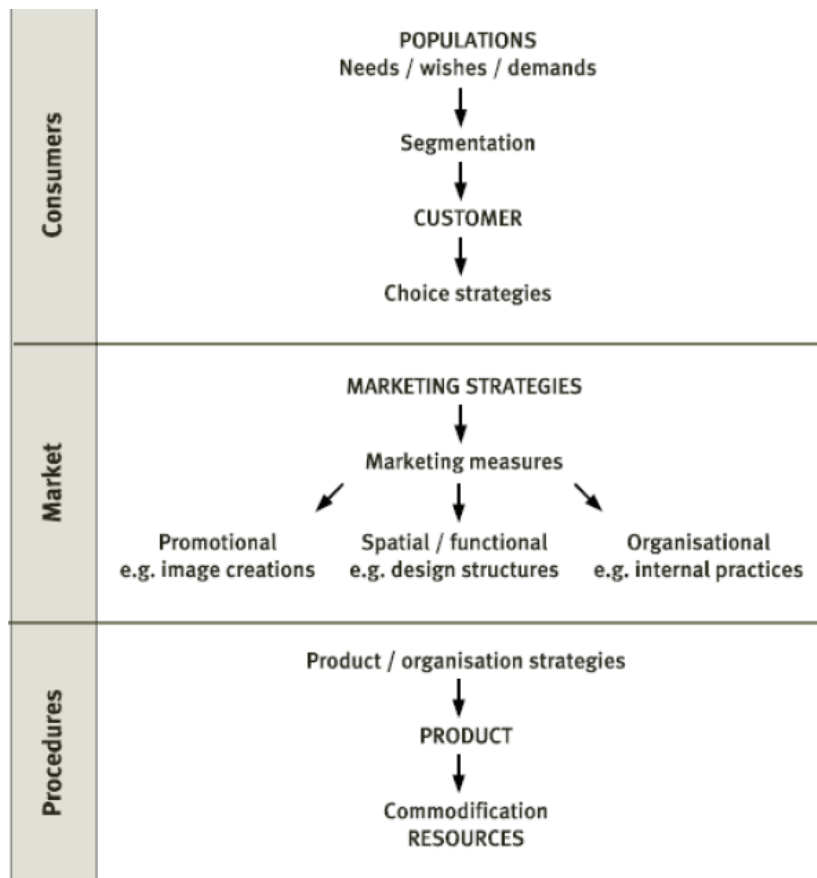
Figure 5 Place Marketing Process Framework (Ashworth and Voogd, 1990 in Rainisto, 2003)

Place marketing practices are usually headed by the management team in charge of place marketing and coordinated by the planning group which represent the coomunities of the place. As a starting point, they form the vision and the strategic analysis of the place in the form of a SWOT analysis. Then they build place identity in a form of attraction factors of the place. This is the phase of building process of place's identity which a place can make the choices and influence preferred image target. After that, the identity then promoted using marketing communication and place marketing instruments with the expectation that the image has been built among target groups will meet the expectations of the place (Rainisto, 2003).

As mentioned before that city marketing is marketing in a network setting, so the core of city marketing management is in the coordination and implementation of city marketing activities in various city marketing networks between different stakeholders (Braun, 2008). Moreover, to achieve the success of city marketing practices, Rainisto (2003, p.65) mention a framework consists of nine elements to support the place of marketing practices. Those success factors are: "1) Planning group, 2) Vision and Strategic analysis, 3) Place identity & Place image, 4) Public-private partnerships, 5) Political unity, 6) Global marketplace, 7) Local development (presented with Global marketplace), 8) Process coincidences, and 9) Leadership" (Rainisto, 2003 p.65).
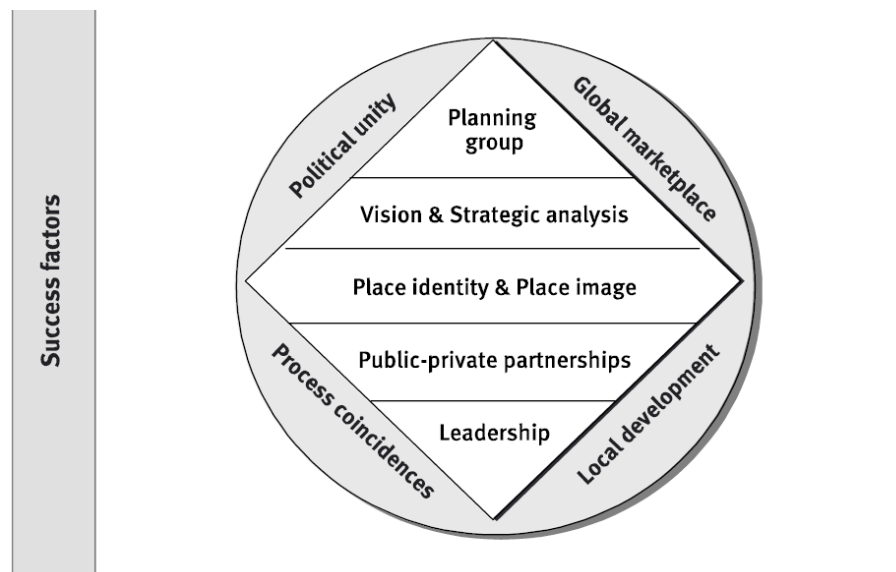
Figure 6 Success Factors in Place Marketing (Rainisto, 2003 p. 65)

2.3.3. City Branding in City Marketing

Kavaratzis (2004) sees city branding as the ultimate objective of city marketing. He suggests city branding as 'a new application of city marketing' because he identified a change of focus from the rational character of marketing interventions to creating emotional, mental, psychological associations with a city. He also mention about the shifting direction on the debate of city marketing into city branding in recent years (Kavaratzis, 2008). While Rainisto (2003) argue that city branding in city marketing practice mainly aims to increase the attractiveness of a city.

City branding and city marketing techniques are believed to provide important tools for cities, and help them to transform into competitive advantages. In other words, city branding can be said as the means for achieving competitive advantage in order to increase inward investment and tourism activity, and also for achieving community development. City branding is a wide process that does not substitute the whole series of city marketing process but it provides a distinct focus on the communicative aspect of all marketing measures (Kavaratzis, 2004).

City branding implies an important change of perspective on the whole marketing attempts and needs to be thought of as a continuous process related with all marketing efforts and with the whole planning exercise. In line with what suggested by Chandler and Owen (2002) that branding is the process by which aims to influence the way the consumers interpret and develop their own sense about the brand, what it is about and what it means. From this view, branding becomes almost equal with the whole process of marketing itself..

2.4. City Branding as Governance Process

2.4.1. Governance Network Theory

There is no common undertstanding to define what 'governance' is. Braun (2008, p.82) mention a straighforward definition of urban governance as "how and by whom city policies are produced, decided and implemented" (Braun, 2008, p. 82). In many governance debates, the proposition on governance as a theory suggested by Stoker (1998) is very famous. Those five propositions are: governance refers to the series of institutions and actors who are drawn from and beyond government; it recognizes the blurring of limitations and responsibilities to overcome social and economic problems; it identifies the power reliance involved in the relationships between institutions in joint action; it is about autonomous self-organizing networks of actors; and governance also recognizes the capability to get things done that does not rest on the power of government to control or use its authority.

Kearns and Paddison (2000) who also refer to the network of actors argue that urban governance is a multi-level activity and urban governments exist within webs of relations. They also highlight that urban governance undertakes new ways to be creative, in order to build strengths and also to access and utilize resources. Kooiman (2002, p.73) say that "all those interactive arrangements in which public as well as private actors participate aimed at solving societal problems, or creating societal opportunities, attending the institutions within these governance activities take place, and the simulation of normative debates on the principles underlying all governance activities". Thus, governance can be said as an answer to the problems and city's challenge.

Those concepts are similar to the concept of organising capacity developed by Van den Berg, Braun and Van der Meer (1997): the ability to make all actors involved, to generate new ideas and to implement and develop a policy designed to respond the fundamental developments and create conditions for sustainable development.

Healey (1997; 2003) in her collaborative planning approach discusses governance in connection with planning of neighborhoods, regions, and cities, making the spatial dimension an explicit part of governance. She mentioned the relevance of networking but she gave more weight on the inclusion of all stakeholders, the collaborative process and a common vision, rather than the outcomes. Her approach is rooted in a very broad interpretation of governance. Of course, such a broad approach often criticized, but in the discussion of city branding and city marketing management it is very relevant. Thus, it is best to adopt a broad interpretation

of urban governance as mobilisation and organisation of collective action in urban areas (Cars et al., 2002 in Braun, 2008) and does not grasp it into a particular form of governance.

2.4.2. City Branding as Governance

It is important to see city branding in the context of urban governance and to understand this setting is very important to put city branding into practice(Braun, 2012). Also city branding shows many characteristics of a governance process as argued by Van den Berg and Braun (1999). City branding is used as an urban governance strategy for managing perceptions about cities and it may be directly attached to urban governance, following the base that a city must firstly decides what kind of brand it desires to become and then enhances developments to support that brand (Kavaratzis, 2008).

City marketing is an element of urban governance, hence it is part of the political process concerning multiple stakeholdes (Braun, 2008). In the same publication, he also concluded that "embedding city marketing in urban governance and creating the right conditions for city marketing management will become key challenges for cities that want to make the most of their marketing efforts in the coming years" (Braun, 2008, p. 193). This assumption for city marketing is also relevant for city branding (Braun, 2012).

Furthermore, in relation with city branding as governance process, Braun (2012) identified eight factors that can either positively or negatively affect the implementation of city branding. All of these factors are important in the urban governance context in which city branding occurs. "The first four factors related with the context of city branding itself, namely: the common view on city branding; the inclusion of city branding in the political priorities; clearly political responsibility; and stakeholder management. The remaining factors related to the urban governance context through strategic choices concerning the substance of the brand and the approach to constructing the brand: genuine and credible city branding; umbrella city branding vs sub-brands; strategic co-branding with strong brands in the city; and the balancing act between distinctiveness and wide support for the brand. These factors could seriously impact the effectiveness of city branding in the urban governance setting and finally could serve as a guideline for decision-makers who responsible in the implementation of city branding" (Braun, 2012, p. 265).

The explanation above implies that many city policies, including city branding, are joint initiatives of public and private stakeholders (Braun, 2012). It means that both public and private stakeholders are involved in city branding. Hence, a common interpretation and understanding within the variety of stakeholders involved toward city branding is very important in the implementation of city branding.

2.5. Stakeholder Involvement in City Branding

2.5.1. Stakeholder : the theory

Healey (1998) uses the term of 'stakeholder' from Bryson and Crosby (1992) to capture a comprehensive definition of "those with a legitimate concern about a place" (Healey, 1998 p.3). She addresses the importance of multi-stakeholder collaboration in the planning process. Whereas stakeholders have an important role in place making and they are often at the core of conflicts that can arise over using space. She also argues that collaborative planning takes place in a multi stakeholder society

In a society of multiple stakeholders, with different interest, different understanding of public policies, and different action between public and private stakeholders, making relationship among them in more dynamic way (Healey, 1997). In this context, the planning system including city branding process potentially provides an arena where people can come together to manage their ideas and build sufficient consensus to pursue new initiatives in creating and maintaining city branding.

2.5.2. City Branding and Stakeholder Involvement

Many literatures of branding highlights the importance of stakeholders involvement.This is become a main issue in the practice of city branding. Stakeholders involvement can be beneficial to the entire process of city branding, in which it can generate city brand communities with stronger brands that fit stakeholders' perceptions and also create a strong connection between brands and relevant stakeholders (Hankinson, 2004). These connection makes city brands more effective in reaching the brand objectives to attract the target groups. Thus, stakeholder involvement will contribute to the substance of the city brand and to the effect of the city brand (Klijn et al., 2012) Stakeholder involvement leads both to a clearer brand concept and to increased effectiveness in terms of attracting target groups.

Those arguments in line with many opinion in governance literature that also stresses the importance of stakeholder involvement. Most governance theories states that in modern society, governments are very dependent to the influence of other actors, and many policies are created and implemented in the network of all actors that involved (Koppenjan and Klijn, 2004). Many studies have proved that governance processes are better when there are more stakeholders involved (Edelenbos et al., 2010). It leads to the conclusion that most governance processes, and perhaps city branding process (as governance) will be more successful when there are more stakeholders involved (Klijn, et al., 2012).

As mention in the previous section that city branding should be seen as urban governance (Braun, 2012) and related with the concept of governance theories in the previous paragraph, city branding is not only about a process of constructing and marketing the brands, but also consider as a governance process where the involvement of different actors are essential for the success of city branding. This means that city branding, and all forms of branding, can take benefits from stakeholder involvement.

Hereinafter, many scholars also often mention about stakeholder management. They argue that stakeholder management is very important in many branding theories (Hankinson 2004; Kavaratzis and Ashworth, 2005). Based on the definition of city branding that it is branding in network setting; thus, it is related with the joint action of all relevant stakeholders either public or private. In simple way, city brand management is mostly about stakeholder management. "The two dimensions of this process – involving the right stakeholders to help build the brand and orchestrating the right political involvement to safeguard the branding process – are not easily separated" (Hankinson, 2004, p.112).

2.6. City Branding and a Different Understanding

As mostly argued in the branding literature, city branding centered on people's perceptions or images. The point on city branding based on two premises: firstly, people's mind really determine the city's shape, content and meaning. Secondly, people understand a city through accepting their own perceptions and dealing out those perceptions into their own logical image of the city. To manage the city's brand becomes the effort to influence those mental

maps in a way favorable to the city's conditions and more needs for social and economic development.

Braun (2008) offers four pragmatic approach about the role of perception in city marketing, which also relevant to the city branding process: "First, he argues to accept the role that perception is a complex process in which human (in)abilities play a role; second, he acknowledges that customers selection and interpretation of certain information influences perception. He also recognizes that emotional aspects are essentially become a part of the interpretation of those informations; third, the characteristics of customers are also an important factor in influencing the perception of the related environments which in this case for example educational background, religion, income, etc of the customers cause the biased processing of that information; fourth, he also included the role that people might have strong associations either positive or negative with aspects of the related environment." (Braun, 2008, p 64)

Furthermore, it is essential for the concept that already mentioned above, that city brand is not only related with the communicated expression of the 'place physics', but also related with the perception of those terms in the mind of the different target groups or stakeholders, which differs strongly between them because of different level of knowledge and different demands for a city. These perceptions then lead to city brand effects such as identification (Anholt, 2007) or satisfaction (Zenker, 2009).
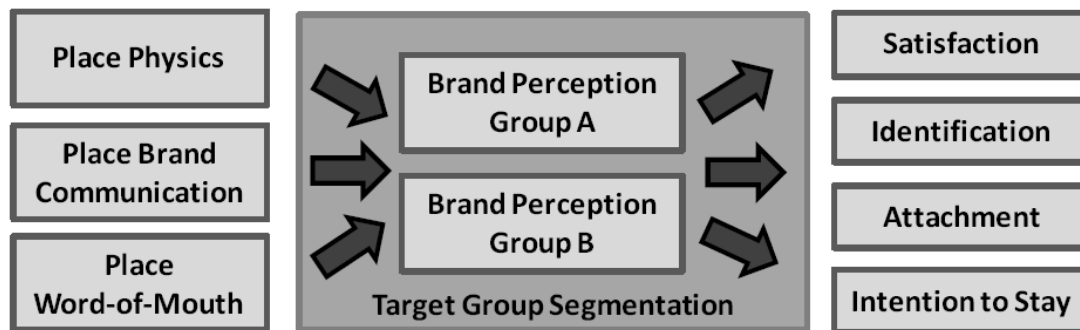
Figure 7The Concept of Place Brand Perception (Zenker and Braun, 2013)

Particularly, this research will later discuss about the different perception or understanding between two relevant stakeholders (business communities and city administrators) toward city branding.

2.7. Conceptual Framework
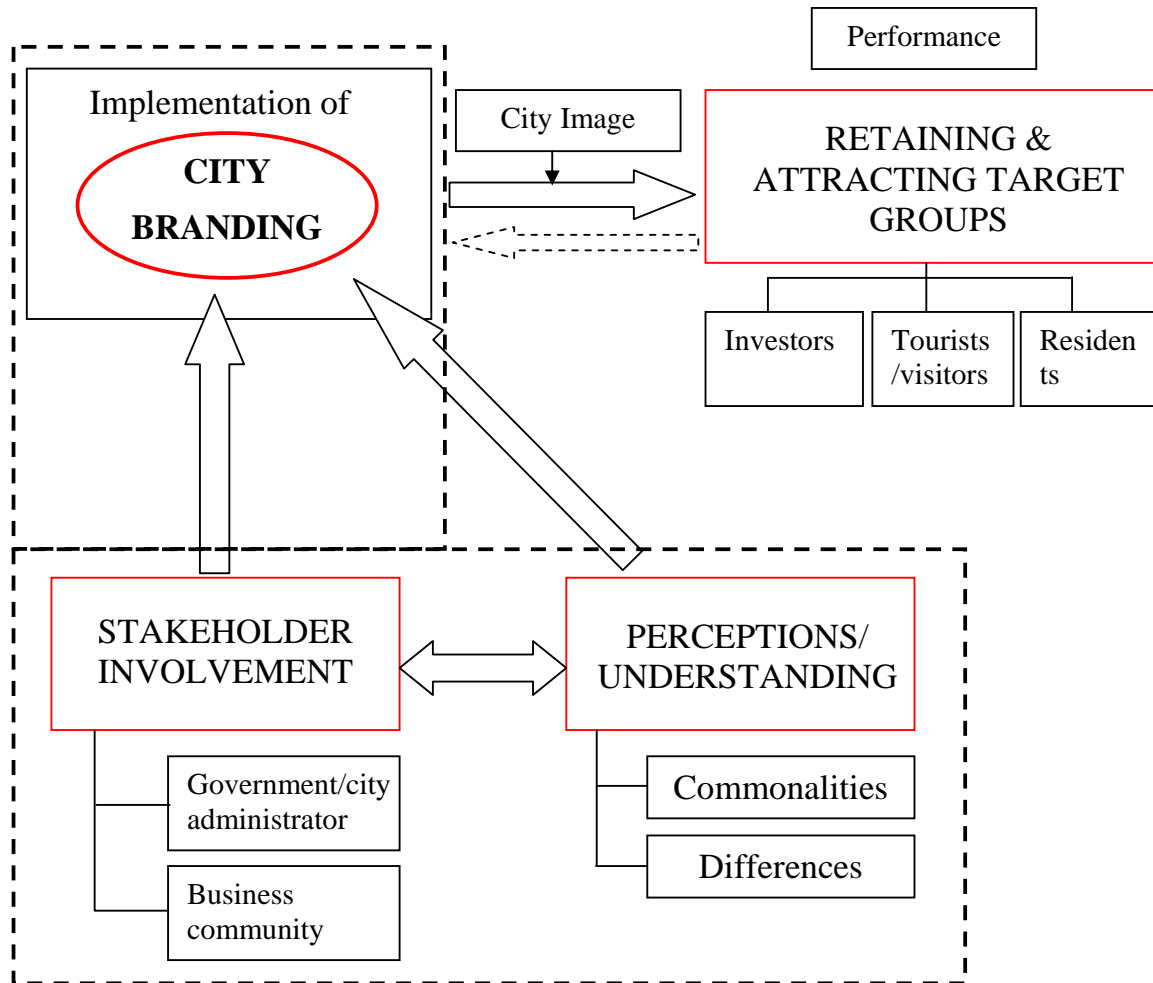
Figure 8 Conceptual Framework

Chapter 3: Research Design and Methods

3.1. Introduction

This chapter gives an outline of the way the research was conducted in the specific case study area. The research is designed to find out the answers of research questions raised in chapter one to meet the objectives that also have been discussed before. Furthermore, this section will describe about data collection, operationalization of variables and indicators, sampling, reliability and validity, data analysis method, and also scope and limitations of the resesarch methods.

3.2. Revised Research Questions

As mentioned before in chapter 1, there is only one main question of this research : **"What are the differences and commonalities in the understanding of city branding between city administrators and the business communities in Solo City and what are the effects on the implementation of city branding?"**. Because the research question considered clear enough to lead into one conclusion to meet the research objectives, then provisional research questions were not needed.

3.3. Research Objective, Approach and Techniques

This research is an exploratory study using single case study techniques. The aim of this research is to find out "what" are the differences and the commonalities in the understanding of city branding between city administrators and business comunities in one city (Solo City) and to figure out "what" are the effects of those on the implementation of city branding. Yin (2003) stated that a case study sought to examine a certain phenomenon within a real-time context of a bounded system or a case (or multiple cases). This is conducted through detailed, in-depth data collection involving multiple sources of information that are related with the topic. Therefore, a case study research is conducted by in depth-interview, questionnaires, and papers/ reports/ related publications/ literature review in order to demonstrate the understanding of different stakeholders (city administrators and business communities) towards city branding. Meanwhile, exploratory studies also conducted to examine the effects of those understanding on the implementation of city branding in Solo City. Furthermore, this research will use qualitative and quantitative approach (mixed-methods) which will be explained in more detail on the next section.

3.4. Operationalization: Variables, Indicators

Table 1 Operationalisation : Variables, Indicators, and Questions

Research Question :
"What are the differences and commonalities in the understanding of city branding between city administrators and the business communities in Solo City and what are the effects on the implementation of city branding?"
1. UNDERSTANDING
1.a. The understanding of city administrators and business community about city branding in

general			
Variables	**Indicators**	**Questions Formulated**	**Data Sources**
Terminology	• City branding as city marketing strategies • City branding as a network of associations • City branding as slogan/symbol	• Do you know about city branding? • What is city branding ? • What are the objectives of city branding?	• In depth interview • Questionnaires • Literature review
Elements	• The elements of city branding • Stakeholder of city branding	• What are the elements of city branding? • Who are the important stakeholders in city branding process	
Tools	• Tools to form a city brand	• What are the tools to form a city brand?	

1.b. The views of city administrators and business communities about "Solo, The Spirit of Java"

Variables	**Indicators**	**Questions Formulated**	**Data Sources**
Familiarity	• The meaning (a message delivered through the city brand) • Formation process • Objectives • Source • The duration of recognizing the brand • Promotional campaigns	• Have you ever heard about "Solo, the Spirit of Java"? • What is "Solo, the Spirit of Java"? • How was the formation process of "Solo, the Spirit of Java"? • What is the meaning (main message) of "Solo, the Spirit of Java"? • What is the objectives of "Solo, the Spirit of Java"? • Since when you know about "Solo, the Spirit of Java"? • From who/what you know the term "Solo, the Spirit of Java"? • Are there any campaigns/ promotional events related with "Solo, the Spirit of Java"?	• In depth interview • Questionnaires • Review of official documents/ reports/ articles/ publications

2. STAKEHOLDER INVOLVEMENT

Variables	**Indicators**	**Questions Formulated**	**Data Sources**
The involvement during planning process	• Level of involvement • Discussions / meetings during planning process • Sign of approval	• Have you been invloved in the planning process of "Solo, the Spirit of Java"? • Were there any meetings or discussion which involves you at the planning process	• In depth interview • Questionnaires • Review of official documents/ reports/ articles/

Variables	Indicators	Questions Formulated	Data Sources
		of "Solo, the Spirit of Java"? • Have you been asked for approval when "Solo, the Spirit of Java" going to published?	publications
The involvement during implementation process	• Level of involvement • Discussions / meetings during implementation process • support during implementation	• Have you been involved in the implementation process of "Solo, the Spirit of Java"? • Are there any meetings or discussion which involves you in recent time related with "Solo, the Spirit of Java"? • Do you actively support the implementation of 'Solo, the Spirit of Java"?	
The involvement during monitoring/evaluation process	• Level of involvement • Discussions / meetings during monitoring/evaluation process • Monitoring/ evaluation procedure	• Have you been involved in the monitoring/evaluation process of "Solo, the Spirit of Java ? • Are there any research/ meeting/discussion to evaluate "Solo, the Spirit of Java ? • How does the monitoring/evaluation procedure of "Solo, the Spirit of Java"?	

3. IMPLEMENTATION

Variables	Indicators	Questions Formulated	Data Sources
Organisational issues	• Institutional arrangement • Political support • Leadership • Budget allocated	• Who is handling the management of "Solo, the Spirit of Java"? • What about political support towards "Solo, the Spirit of Java"? • Is there any important person that driving the implementation of "Solo, the Spirit of Java"? • Is there any special budget to handle the implementation of "Solo, the Spirit of Java"?	• In depth interview • Questionnaires • Review of official documents/ reports/ articles/ publications
Policies related	• City vision • Connectivity with other policies • The influence toward city marketing activities • The relations with	• Does "Solo, the Spirit of Java" reflected on the city vision? • Does "Solo, the Spirit of Java" already incorporated with other policies (social, economic, tourism, etc)	

	City Spatial Planning	• Does "Solo, the Spirit of Java" already influence the marketing activities of Solo City? • Does "Solo, the Spirit of Java" already incorporated with city spatial planning?	
The management of partnership	• Management system • Commitment from private sectors	• How does the management system to handling cooperation with private sectors related with "Solo, the Spirit of Java"? • How does the commitment from private sectors related with "Solo, the Spirit of Java"? • Do your company already gave commitment related with "Solo, the Spirit of Java"? • What are the activities/projects in your business undertaken as a result of "Solo, the Spirit of Java"? • Do you use "Solo, the Spirit of Java" as your promotion tools? In what form? Does the profit of your company has affected by the existence of "Solo, the Spirit of Java"? • Does the profit of your company has affected by the existence of "Solo, the Spirit of Java"?	
Management of the process	• The success of the management	• Does the city government already succeed in managing "Solo, the Spirit of Java"?	
City Products/Services	• National/ international cultural events • National/ international economic events • The improvement of physical infrastructure condition • Cultural heritage preservation	• Are there national/ international cultural events using "Solo, the Spirit of Java?" • Are there national/ international economic events using "Solo, the Spirit of Java?" • Does "Solo, the Spirit of Java" help to improve physical infrastructure of the city? • Does "Solo, the Spirit of Java" has affected the activities of cultural heritage preservation?	

4. PERFORMANCE			
Variables	**Indicators**	**Questions Formulated**	**Data Sources**
Target group attracted	• Number of new investments • Number of tourists/ visitors • Number of new potential residents	• Do you feel "Solo the Spirit of Java" already succeed in attracting target groups (investors, residents, visitors)? • Do you still want to keep your business in Solo City?	• In depth interview • Questionnaires • Review of official documents/ reports/ articles/ publications
City Image	• The improvement of city image • Quality of the overall image	• Do you feel "Solo, the Spirit of Java" already succeed in improving the city image? • How do you rate the overall image of Solo City?	
CONTROL VARIABLES			
Place of Living		• Where do you live?	
Continuity		• Does "Solo, the Spirit of Java" should be continued?	

3.5. Data Collection Methods

As mentioned above, this research use mixed-method / qualitative-quantitative data approach. Some of the data already collected on August 2012, but the survey continued again in June - July 2013 to collect the rest of the data that cannot be collected on the first survey.

3.5.1. Primary Data

Primary data were collected through in depth interview technique as well as close ended questionnaires. In depth interviews formed by structured and semi-structured interviews using specific and open ended questions conducted on the relevant persons in city administrators and business community. The respondents including:

• City Administrators (9) :
  The Mayor of Solo City, key person in planning board, key person in investment board, key persons from Cultural & Tourism Agency and Spatial Planning Agency, 2 key persons from Local Parliament, key person from inter regional cooperationboard SUBOSUKAWONOSRATEN, and key person from Solo Tourism Promotion Board.

• Business Community (9):
  Chamber of Commerce of Solo City, key persons from business associations (Indonesian Travel Agent Associations, Indonesian Hotel and Restaurant Association, Indonesian Young Enterpreneurs Association, and Indonesian Furniture and Handicraft Industry Association), key person from transportation company, key persons from 3 exporter/importer companies based in Solo City.

While close-ended questionnaires distributed among 122 respondents:

- 62 city administrators – selected randomly and distributed equally among 12 local agencies/boards, and politician
- 60 business communities – selected randomly from business associations, chamber of commerce, multi-national companies, large-scale companies based in Solo, and event organizer

3.5.2. Secondary Data

Secondary data obtained by :

- Literature review from articles, journals, books that related with research topic;
- Review of official documents (RPJP (long term plan), RPJMD (medium term plan), city strategic planning, accountability report, city programs monitoring and evaluation for the last 8 years) specifically which related with research topic;
- Case study reviews from internet, newspapers, articles, books, journals/articles, reports, and other related publications related with Solo City Branding.

Table 2 Data Collection Method

Research Questions	Data Collection Methods	Respondents
What are the differences and commonalities in the understanding of city branding between city administrators and the business communities in Solo City and what are the effects on the implementation of city branding ?	Indepth interview	- Mayor - Local government officials(planning boards, investment board, related agencies, local parliament, secretariat of regional cooperation) - Business communities (chamber of commerce, business associations, multi-national companies, large-scale companies based in Solo)
	close-ended questionnaires	- Local government officials(boards, agencies, and offices,local parliament) that related with "Solo, The Spirit of Java" - Business communities (chamber of commerce, business associations, multi-national companies, large-scale companies based in Solo)
	Field observation	- Study of secondary data

3.6. Sample Size and Selection

Primary data collected from the specific selected persons based on their responsibility, duty, functions, and involvement towards Solo City Branding. The data collected through indepth interviews with key persons represent two groups of stakeholders (city administrators and business community) using **purposive selected sampling** technique and through questionnaires which will be distributed equally among city administrators and bussines community using a **purposive-stratified random sampling** technique.

The main respondents as the target for in depth interview on the side of city administrators are **9 persons** including : The Mayor of Solo City, key person in planning board, key person in investment board, key persons from Cultural & Tourism Agency and Spatial Planning Agency, 2 key persons from Local Parliament, key person from inter regional cooperation board SUBOSUKAWONOSRATEN, and key person from Solo Tourism Promotion Board.

While the respondents from business community are also **9 persons**, including: Chairman of Chamber of Commerce of Solo City, key persons from business associations (Indonesian

Travel Agent Associations, Indonesian Hotel and Restaurant Association, Indonesian Young Enterpreneurs Association, and Indonesian Furniture and Handicraft Industry Association), key person from transportation company, key persons from 3 exporter/importer companies based in Solo City.

Close-ended questionnaires concerning the understanding of different stakeholders about city branding distributed among **122 respondents**, divided into 62 from city administrators (from local agencies, boards, and politician) and 60 from business communities (from business associations, chamber of commerce, companies, event organizer, merchants).

In addition, secondary data conducted through the study/review of several official documents (RPJP (long term plan), RPJMD (medium term plan), city strategic planning, accountability report, city programs monitoring and evaluation for the last 8 years); papers; literatures/journals/articles; reports; and other related publications.

3.7. Validity and Reliability

According to Yin (2003), there were four criteria necessary to have a good quality case study research, namely internal validity, external validity, construct validity, and reliability. Internal validity is only for explanatory case study. Construct validity means "correct operational measures for the concepts being studied" (Yin 2003, p. 34). External validity, according to Yin (2003, p.34) is mainly about "establishing the domain to which a study's findings can be generalized", while reliability means ensuring that "the operations of a study can be repeated, with the same results".

To ensure construct validity, Yin (2003) proposed two steps. The first is choosing "the specific types of changes that are to be studied and relate them to the original objectives of the study" (Yin 2003, p. 35). In the case of this research, the type of changes to be studied are the effects on city branding implementation in Solo City as the result of the differences and the commonalities in the understanding of city branding between different stakeholders (city administrators and business communities). The second step is demonstrating that "the selected measures of these changes do indeed reflect the specific types of change that have been selected" (Yin 2003, p. 35). In this research there are 13 variables that serve as the measures of those changes. The selection of these variables is backed up by theories of city branding found in literatures. These variables consist of indicators which give more detailed aspects of city branding performance. This research also conducted through using multiple resources of evidences and selecting relevant key informants.

To ensure external validity, it is important to build a comprehensive conceptual framework that adopts various theories or concepts (Yin, 2003). This research fulfils the requirement by building a conceptual framework based on various theories/concepts that is applicable in the broader context of city branding practice.

In addition, triangulation will be used to ensure the validity of this research. Triangulation carried out through three types of research methods (in depth interview with key persons, survey with close-ended questionnaires among 100 respondents, and review of secondary data). Qualitative analysis will be applied for indepth interview and quantitative analysis will be applied for the survey. Furthermore, the result also will be cross-checked with secondary data to ensure the validity of this research.
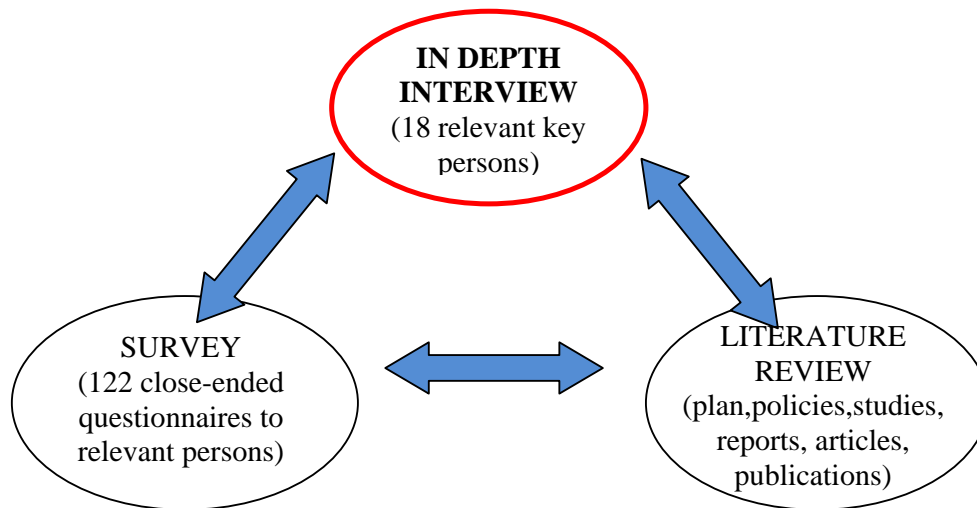
Figure 9 Triangulation of Data to Ensure Validity

To ensure reliability, Yin (2003) proposed for detailed documentation of the procedures that were followed during the research. He also recommended the use of a case study protocol and case study database as tactics to ensure reliability. To prevent bias and errors, pre-test and re-check on the questionnaires and the interview guidelines were conducted before interview/survey. Furthermore, the questionnaires and the interview guidelines were translated into Bahasa Indonesia (Indonesian language) with test and revise.

3.8. Data Analysis Methods

The data were analyzed qualitatively and quantitatively.

The primary data collected through close-ended questionnaires were analyzed quantitatively using SPSS with an output consists of frequency tables, statistics, graphs, and charts.

On the other hand, the primary data gathered from indepth interview were analyzed qualitatively. To translate the interview results, it should adapt systematic theoretical approach. The framework method using analytical hierarchy is described as follows:

1. The raw data obtained from the interviews should be structured to manage the data and make it into an order;

2. The structured data will be classified and interpreted in order to translate them into descriptive account;

3. The data which have been translated into descriptive account will be prepared for exploratory accounts to answer research questions.

Data management is very important to structuring the raw data. Therefore, the collected data should be archived in writing properly. Each questionnaires should include personal details, time, venue, and also short introduction where it requires. After that, index should be prepared and followed by tagging and labelling the data with terms that resulted from the variables and indicators selected. Then the labelled data will be sorted out and summarized for further interpretation and analysis.

Secondary data generated from study/review of literatures, official documents and other related publications will be significant to support the analysis process and to cross-validate the research result.

3.9. Scope and Limitations

This research only focus on the differences and the commonalities in the understanding of city branding between city administrators (key persons who responsible in creating and communicating city branding concept, key persons who work in planning board, and other key persons who work in related agencies/board in Solo City) and business community (key persons in main firms and business association). This research also conducted to find out the effects resulted from those understanding on city branding implementation in Solo City.

Some limitations that may occur including : time and resource limitation to collect the data, language differences, theoretical basis that mostly resulted in developed countries, no research has been conducted to assess the success of Solo City Branding, and difficulties to find relevant key persons to become respondents.

Chapter 4: Research Findings

4.1. Introduction

This chapter presents the findings of the fieldwork based on in-depth interviews, surveys, field observations, and a review from official documents, articles, journals, publications, books that related with "Solo, the Spirit of Java". The research findings will be presented in a narrative way together with tables, figures, and charts represent all collected information. The findings would be presented based on the research question and in accordance with the research variables which already discussed in previous chapter. Together with the research result, there are also the analysis and discussion of the findings. Each sections will consist of the findings from in-depth interview, survey, and also secondary data.

4.2. Background

This background will provides information about the background of "Solo, the Spirit of Java" and also the profile of respondents that contribute in in-depth interview as well as survey.

4.2.1. Description about "Solo, the Spirit of Java"

- **Background**

Common language in communicating the identity and an attempt to develop togetherness are the keys to implement regional cooperation. SUBOSUKAWONOSRATEN (Surakarta/Solo, Boyolali, Sukoharjo, Karanganyar, Wonogiri, Sragen, and Klaten), a regional cooperation consists of 6 districts and 1 city, cooperate with the aim to establish a region which has strong economic competitiveness. Therefor it needs one regional identity as a marketing tools (internal: among stakeholders in the region and external: national and international scope) as well as an effort to positioning the region among other regions.

- **The Process**

Based on future challenge of regional competitiveness and many potencies in Subosukawonosraten (Surakarta, Boyolali, Sukoharjo, Karanganyar, Wonogiri, Sragen, Klaten) Region like tourism, trade and investment, Inter-regional Cooperation Board (BKAD) together with GTZ-red (German Technical Cooperation – Regional Economic Development) initiate to develop one regional identity of Subosukawonosraten region.

This regional identity which aims as one of regional promotion tools and as an image creator in the regional marketing activities, has 2 target groups namely: the people in Subosukawonosraten Region (6 districts and 1 city) and people outside the region (national & international). Later on, all stakeholders in Subosukawonosraten Region have a right to use that identity with the purpose of regional advancement in all aspects (social, cultural, and economic). What to be achieved with the regional identity will describes below.

The process started in May 2004 with the signing of the MoU about 'regional economic development stage 1' between BKAD and GTZ. Some technical assistance activities were given by GTZ :
1. Experience study to Germany in 2005 & 2006 to learn a concept of Regional Economic Development;
2. Create a branding / regional identity;
3. Create 1 promotion agency;

4. Arrange regional economic profile;
5. Develop capacity building in the public and private institution (facilitate the establishment of FEDEP)
6. BKAD institutional restructuring;
7. Facilitate the establishment of Regional RIA team (Regulatory Impact Assesment);
8. Facilitate the establishment of Solo Raya Tourism working group.

In general, the process of regional identity development on this phase begin with regional marketing research, then followed by business climate survey, conduct baseline study, datas gathering, interview, forum group discussion, establishment of marketing team, marketing workshop, and ended with slogan contest.

The process of developing slogan and logo as a regional identity was conducted as a participatory endeavour. It started with collecting aspiration for regional name (subject) which conducted by GTZ-red team through a series of Forum Group Discussion (FGD) including all stakeholders in each district/city (April – May 2005), followed by a slogan competition (4th October – 14th November, 2005). This competition resulted in 314 proposed slogans which is the people's aspiration. Assesment of those proposed slogans was carried out by independent jury who appointed by The Regents/The Mayor from 6 districts & 1 city in Subosukawonosraten Region, plus representatives from academicians (university) and IMA (Indonesian Marketing Association) Sub Chapter Solo.

After a series of assesment by the jury and through consultation with key stakeholders in Subosukawonosraten Region, then "Solo,The Spirit of Java" was chosen as a subject and a slogan of Subosukawonosraten regional identity.This slogan then was developed in the graphical form and logo that was expected can be an appeal of this new regional identity and also to be easily understood by all levels of society.

Solo The Spirit of Java, as a slogan and regional identity, is expected to be one tool to develop public awareness towards Subosukawonosraten Region in the national/international scale, also can be used by all stakeholders in the region to promote Subosukawonosraten region. Visual graphic of this regional identity was developed by considering the image-forming aspects which has dynamic nature but still represents originality values of Javanese Culture.

This new regional identity then set out in the joint regulation between 1 mayor (Surakarta/Solo) and 6 regents (Boyolali, Sukoharjo, Karanganyar, Wonogiri, Sragen, Klaten) number : 1A/2008; 1/2008; 5/2008; 1/2008; 4/2008; 1A/2008; 1/2008 respectively, dated April 2nd, 2008 about Subosukawonosraten Regional Identity.

As a follow up action of the establishment of those regional identity, BKAD together with GTZ-Red, IMA (Indonesia Marketing Association), AMA (Association of Manager) Sub Chapter Solo, and other related parties conducted dissemination which includes internal socialization (to the stakeholders in the districts and city) as well as external socialization (the parties outside Subosukawonosraten Region); carried out the integration of the new regional identity into regional promotion programs (which were done by the regional government or private sectors). They also made 1 regional profile which includes information of the potencies and the opportunities of 6 districts and 1 city in Subosukawonosraten Region, which then will become one of a regional marketing tools of the region.

Furthermore, Regional BKAD as a sub system which coordinate with all government agencies and offices in the Subosukawonosraten Region, appointed all Cultural and Tourism Agencies in Subosukawonosraten Region to be one of the executors in promoting regional branding "Solo, The Spirit of Java".

- **Goals and Objectives**

This regional identity is intended as a marketing tool which will be used in all the efforts to market the region into wider community.

In detail, things to achieve with the new regional identity is :

The growth of mutual spirit from all development actors in Subosukawonosraten Region to develop and to optimize potential resources in the region to catch up many opportunities for:

- Encouraging trading activity
- Encouraging public commercial and non-commercial activities (entertaintment, conference, exhibition, etc)
- Encouraging the development of tourism (by adding regional destinations)
- Stimulating the provision of infrastructure/property
- Encouraging investments in the real sectors.

Objectives :

- Internal	:	As an integral tool to enhance the pride with common ethos to advance the regional economy.
- External (National & International)	:	To build an attractive regional image, encourage economic growth, and introduce Solo as potential region for investment, trade, and tourism.

- **Uniqueness of The Region**
  - A wealth of cultural heritage
  - Unique character of the people, especially the warmth and the hospitality
  - The strength of trading tradition and tough industry
  - Located in the strategic geographical position, as a meeting access of main inter-city lanes in Java Island.
-

- **Brand Name**

The word "Solo" chosen because it is relatively well-known nationally and internationally, and markedly used by the people in this region to mention their living place (become mutual pride).

Brand name "Solo" made with modern letter to express

dynamism, letter L which is longer than the others signifies the balance, the movement, and the growth of this region.

The unique side of this logo is on the first "O" letter which shaped (called) "lung". This shape usually used as a various Javanese ornament like batik, carving, etc. This dynamic and open shape of the "lung" describes the nature of people in the region which is sociable, flexible, willing to accept any changes, and keep trying to move forward.

- **Tagline (Slogan)**

the spirit of java

Tagline /slogan "The Spirit of Java" is interpreted as a mutual spirit in the process of economic development in the globalization and regional autonomy era. That spirit based on the soul as Javanese people who upholds a culture, a history, and a noble values of their predecessor.

- **Graphic Element**

Starting from the philosophical elements of Javanese people, this graphic element has formed as a part of the logo with the purpose to get a first strong impression. This graphic element is formed from curve lines which impressed a dynamic spin with the centre shaped "lung" – which is a stylized from eight elements living philosophy of Javanese people as the source of energy and inspiration from all activities that drive this region.

- 7 curve lines illustrate 6 districts and 1 city.
- 1 "lung" as a centre of the circle illustrate mutual vision to move forward as well as an icon represented local distinctiveness.
- The shape and the direction of circle motion represent dynamism and spirit to move forward together.

Those brand name and tagline (slogan) then merged into one symbol of "Solo,The Spirit of Java" below:
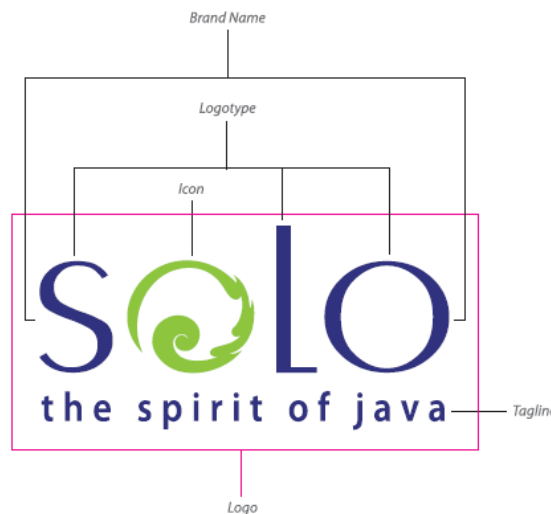
Figure 10 Symbol "Solo,The Spirit of Java"

- **Application of The Regional Brand in Solo (Surakarta) City**

In the development process, only Surakarta / Solo City among all districts and city in the region that looks very active in using the brand "Solo,The Spirit of Java". 'Surakarta City', which is the administrative name, famously known as Solo City. This is inline with the term "Solo" that used on the brand. People in the surrounding districts also more often called themself as "The Solo people" or saying that they are from Solo to mention their origin or their living place. Of course it becomes one advantage to Solo City to use those regional brand as its own brand.

There are no formal regulations that define "Solo, The Spirit of java" as the brand of Solo City. However, since the brand is one of public domain and mentioned in the rules that it can be used by all districts and city in Subosukawonosraten Region, so Solo City also can use the brand as its promotion tools. Furthermore, the activeness of Solo City leader at that time, Mr. Joko Widodo (Mayor) and Mr. FX. Rudyatmo (Vice Mayor), in encouraging the use of 'brand' as one of city promotion tools and city marketing tools that ultimately lead brand "Solo, The Spirit of Java" commonly used as Solo (Surakarta) city brand.

With the brand "Solo, The Spirit of Java", the government of Solo City try to promote Solo as a MICE (Meeting, Incentive, Conference/Convention, Exhibition/ Event) city as well as a trade, services and tourism city. They also raise Javanese Culture as the core and the base of city development. They see that Javanese culture is one of the biggest potencies in Solo City.

The premise in making culture as 'core business' of the city and raise the concept of MICE city together with trade, service and tourism is because Solo only has an area of 44 km2 (relatively small) and has no potential resources. Start from there, the government try make a link between culture as the core business with all sectors in the city. Almost all policies also connected with those concept, begins with the city vision then followed by other policies.

Further tranlsation of "Solo, the Spirit of Java" in Solo City which can be clearly seen is from the application of the logo/symbol in many physical elements of the city like billboards, buses, brochures, souvenirs, etc.(see figure 11)

Figure 11 Application of "Solo,The Spirit of Java" Logo in Solo City

4.2.2. Description of Respondents

The respondents were specifically selected based on their responsibility, duty, functions, and involvement towards "Solo,the Spirit of Java". The data collected through indepth interview with key persons representing two groups of stakeholders (city administrators and business communities) and through questionnaires which distributed equally among city administrators and bussines communities.

- **In-depth Interview :**

The respondents for in-depth interview selected from key persons with particular position in their office/ institutions/ associations who can represent the populations. For city administrators, the respondent who successfully interviewed including key persons from Urban Spatial Agency, Local Development Board, Cultural and Tourism Agency, Chairman of City Council, Head of Local Investment and Integrated Licensing Board, the person who worked in inter regional cooperation board and become a member of drafting team, Chairmain of Solo Tourism Promotion Board who really know about all the process of "Solo, the Spirit of Java", and also The Mayor of Solo City as top manager of the city.

On the other hand, there are no less important are respondents of business communities, including : a key persons from top three business sectors in Solo City (textile/textile product, meubel, and tourism), taxi company, member and chairman of some business associations (Travel Agent Association, Indonesian Young Enterpreneurs Association, Indonesian Hotel and Restaurant Association, Indonesian Furniture and Handicraft Industry Association, Forum Economic Development of Subosukawonosraten Region, and Chamber of Commerce). For the details can be seen from annex 5.

- **Survey**

For the survey, there are 122 respondents who represent the populations for each groups. Those are 62 respondents of city administrators come from 20 different agencies, boards, regional secretariat, and council and 60 respondents of business communitites from 28 different business fields in Solo City (details provided in annex 5).

In addition to the number of survey respondents and their origin, The data indicate quite balanced number of gender among respondents between city administrators (29 female & 33 male) and business communities (34 female & 26 male). While the chart 2 below indicates that most of the respondents from both groups live in Solo City (76% of business communities and 68% of city administrators).
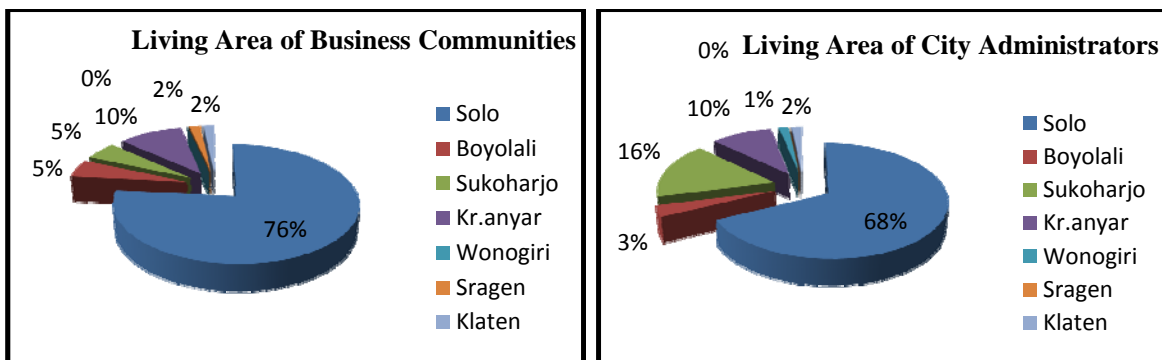
Chart 1 Respondent Living Areas based on Survey

4.3. The Understanding of City Branding in General

4.3.1. Terminology

This part will discuss about the terminology of city branding in general based on survey and in-depth interview.

Based on survey, when the respondents gave a statement "I have good knowledge about city branding", both two groups reported almost similar answers. From chart 2 below, it can be seen that both groups mostly stated that they 'agree' and also 'neither agree/disagree' with the statement. The respondents from business communities mostly answered 'neither agree/disagree' (46,7%) and 'agree' (40%). While city administrators mostly said that they 'agree' (46,8%) with the statement. It means that both groups agree that they have good knowledge in city branding.

The chart below also confirmed further statistical test (independent t-test and chi square test). With null hypothesis "Business communities and city administrators 'do not differ' in their knowledge about city branding", the t-test result shows that equal variances assumed and p >.05 (not significant), means that both groups mostly gave similar answers and also accepted the null hypothesis. The similar result also indicated by Chi-square test. With p >.05 (not significant), it did not reject null hypothesis, "business communities and city administrators 'do not differ' in terms of their knowledge about city branding".

Chart 2 Knowledge about City Branding Based on Survey
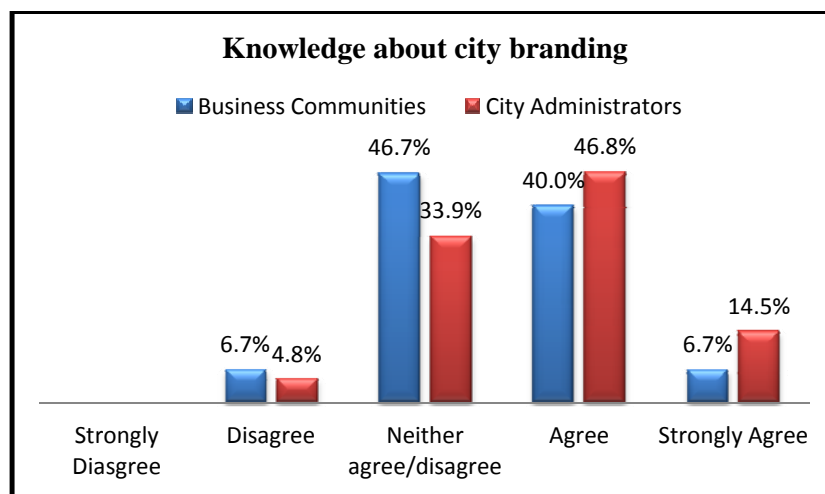
Table 3 Terminology of City Branding – Based on Survey

Statement	Groups	Strongly Disagree	Disagree	Neither agree/ disagree	Agree	Strongly agree	T-test	Chi-square
Image	Business	-	-	16.7 %	68.3 %	15.0 %	.270	.539
	City adm.	-	-	11.3 %	67.7 %	21.0 %		
Slogan	Business	-	15.0 %	25.0 %	53.3 %	6.7 %	.544	.520
	City adm.	1.6 %	14.5 %	14.5 %	59.7 %	9.7 %		
Logo	Business	1.7 %	21.7 %	28.3 %	45.0 %	3.3 %	.155	.639
	City adm.	1.6 %	14.5 %	24.2 %	51.6 %	8.1 %		
Perceptions of target groups	Business	-	13.3 %	35.0 %	46.7 %	5.0 %	.022	.101
	City adm.	-	8.1 %	19.4 %	61.3 %	11.3 %		
Network of association	Business	-	13.3 %	46.7 %	36.7 %	3.3 %	.038	.087
	City adm.	-	11.3 %	27.4 %	51.6 %	9.7 %		

In more detail, when the respondent were asked about what city branding is, the results indicated by table 3 above. From the table we can see that most respondents in two groups stated that city branding is about an image. They also gave similar answer in two other categories : city branding is about a slogan and a logo. When those three categories tested with t-test and chi-square also resulted p>.05 which means not significant. Thus accept the hypotesis that business communities and city administrators have common understanding that city branding is about an image, a slogan, and a logo.

However, different result reported from other two categories : "city brand is about the perceptions of target groups" and "city brand is a network of association in the mind of the target groups. We can see from the table above that there are differences in the distribution of the answers between both two group of respondents. Furthermore, those differences in line with independent t-test result from SPSS. Although the result indicated that equal variances assumed, but it also indicated that both two categories got significant results (p<.05). With p = .022, null hypothesis has rejected, which means that business communities and city administrators 'differ' in terms of their understanding about city branding, specifity on the statement "city brand is about the perceptions of the target groups". Similar result also found on the last category. With significant level p = .038 means business communities and city administrators also 'differ' in the statement "city brand is a network of association in the mind of the target groups".

Based on indepth interview, there are various answers given by city administrators respondents. There are 2 respondents (A2 & A7) who said city branding is a city image in order to publish the city. And also 2 respondents (A5 & A6) who said that city branding is an icon and a brand to make a city easier to remember. While quite different answer stated by respondent A8 (the person who follow the process of "Solo, the Spirit of Java") who said:

"Branding actually is like a 'promise' – We can see from the branding of some legendary products, people usually get ultimate mindset dan ultimate satisfaction. So, branding is something that we should proved to someone, to get their ultimate mindset and ultimate satisfaction from our products, in this case is a city."

On the side of business communities, there are relatively common answers. The respondents mostly answered that 'city branding is a city image in order to publish the city' and 'city branding is a slogan/logo/icon to introduce the city potencies'. Thus, we can say that based on indepth interview, there are differences in the understanding of the terminology of city branding between city administrators and business communities (see annex 6)

4.3.2. Objectives

Next discussion is about the objectives of city branding in general which also based on survey and indepth interview.

Table 4 The Objectives of City Branding – Based on Survey

Statement	Groups	Strongly Disagree	Disagree	Neither agree/ disagree	Agree	Strongly agree	T-test	Chi-square
Aims to attract potential residents	Business	-	5,0 %	23,3 %	65,0 %	6,7 %	.562	.042
	City adm.	1,6 %	11,3 %	27,4 %	40,3 %	19,4 %		
Aims to attract firms/ investors	Business	-	-	11,7 %	61,7 %	26,7 %	.962	.391
	City adm.	-	-	6,5 %	72,6 %	21,0 %		
Aims to attract tourists/ visitors	Business	-	-	10,0 %	56,7 %	33,3 %	.951	.694
	City adm.	1,6 %	-	6,5 %	58,1 %	33,9 %		

The datas from survey can be seen from table 4 above. From the table we can see that both two groups gave similar answers in the statement "city branding aims to attract firms/investors" and "city branding aims to attract tourists/visitors". In almost equal amount, they answered 'agree' and 'strongly agree'. While on the other statement "city branding aims to attract potential residents", there are various answers.

When the answers checked with independent t-test, all three statements reported not significant results ($p > .05$) and assumed equal variance answers. Those means that business communities and city administrators 'do not differ' in terms of their understanding about the objectives of city branding.

However, when the answers tested with chi-square test, it obtained slightly different results. On the two statements (city branding aims to attract firms/investors and city branding aims to attract visitors/tourists), the test resulted not significant result. Which is the same with the result of independent t-test. But, different result showed on the third statement, 'city branding aims to attract potential residents'. With $p = .042$ (significant), means that business communities and city administrators 'differ' in stated that city branding aims to attract potential residents.

Next, when the respondents of in-depth interview were asked about the objectives of city branding, both two groups mostly gave similar answers. Most respondents of city administrators said that city branding aims to introduce a city or city products to make people aware, while the respondents of business communities said that city branding aims to make a city easier to remember (strengthen the image) and to make it better known by widely people. They also said that city branding aims to market the city and to attract desired target groups.

Respondent from Regional Development Planning Board and from city council said :

"City branding is to show the identity of a city worldwide."

On business communities side, respondent from ASITA, who also represents other respondents stated :

"City branding is important tools to 'sell' a city. A city should be 'sold' to various target groups like investors, tourists, etc. So, it's better to a city to be better known by the public."

4.3.3. The Needs of Stakeholder Involvement & The Elements

- **The Important Stakeholders Should be Involved**
The question 'who are the important stakeholders in city branding process' aims to found out the understanding of both city administrators and business communities about the important stakeholders should be involved in city branding process. As mentioned in chapter 2, many literatures of branding highlights the importance of stakeholders involvement. it is related with the joint action of all relevant stakeholders either public or private and can be beneficial to the entire process of city branding.

Table 5 The Needs of Stakeholder Involvement – Based on Survey

Statement	Groups	Strongly Disagree	Disagree	Neither agree/ disagree	Agree	Strong ly agree	T-test	Chi-square
The process of city branding needs stakeholder involvement	Business	-	1,7 %	6,7 %	58,3 %	33,3 %	.419	.721
	City adm.	-	-	4,8 %	58,1 %	37,1 %		
The Mayor	Business		-	6.7 %	31.7 %	61.7 %	.683	.649
	City adm.	-	-	8.1 %	24.2 %	67.7 %		
City Administrators	Business	-	-	6.7 %	35.0 %	58.3 %	.684	.398
	City adm.	-	-	9.7 %	24.2 %	66.1 %		
Council	Business		3.3 %	13.3 %	33.3 %	50.0 %	.534	.30
	City adm.	-	-	21.0 %	37.1 %	41.9 %		
Business Community	Business	-	-	11.7 %	38.3 %	50.0 %	.566	.432
	City adm.	-	-	19.4 %	30.6 %	50.0 %		
Residents	Business	-	-	15.0 %	41.7 %	43.3 %	.851	.718
	City adm.	-	-	19.4 %	35.5 %	45.2 %		
Visitors	Business	-	5.0 %	28.3 %	45.0 %	21.7 %	.332	.138
	City adm.	-	1.6 %	33.9 %	29.0 %	35.5 %		
Students	Business	-	1.7 %	33.3 %	41.7 %	23.3 %	.518	.588
	City adm.	1.6 %	1.6 %	29.0 %	33.9 %	33.9 %		

The survey indicated almost the same answers between two groups. When they were given a statement "the whole process of city branding needs stakeholder involvement from various background", more than 90% of respondents from both two groups answered 'agree' and 'strongly agree' almost in equal (see table 5 above).

When further tests conducted, the results were in line with the percentage. Independent t-test and chi-square test resulted p > .05 (not significant) which means that business communities and city administrators 'do not differ' in stated that "the whole process of city branding needs stakeholder involvement from various background".

Next, the respondents were asked in more details about who are the important stakeholders should be involved in city branding process. Table 5 above provided almost similar answers within two groups. Almost all of the respondents in business communities and city administrators stated that all stakeholders (the mayor, city administrators, council, business communities, residents, visitors and students) are 'extremely important', 'very important', and 'important'.

Those results confirmed by further statistical test results. Independent t-test and chi-square test resulted p > .05 (not significant) which means accepted null hypothesis. So in this case, both groups 'do not differ' in the statement that the mayor, city adminsitrators, council, business communities, residents, visitors and students are all important stakeholders should be involved in city branding process.

From the interview, the answers from both groups already in line with the theory. Almost all of the respondenst in two groups stated that the important stakeholders should be involved is all the city elements (including city government, private sectors/ business, residents /people, academicians, etc). The others said almost in similar way. They stated the important stakeholders in city branding process are city government for sure, and also private sectors (see annex 6).

The Mayor of Solo City gave the following statement, which is supported by almost all respondents of two groups

"The important stakeholders in city branding process including chamber of commerce and all associations, city government, university/ academicians, Forum economic development, and of course all city elements."

- **The Elements of City Branding**

The questions about the elements of city branding only asked through in-depth interview. Both two groups mostly stated that the elements of city branding are : all stakeholders, all city elements, and city products. They also gave answer that the elements of city branding are : city potencies, communications strategy/ promotion and public attitudes (see annex 6).

Almost all statement from business communities group represented by respondent B4 from HIPMI that stated:

"There are a lot of city branding elements such as : city government, tourism actors, business associations (tourism, hotels, meubels, enterpreneurs, etc), infrastructure, and communities that have activities which bring the effects of publishing the city."

To sum up, the differences and commonalities in the understanding of city branding in general can bee seen from the table below:

Table 6 Summary of The Understanding of City Branding in General

No	Variables	Indepth interview	Survey		
			Frequency	T-test	Chi-square
I.	UNDERSTANDING				
1.	Terminology	Differ	Common	Common	Common
2.	Objectives	Common	Common	Common	Common
3.	Elements & Stakeholders				
a.	Elements of city branding	Common	-	-	-
b.	Important stakeholders should be involved	Common	Common	Common	Common

4.4. The Views Toward "Solo, the Spirit of Java"

This section will discuss about the views of respondents from business communities and city administrators toward "Solo,The Spirit of Java".

4.4.1. Familiarity_Terminology

Before the interview and the survey began, all the respondents were asked wether they have ever heard about "Solo, The Spirit of Java". And all 9 respondents of in-depth interview and 122 respondents of survey said that they ever heard about it.

First thing to do was checked the official website of Solo (Surakarta) City to find out about what "Solo,The Spirit of Java" is. In the website it is mentioned that "Solo, The Spirit of Java" is a 'slogan' for Solo City (source : surakarta.go.id)

The only legal document published by Solo City Government that mention about "Solo,The Spirit of Java" is a joint regulation between one mayor (Surakarta/Solo) and six regents (Boyolali, Sukoharjo, Karanganyar, Wonogiri, Sragen, Klaten) number : 1A/2008; 1/2008; 5/2008; 1/2008; 4/2008; 1A/2008; 1/2008 respectively, dated April 2nd, 2008 about

Subosukawonosraten Regional Identity. Mentioned that "Slogan Solo The Spirit of Java" is a regional identity of Subosukawonosraten Region.

Table 7 Knowledge About "Solo,The Spirit of Java"

Statement	Groups	Strongly Disagree	Disagree	Neither agree/ disagree	Agree	Strongly agree	T- test	Chi - square
I have good knowledge about "Solo, the Spirit of Java"	Business	1,7 %	5,0 %	35,0 %	50,0 %	8,3 %	.251	.507
	City adm.	3,2 %	3,2 %	24,2 %	53,2 %	16,1 %		

Based on the survey, more than 50% respondents of both two groups answered 'agree' and also 'strongly agree' when they were given a statement "I have good knowledge about Solo The Spirit of Java". There are also respondents who answered 'neither agree/ disagree' (35% of business communities and 24,2% of city administrators). Those result indicated that there were almost similar answers between city administrators and business communities.

The result from further statistical tests also showed the same tendency. Independent t-test and chi-square test generated not significant result ($p > .05$) which means both groups 'do not differ' in gave a statement about their knowledge of "Solo,The Spirit of Java".

Table 8 The Meaning of "Solo,The Spirit of Java"

Groups	What is "Solo, the Spirit of Java"?					
	Vision	Slogan	Brand	Image	Logo	Other
Business Communities	6,7 %	61,7 %	13,3 %	15,0 %	3,3 %	-
City Administrators	8,1 %	51,6 %	32,3 %	6,5 %	0,0 %	1,6 %

Still based on the survey, the respondents further asked about what "Solo, The Spirit of Java" is. More than 50% respondent from both city administrators and business communities answered 'it's about slogan'. On the second place, about 30% of respondents in city administrators group and 18% respondents in business communities group answered 'it's a brand'. While the rests are distributed on the other choices whether it's an image, a vision, or a logo.

The statement above in line with some of the interview respondents. There are 3 respondents of city administrators and also 3 respondents of business communities who stated that "Solo, The Spirit of Java" is 'a slogan and an icon/symbol'. There are also equal number of respondents in both two groups who said that "Solo, The Spirit of Java" is a regional branding of Solo Raya (Subosukawonosraten). They generally were those who involved at the planning process of "Solo,The Spirit of Java". Like respondent A8 from BPPIS who said :

"Of course I know, even involved since the beginning. Solo, The Spirit of Java is a regional brand of Solo Raya or Subosukawonosraten Region."

Similar statement also stated by respondents from Cultural and Tourism Agency, BKAD, ASITA, ASMINDO, and KADIN.

4.4.2. Familiarity_Main Message

After we discuss about the terminology of "Solo, The Spirit of Java", in this section we found out about the main message behind "Solo, The Spirit of Java".

From the chart below we can see that there are variations in the distribution of the answers. Survey respondents from both group mostly (more than 50%) stated that they 'agree' and 'strongly agree' with the statement "I know the main message of Solo The Spirit of Java". However, business communities group also resulted high percentage in the answer 'neither agree/disagree' (41,7%). In which it didn't occured on the side of city administrators.

Chart 3 Level of Knowledge About The Main Message of "Solo,The Spirit of Java" - Based on Survey
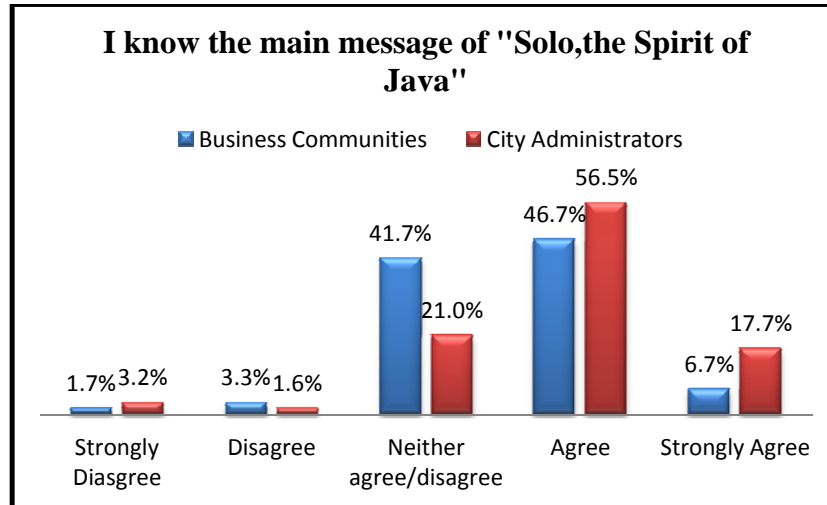
In line with the chart above, statistical test also resulted quite different things. Chi-square test resulted p>.05 which means not significant result. While independent t-test resulted p = .038 (significant) which means that there are similar answers between two groups. This result means that both city administrators and business communities 'differ' in the statement of "I know the main message behind Solo The Spirit of Java".

Interview result illustrates that most respondent from both two groups gave varied answers. Most of the respondents from both two groups (10 respondents) answered that the main message behind "Solo,The Spirit of Java" is 'Solo as the center/the core and the origin/the root of Javanese Culture' become (see annex 6). Respondent A2 from BAPPEDA stated:

"Solo is the spirit of Java, especially in cultural sector. Centre of Javanese culture is located in Solo. It can be proved from many cultural creations that begins/ emerge from Solo/Surakarta City".

While respondents from ASMINDO & FEDEP gave following statement:

"With the expectations that if we talk about 'Java", then the core/the centre will be located in Solo. Either in terms of culture, heritage or sociology. The thing to be considered is: how to translate this slogan to be real activites which can be 'touch' all elements (government, academicians, business communities)? What is the character of Solo? From the slogan we can see that the spirit of Java located in Solo. Next, this slogan will be translated into the city visions and misions."

A little bit different with the previous statements, respondent A8 from BPPIS who involved since the planning process of "Solo,The Spirit of Java" stated :

"Solo – indicates the locus. An efforts to placed 'Solo' in the market needs bigger locus which is"Java", because there are some other 'Solo' names in other places. Moreover, talking about the soul or the spirit of Java, actually directed to one goal : to maintain the Javanese culture, the consistency of characteristics, and the uniqueness which exist in Java

region. Java famous with : agriculture; long history of Mataram Kingdom; the activities of making a 'keris' (traditional Javanese weapon), batik, handicraft, etc which related with Javanese culture."

4.4.3. Familiarity_Objectives

From the official website of Surakarta (Solo) City, "Solo The Spirit of Java" has an objective 'as an attempt in imaging Solo City as a centre of Javanese culture' (Source: Surakarta.go.id).

The question about the objectives of "Solo, The Spirit of Java" only asked to the respondents of in-depth interview. There were various answers from the city adminsitrators group. They mostly stated that "Solo,The Spirit of Java" aims to maintain the character and the uniqueness of Solo as a cultural city. Like respondent A1 (supported by respondent A4, A6, B1, and B9) who gave following statement :

"Solo The Spirit of Java aims to maintain the character of Solo City as cultural city. Do not let those culture be faded in the name of modernization. How to make a city exist ? Only the cities which can keep and maintain their uniqueness that can be exist. If they survive in maintaining their uniqueness, thus can enlarge their competitive and comparative advantagse. This thought more often can not understood by most city leaders who adopts modernisation. Next, Solo City must have distinctive character which can differentiate Solo with other cities to be able to compete."

Different statement came from respondent A8 from BPPIS who stated :

"Regional marketing is one of the effort to increase regional competitiveness. Regional marketing has 2 objectives : 1) To promote tangible and intangible assets outward and 2) to attract mobile factors inward (investments, potential students, tourists/visitors, potential residents). In this case, the next objectives are to maintain such productive assets/resources like residents to stay in Solo, to make people feel convenient to live in Solo, to keep graduate students stay in Solo – so brain drain doesn't happen. For those purposes, regional branding has made. It's a kind of icon and identity of the region which aims to create common understanding and common objective, to eliminate sectoral ego, bureaucracy ego, etc."

On the business communities side, five respondents answered that "Solo,The Spirit of Java" used as a marketing tools – to introduce Solo city worldwide and to attract visitors/ investors (respondent B2, B4, B5, B6, and B8). There are also many respondents (B2, B3, B7) who stated that "Solo, The Spirit of Java" aims to promote,to develop, and to preserve the cultures and the traditions of Java Island. (See annex 6)

4.4.4. Familiarity_Promotional Campaign

Last discussion in the 'views toward "Solo, the Spirit of Java" part is about the events or campaign to promote "Solo, The Spirit of Java".

Table 9 Events to Promote "Solo,The Spirit of Java" Based on Survey

Statement	Groups	Strongly Disagree	Disagree	Neither agree/ disagree	Agree	Strongly agree	T- test	Chi - square
There are many events to promote "Solo, the Spirit of Java"	Business	-	3,3 %	10,0 %	68,3 %	18,3 %	.565	.287
	City adm.	3,2 %	1,6 %	8,1 %	56,5 %	30,6 %		

Based on survey, table 9 above indicates that more than 80% of survey respondents from business communities and city adminsitrators gave answers 'agree' and 'strongly agree' in the statement 'There are many events to promote Solo, the Spirit of Java'.
Statistical tests (T-test and chi-square) also reported not significant results ($p > .05$) – so there are no differences in the views between two groups about 'the events to promote Solo The Spirit of Java'.

While based on interview, the answers from respondents of both two groups almost equally distributed in three kind of statements. Most respondents (7 respondents) in two groups stated that 'There was socialization/campaign by the government to all stakeholders'. They are represented by respondent A8 from BPPIS that said :

"There was a socialization/dissemination team consists of IMA (Indonesian Marketing Association), AMA (Manager Association), BKAD (Inter-regional cooperation board), GTZ (German technical consultant), and First Blood (marketing communication consultant) – together they were went to 6 districts and 1 city in Subosukawonosraten Region to promote Solo The Spirit of Java to all key stakeholders in the region."

Other six respondents from two groups stated that 'the promotion of "Solo, The Spirit of Java" done through many cultural evens that held in Solo City'. While five respondents said that 'there were no specific campaigns / socialization about Solo, The Spirit of Java" (see annex 6).

The discussion about the views of city administrators and business communities toward "Solo,The Spirit of Java" summarized in the following table:

Table 10 Summary of The Views Toward "Solo, The Spirit of Java"

No	Variables	Indepth interview	Survey		
			Frequency	T-test	Chi-square
II.	VIEWS (toward "Solo, The Spirit of Java")				
	Familiarity				
1.	Terminology	Differ	Common	Common	Common
2.	Main Message	Differ	Differ	Differ	Common
3.	Objectives	Differ	-	-	-
4.	Promotional Campaign	Common	Common	Common	Common

4.5. Stakeholder Involvement in The Process of "Solo, the Spirit of Java"

This section will discuss about stakeholder involvement during planning process, implementation process, and monitoring / evaluation process of "Solo, The Spirit of Java". As discussed earlier that all governance process needs stakeholder involvement. Since city branding / regional branding has chracterized as governance process, thus really important to involved all related stakeholders from various background in all the process.

4.5.1. The Involvement During Planning Process

First is about the stakeholder involvement during planning process of "Solo,The Spirit of Java".

Table 11 Stakeholder Involvement During Planning Process of "Solo, The Spirit of Java" - Based on Survey

Statement	Groups	Strongly Disagree	Disagree	Neither agree/ disagree	Agree	Strongly agree	T-test	Chi-square
I have been involved in the planning process of "Solo, the Spirit of Java"	Business	6,7 %	46,7 %	30,0 %	15,0 %	1,7 %	.312	.227
	City adm.	9,7 %	41,9 %	19,4 %	19,4 %	9,7 %		

From the table above can be seen that there are equal answers given by the respondents in both two groups. More than 50% respondents of business communities and private sectors gave 'disagree' and 'strongly disagree' answers which means that they haven't been involved in the planning process of "Solo,The Spirit of Java". Only 15% of business communities and 19,4% of city administrators said 'agree' that they involved during the planning process.

Those result in line with the result from statistical tests. Independent t- test and chi-square test indicated not significant results (p >.05) which means that city administrators and business communities do not differ in terms of their involvement during the planning process of "Solo,The Spirit of Java".

On the other hand, interview result also similar with previous result from the survey. In city administrators group almost all respondents said that their involvement in the planning process of "Solo,The Spirit of Java" was institutionally (not personally). Represented by respondent A3 from Cultural and Tourism Agency that stated :

"Honestly at that time I was not involved. Because I still working in other agency. Maybe the person that served in my position before. But as far as I know, this agency (Cultural and Tourism Agency) is one of the leading sector in the process of "Solo, The Spirit of Java".

In other group, almost all respondents of business communities stated that they have not been involved in the planning process of "Solo,The Spirit of Java". Only 4 respondents from both two groups (A7,A8, B8, B9) who stated that they were personally involved in the planning process because of their related position in their offices or their associations at that time.

Next, when they were asked about the meeting that involving them in the planning process, mostly answered 'No' or 'I don't know because I was not involved'. Some of the respondents from city administrators said 'There were meetings, but I was not involved personally'. But those who were involved in the planning process stated that there were routine meetings during planning proces of "Solo,The Spirit of Java" (see annex 6).

4.5.2. The Involvement During Implementation Process

Second part of the stakeholder involvement is the involvement during implementation process.

There are varied answers resulted from the survey to 122 respondents from business communities and city administrators. From the chart below, it can be seen that most respondents from city administrators (40,3%) chose 'neither agree/disagree' while most of the respondents from business communities (36,7 %) chose 'disagree'.

The answers from business communities group quite distributed whether they agree that they have been involved in the implementation process (31,7%), neutral (26,7%) or disagree with the statement (36,7%). On the other hand, There are about 38 % of the respondents of city administrators stated 'agree' and 'strongly agree' that they have been involved in the implementation process, almost equal with those who stated 'neither agree/disagree' (40,3%).

Chart 4 Stakeholder Involvement During Implementation Process of "Solo, The Spirit of Java"
- Based on Survey
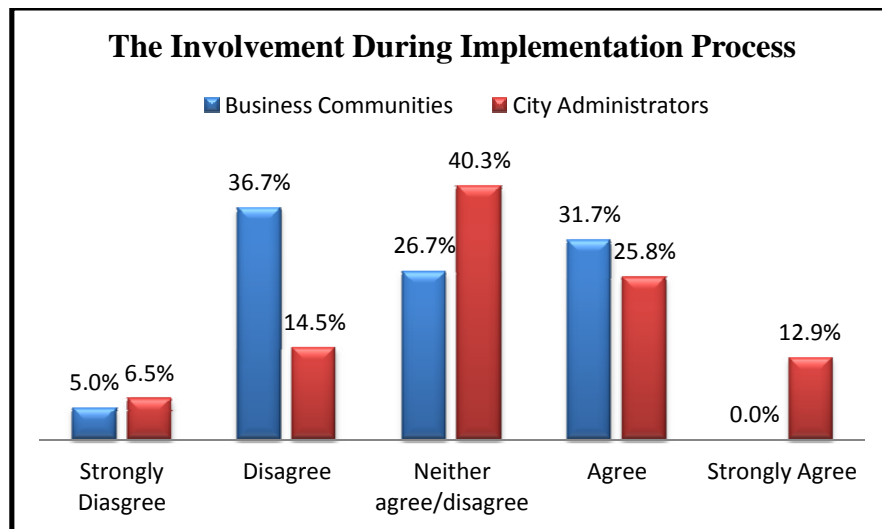
The results that illustrated on the chart above in line with the result of further statistical tests. Independent t-test resulted p = .033 while Chi-square test resulted p = .003. Means that both city administrators and business communities 'differ' in terms of their involvement during the implementation process of "Solo, The Spirit of Java".

Different from the result obtained from the survey, in-depth interview resulted similar answers between two groups. There are 5 respondents from city administrators (A1, A3, A6, A7, A8) and 4 respondents from business communities (B5, B6, B8, B9) that stated that they have been involved in the implementaation process of "Solo,The Spirit of Java" in accordance with their official duties in their offices. For example respondent A6 who said :

"I involved in a context of the main responsibilities of my institutions, in this case on the field of investments, for example : to attract investors, cooperation and promotion of investments in Solo City, exhibition, etc. So, it can be said that the involvement is indirect."

On the other hand, there are also many respondents who stated that their involvement is limited only in the implementation of events (also indirect involvement) : 3 respondents from city administrators (A2, A4, A5) and 4 respondents from business communities (B2, B3, B4, B7).

Those answers represented by respondents A2 who gave this statement :

"I have been involved in the implelentation of some events. For example in WHC (World Heritage City) conference. I became a secretary in the organizing commitee."

(see annex 6)

4.5.3. The Involvement During Monitoring/Evaluation Process

Last part in the stakeholder involvement part discuss about the involvement during monitoring/ evaluation process of "Solo,The Spirit of Java".

Based on the survey, table 12 below indicates that most respondents from both two groups mostly stated 'disagree' and 'neither agree/disagree'. Most respondents of business communities answered 'disagree' (45%) means that they have not been involved in the monitoring process of 'Solo,The Spirit of Java', and 31,7% of them answered 'neither agree/disagree) the rest answers distributed among 'strongly disagree' (10%) and 'agree' 13,3%.

On city administrators side, most respondents gave statement 'neither agree/disagree' (38,7%), on the second place is 'disagree' (33,9%) means that they also have not been involved in the monitoring process of 'Solo,The Spirit of Java'. There are only 21% of them who have been involved in the monitoring process.

Table 12 Stakeholder Involvement During Monitoring / Evaluation Process of "Solo, The Spirit of Java" - Based on Survey

Statement	Groups	Strongly Disagree	Disagree	Neither agree/ disagree	Agree	Strongly agree	T- test	Chi - square
I have been involved in the implementation process of "Solo, the Spirit of Java"	Business	10,0 %	45,0 %	31,7 %	13,3 %	0,0 %	.049	.153
	City adm.	6,5 %	33,9 %	38,7 %	12,9 %	8,1 %		

Statistical tests indicates different results. Chi-square test resulted p >.05 (not significant) while independent t-test resulted 'equal variances assumed' and p = .049 (significant) which means that both city administrators and business communities are "differ" in terms of their involvement during monitoring / evaluation process of "Solo, The Spirit of Java".

Based on in-depth interview, almost all of the respondents from both two groups stated that they have never been involved in the monitoring / evaluation process of "Solo, the Spirit of Java". Only 2 respondents (A1 & A5) who said that they have been involved in the monitoring process indirectly (in accordance with official duties of their institutions) and also 2 respondents (A2 & B5) who said that they have been involved in the monitoring process of the events that held in Solo City.

When the interview respondents from city administrators given question 'Are there any research to evaluate the implementation of Solo,The Spirit of Java?', quite similar answers resulted. Almost all of the respondents answered that 'there is no specific research to evaluate "Solo,The Spirit of Java".

City administrators group also given question about monitoring procedure of "Solo, The Spirit of Java". Most of the respondents (A2, A3, A4, and A8) stated that 'There's no monitoring procedure yet'. While one of them (respondents A7 from BKAD) gave different statement (see annex 6):

"I remembered once. At that time BKAD (inter regional cooperation board) which has a sub secretariat on each 6 districts and 1 city spreading somekind of evaluation sheet to be filled by those 7 BKAD sub secretriat and also by tourism communities. Those evaluation sheet used as an input to evaluate Solo The Spirit of Java as regional identity."

In sum, the involvement of the respondent from city administrators and business communities during the process of "Solo,The Spirit of Java" can be seen from the table below.

Table 13 The Summary of Stakeholder Involvement During The Process of "Solo,The Spirit of Java"

No	Variables	Indepth interview	Survey		
			Frequency	T-test	Chi-square
III.	STAKEHOLDER INVOLVEMENT				
1.	The Involvement during planning process	Common	Common	Common	Common
2.	The involvement during implementation process	Differ	Differ	Differ	Differ
3.	The involvement during monitoring process	Common	Common	Differ	Common

4.6. The Implementation of "Solo, the Spirit of Java"

This section provided data findings and analysis about the implementation of "Solo,The Spirit of Java". There are 5 major variables : organisational issues, policies related, management of partnership, the success in management, and city products/services. Some variables were analized through both method indepth interview and survey, but some of them only through indepth interview.

4.6.1. Organisational Issues

4.6.1.1. Leadership

First discussion of organisational issues is about the person who driving the implementation of "Solo, The Spirit of Java". The research conducted by two ways : in-depth interview and survey among both two groups (business communities and city administrators).

Table 14 A Person Who Driving The Implementation of "Solo,The Spirit of Java" – Based on Survey

Statement	Groups	Strongly Disagree	Disagree	Neither agree/ disagree	Agree	Strong ly agree	T- test	Chi-squar e
There is a person driving the implementation of "Solo, the Spirit of Java" project	Business	1,7 %	6,7 %	38,3 %	45,0 %	8,3 %	.565	.342
	City adm.	4,8 %	8,1 %	24,2 %	46,8 %	16,1 %		

Based on the survey, when the respondents given a statement "There is a person driving the implementation of "Solo, the Spirit of Java" project", similar answers from both groups resulted. Most of the respondents from city administrators and business communities gave answers 'agree' and there are also many respondents from both business communities group (38,3%) and city administrators group (24,2%) that answered 'neither agree/ disagree' (see table 14 above).

Statistical test conducted to check the previous answers. Both independent t-test and chi quare test indicated not significant results (p > .05). Thus means that both groups 'do not differ' in statement of "There is a person driving the implementation of "Solo, the Spirit of Java" project".

Next is the result from indepth interview. There are various answers resulted. On the city administrators side, two of them (A1 and A2) said that the important persons are Mayor and Vice Mayor, two of them (A7 and A8) answered Mr. Joko Widodo (ex-mayor) is the important person. While the others said that the important persons are : present mayor, community leader, people who involved since the beginning, or even said that it's a collective work as stated by respondent A5 below :

"It's a collective work. In the beginning, Mr. Joko Widodo only triggering, because at that time he was the city leader. Indeed, he was the inspirator of the establishment of city branding, but still it's a team work."

While on the side of business communities, almost all of them stated that Mr. Joko Widodo (ex mayor) as the important person who diriving the implementation of "Solo, The Spirit of Java" (see annex 6).

4.6.1.2. Institutional Arrangement, Political Support, and Budget Allocated

Next discussion in organisational issues is about intitutional arrangement, political supprot and budget allocated who only asked to city administrators group through indepth interview (see annex 6)

First about the institutional arrangement. When the respondents from city administrators asked, "Who is handling the management of Solo,The Spirit of Java?". There are various answers resulted. Some respondents said that 'all parties must be involved because it's a joint management'. Some others said that 'the agencies/ association related with tourism were those that handling the management'. While the respondents who involved in the process of "Solo The Spirit of Java" gave different answers like stated by Respondent A7 from BKAD:

"It should be in the Inter-regional Cooperation Board (BKAD). Need to set up specific unit / to handle this regional branding – unfortunately it has not done yet. Actually, at the end, BKAD only as a facilitator. After the brand formed/established, then implemented / hended over to the society, BKAD or the government in general only monitoring."

Second is about political support towards "Solo,The Spirit of Java". Almost all of the respondents (7 respondents) from city administrators stated that there's strong political support towards "Solo, The Spirit of Java". Majority answers represented by respondent A3 from Cultural and Tourism Agency who stated :

"There's strong political support. We're in line with political interests – that Solo has to be promoted. Actually it depends on political interest of the city leader. Not all of the parties have the same understanding both in the executive and legislative."

Third, related with specific budget allocated to "Solo,The Spirit of Java". This part also only asked to 9 respondents of in-depth interview from city administrators group. There are 3 of the respondents (A1, A2, A6) who answered 'The budget allocated/ distributes in each agencies'. Represented by respondent A2 who stated :

"There are no specific budget to handle Solo The Spirit of Java. But I guess, it should be attached to each institutions (boards, agencies, offices). Because if there is any specific budget in one particular institutions, it sounded not really fit with the laws."

There are also 3 respondents (A7,A8,A9) who stated that 'Initially there were contributions from each districts and city that allocated on PT. Solo Raya Promosindo'. As stated by respondent A8 below:

"In the beginning, there was PT. Solo Raya Promosindo which established as an independent company to handling the management of regional cooperation Subosukawonosraten, and also Solo the Spirit of Java. At that time, there was an obligation for each member of Subosukawonosraten regional cooperation to gave some amount of money (30 million rupiah for the 6 districts and 50 million rupiah for the city – in total 230 million rupiah)that allocated in PT.Solo Raya. Those money not only to handle Solo The Spirit of Java but also for promotional purposes of Subosukawonosraten Region. However, since PT. Solo Raya Promosindo disbanded, those money have returned to each districts and city government."

4.6.2. Policies Related

4.6.2.1. Connectivity With Other Policies

This section discuss about the relation between "Solo,The Spirit of Java" with other policies. Related question on indepth interview have asked only to 9 city administrators respondents, while related question on the survey have asked to both city administrators and business communities group.

Table 15 Connectivity With Other Policies – Based on Survey

Statement	Groups	Strongly Disagree	Disagree	Neither agree/ disagree	Agree	Strongly agree	T- test	Chi-square
"Solo, the Spirit of Java" is incorporated with other policies	Business	-	6,7 %	26,7 %	63,3 %	3,3 %	.026	.042
	City adm.	-	3,2 %	21,0 %	56,5 %	19,4 %		

Tested by survey, the results obtained can be seen from the table above. It shows that more than 65% of the respondents from city administrators and business communities gave statement 'agree' and 'strongly agree' means that they mostly agree that "Solo, The Spirit of Java already incorporated with other policies". Only a quarter of them who responded 'neither agree/ disagree'.

However, when further statistical tests conducted, different results obtained. Both chi-quare test and independent t-test resulted p <.05 which means significant result. Independent t-test resulted p = .026 and chi-square test resulted p = .042. Those results mean that city administrators and business communities have different undertanding in terms of the connectivity between "Solo,The Spirit of Java" with other policies.

On the other hand, similar with the survey results, most respondents from interview (A1, A2, A3, A4, A5, A7) stated that "Solo,The Spirit of Java" already incorporated with with other policies (see annex 6). As stated A3 from Cultural and Tourism Agency who said :

"Yes of course. Because the other policies is a translation of city vision and mission. And accidentally Solo city vision already in line with Solo The Spirit of Java."

Different answer given by respondent A8 from BPPIS which is most appropriate with the actual facts that :

"Indeed, Solo The Spirit of Java already related with other policies in Surakarta (Solo) City, but not in other areas (other 6 districts). The echo of those regional branding only can be felt in Solo City. The other districts have not felt that those brand also their own brand. They still have their own foccusess in developing their areas."

4.6.2.2.   Reflected in The City Vision

Still in the section of 'policies related', the discussion here is about the reflection of "Solo,The Spirit of Java" in the vision of Solo City.

Based on the development plan of Solo City, the city vision is "Establishment Solo City as a cultural city which is based on Trade, Service , Education, Tourism and Sport potencies".

Table 16 "Solo, The Spirit of Java" is Reflected in The City Vision – Based on Survey

Statement	Groups	Strongly Disagree	Disagree	Neither agree/ disagree	Agree	Strong ly agree	T- test	Chi- squar e
"Solo, the Spirit of Java" is reflected in the city vision	Business	-	-	1,7 %	16,7 %	66,7 %	.153	.481
	City adm.	-	-	1,6 %	9,7 %	64,5 %		

Based on the survey , both two groups gave similar answers. Almost all of the respondents from both groups stated 'agree' and 'strongly' agree, which means they agree that "Solo,The Spirit of Java" is already reflected on the city vision.

Furthermore, when those results were tested with chi-square test and independent t-test, both indicated not significant results (p > .05) which means that both city administrators and business communities 'do not differ' in stating that "Solo,The Spirit of Java" already reflected on the city vision.

Then, in the interview, the respondents from city administrators group were given this question "Does Solo, The Spirit of Java" reflected on the city vision?". The result is, almost all of the respondents said 'absolutely reflected'. Like the answer given by respondent A2 from Local Development Planning Board below :

"Solo The Spirit of Java already reflected on the city vision. In the Medium-term Development Planning Document, almost all development themes already in line with Solo The Spirit of Java. For example there is a budget to encourage traditional dancing / local culture."

4.6.2.3.   The Influence Towards City Marketing Activities and The Relation With City Spatial Planning

Last discussion in the section of 'policies related' are related with the influence towards city marketing activities and the relation with city spatial planning. Related questions only given to 9 respondents of city administrators group by in-depth interview (see annex 6).

Most of the respondents from city administrators stated that "Solo, The Spirit of Java" certainly affects city marketing activities in Solo City. Represented by respondent A2 from BAPPEDA who said :

"Indeed, branding can influences marketing activities. If the people already recognized a product from the brand – they become more curious. So, it's one of marketing strategy. Brand image must be maintained."

However, different statement given by respondent A8 from BPPIS who said :

"It's more to the awareness – that Solo is one of destination, but in terms of recognition, it's limited only in the internal government/ bureaucrat (especially central government) While in terms of public recognition, actually have not been as one result of the branding itself."

About the relation with city spatial planning, also almost all of the respondents from city administrators stated that 'Solo,The Spirit of Java already incorporated with Solo City Spatial Planning'. As stated by respondent A2 from City Spatial Planning Agency below:

"It's already incorporated. Because RTRW (Regional Spatial Plan) of the city aims to translate city vision. And the vision of Solo City is 'Solo as a cultural city' – have been translated comercially into the brand Solo The Spirit of Java."

4.6.3. The Management of Partnership

4.6.3.1. Management System

Management system part will discuss about two things. First, about the assesment of both respondent groups towards the partnership between city government and private sectors related with "Solo,The Spirit of Java" (through in-depth interview and survey) and second, about how the management system in handling the cooperation between the government and private sectors related with "Solo,The Spirit of java" did (through in-depth interview).

Table 17 The Partnership Between City Government & Private Sectors Related With "Solo,The Spirit of Java" - Based on Survey

Statement	Groups	Very Poor	Poor	Fair	Good	Very Good	T- test	Chi - Square
How do you rate the partnership between city government and private sectors related to "Solo, the Spirit of Java"?	Business	1,7 %	-	18,3 %	68,3 %	11,7 %	.187	.558
	City adm.	-	-	14,5 %	67,7 %	17,7 %		

First discussion is about the assesment of 'The partnership between city government and private sectors related with Solo The Spirit of Java' which was conducted through survey among 122 respondents from both two groups (city administrators and business communities). Table 17 above indicates similar answers between two groups. More than 80% of respondents from both two groups gave statement 'good' and 'very good'.While less than 20% who said fair or very poor.

Further statistical tests indicates a similar result with previous result. Independent t-test and chi-square test resulted p >.05 (not significant) whic means that both groups 'do not differ' in terms of their assesment about the partnership between city government & private sectors related with "Solo,The Spirit of Java" (see annex 7 and 8).

Second, we discuss about in-depth interview results. Most of the respondents form both two groups stated that the management system is in the form of 'collaboration / share and joint activities between the government and private sectors'. There are 4 respondents from city administrators (A6, A7, A8, A9) and 4 respondents from business communities (B3, B4, B7, B9) who answered similarly like that (see annex 6).

On the other hand, when they were asked to assess about the management system, there were various answers. 2 respondents from city administrators (A4 and A5) and 1 from business

communities (B9) stated that 'There is good management system already'. While the other 3 respondents from business communities (B2, B6, B8) said that 'the management system still not optimum yet', as reflected in the answer of respondent B8 from ASMINDO:

"In the beginning, there was an idea to make cross-region joint management among Subosukawonosraten member to equalize all the interests and also to harmonized the interests with private sectors. Then, formed PT. Solo Raya Promosi (SRP) which aimed to "sell" Solo and the surrounding areas. Because it was an independent company (separate from the government), they were more freely to make any programs. Unfortunately PT. SRP could not be continued due to some formal regulations about 'budget sharing' from each members of the regional cooperation. While in fact the 'embryo' was very good."

4.6.3.2. Commitment From Private Sectors

Here, we discuss about the commitment from private sectors related with "Solo,The Spirit of Java". City administrators and business communities respondents gave similar answers. They mostly stated that there were good commitment from private sectors. Like stated by respondent A8 (BPPIS) below:

"If they (private sectors) get the benefit, they must be commited. Their commitment actually to strengthen the region, and finally will strengthen the city brand. So far there were a lot of effort from private sectors to put Solo City as a crative city base on industry (according to their perceptions). For example : they often make exhibition of their products, those driven without government interference."

Different from previous statement, respondents B1 and B3 gave similar answers with respondent B4 (HIPMI) who stated that :

"Not a direct commitment, I guess, but indirect one. If the city better known worldwide, then we as enterpreneurs will get the benefit as well. For example, our commitment limited in following an exhibition (national/international scale) – for me it's an indirect commitment."

Furthermore, most of the respondents from business communities said that there are no specific activites/projects in their business undertaken as a result of "Solo, The Spirit of Java". Only one of them who stated that he already used the logo of "Solo,The Spirit of Java" in his product. There are also a few of the business community respondents (3 respondents) who already put "Solo, The Spirit of Java" on their promotion tools

Related with the effects on the company profit. Various answers stated. Three respondents (B2, B5, B9) stated that there is an increasing profit on their company. Reflected on the answer of respondent B5 (ASITA) as follows:

"Clearly affected – with the branding (image) makes people know the region/the city, then they will come. With those many visitors, then the economy will increase. Tourism sector and other sectors will also get the positive impacts. There are incredible multiplier effects."

Two respondent (B1 and B3) answered there were indirectly effects – not specificly because "Solo,The Spirit of Java". While two other respondents (B4 and B8) stated that there is an effect, but not really significant (see annex 6).

4.6.4. The Success in Managing "Solo,The Spirit of Java"

This section discuss about the assesment of the respondents from two groups towards the success of Solo city government in managing "Solo, The Spirit of Java" based on indepth interview and also survey.

Table 18 The Success of Solo City Government in managing "Solo, the Spirit of Java (Survey)

Statement	Groups	Strongly Disagree	Disagree	Neither agree/ disagree	Agree	Strongly agree	T- test	Chi-square
The government of Solo City Successfully manages "Solo,the Spirit of Java"	Business	3,3 %	8,3 %	26,7 %	51,7 %	10,0 %	.116	.550
	City adm.	1,6 %	6,5 %	19,4 %	53,2 %	19,4 %		

Table 18 above indicates that most survey respondents from city administrators and business communities gave the answer of 'agree' (51,7% of city administrators group and 53,2% of business communities). On the side of business communities group, the answers of 'neither agree/disagree' given by 26,7% of respondents. While the respondents of city administrators answered equally (19,4%) on the statement 'neither agree/disagree' and 'strongly agree'.

Further statistical tests indicates 'not significant' result. From both independent t-test and chi-square test resulted $p > .05$ (not significant) which means that both respondents of city administrators and business communities 'do not differ' in their opinion about the success of Solo City government in managing "Solo,The Spirit of Java".

However, there were several answers resulted from indepth interview. The common answer is 'the government of Solo City already succeed in managing Solo, The Spirit of Java'. The respondents who gave such statement are 3 respondents from city administrators (A4, A5, A6) and 4 respondents from business communities (B1, B3, B4, B9).

While there are also many respondents who stated that the success can be felt in some parts, but it doesn't in other parts. Last, three respondents (A8, B2, and B7) stated that the success still can not be felt (see annex 6). As stated by respondent A8 from BPPIS who gave following statement :

"The impact of the succeed still can not be felt. The branding still have not explored. Still a lot of things that can be explored and raised as a part of Solo The Spirit of Java. Perhaps still needs 2-3 years more in order tof eel the impact. In my opinion, acftually the process of Solo City branding still not succeeded. People come to Solo because the euphoria due to the presence of Mr. Joko Widodo (ex mayor). He was really a strong magnet of Solo City."

4.6.5. City Product / Services

This section will discuss about the implementation of "Solo, The Spirit of Java" on the city products/services like cultural events, economic events, physical infrastructure condition, and cultural heritage preservation.

4.6.5.1. Cultural Events

This section discuss about the existence of international/national cultural events in Solo City that using "Solo,the Spirit of Java". First, we can see the answers of 122 survey respondents.

Then second, the answers from 9 respondents of indepth interview. Last, will be the real facts in Solo City based on the data from Cultural and Tourism Agency of Solo City.

Table 19 Cultural Events Using "Solo, The Spirit of Java" – Based on Survey

Statement	Groups	Never	Rarely	Sometime	Often	Very Often	T – test	Chi - square
Do you know cultural events using "Solo, the Spirit of Java"?	Business	3,3 %	5,0 %	31,7 %	53,3 %	6,7 %	.018	.066
	City adm.	1,6 %	4,8 %	17,7 %	51,6 %	24,2 %		

Based on survey, table 19 above shows that almost equal respondents from both groups (53,3 % business communities and 51,6% city administrators) stated that cultural events using 'Solo,The Spirit of Java' were often held in solo city. While differences indicates from the statement 'sometimes' who stated by 31,7% respondents of business communities and only 17,7% respondents of city administrators. Also there were differences on the statement 'very often' (6,7% business communities and 24,2% city administrators).

Those differences affected further statistical analysis result. When the answers checked through independent t-test, the result is p = .018 (significant) and equal variances assumed. It means that both business communities and city administrators 'differ' in terms of their knowledge about the existence of national/international cultural events using "Solo,The Spirit of Java". However, the chi-square test indicated 'not significant' result.

Next is the result based on in-depth interviews, almost all of the respondents from both groups stated that there are many cultural events (national and international scale) in Solo City which using "Solo, The Spirit of Java", for example SBC, SIEM, SIPA, WHC conference, etc. Even there's a cultural events calendar that published every year. However there is different answer who stated by respondent A3 from Cultural and Tourism Agency :

"It's just coincidence that the tagline Solo The Spirit of Java in line with those cultural events. Many events that held in Solo City is a follow up of the vity vision. Surakarta (Solo) City is a cultural city, then the events that held is emphasized on the cultural events – which seems that related / connected with 'Solo,The Spirit of Java'. While the fact is, those cultural events purely as a translation of the city vision and missions."

Based on the data from Cultural and Tourism Agency, indeed there are many cultural events that routinely helds in Solo City. Those cultural events were the translation of Solo City Vision which stated 'Solo is a cultural city'. Of course in the end it becomes related with "Solo,The Spirit of Java" as a brand, because the brand also mainly related with Javanese Culture. The use of "Solo, The Spirit of Java" clearly seen from every single cultural event that held in Solo City, marked by the use of the logo in many attributes like the booklets, banners, flags, brochures, decoration, etc. Started in 2009, Solo City cultural calendar event has published every year. Almost 40 cultural events (national and international scale) helds annually and there are also 5 events were held throughout the year. The detail of all the events held in Solo City in 2013 can be seen in annex 7.

4.6.5.2. Economic Events

On this section, the respondents have asked about the existence of national / international economic events using "Solo, The Spirit of Java" through in-depth interview and survey.

Table 20 Economic Events Using "Solo, The Spirit of Java" – Based on Survey

Statement	Groups	Never	Rarely	Sometime	Often	Very Often	T- test	Chi-square
Do you know economic events using "Solo, the Spirit of Java"?	Business	3,3 %	20,0 %	41,7 %	31,7 %	3,3 %	.009	.050
	City adm.	3,2 %	8,1 %	35,5 %	35,5 %	17,7 %		

The table above illustrates various answers from the survey. Most of the respondents from business communities gave answers 'sometimes' (41,7%) while city administrator respondents answers equally in 'sometimes' (35,5%) and 'often' (35,5%). The differences between two groups also can be seen from 'rarely' and 'very often' answers. It means that there are differences in the opinion of business communities and city administrators group about economic events in Solo City using "Solo, The Spirit of Java".

Different result also reflected on the statistical test. Independent T-test resulted p = .009 (significant) means that city administrators and business communities 'difer' in terms of their knowledge about the existence of economic events in Solo City(national/international scale) using "Solo,The Spirit of Java". However chi-square test indicated not significant result.

Various answers between both groups resulted on indepth interview. There are three respondents from city administrators (A1, A2, and A5) stated that 'There are economic events, but still supporting the core business : culture (related with culture)'. Other three respondents said that 'There are many economic events related with the brand in a form of exhibition and conference'. While the other 2 respondents from city administrators (A3 and A9) stated that 'There are economic events but only coincidence related with the brand (indirect)'.

There are also various answers in business communities group. Two respondents (B6 and B9) stated that 'There are many economic events related with the brand'. Two respondents (B1 and B5) who said 'economic events usually held in collaboration between private sectors and city government in a form of exhibition'. Two other respondents (B2 and B3) stated 'I don't know for sure about it'. While the other respondents stated 'There are economic events related with the brand, but mostly belongs to Solo city' (B8); 'There are international economic events in a form of conference, exhibition' (B4) and 'No International economic events related with the brand' (B7) – see annex 6.

4.6.5.3. The Improvement of Physical Infrastructure Condition

Related question in this part were asked to the respondents of in-depth interview and the respondents of survey.

Table 21 The Improvement of Physical Infrastucture Condition

Statement	Groups	Strongly Disagree isagree	Disagree	Neither agree/ disagree	Agree	Strongly agree	T- test	Chi-square
"Solo, the Spirit of Java" help to improve the condition of city physical infrastructure?	Business	-	5,0 %	20,0 %	61,7 %	13,3 %	.608	.309
	City adm.	3,2 %	1,6 %	11,3 %	69,4 %	14,5 %		

Based on survey, table 21 above shows that there are similar answers given by the respondents of both city administrators and business communities. Most of them (more than 60%) answered 'agree', and more than 13% answered strongly agree. It means that most of the respondents agree that "Solo, the Spirit of Java" help to improve physical infrastructure of the city.

Further statistical tests resulted the similar things. T-test and Chi-square test resulted $p > .05$ (not significant) which means that both city administrators and business communities 'do not differ' in terms of the statement "Solo, the Spirit of Java" help to improve physical infrastructure of the city.

While based on interview, most respondents from both two groups stated that "Solo,The Spirit of Java" support the improvement of physical infrastructure of the city. There are 4 respondents from city administrators group (A1, A4, A5, A7) and 5 respondents from business communities groups (B3, B4, B5, B6, B7) who gave similar answers. Represented by respondent A1 from Urban Spatial Agency who stated:

"Really support. For example the arangement of street corridor – for the convenience of pedestrians. The chosen street furniture given the added value of cultural character, even the trees – were chosen from those who reflected Javanese culture, street lamps designed with the character of Javanese Culture."

Different statements given by four respondents (A2, A6, B1, B2) who stated that: 'There are improvements in physical infrastructure condition-but not really significant.'

While respondent A9 gave similar answer with A3 who stated that 'there's no effects in the physical infrastructure condition yet.'

The other respondents (A8, B8, B9) stated that 'There are improvements in physical infrastructure condition-but not directly because the brand'. As reflected on the answer of respondent B9 from Chamber of Commerce :

"Infrastructure condition related with the capability of a city/ region – not with branding. However, with city branding, Solo can be better known as MICE city, of course the infrastructure will be equipped and developed."(see annex 6)

4.6.5.4. Cultural Heritage Preservation

Based on the survey, table 22 below illustrates similar answers between both respondents from city administrators and business communities. Most of them (more than 80%) answered 'agree' and 'strongly agree'. It means that most of the respondents agree that "Solo, the Spirit of Java" has affected the activities of cultural heritage preservation in Solo City.

Table 22 The Effects of "Solo,The Spirit of Java" on Cultural Heritage Preservation – Based on Survey

Statement	Groups	Strongly Disagree	Disagree	Neither agree/ disagree	Agree	Strong ly agree	T- test	Chi-squar e
"Solo, the Spirit of Java" has affected cultural heritage preservation	Business	-	1,7 %	15,0 %	63,3 %	20,0 %	.584	.345
	City adm.	1,6 %	-	6,5 %	72,6 %	19,4 %		

When the answers checked through further statistical tests, it indicated the same things. T-test and Chi-square test resulted p >.05 (not significant) which means that both city administrators and business communities 'do not differ' in terms of the statement "Solo,the Spirit of Java" has affected the activities of cultural heritage preservation.

On the other hand, the interview indicates similar answers with the survey. Almost all of the respondents of city administrators stated that "Solo, The Spirit of Java" has affected the activites of cultural heritage preservation(see annex 6). As stated by respondent A2 (Local Development Planning Board) below:

"It has affected cultural heritage preservation. For example the location for certain cultural corridors and heritage areas have been determined . There are also a decree of heritage certain buildings. The council also still working on regulation draft of cultural heritage."

The summary of the differences and commonalities in the understanding of city administrators and business communities towards the implementation of "Solo,The Spirit of Java" can be seen from the table below:

Table 23 The Summary of The Implementation of "Solo,The Spirit of Java"

No	Variables	Indepth interview	Survey		
			Frequency	T-test	Chi-square
IV.	IMPLEMENTATION				
1.	Organisational Issues				
	Person who driving the implementation	Common	Common	Common	Common
2.	Policies Related				
a.	Connectivity with other policies	Only asked to CA	Differ	Differ	Differ
b.	City Vision	Only asked to CA	Common	Common	Common
3.	The Management of Partnership				
	Management system	Common	Common	Common	Common
4.	Overall Management				
	The Success in Managing	Common	Common	Common	Common
5.	City Product/Services				
a.	Cultural events	Common	Differ	Differ	Common
b.	Economic events	Differ	Differ	Differ	Common
c.	The Improvement of Physical Infrastructure Condition	Common	Common	Common	Common
d.	Cultural Heritage Preservation	Only asked to CA	Common	Common	Common

4.7. The Performance of "Solo, the Spirit of Java"

The performance of "Solo,The Spirit of Java" will consist of two major parts : target group attracted and city image.

4.7.1. Target Group Attracted

The first part discuss about the success of "Solo, The spirit of Java" in attracting target groups (investors, visitors/tourists, and residents) based on indepth interview, survey, and also secondary data.

Table 24 The Success of "Solo, The spirit of Java" in Attracting Target Groups – Based on Survey

Statement	Groups	Very Poor	Poor	Fair	Good	Very Good	T- test	Chi-square
How do you rate the success of "Solo,the Spirit of Java" in attracting investors ?	Business	-	1,7 %	15,0 %	73,3 %	10,0 %	.182	.120
	City adm.	-	-	17,7 %	58,1 %	24,2 %		
How do you rate the success of "Solo,the Spirit of Java" in attracting visitors ?	Business	-	-	13,3 %	63,3 %	23,3 %	.593	.622
	City adm.	-	1,6 %	9,7 %	59,7 %	29,0 %		
How do you rate the success of "Solo,the Spirit of Java" in attracting new residents ?	Business	-	1,7 %	40,0 %	51,7 %	6,7 %	.199	.086
	City adm.	-	4,8 %	30,6 %	43,5 %	21,0 %		

4.7.1.1. The Success in Attracting Investors

If wee look at table 24 above, survey respondents from both groups gave similar answers. Most of them (more than 80%) stated 'good' and 'very good' towards the success of "Solo, The Spirit of Java" in attracting investors. Only 15 % of business communities respondents and 17,7% of city administrators respondents who answered 'fair'.

Those result inline with statistical analysis results. Both chi-square test and t-test resulted p>.05 (not significant) which means that both city administrators and business communities 'do not differ' in their assesment about the success of "Solo,The Spirit of Java" in attracting investors.

Based on the interview, all the respondents in business communities group said that they still want to keep their business in Solo City. But mainly because they start their business in Solo and Solo is their homeland. Some of them add their statement, that Solo as a business city has incredible potencies, because Solo has strong bearing capacity against business world.

The fact obtained from interview with the head of Local Investment and Integrated Licensing Board that there is an increasing number of investments. He stated that :

"There were increasing number of investments last year. From 2,1 Trillion Rupiah in 2011 – to 2,8 Trillion Rupiah in 2012. And there is also increasing trend. But, it expected to be continuously increase. From 2005 new business permit were also increase. Because Solo City has no natural resources potential, so trade and services become its major potencies."

4.7.1.2. The Success in Attracting Tourists/Visitors

Next is about the success of "Solo,The Spirit of Java" in attracting tourists / visitors based on the opinion of 122 respondents from business communities and city administrators and also from secondary data.

Table 24 above illustrates similar answers from both two groups. More than 80% respondents from business communities and city administrators gave a rate 'good' and 'very good' towards the success of "Solo,The Spirit of Java" in attracting visitors/tourists. Less than 14% respondents of two groups said 'fair' and almost no respondent said 'poor'.

Further statistical test indicates the same results. Both chi-square test and t-test resulted p>.05 (not significant) which means that both city administrators and business communities 'do not differ' in their assesment about the success of "Solo,The Spirit of Java" in attracting visitors/tourists.

Based on data analysis from BPPIS (Solo Tourism Promotion Board) that taken from Surakarta City Statistic Office, the development of tourists visits in Solo City by staying in commercial accommodation (star and non-star hotels) from 2005 to 2012 are as follow:

Chart 5 The Development of Tourists Visits in Solo City by Staying in Commercial Accommodation (star and non-star hotels)

	2005	2006	2007	2008	2009	2010	2011	2012
Foreign	18,733	16,189	23,095	24,351	16,057	16,880	26,831	7,137
Domestic	503,855	816,745	907,221	962,231	921,624	925,661	1,274,001	1,298,683
TOTAL	522,588	832,934	930,316	986,582	937,681	942,541	1,300,832	1,305,820
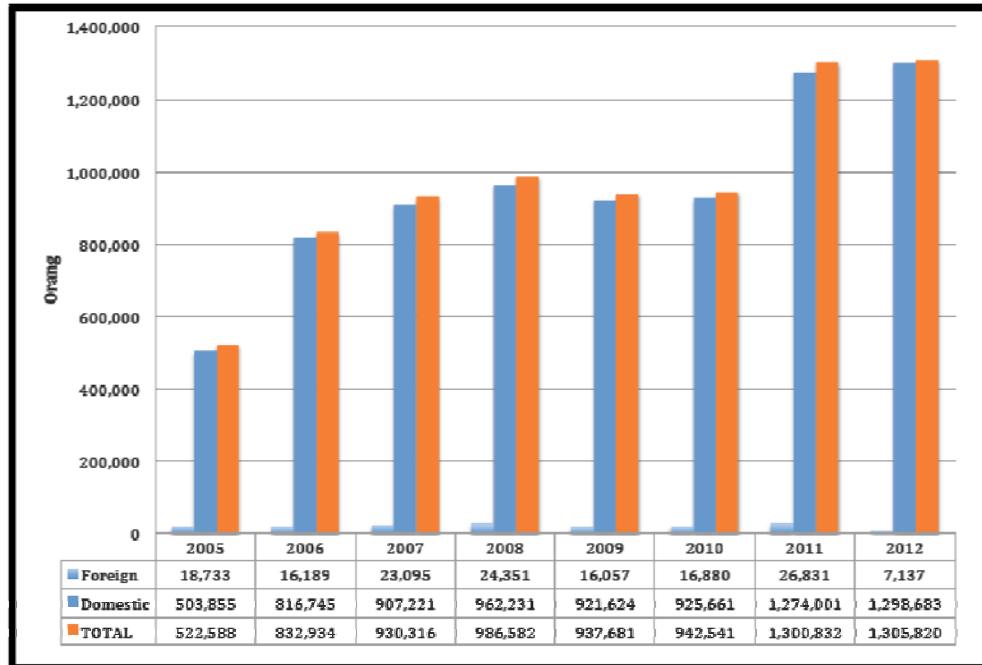
The chart above indicates increasing trend of the tourists that visited Solo City from 2005 to 2012, especially on the last two years (2011 and 2012). The data taken from the number of visitors that stay in commercial accomodation, because it means that those visitors usually came from other areas outside Solo City. Thus they need accommodation. 2005 become the base, because formally "Solo,The Spirit of Java" start in 2005.

4.7.1.3. The Success in Attracting Potential Residents

From table 24 above, we can see that there are most respondent from both two groups (more than 60%) who gave a statement of 'good' and 'very good'. However there are also quite a lot respondents from both groups (40% from business communities and 30,6% from city administrators) who gave 'fair' rates. Overall the respondent from both groups gave similar answers.

Further statistical test of both chi-square test and t-test resulted p>.05 (not significant) which means that both city administrators and business communities 'do not differ' in their assesment about the success of "Solo,The Spirit of Java" in attracting potential residents.

The data taken from Surakarta Statistic Office illustrates that there are increasing number of population but not really significant. This might be resulted from the fact that Solo City only has an area of 44 km2, and the population density in 2012 already 12.390 people/km2. Those facts resulted many people prefer to live in the surrounding areas of Solo City. The chart below shows the number of population in Solo City from 2005 to 2012 :

Chart 6 Number of Population in Solo City From 2005 – 2012
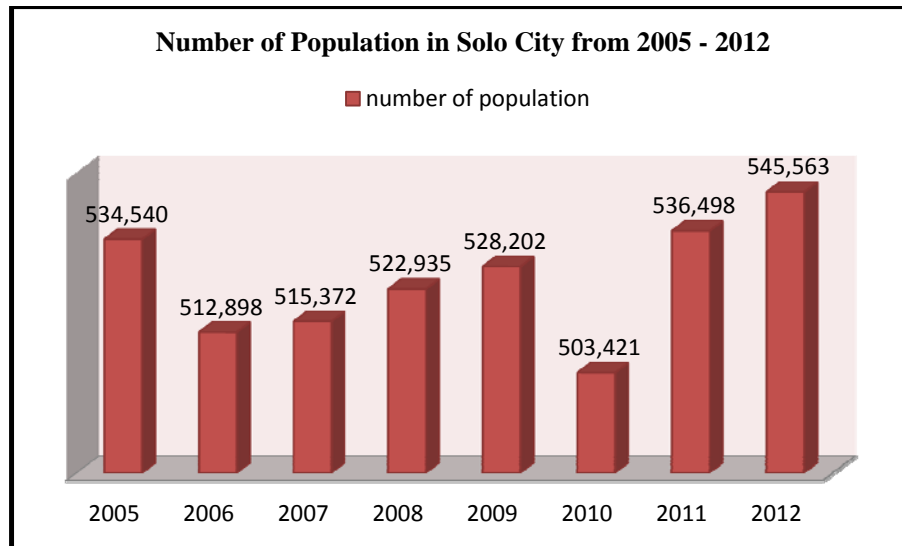
(source : Surakarta Dalam Angka)

In-depth interview also conducted to found out the success of "Solo, The Spirit of Java" in attracting target groups (investors, residents, and visitors). Most respondents of indepth interview from both two groups stated that "Solo,The Spirit of Java" very success in attracting target groups (investors, residents, visitors). There are 6 respondents from city administrators (A1, A3, A4, A5, A6, A7) and 4 respondents from business communities (B1, B3, B4, B5, B9) who gave similar answers.

There are also many respondents who actually gave similar answers. "Solo,The Spirit of Java already successfull in attracting target groups but should be increased". That statement given by respondents A2 and A9 from city administrators and respondents B1, B2, B7 and B8 from business communities. Represented by respondent B8 from ASMINDO who stated :

"Yes it does, more or less. But it should be more than that – If I have to give a grade, it only approximately 30% of the goal. If the brand ran correctly, actually it can be 80%. If Solo an the surrounding are can have one "umbrella" or one governmental system that synergy - then it could be incredible."

While three other respondents (A8, B6, B7) stated that the success of "Solo,The Spirit of Java" only in terms of attracting investors but not yet in tourism (see annex 6)

4.7.2. City Image

Second part of the performance discuss about the success of "Solo, The spirit of Java" in improving Solo City image and the overall image of Solo City based on indepth interview and survey.

Table 25 The Image of Solo City Since The Existence of "Solo,The Spirit of Java" – Based on Survey

Statement	Groups	Very Poor	Poor	Fair	Good	Very Good	T- test	Chi-square
How do you rate the success of "Solo,the Spirit of Java" in improving city image ?	Business	-	-	6,7 %	65,0 %	28,3 %	.279	.220
	City adm.	-	1,6 %	6,5 %	48,4 %	43,5 %		
How do you rate the image of Solo City in general?	Business	-	-	6,7 %	63,3 %	30,0 %	.819	.601
	City adm.	-	1,6 %	3,2 %	67,7 %	27,4 %		
How do you rate Solo City comparing with the surrounding districts?	Business	-	-	1,7 %	60,0 %	38,3 %	.109	.225
	City adm.	-	-	-	48,4 %	51,6 %		

4.7.2.1. The Improvement of City Image

This part will discuss about the success of "Solo,The Spirit of Java" in improving the city image based on indepth interview and also survey among both city administrators group and business communities group.

Table 25 above illustrates survey result among 122 respondents from city administrators and business communities. Similar answers resulted. Almost all (more than 80%) of the respondents gave rates 'good' and 'very good". It means that they rated "Solo, the Spirit of Java" already succeed in improving Solo City Image. Only 6,7% of business communities respondent and 6,5% of city administrators respondent who gave the answer of 'fair'.

In line with the chart above, further statistical test indicates 'not significant' results. Both independent t-test and chi-square test resulted $p > .05$, which means that both city administrators and business communitites gave common answers about the success of 'Solo, The Spirit of Java' in improving Solo City image.

Similar with the survey result, almost all of the respondents of indepth interview stated that "Solo, The Spirit of Java" already succeed in improving Solo City image. Those general answers divided into two specific answers. There are 7 respondents (5 from city administrators and 2 from business communities) who stated that "Solo, The Spirit of Java" really helps to boost the image of Solo City. While most respondent from business communities (6 respondents) and also 2 respondents from city administrators stated that "Solo, The Spirit of Java" already succeed in improving Solo City image, but still need improvement.

Respondents A1, A3, A4, A5, B1 and B6 gave similar answers with respondent A7 from BKAD who stated that:

"Yes, absolutely. The improvement of city image can be directly felt by all the people in Solo City. There are many visitors came to Solo, many tourists came and shopping. They also usually bought a souvenirs with a logo Solo The Spirit of Java. It means that the image of Solo City already delivered to people from other areas outside Solo."

While respondents A6, B2, B3, B4, B8, B9 gave similar statement with respondent B5 from ASITA who stated:

"Solo The Spirit of Java indeed has to improve the image of Solo. The 'task' of brand is to improve an image of the product, which in this case is a city. Our tasks it to invite people to come to Solo, because this city has a strong potencies. So far the image has been improve, but still needs further improvement." (see annex 6)..

4.7.2.2. Quality of The Overall Image

When the survey respondents were given a question "How do you rate the overall image of Solo City?", the results indicates that both city administrators and business communities group gave similar answers. Almost all of the respondents (more than 90%) from city administrators and business communities said the overall image of Solo City is 'good' and also 'very good'. Only 6,7% respondents of business communities and 3,2% respondents of city administrators said it's 'fair' (see table 25).

Similar result also indicated from t-test and chi-square test. Both test resulted $p > .05$ (not significant) which means that both respondents of city administrators and business communities have 'common' answer related the overall image of Solo City.

In line with the survey result, most of the interview respondents from both two groups answered that "Solo is a good city, it's quite advance, comfort, safe, conducive. Solo is also a cultural city." There are 3 respondents from city administrators (A3, A4, A5) and 7 respondents from business communities (B1, B3, B4, B7, B8, B9) who gave similar answers. Like represented by respondent B9 from Chamber of Commerce who stated :

"Solo is a perfect city. Solo is a beautiful city. Not easy to make such city where the communities inside really inter-connected each other. Cooperation between stakeholders were very good. Business communities also really care among each other."

While some of the respondents (A1, A5, A9, B1) stated that the present image should be maintained and upgrade. There are also 3 respondents of city administrators (A2, A8, A9) who said that there are improvements in many areas and also in the city condition, like stated by respondent A8 (BPPIS) who said :

"The city infrastructure is much more better than 5 or 10 years ago. Everything is more organized, pubilc facilities (pedestrian ways, streets, parks) has returned to the public function. Tourism sector has developed (although still far if comparing with Bali / Jogjakarta). The most significant thing is non physical aspect, which is the cohesiveness between private sectors (associations). Start at 2009, GTZ has a role as an initiator – in making routine meeting among associations." (see annex 6)..

Summary of the discussion about the performance of "Solo, The Spirit of Java" provided on the table 26 below:

Table 26 Summary of The Performance of "Solo,The Spirit of Java"

No	Variables	Indepth interview	Survey		
			Frequency	T-test	Chi-square
V.	PERFORMANCE				
1.	Target group attracted				
a.	Investors/Firms	Common	Common	Common	Common
b.	Visitors/tourists		Common	Common	Common
c.	Potential residents		Common	Common	Common
2.	City Image				
a.	The Improvement of City Image	Common	Common	Common	Common
b.	Quality of the overall image	Common	Common	Common	Common

4.8. The Continuity of "Solo, the Spirit of Java"

The last part is the continuity of "Solo, The Spirit of Java". Related question were given to the respondents of indpeth interview and survey to asked them whether "Solo,The Spirit of Java" should be continued or not.

Table 27 The Continuity of "Solo,The Spirit of Java" – Based on Survey

Statement		Strongly Disagree	Disagree	Neither agree/ disagree	Agree	Strongly agree	T- test	Chi-square
"Solo, the Spirit of Java" should be continued	Business	-	-	5,0 %	46,7 %	48,3 %	.480	.738
	City adm.	-	-	8,1 %	48,4 %	43,5 %		

From table 27 above, we can see that almost all (more than 90%) of the survey respondents from both city administrators and business communities answered 'agree' and 'strongly agree'. It means that the respondents from both groups agree that "Solo, The Spirit of Java" should be continued.

Furthermore, both statistical tests (chi-square and independent t-test) resulted p >.05 (not significant). It means that both respondents of city administrators and business communities 'do not differ' in the statement about the sucess of Solo City government in managing "Solo,The Spirit of Java"(see annex 7 and 8).

Similar with survey results, almost all respondents of indepth interview from both groups stated that "Solo, The Spirit of Java" is feasible enough to be continued and should be improve. While some of the respondents added their statement that 'it's feasible enough to be continued but needs commitment from all stakeholders.'

The respondents who anwered 'it's feasible enough to be continued' represented by respondent A1 from Urban Spatial Agency who stated:

"Solo The Spirit of Java should be continued. It should be upgraded, to be more advance. But in my opinion those tagline still to 'heavy' / too philosophical. In personal, I still not really agree with the tagline. The language must be re-packaged to be more simple and attractive. The Spirit of Java – from the sentence also too philosophical. People from all around the world don't know where is the location of Solo City. People also don't know where Java is.

Regionally or nationally it still can be used. However to penetrated international market, the language still not "ear-catching" enough. From the promotion side, the promotion via media also has to be improved. The thing which also should be considered is the budget to improve the marketing activites, including branding."

While different answer given by respondent A8 from BPPIS who said that :

"In personal, the brand still feasible enough fore the next 5 years. Becuse branding should be evaluate continuously to adjust with various changes (internal and external changes). The Spirit of Java from the side of the meaning, the objective, the goal, etc still can be used for many purposes, because up to now, there were less effort to explore it. From me, there are several ideas to the continuity of Solo The Spirit of Java : 1) need a monitoring/ evaluation system for regional branding; 2) One commitment to establish a road map of Solo The Spirit of Java – BKAD as a facilitator; 3) Need to establish roadmap the implementation of Solo The Spirit of Java – at least for the next 5 years – and there should be any institution to handle the implementation of those road maps."(see annex 6).

4.9. Creating Construct Variables

Before further tests conducted, firstly we have to found out whether all variables were valid and reliable. It is useful to clustered many variables into some construct variables in order to conduct further regression analysis. It is also intended to meet the requirement of validity and reliability of all variables used. All variables on each variable group were tested through validity and reliability tests in SPSS (see annex 10). The idea was to create some construct variables by grouping all variables into nine blocks : understanding_terminology, understanding_objectives, understanding_the need of stakeholders, views_familiarity, stakeholder involvement, implementation_policy and management, implementation_city products/sevices, performance_target group attracted, and performance_city image.

After that, all variables in each block were tested through reliability test. The results indicated that all items in all blocks get correlation value above 0,30, which means that all variables meet the validity requirement. All nine construct variables also get the Cronbach Alpha above 0,6, that meet the requirement of reliability. In other words, all variables were valid and reliable when those grouped into nine construct variables like mention before.

After validity and reliability test, then we should find the value of those nine new variables by calculating the mean of each construct variable. Using the formula of 'compute variable', choosing option statistical – mean, all variable under one construct variable entered. Then a value of the new construct variable will consist of the mean from all variables entered.

On the next section, the discussion about differencens and commonalities also the effects on the implementation will be based on those nine construct variables. Each of the regression model to find out the effect on the implementation of "Solo, The Spirit of Java" also use those nine group of construct variables.

4.10. Differences and Commonalities in The Construct Variables

This section discuss about the differences and the commonalities between business communities and city administrators in the understanding of city branding using the nine construct variables. The analysis conducted through independent t-test in SPSS. This discussion aims to compare the result with the previous results from statistical tests of each variable one by one.

Table 28 Independent t-test of Construct Variables

No	Construct Variables	Levene's test for equality of variances		t-test for equality of Means		Result
		F	**Sig.**	**t**	**Sig.**	
1.	UND_Terminology	1.186	.278	2.223	.028	Significant
2.	UND_Objectives	1.012	.316	-.324	.747	Not Sig.
3.	UND_The Need of Stakeholders	.603	.439	.299	.766	Not Sig.
4.	Views_Familiarity	1.544	.216	1.612	.110	Not Sig.
5.	Stakeholder Involvement	1.169	.282	1.981	.050	Not Sig.
6.	IMPL_Policy & Management	.031	.861	2.105	.037	Significant
7.	IMPL_City Products	.043	.835	2.149	.034	Significant
8.	PERF_Target Group Attracted	1.577	.212	1.310	.193	Not Sig.
9.	PERF_City Image	1.297	.257	1.018	.311	Not Sig.

Table 28 above indicates that only three variables got significant result in the t-test. Those three are Understanding_Terminology, Implementation_Policy and Management, and Implementation_City Products. It means that there are differences in the understanding of business communities and city understanding about the terminology of city branding and the implementation "Solo,The Spirit of Java" (Policy & management and city products). While for the other variables, there are commonalities in their understanding. This result almost similar with the previous t-test result which conducted to see differences and commonalities of each variable.

4.11. Correlation Between All Variables

Before the discussion about the effects of each variables on the implementation of "Solo,The Spirit of Java", this section will discuss about the correlation among all variables. This analysis important to found out the correlation among each variable. Later on, the correlation value is important to choose which variables could put together in one regression model.

From the table in annex 11 we can see that almost all variables have correlation among each other. Only one variable which has no correlation at all with the others. That is Place of living as control variable. While City Administrator as dummy variable has weak correlation with Understanding in the terminology of city branding, stakeholder involvement, implementation_policy and management and implementation_city products. The other variables have strong correlation each other, except between the understanding in the terminology of city branding and stakeholder involvement, also between the understanding in the objectives of city branding and stakeholder involvement. Those two have weak correlation.

For significance level, category_city administrators and business communities as dummy variable and place of living as control variable have p > .05 (not significant), which means the answers in those two variables were quite common. For the others, almost all shows significance level <.05. Only two relation, stakeholder involvement and the understanding in the needs of stakeholder also the views of "Solo, The Spirit of Java" and the needs of stakeholder, which have p > .05. However, those two correlation indicates significance level = .09. It means that, with only 122 respondents of this research, the result is not significant. But if the respondents were added, it's possible that the result will be <.05.

Last is about the correlation value itself. There are two relation between variables which get correlation above 0,7 eg: The Implementation_Policy & Management with The Implementation_City Products (correlation = .756) and The Implementation_Policy & Management with Performance_Target Group Attracted (correlation = .718). In other words, we can say that the similarity between those two pairs of variables were more than 70%

4.12. The Effects on The Implementation of "Solo, The Spirit of Java"

After the discussions about the commonalities and the differences in the understanding of city branding between city administrators and business communities in Solo City, this section will later discuss about the effects of those understanding towards the implementation of city branding, specifically on the implementation of "Solo,The Spirit of Java" in Solo City. The result presented in this section mainly based on statistical tests using multi-linear regression, between dependent variable : implementation and independent variables : all of the other variables in the other groups (understanding, views, stakeholder involvement, and performance), dummy variable city administrator and business communities (category) and also control variable place of living.

The performance of "Solo,The Spirit of Java" in attracting target group and improving city image also become two aspects that included on further research to test whether those two affected the implementation of "Solo, The Spirit of Java". Based on the conceptual framework constructed from literature review, main relation was still from the implementation to the performance, which means that the implementation will affect the performance of city branding. However, the researcher also aware that the opposite may occur, where the performance can also influence the implementation of city branding. Since the implementation and the performance of city branding have two-way relationship. In other words, we can assumed that good implementation of city branding will help to increase the performance in attracting target group and to improve city image, vice versa. On the other hand, the performance in attracting target group and improving city image could be influencing the whole process of implementation. In this case can be said that the more target groups attracted and the better image of the city will affected all efforts to implement city branding in organisational aspects, policies related, management, and city products.

The discussion of this section consist of three parts: the effects on the implementation of "Solo,The Spirit of Java" in general, the effects on the implementation of "Solo,The Spirit of Java" related with policy and management and the effects on the implementation of "Solo,The Spirit of Java" related with city products.

4.12.1. The Effects on The Implementation of "Solo, The Spirit of Java" in General

This section will discuss about the effects of all aspects included in independent variables, place of living as control variable, and two different stakeholders understanding toward the implementation of "Solo, The Spirit of Java".

Table 29 Regression of The Effects on The Implementation of "Solo,The Spirit of Java" in General

Models :	Model 1				Model 2			
Dependent Variable	Implementation	Coef.	Sig.	VIF	Implementation	Coef.	Sig.	VIF
Independent variables	Und_terminology	.195	.009	1.438	Und_terminology	.116	.068	1.505
	Und_Objectives	.262	.000	1.370	Und_Objectives	.129	.044	1.511
	Und_the need of stakeholder	.074	.294	1.337	Und_the need of stakeholder	.046	.439	1.347
	Views_familiarity	.301	.000	1.478	Views_familiarity	.171	.010	1.611
	Stakeholder Involvement	.244	.001	1.439	Stakeholder Involvement	.206	.001	1.457
	Place of Living	-.044	.487	1.088	Place of Living	.062	.255	1.093
	Category	.085	.187	1.091	Category	.069	.202	1.094
	-	-	-	-	Perf_Target group attracted	.359	.000	2.307
	-	-	-	-	Perf_City Image	.130	.086	2.109
Adjusted R Square	.550				.679			
Durbin Watson	1.899				1.876			

The first model tested the effects of five independent variables (Understanding_terminology, Understanding_objectives, Understanding_the need of stakeholder, Views of Solo,The Spirit of Java and Stakeholder involvement), one control variable (Place of Living), and one category variable (to see the differences between city administrators and business communities) on the implementation of "Solo, The Spirit of Java" as dependent variable. It resulted adjusted R square = .550, which means 55% of the variance in the independent variables can explain the dependent variable implementation.

Almost all variables affected the impelementation of "Solo, The Spirit of Java". The one that has no effect on the implementation only the understanding in the need of stakeholder. In this case, place of living and the category also has no effect on the implementation. Which also means both stakeholder have common understanding in the implementation in general. From the coefficient value, we can see that the Views of "Solo,The Spirit of Java" (coefficient = .301) have biggest effect on the implementation comparing with other variables in this model. While Understanding in the terminology of city branding, with coefficient = .195 has least effects to the implementation.

The second model included two more variables : Performance_target group attracted and Performance_city image. This is to check whether the performance of "Solo, The Spirit of Java" in attracting target group and in the city image, also gave effects toward the implementation of "Solo, The Spirit of Java. As mentioned before that performance and implementation have two-way relationship. This model resulted adjusted R square = .679, which is higher than the previous models.

The variables that affected the implementation of "Solo,The Spirit of Java" are : Understanding in the terminology of city branding, Views of "Solo, The Spirit of Java", Stakeholder involvement, and Performance in attracting target group. There are also two things which almost gave any effect towards the implementation of "Solo, The Spirit of Java" namely Understanding in the objectives of city branding and Performance in the city image. Those two variables might be affected the implementation if there were more respondents involved. In this model, place of living and both stakeholder understanding also similar and gave no effect towards the implementation.

With regards to the coefficient value in this model, then The performance in attracting target group with coefficient = .359 has biggest effect toward the implementation of "Solo, The Spirit of Java". On the other hand, the understanding in the objective of city branding (.116) gave least effect to the implementation (see annex 10).

Those models also has gone through Durbin-Watson and VIF tests. The test result were below 3.0 which means that there is no multicollinearity among the variables in those two models (see annex 11).

4.12.2. The Effects on The Implementation of "Solo, The Spirit of Java" Related With Policy and Management

This section will also discuss two models. One is between all aspects without the performance variables and the implementation of "Solo, The Spirit of Java" related with policy and management. The other will be included performance variables.

Table 30 Regression of The Effects on The Implementation of "Solo,The Spirit of Java" – Policy and Management

Models :	Model 3	Coef.	Sig.	VIF	Model 4	Coef.	Sig.	VIF
Dependent Variable	IMPL_Policy Management				IMPL_Policy Management			
Independent variables	Und_terminology	.245	.002	1.438	Und_terminology	.154	.021	1.505
	Und_Objectives	.218	.004	1.370	Und_Objectives	.074	.262	1.511
	Und_the need of stakeholder	.034	.647	1.337	Und_the need of stakeholder	.001	.984	1.347
	Views_familiarity	.353	.000	1.478	Views_familiarity	.215	.002	1.611
	Stakeholder Involvement	.164	.036	1.439	Stakeholder Involvement	.126	.053	1.457
	Place of Living	-.038	.575	1.088	Place of Living	-.054	.340	1.093
	Category	.067	.317	1.091	Category	.052	.359	1.094
	-	-	-	-	Perf_Target group attracted	.330	.000	2.307
	-	-	-	-	Perf_City Image	.207	.009	2.109
Adjusted R Square	.501				.653			
Durbin Watson	1.872				1.658			

Regression analysis between five independent variables and the implementation of "Solo,The Spirit of Java" which related with policy and management resulted four significant variables which is the same with the first regression model in the previous part. They are : Understanding in the terminology of city branding, Understanding in the objectives of city branding, views of "Solo,The Spirit of Java" and Stakeholder involvement. Adjusted R square of this model is .501, which means 50,1% of the variance can explain that the implementation of "Solo, The Spirit of Java" is related with policy and management.

The aspect which has biggest effect on the implementation_policy and management is the views toward "Solo,The Spirit of Java", with coefficient value of .353. While stakeholder involvement gave least effect on the implementation_policy and management.

Next, regression analysis conducted not only to test six variables like before, but also to test the influence of performance in attracting target group and performance in city image towards the implementation of "Solo, The Spirit of Java" related with policy and management. This model resulted quite high R square. Adjusted R square here is .653. While five variables considered have significant effect on the implementation_policy and

management. Those variables are : understanding in the terminology of city branding, views of "Solo,The Spirit of Java", stakeholde involvement, and also both of the performance. In other words, both the performance also affected the implementation_policy and management of "Solo,The Spirit of Java"..

Moreover, we can see that those two performance variables placed on the first and second position in the coefficient value. Which means that the performance in attracting target group (coef = .330) and the performance of city image (coef = .207) really gave most impact on the implementation of "Solo,The Spirit of Java" related with policy and management. While, again, stakeholder involvement gave smallest effects toward the implementation.

In those two models we can also see that control variable – place of living and dummy variable category (city administrators and business communities) has no effect towards the implementation of "Solo, The Spirit of Java" related with policy and management. It means that there were no differences between people who lived in different areas and also between city administrators and business communities in their understanding towards the implementation of "Solo, The Spirit of Java" related with policy and management.

In addition to multi-linear regression analysis, the models also tested by Durbin-Watson test and VIF test. The test results were below 3.0 which means that there's no multicolinearity among the variables in those two models (see annex 11) .

4.12.3. The Effects on The Implementation of "Solo, The Spirit of Java" Related With City Products

Last is about the effects on the implementation of "Solo,The Spirit of Java" related with city products. This section also will also presented two regression models, one we exclude the performance variables and the second one is between the implementation_city products with all variables.

Table 31 Regression of The Effects on The Implementation of "Solo,The Spirit of Java" – City Products

Models :	Model 5	Coef.	Sig.	VIF	Model 5	Coef.	Sig.	VIF
Dependent Variable	IMPL_City Products				IMPL_City Products			
Independent variables	Und_terminology	.104	.185	1.438	Und_terminology	.042	.566	1.505
	Und_Objectives	.273	.000	1.370	Und_Objectives	.162	.028	1.511
	Und_the need of stakeholder	.028	.706	1.337	Und_the need of stakeholder	.006	.926	1.347
	Views_familiarity	.318	.000	1.478	Views_familiarity	.209	.006	1.611
	Stakeholder Involvement	.266	.001	1.439	Stakeholder Involvement	.232	.001	1.457
	Place of Living	-.032	.637	1.088	Place of Living	-.048	.442	1.093
	Category	.088	.199	1.091	Category	.074	.232	1.094
	-	-	-	-	Perf_Target group attracted	.329	.000	2.307
	-	-	-	-	Perf_City Image	.074	.393	2.109
Adjusted R Square	.490				.578			
Durbin Watson	1.921				1.950			

Fifth model between dependent variables implementation_city products and seven other variables (Understanding_terminology, Understanding_objectives, Understanding_the need of stakeholder, views_familiarity, stakeholder involvement, place of living, and categories)

resulted R = .721, which means that this regression model is quite strong and adjusted R square = .490, which means 49% of the variance can explain the dependent variable Implementation_City Products.

Three independent variables have affected the implementation of "Solo,The Spirit of Java" related with city products. Those are Understanding in the objectives of city branding, Views of "Solo,The Spirit of Java", and Stakeholder involvement. While place of living have no effect towards the implementation of "Solo,The Spirit of Java" related with city products.

In this model, views of "Solo, The Spirit of Java" once again gave biggest effect toward the implementation_city products with the coefficient = .318. While Understanding in the objectives of city branding have least effect to it.

Last model tested the effects of all variables (including performance in attracting target group and performance of city image) on the implementation of "Solo, The Spirit of Java" related with city products. The result is R value = .780 and adjusted R square = .578. Four aspects indicated have effect towards the implementation of "Solo, The Spirit of Java" related with city products. Those are Understanding in the objectives of city branding, views of "Solo, The Spirit of Java", Stakeholder involvement, and the performance in attracting target group.

The performance in attracting target group has the biggest coefficient score = .329 which means that the variable gave biggest influence in the implementation of "Solo, The Spirit of Java" related with city products (see table 31).

In those two last models, control variable – place of living and dummy variable category (city administrators and business communities) has no effect towards the implementation of "Solo, The Spirit of Java" related with city products. It also means that there were no differences between people who lived in different areas and also between city administrators and business communities in their understanding towards the implementation of "Solo, The Spirit of Java" related with city products.

Next, Durbin-Watson and VIF tests were conducted to test multicolinearity of the two models above. The test result were below 3.0. It means that there's no multicolinearity among the variables in those models.

Chapter 5: Conclusions and Recommendations

5.1. Introduction

The objective of this research is to examine the understanding of city branding between different relevant stakeholders and to find out the effect of their understanding towards the implementation of city branding in Solo City. Derived from those objectives, the research question *"What are the differences and commonalities in the understanding of city branding between city administrators and the business community in Solo City and what are the effects on the implementation of city branding?"* was generated.

This study based on the interview among 18 key stakeholders of business communities and city administrators, survey conducted on 122 people also from both two group, and review on secondary data (articles, official documents, journals, publications, etc). Those source of datas aims to strengthen the conclusions generated from qualitative and quantitative analysis and to meet requirements of validity and reliability of the result.

The differences and commonalities between two groups were tested by frequency, independent t-test, and chi-square test in SPSS. While the effects of the understanding towards the implementation of "Solo,The Spirit of Java" were tested through multiple linear regression analysis. The models built in the regression analysis are based on the conceptual framework that made from literature review in chapter two.
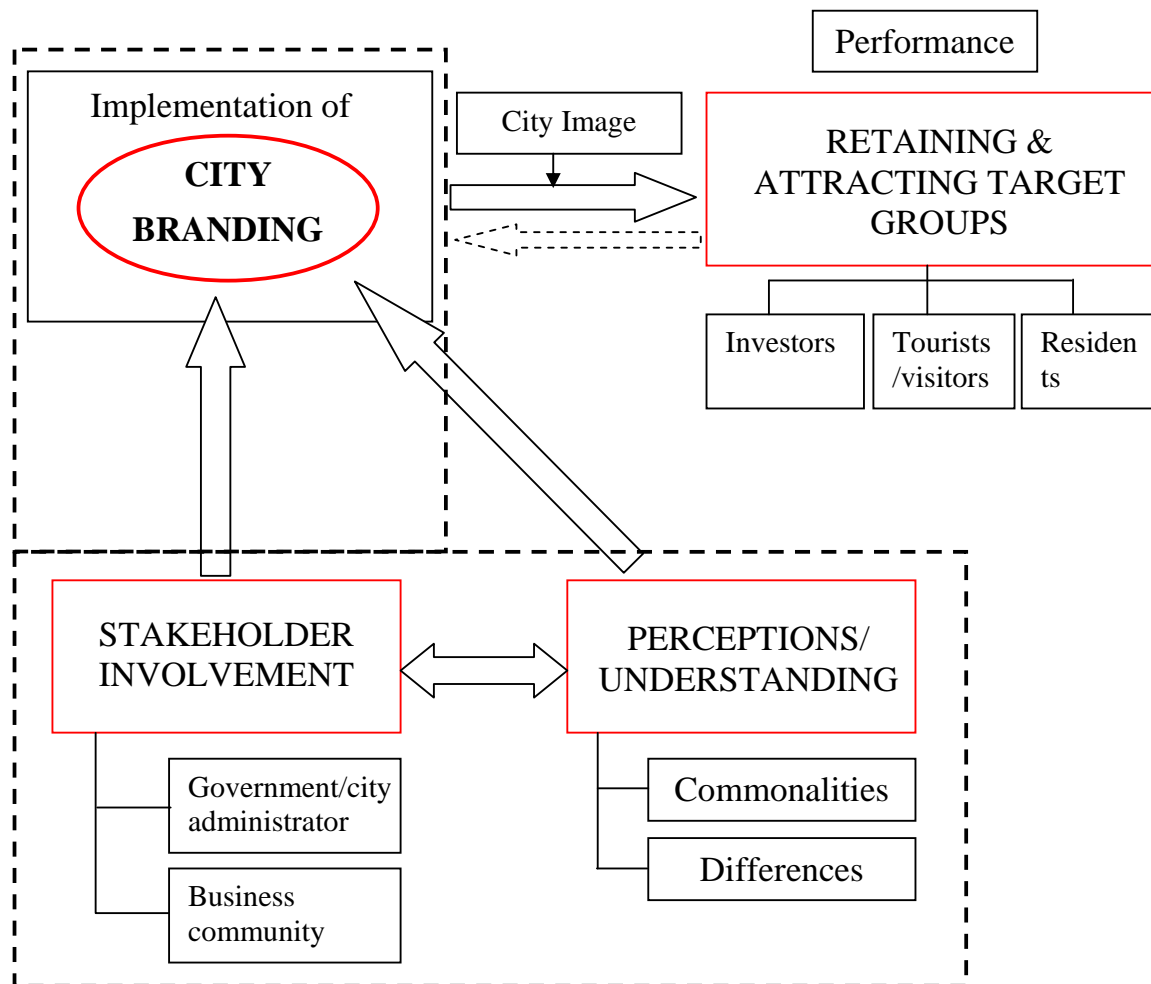
5.2. Conclusions

5.2.1. The Differences and Commonalities in The Understanding of City Branding Between City Administrators and The Business Communities in Solo City

- **General Understanding of City Branding**

In general, there are commonalities in the understanding of city branding between business communities and city administrators in Solo City.

Different understanding concluded in terms of terminology of city branding carried out by the interview. While from the survey, city branding mostly is about an image, and also about a slogan and logo to publish a city / to make a city better known.

On the other questions, there were similarities resulted. Like in the the objectives of city branding, the respondents answered similarly that city branding aims to introduce a city or city products to make people aware and widely known. Based on survey, almost all of the respondents strongly agree that city branding aims to attract potential residents, to attract firms or investors and to attract tourists/investors. Also in terms of the elements of city branding, they answers in common that the elements of city branding are all the stakeholders, all city elements and city products (including infrastructure), culture, and experience. Both two groups also stated that the whole process of city branding needs stakeholder involvement from various background.

- **Views About "Solo, The Spirit of Java"**

As stated in the official documents, "Solo, The Spirit of Java" actually is a regional branding of Subosukawonosraten (Solo with 6 surrounding districts) region. It's regional identity of the region and also a public domain which belongs to Inter-regional Cooperation Board of Subosukawonosraten region. While in its development, almost all related stakeholders (business communities and city administrators) in Solo City who have not been involved in the planning process, assume that "Solo, The Spirit of Java" is a brand of Solo City.

With regards to the terminology of 'Solo, The Spirit of Java", there were differences between two group of stakeholders. Some of them said it's a slogan, tagline, icon and symbol of Solo City, some said it's an image. While the people who involved in the planning process said it's a regional brand of Solo Raya / Subosukawonosraten Region. Survey results indicates that most of the related stakeholders have good knowledge about "Solo, The Spirit of Java", and most of them similarly stated that it's a slogan.

When both stakeholders gave question about the main message behind "Solo, The Spirit of Java", different views have resulted. Some of them said "Solo is the centre / the core /and the origin of Javanese culture", some others said "Solo is a cultural city". Different statement also indicates from the survey result, which means both groups have different statement about their views of the main message behind "Solo,The Spirit of Java".

Views about the objectives of "Solo, the Spirit of Java" between business communities and city administrators also different. City administrators seen "Solo, The Spirit of Java" aims to maintain the character and the uniqueness of Solo as a cultural city, while business communities stated that it's as a marketing tools – to introduce Solo City worldwide in order to attract visitors and investors.

Last about campaign/events to promote "Solo, The Spirit of Java". Both respondent groups responds with similar answers, which is There were socialization and campaign to promote "Solo, The Spirit of Java". That answers inline with the fact that indeed there were a

socialization by BKAD, GTZ, IMA, AMA, and First Blood to the key stakeholders in Solo City and 6 surrounding districts. Some other views says the promotion of "Solo, The Spirit of Java" carried out through many cultural events in Solo City.

In sum, mostly differences resulted in this part. Most of the stakeholders already know about "Solo, the spirit of Java", but further communication towards relevant stakeholders were not going pretty well.

- **Stakeholder Involvement During The Process of "Solo, The Spirit of Java"**
In general there are commonalities resulted in the stakeholder involvement during the process of "Solo, The Spirit of Java". Differences only reflected in the involvement during implementation process.

Commonalities resulted in terms of stakeholder involvement during planning process and during monitoring process of "Solo,The Spirit of Java". Most of them stated that they were not involved in personal in the planning process and in the monitoring process.

In terms of the involvement during implementation process, differences occured. Some of stakeholders from city administrators said they're involved because the relatedness of their office with "Solo, the Spirit of Java", while some of them also said they involved limited in the implementation of the events. On the other hand, people in business communities groups stated that they're not involved and also involved only on the events.

- **The Implementation of "Solo, The Spirit of Java"**
General conclusion of this section is there are more commonalities resulted comparing with the differences related with the implementation of "Solo, The Spirit of Java" based on the answers of both related stakeholders (business communities and city administrators).

According to the interview and also review of some official documents, there is no specific intitutions which handling the management of "Solo, The Spirit of Java". It was PT. Solo Raya that established at the beginning to handle the promotion and the management of Subosukawonosraten regional cooperation, not specifically to handle the brand. There is also no special budget to handle the management of "Solo, The Spirit of Java".

Mostly said that there is good political support towards "Solo, The Spirit of Java". While in terms of the connectivity of "Solo, The Spirit of Java" with other policies, most of the stakeholders in city administrators stated that the brand already incorporated with other policies and spatial plan of Solo City and already influenced the marketing activities of Solo City and already reflected in the city vision of Solo City.

Management of partnership in Solo City has done pretty well. Either related with "Solo, The Spirit of Java" or not. Both related stakeholders answered in common. There is no specific management system to handle "Solo,The Spirit of Java", but usually the partnership done through 'share or joint activities' between city administrators and private sectors. There were also good commitment from private sectors in terms of "Solo,The Spirit of Java".

About the success of city goverment in managing "Solo, The Spirit of Java" and the continuity of the brand. Common answers reflected in both statements. Business communities and city administrators gave similar answers that the government already succeed in managing "Solo, The Spirit of Java" and the brand is feasible enough be continued.

Talking about city products, common answer also stated by both stakeholders in terms of the improvement in physical infrastructure condition of the city and the improvement in the activities of cultural heritage preservation in Solo City. Commonalities also resulted in terms of cultural events that using "Solo, The Spirit of Java". Both related stakeholders stated that

there are many cultural events have held in Solo City which related with "Solo, The Spirit of Java". On the other hands, differences happend in the understanding of both groups towards economic events using "Solo, the Spirit of Java". City administrators said there are many economic events, while some of them said there is no economic events.

- **The Performance of "Solo, The Spirit of Java"**
In general there are commonalities in the understanding of city administrators and business communities towards the performance of "Solo, The Spirit of Java".

In terms of target group attracted, both group of stakeholders see that "Solo, The Spirit of Java" already succeed in attracting investors/firms, visitors/tourists, and potential residents. Based on the secondary datas, indeed there are increasing trend in the of visitors and investments in Solo City. However, mainly those resulted not because the branding. While the number of residents during the last 10 years relatively the same, those because Solo City already densely populated.

About the performance of "Solo, The Spirit of Java" in improving city image, both group of stakeholders anwered similarly. They stated that "Solo, the Spirit of Java" really helps to improved the image of Solo City. Furthermore, when the respondents asked to give their opinion related with the overall image of Solo City, almost all of them said that Solo City already has a good image. Together with the image of Solo is a cultural city.

In line with the conclusion about differences and commonalities above, when all the aspects (variables) were clustered into nine construct variables, then almost all of them shows similarities in the answers. Only three aspects that resulted differences : Understanding in the terminology of city branding, implementation of policy and management and implementation of city products.

5.2.2. The Effects on The Implementation of "Solo, The Spirit of Java" in Solo City

In general, we can conclude that the understanding in the terminology of city branding, the understanding in the objectives, the views of "Solo, The Spirit of Java", and stakeholder involvement have affected the overall implementation of "Solo, The Spirit of Java". Without including the effect of performance, then the Views of "Solo,The Spirit of Java" gave biggest effect towards the implementation. Then, the performance in attracting target group and in improving city image were included in the research, because of its two way relationship with hypothesis that those two can influence each other. The result shows that the performance in attracting target group become the aspect which gave biggest influence on the implementation of "Solo, The Spirit of Java". Similar result also indicates in the third and fourth models to see the effects on the implementation of "Solo,The Spirit of Java" related with policy and management.

Last two regression models shows that except views of "Solo,The Spirit of Java" and stakeholder involvement, only understanding in the objectives of city branding which gave any effect toward the implementation of city products. When the performance aspects included, then understanding in the objectives of city branding, Views of "Solo, The Spirit of Java", Stakeholder involvement, and the performance in attracting target group gave some effects to the implementation of city products. Still the same with the previous models, Views of "Solo, The Spirit of Java gave biggest effect on the implementation of city products on the third model, also the performance in attracting target groups on the last model.

While place of living and also both stakeholder (city administrators and business communities) has no effect towards the implementation of "Solo, The Spirit of Java". There were no prove shown the differences between people who lived in different areas (Solo City and surrounding) and also between city administrators and business communities in their understanding towards the implementation of "Solo, The Spirit of Java".

Overall, we can say that Understanding in the objectives of city branding, Views of "Solo,The Spirit of Java, Stakeholder involvement gave effects towards the implementation of "Solo, The Spirit of Java" in general and also in specific terms (policy and management also city products). While the performance in attracting target and in improving city image also proved to gave influence towards the implementation. Two aspects that gave biggest effect on the implementation are Views of "Solo, The Spirit of Java" and The Performance in attracting target group. On the other hand, there are no differences in the understanding of implementation "Solo The Spirit of Java" between business communities and city administrators. There are also no differences indicates in the understanding of people who lived in Solo City or surrounding areas.

To sum up in brief, this research found that there are more commonalities in the understanding of city branding among city administrators and business communities comparing with the differences. A lot of commonalities resulted positive impacts towards the implementation of "Solo,The Spirit of Java". While this research couldn't find a proof for a negative effect of differences in the understanding between city administrators and business communities as the test indicated not significant result.

5.3. Recommendations

Based on the interviews with key stakeholders in Solo City, review on the official documents and articles, and conclusion of the study, there several recommendations given as follows :

- In terms of general understanding about city branding in general. Needs further activities like workshop related with city branding or regional branding to strengthen the knowledge of related stakeholders about the concept of city branding.
- Related with "Solo, The Spirit of Java":
  - It needs further dissemination and promotion towards "Solo, The Spirit of Java" internally and externally.
  - Need a roadmap for the implementation of "Solo, The Spirit of Java" to direct the policies and activities related with it, at least for the next 5 years.
  - "Solo, The Spirit of Java" should be evaluated continuously.
  - There should be one specific institution that handle the management of city branding/ regional branding, in this case is "Solo, The Spirit of Java".
  - To handle the management of "Solo, The Spirit of Java" and city branding in general needs specific budget.
- Stakeholder involvement towards "Solo, The Spirit of Java":
  - The communication between private sectors and the government must be maintained.
  - Routine meeting to discuss many topics related with the brand should be improved.
  - Evaluation process of "Solo, The Spirit of java" must include all related stakeholders.

While recommendation for further research is about :

- The understanding of Solo City residents towards "Solo, The Spirit of Java"
- Impacts and benefits of "Solo, The Spirit of Java" to all the city administrators in regional cooperation Subosukawonosraten.
- Evaluation in the implementation of "Solo, The Spirit of Java".

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Annex 1_Interview Guidelines with The Mayor

Guidelines for Indepth Interview with The Mayor

1. According to you, what is city branding?
2. What are the elements of city branding?
3. What are the tools to form a city brand?
4. What are the objectives of city branding?
5. Who are the important stakeholders in city branding process?
6. How was the formation process of "Solo, the Spirit of Java"?
7. Why "Solo, the Spirit of Java" adopt regional branding?
8. What is the message delivered through "Solo, the Spirit of Java"?
9. What is the objective of "Solo, the Spirit of Java"?
10. Are there any campaigns/ promotional events related with "Solo, the Spirit of Java"?
11. Are there national/international cultural events using "Solo, the Spirit of Java"?
12. Are there national/international economic events using "Solo, the Spirit of Java"?
13. Have the stakeholders been involved during all the process of "Solo, the Spirit of Java"?
14. Who is handling the management of "Solo, the Spirit of Java"?
15. What about political support towards "Solo, the Spirit of Java"?
16. Is there any special budget to handle the implementation of "Solo, the Spirit of Java"?
17. How does the commitment from private sectors related with "Solo, the Spirit of Java"?
18. How does the the monitoring/evaluation procedure of "Solo, the Spirit of Java"?
19. Does the city government already succeed in managing "Solo, the Spirit of Java"?
20. Does "Solo, the Spirit of Java"already incorporated with other policies?
21. Does "Solo, the Spirit of Java" already influence the marketing activities of Solo City?
22. Does "Solo, the Spirit of Java" has affected cultural heritage preservation activites?
23. Does "Solo, the Spirit of Java" help to improve physical infrastructure of the city?
24. In your opinion, do you feel "Solo, the Spirit of Java" already succeed in attracting target groups?
25. Do you feel "Solo, the Spirit of Java" already succeed in improving the city image?
26. How do you rate the overall image of Solo City?
27. Does "Solo, the Spirit of Java" should be continued?

Annex 2_Intervies Guidelines with City Administrators

Guidelines for Indepth Interview with City Administrators

1. Do you know about city branding? What is it about?
2. What are the elements of city branding?
3. What are the tools to form a city brand?
4. What are the objectives of city branding?
5. Who are the important stakeholders in city branding process?
6. Have you ever heard about "Solo, the Spirit of Java"? What is it about ?
7. From who/what you know the term "Solo, the Spirit of Java"?
8. What is the meaning/main message of "Solo, the Spirit of Java"?
9. What is the objectives of "Solo, the Spirit of Java"?
10. Are there any campaigns/events to promote "Solo, the Spirit of Java"?
11. Are there national/international cultural events using "Solo, the Spirit of Java"?
12. Are there national/international economic events using "Solo, the Spirit of Java"?
13. Have you been involved in the planning process of "Solo, the Spirit of Java"?
14. Are there any meetings/discussions which involves you at the planning process of "Solo, the Spirit of Java"?
15. Have you been asked for approval when "Solo, the Spirit of Java" going to published?
16. Have you been involved in the implementation process of "Solo, the Spirit of Java"?
17. Are there any meetings/discussions which involves you at the implementation process of "Solo, the Spirit of Java"?
18. Have you been involved in the monitoring/evaluation process of "Solo, the Spirit of Java?
19. Are there any research to evaluate the implementation of "Solo, the Spirit of Java"?
20. How does the the monitoring/evaluation procedure of "Solo, the Spirit of Java"?
21. Who is handling the management of "Solo, the Spirit of Java"?
22. What about political support towards "Solo, the Spirit of Java"?
23. Is there any important person that driving the implementation of "Solo, the Spirit of Java"?
24. Is there special budget to handle the implementation of "Solo, the Spirit of Java"?
25. How does the commitment from private sectors related with "Solo, the Spirit of Java"?
26. How does the management system to handling the cooperation with private sectors related with "Solo, the Spirit of Java"?
27. Does "Solo, the Spirit of Java" reflected on the city vision?
28. Does "Solo, the Spirit of Java"already incorporated with other policies (social,economic, tourism, etc)?
29. Does "Solo, the Spirit of Java" already influence the marketing activities of Solo City?
30. Does "Solo, the Spirit of Java"already incorporated with City spatial planning?
31. Does "Solo, the Spirit of Java" has affected the activities of cultural heritage preservation?
32. Does "Solo, the Spirit of Java" help to improve physical infrastructure of the city?
33. In your opinion, do you feel "Solo, the Spirit of Java" already succeed in attracting target groups (inverstors, residents, visitors)?
34. Do you feel "Solo, the Spirit of Java" already succeed in improving the city image?
35. Does the city government already succeed in managing "Solo, the Spirit of Java"?
36. How do you rate the overall image of Solo City?
37. Does "Solo, the Spirit of Java" should be continued?

Annex 3_Interview Guidelines with Business Communities

Guidelines for Indepth Interview with Business Community

1. Do you know about city branding? What is it about?
2. What are the elements of city branding?
3. What are the tools to form a city brand?
4. What are the objectives of city branding?
5. Who are the important stakeholders in city branding process?
6. Have you ever heard about "Solo, the Spirit of Java"? What is it about ?
7. From what/who do you know about "Solo, the Spirit of Java"?
8. Since when you know about "Solo, the Spirit of Java"?
9. Can you capture the message delivered through "Solo, the Spirit of Java"?
10. What is the objective of "Solo, the Spirit of Java"?
11. Are there any campaigns/events to promote "Solo, the Spirit of Java"?
12. Are there national/international cultural events using "Solo, the Spirit of Java"?
13. Are there national/international economic events using "Solo, the Spirit of Java"?
14. Have you been involved during in the planning process of "Solo, the Spirit of Java"?
15. Are there any meetings/discussions which involves you at the planning process of "Solo, the Spirit of Java"?
16. Have you been asked for approval when "Solo, the Spirit of Java" going to published?
17. Have you been involved in the implementation process of "Solo, the Spirit of Java"?
18. Are there any meetings/discussions which involves you in the implementation process of "Solo, the Spirit of Java"?
19. Do you actively support the implementation of 'Solo, the Spirit of Java"?
20. Have you been involved in the monitoring/evaluation process of "Solo, the Spirit of Java?
21. Are there any meetings/discussions which involves you in the monitoring/evaluation of "Solo, the Spirit of Java"?
22. Is there any important person that driving the implementation of "Solo, the Spirit of Java"?
23. How does the management system to handling the cooperation with private sectors related with "Solo, the Spirit of Java"?
24. Do your company already gave commitment related with "Solo, the Spirit of Java"?
25. What are the activities/projects in your business undertaken as a result of "Solo, the Spirit of Java"?
26. Do you use "Solo, the Spirit of Java" as your promotion tools? In what form?
27. Does the profit of your company has affected by the existence of "Solo, the Spirit of Java"?
28. Do you still want keep your business/invest more in Solo City?
29. Does "Solo, the Spirit of Java" help to improve physical infrastructure of the city?
30. In your opinion, do you feel "Solo, the Spirit of Java" already succeed in attracting target groups (inverstors, residents, visitors)?
31. Do you feel "Solo, the Spirit of Java" already succeed in improving the city image?
32. Does the city government already succeed in managing "Solo, the Spirit of Java"?
33. How do you rate the overall image of Solo City?
34. Does "Solo, the Spirit of Java" should be continued?

Annex 4_Questionnaire

MPKD UGM
MAGISTER PERENCANAAN KOTA DAN DAERAH
UNIVERSITAS GADJAH MADA

IHS
Making cities work

Questionnaire (in English Translation)

This questionnaire is intended to to obtain data used for the analysis of master thesis with the tittle "City Branding: Towards the Understanding of Different Stakeholders (Case Study: "Solo, the Spirit of Java" - Central Java, Indonesia)", as one of the requirements to obtain Master of Engineering degree in Urban and Regional Planning at Gadjah Mada University, Yogyakarta, Indonesia and Master of Science in Urban Management and Development at The Institute for Housing and Urban Development Studies, Erasmus University, Rotterdam, The Netherlands. This research is anonymous. The information gained will therefore be used for academic purposes only and the personal data listed bellow will not be shown in the results.

Personal Data :

Name   : ....

Name of Company/Institution/Business   : ....

Email address   : ....

Phone number   : ....

Basic instructions :

- For all the optional questions, you can **only choose one answer** which is more suitable with you.
- Circle the number of your answer in the optional "degree of agreement" questions.
- Tick the box of your answer in the other optional questions.
- Mention only "one answer" in the non-optional questions.

Respondent's number : .... *(leave it blank)*

1. Where do you live? *(you can only tick once)*
   - ☐ Surakarta (Solo)
   - ☐ Boyolali
   - ☐ Sukoharjo
   - ☐ Karanganyar
   - ☐ Wonogiri
   - ☐ Sragen
   - ☐ Klaten

2. How long have you been lived in Solo/surrounding areas? *(fill in with numbers)*

   months/years

3. Have you heard about "Solo, the Spirit of Java"?

   ☐ Yes   ☐ No

   If your answer is "Yes", continue to the next questions. If "No", stop here.

4. I have good knowledge about "Solo, the Spirit of Java".

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

5. What is "Solo, the Spirit of Java"?
   - ☐ Vision
   - ☐ Slogan
   - ☐ Brand
   - ☐ Image
   - ☐ Logo
   - ☐ Other : ....

6. From who/what do you know about "Solo, the Spirit of Java"?
   - ☐ Newspaper
   - ☐ Billboard
   - ☐ Brochure
   - ☐ Other people
   - ☐ Dissemination from government
   - ☐ Merchandise/souvenir
   - ☐ Events that held
   - ☐ Other : ....
   - ☐ Not applicable

7. I know the main message behind "Solo, the Spirit of Java".

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

8. What is the main message of "Solo, the Spirit of Java"?

   ....
   ....

9. There are many events to promote "Solo, the Spirit of Java".

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

10. I have been involved in the planning process of "Solo, the Spirit of Java".

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

11. I have been involved in the implementation process of "Solo, the Spirit of Java".

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

12. I have been involved in the monitoring/evaluation process of "Solo, the Spirit of Java".

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

13. There is a person driving the implementation of "Solo, the Spirit of Java" project.

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

14. If you feel there is a person driving the implementation of "Solo, the Spirit of Java" project. Please mention one name.

    ....

15. The government of Solo City Successfully manages "Solo,the Spirit of Java"

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

16. "Solo, the Spirit of Java" has affected cultural heritage preservation.

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

17. "Solo, the Spirit of Java" help to improve the condition of city physical infrastructure ?

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

18. How do you rate the success of "Solo,the Spirit of Java" in attracting investors ?

Very poor	Poor	Fair	Good	Very Good
1	2	3	4	5

19. How do you rate the success of "Solo,the Spirit of Java" in attracting visitors ?

Very poor	Poor	Fair	Good	Very Good
1	2	3	4	5

20. How do you rate the success of "Solo,the Spirit of Java" in attracting new residents ?

Very poor	Poor	Fair	Good	Very Good
1	2	3	4	5

21. How do you rate the success of "Solo,the Spirit of Java" in improving city image ?

Very poor	Poor	Fair	Good	Very Good
1	2	3	4	5

22. "Solo, the Spirit of Java" is incorporated with other policies (economic, social, politic, tourism,etc).

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

23. How do you rate the partnership between city government and private sectors related to "Solo, the Spirit of Java"?

Very poor	Poor	Fair	Good	Very Good
1	2	3	4	5

24. "Solo, the Spirit of Java" is reflected in the city vision.

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

25. Do you know cultural events (national/international scale) using "Solo, the Spirit of Java"?

Never	Rarely	Sometimes	Often	Very often
1	2	3	4	5

26. Do you know economic events (national/international scale) using "Solo, the Spirit of Java"?

Never	Rarely	Sometimes	Often	Very often
1	2	3	4	5

27. How do you rate the image of Solo City in general?

Very poor	Poor	Fair	Good	Very Good
1	2	3	4	5

28. How do you rate Solo City comparing with the surrounding districts?

Very poor	Poor	Fair	Good	Very Good
1	2	3	4	5

29. How do you rate Solo City comparing with Yogyakarta as a competitor ?

Very poor	Poor	Fair	Good	Very Good
1	2	3	4	5

30. "Solo, the Spirit of Java" should be continued

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

31. I have good knowledge about city branding.

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

32. City brand is all about city image.

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

33. City brand is about a slogan.

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

34. City brand is about a logo.

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

35. City brand is about the perceptions of the target groups.

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

36. City brand is a network of association in the mind of the target groups.

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

37. City branding aims to attract potential residents.

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

38. City branding aims to attract firms/investors.

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

39. City branding aims to attract tourists/visitors.

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

40. The whole process of city branding needs stakeholder involvement from various background.

Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

41. Relevant stakeholders in the branding process:

	Not important	Somehow important	Important	Very Important	Extremely Important
The Mayor	1	2	3	4	5
City administrators	1	2	3	4	5
Council	1	2	3	4	5
Business community	1	2	3	4	5
Residents	1	2	3	4	5
Visitors	1	2	3	4	5
Students	1	2	3	4	5

Annex 5_The Respondents

- **Respondents of Indepth Interview**

NO	NAME	POSITION/OFFICE
	CITY ADMINISTRATORS	
A1	Ir. Nunung Setyo Nugroho, MT. MA.	Head of Spatial Planning Division - Urban Spatial Agency
A2	Ir. Arif Nurhadi, MM.	Head of Spatial Planning and City Infrastructure Division - Local Development Planning Board
A3	Drs. Budy Sartono, M.Si.	Head of Preservation, Promotion, and Cooperation Division - Cultural and Tourism Agency
A4	Janjang Sumaryono Aji, SP	Member of 2nd Commission, Solo City Council (PDIP)
A5	YF. Sukasno, SH	Chairman of Solo City Council
A6	Drs. Toto Amanto	Head of Local Investment and Integrated Licensing Board
A7	Drs. Ing Ramto	Head of Resident Registration Division - Demographic and Civil Registration Agency (before : Inter – regional Cooperation Board– as a drafting team member of "Solo,the Spirit of Java")
A8	Hidayatullah Albanjari	Chairman of Solo Tourism Promotion Board (BPPIS)
A9	FX. Rudyatmo	Mayor of Solo City
	BUSINESS COMMUNITIES	
B1	Udi Utomo	Marketing Director PT. Sirat Adi Warno (meubel export company)
B2	Supriyono	Chairman of Kosti Solo (taxi/transportation)
B3	Dwi Raharjo	Assistant Finance Manager PT. Sritex (multinational textile company)
B4	Nugroho Arief Harmawan	Chairman of Indonesian Young Enterpreneurs Association (HIPMI), branch Solo City (Director/owner of Joglosemar Regional Newspaper)
B5	Suharto	Chairman of Indonesian Travel Agent Association (ASITA) Regional Branch Solo (Director of Miki Tour)
B6	Poernomo Warasto	General Manager of Indah Palace Hotel. Supporting person of Kp. Batik Laweyan. Member of Solo Tourism Promotion Board (BPPIS) & Indonesian Hotel and Restaurant Association (PHRI)

B7	Haenis Gunarto	GM PT. Efrata Retailindo – Batik Solo/Blangkon T-Shirt (textile product)
B8	David R. Wijaya	Member of Indonesian Furniture and Handicraft Industry Association (ASMINDO) and Chamber of Commerce (KADIN). Chairman of Forum Economic Development (FEDEP)
B9	M. Farid Sunarto	Vice Chairman of Chamber of Commerce (KADIN)

- **Some Pictures of In-depth Interview Respondents (From left-up clockwise : councils, mayor, mayor, HIPMI, taxi, meubel)**

- **Respondents of Survey**

NO	City Administrators	Amount
1	Environmental Board (BLH)	3
2	Urban Spatial Agency (DTRK)	5
3	Local Development Planning Board (Bappeda)	4
4	Cooperation section, regional secretariat (Bag Kerjasama)	1
5	Public relation section, regional secretariat (Bag. Humas & Protokol)	3
6	Development Administration Section, regional secretariat (Bag Adm Pembangunan)	2
7	General section, regional secretariat (Bag Umum)	2
8	Public Works (DPU)	3
9	Demographic & Civil Registration Agency (Dispendukcapil)	3
10	City Council (DPRD)	3
11	Youth and Sport Agency (Dinas Dikpora)	5
12	Internal Revenue, Financial Management, and Assets Agency	3
13	Cleaning and Landscaping Agency (DKP)	4
14	Local Investment and Integrated Licensing Board BPMPT)	3
15	Local Human Resources Board (BKD)	4
16	Market agency (Dinas Pasar)	2

17	Cooperatives and SMEs Agency (Dinas koperasi dan umkm)	1
18	Cultural and Tourism Agency (Disbudpar)	3
19	Industrial and Trade Agency (Disperindag)	4
20	Transportation, Communication, and Information Technology Agency	4
	TOTAL	**62**

Survey Respondents from City Administrators

NO	Business Communities	Amount
1	Meubel	4
2	Indonesian Women Entrepreneurs Association (IWAPI)	1
3	Bank - state owned	2
4	Bank - private	3
5	Financial Consultant	1
6	Even Organizer	2
7	Convention Hall	2
8	Hotel	4
9	Merchants - clothing	2
10	Merchants - bags	1
11	Chambe of Commerce (member) - KADIN	2
12	Travel agent	5
13	Indonesian Travel Agent Association (ASITA)	1
14	Catering service	1
15	Finance company (leasing)	1
16	Mall	3
17	Batik	3
18	developers	4
19	contractors	4
20	Souvenirs	2
21	Restaurant	1
22	automotive company	2
23	Textile	2
24	beauty shop	1
25	Insurance	1
26	Indonesian Real Estate Association (REI)	1
27	Indonesian Young Enterpreneur Association (HIPMI)	2
28	Solo Tourism Promotion Board (BPPIS)	2
	TOTAL	**60**

Survey Respondents from Business Communities

Annex 6_Pattern of Indepth Interview

1. UNDERSTANDING OF CITY BRANDING

- **Terminology of City Branding**

RESPONDENT			TERMINOLOGY								NO	LEGEND — What is city branding?
			1	2	3	4	5	6	7	8		
CITY ADMINISTRATOR	A1	DTRK	1								**1**	Activity to market the city's potencies
	A2	Bappeda		2								
	A3	Disbudpar			3						**2**	City image in order to publish the city
	A4	DPRD				4						
	A5	DPRD					5				**3**	Resume of the city products that we want to sell
	A6	BPMPT					5					
	A7	BKAD		2							**4**	Slogan/ logo/icon to introduce the city's potencies
	A8	BPPIS						6				
	A9	Mayor							7		**5**	Make a city better known & easier to remember
BUSINESS COM.	B1	Meubel		2							**6**	A promise we have to prove to the target groups
	B2	Transport				4						
	B3	Textile				4					**7**	The conditioning of a city to attract target groups
	B4	HIPMI		2								
	B5	ASITA		2							**8**	Guidelines to manage the city to achieve its vision
	B6	Hotel					5					
	B7	Textile								8		
	B8	Asmindo				4						
	B9	KADIN		2								

- **The Objectives of City Branding**

RESPONDENT			OBJECTIVES					NO	LEGEND — What are the objectives of city branding?
			1	2	3	4	5		
CITY ADMINISTR.	A1	DTRK	1					**1**	To lifted city's potencies
	A2	Bappeda		2					
	A3	Disbudpar		2				**2**	To introduce a city / city product to make people aware
	A4	DPRD		2					
	A5	DPRD			3			**3**	To make a city easier to remember (strengthen the image) and better known by widely people
	A6	BPMPT		2					
	A7	BKAD				4			
	A8	BPPIS				4		**4**	To market the city & to attract desired target groups
	A9	Mayor					5		
BUSINESS COMM.	B1	Meubel		2				**5**	To increase economic growth & to prosper the people
	B2	Transport		2					
	B3	Textile			3	4			
	B4	HIPMI				4	5		
	B5	ASITA			3	4			
	B6	Hotel	1			4			
	B7	Textile			3				
	B8	Asmindo			3				
	B9	KADIN			3		5		

• **The Elements of City Branding**

RESPONDENT			ELEMENTS					NO	LEGEND: What are the elements of city branding?
			1	2	3	4	5		
CITY ADMINISTRATOR	A1	DTRK	■					1	City potencies, communication strategy/promotion, and public attitudes
	A2	Bappeda		■					
	A3	Disbudpar			■			2	Good services to give pleasant impression
	A4	DPRD				■		3	Culture and experience
	A5	DPRD			■			4	All stakeholders, all city elements, city products
	A6	BPMPT				■			
	A7	BKAD				■		5	City community, good atmosphere, economic growth
	A8	BPPIS	■						
	A9	Mayor					■		
BUSINESS COMM.	B1	Meubel				■			
	B2	Transport				■			
	B3	Textile					■		
	B4	HIPMI				■			
	B5	ASITA	■						
	B6	Hotel				■			
	B7	Textile				■			
	B8	Asmindo	■		■				
	B9	KADIN			■				

• **The Understanding About The Important Stakeholders Should be Involved**

RESPONDENT			IMPORTANT STAKEHOLDERS				NO	LEGEND: Who are the important stakeholders in city branding process?
			1	2	3	4		
CITY ADMINISTRATOR	A1	DTRK	1				1	All the city elements (city government, private sectors/business, residents/people, academicians)
	A2	Bappeda		2				
	A3	Disbudpar	1					
	A4	DPRD	1				2	City government as a leading sector & facilitator
	A5	DPRD	1					
	A6	BPMPT	1				3	Stakeholder in tourism sector/tourism actors
	A7	BKAD	1					
	A8	BPPIS	1				4	City government & private sectors
	A9	Mayor	1					
BUSINESS COMM.	B1	Meubel	1					
	B2	Transport				4		
	B3	Textile	1					
	B4	HIPMI		2				
	B5	ASITA			3			
	B6	Hotel	1					
	B7	Textile				4		
	B8	Asmindo	1					
	B9	KADIN	1					

- **The Tools of City Branding**

RESPONDENT			TOOLS						NO	LEGEND What are the tools to form a city brand?
			1	2	3	4	5	6		
CITY ADMINISTR.	A1	DTRK	1						1	Communication media & publication/promotion
	A2	Bappeda	1							
	A3	Disbudpar	1						2	Exhibition, events, sending ambassadors
	A4	DPRD		2						
	A5	DPRD			3				3	Culture
	A6	BPMPT		2		4			4	Program guides & city products
	A7	BKAD	1						5	Enabling environment, private sector development, Value chain, inter district cooperation
	A8	BPPIS					5			
	A9	Mayor	1							
									6	All stakeholders/ cooperation all elements
BUSINESS COMM.	B1	Meubel						6		
	B2	Transport						6		
	B3	Textile						6		
	B4	HIPMI	1							
	B5	ASITA	1	2						
	B6	Hotel	1			4				
	B7	Textile			3			6		
	B8	Asmindo	1					6		
	B9	KADIN	1					6		

2. THE VIEWS TOWARDS "SOLO, THE SPIRIT OF JAVA"

- **Terminology of "Solo, The Spirit of Java"**

RESPONDENT			TERMINOLOGY						NO	LEGEND What is "Solo, The Spirit of Java"?
			1	2	3	4	5	6		
CITY ADMINISTR.	A1	DTRK	1						1	It's a slogan & icon/symbol
	A2	Bappeda	1	2					2	It's an image
	A3	Disbudpar			3				3	It's a regional branding of Solo Raya (Subosukawonosraten)
	A4	DPRD		2						
	A5	DPRD				4			4	It's a spirit, base and people's creed
	A6	BPMPT	1						5	It's a promotion tools
	A7	BKAD			3				6	It's a city branding
	A8	BPPIS			3					
	A9	Mayor				4				
BUSINESS COMM.	B1	Meubel	1							
	B2	Transport	1							
	B3	Textile					5			
	B4	HIPMI	1				5			
	B5	ASITA			3					
	B6	Hotel						6		
	B7	Textile		2						
	B8	Asmindo			3					
	B9	KADIN			3					

- **The Objectives of "Solo,The Spirit of Java"**

RESPONDENT			OBJECTIVES							NO	LEGEND — What are the objectives of "Solo,the Spirit of Java"?
			1	2	3	4	5	6	7		
CITY ADMINISTRATOR	A1	DTRK	1							1	To maintain the character and the uniqueness of Solo as a cultural city
	A2	Bappeda		2							
	A3	Disbudpar			3						
	A4	DPRD	1							2	To promote,to develop, and to preserve the cultures & the tradition of Java Island
	A5	DPRD				4					
	A6	BPMPT	1								
	A7	BKAD								3	As a marketing tools – to introduce Solo city worldwide & to attract visitors & investors
	A8	BPPIS					5				
	A9	Mayor						6			
										4	As a spirit in every government policy
BUSINESS COMM	B1	Meubel	1						7		
	B2	Transport		2	3					5	To create common understanding & common objective in Solo Raya regional cooperation as a means of regional marketing (to promote the assets outward and to attract the target groups inward).
	B3	Textile		2							
	B4	HIPMI			3						
	B5	ASITA			3						
	B6	Hotel			3						
	B7	Textile		2							
	B8	Asmindo			3		5				
	B9	KADIN	1								
										6	To explore the potencies, attract the visitors, improve economic condition, and finally welfare the society
										7	To create awareness externally and to develop mental character of the people internally

- **Main Message Behind "Solo,The Spirit of Java"**

RESPONDENT			THE MAIN MESSAGE						NO	LEGEND — What is the main message behind "Solo,The Spirit of Java"?
			1	2	3	4	5	6		
CITY ADMINISTRATOR	A1	DTRK	1						1	Solo is the center/the core and the origin/the root of Javanese Culture
	A2	Bappeda	1							
	A3	Disbudpar	1				5		2	Solo is a cultural city
	A4	DPRD		2					3	To bring back the Javanese spirit in Solo through persenting Javanese culture in every policy/to stimulate traditional Javanese culture
	A5	DPRD			3					
	A6	BPMPT		2						
	A7	BKAD	1							
	A8	BPPIS				4			4	To maintain the Javanese culture, characteristics, and uniqueness of Solo and the surrounding areas
	A9	Mayor					5			

			1	2	3	4	5	6	NO	
BUSINESS COMM.	B1	Meubel	1						5	The spirit of Java is located in Solo City
	B2	Transport				4				
	B3	Textile						6	6	Steadiness of one tradition (Javanese)
	B4	HIPMI			3					
	B5	ASITA	1			4				
	B6	Hotel	1							
	B7	Textile	1							
	B8	Asmindo	1				5			
	B9	KADIN	1	2						

- **From What/Who The Respondents Know about "Solo,The Spirit of Java"**

RESPONDENT			SOURCE					NO	LEGEND
			1	2	3	4	5		From who/what you know the term "Solo,The Spirit of Java"?
CITY ADMINISTRATOR	A1	DTRK	1					1	As a government – we're the creator
	A2	Bappeda				4		2	Socialization from the government
	A3	Disbudpar			3			3	Policy
	A4	DPRD				4		4	Publication via media (newspaper, billboard, advertisement, souvenirs)
	A5	DPRD		2					
	A6	BPMPT					5	5	Regional cooperation (involve since beginning)
	A7	BKAD					5		
	A8	BPPIS					5		
	A9	Mayor	1						

BUSINESS COMM.	B1	Meubel		2		4			
	B2	Transport		2					
	B3	Textile				4			
	B4	HIPMI				4			
	B5	ASITA					5		
	B6	Hotel				4			
	B7	Textile				4			
	B8	Asmindo					5		
	B9	KADIN					5		

- **Campaigns to Promote "Solo,The Spirit of Java"**

RESPONDENT			PROMOTION				NO	LEGEND
			1	2	3	4		Are there any campaigns to promote "Solo,The Spirit of Java"?
CITY ADMINISTR.	A1	DTRK	1				1	Promotion have done through events and publication via media rather than in the formal form of campaign/socialization
	A2	Bappeda		2				
	A3	Disbudpar	1					
	A4	DPRD			3		2	Promotion done through many cultural events
	A5	DPRD				4		
	A6	BPMPT		2			3	There was socialization/campaign by the government to all key stakeholders
	A7	BKAD			3			
	A8	BPPIS			3		4	There has been no specific campaign / socialization
	A9	Mayor				4		

			1	2	3	4	5	
BUSINESS COMM.	B1	Meubel				4		
	B2	Transport				4		
	B3	Textile		2				
	B4	HIPMI	1					
	B5	ASITA			3			
	B6	Hotel		2	3			
	B7	Textile				4		
	B8	Asmindo		2	3			
	B9	KADIN		2	3			

3. STAKEHOLDER INVOLVEMENT DURING THE PROCESS OF "SOLO, THE SPIRIT OF JAVA"

- **The Involvement During Planning Process**

RESPONDENT			LEVEL OF INVOLVEMENT			MEETING DURING THE PROCESS			SIGN OF APPROVAL		
			1	2	3	1	2	3	1	2	3
CITY ADMINIST.	A1	DTRK	1			1			1		
	A2	Bappeda	1			1				2	
	A3	Disbudpar	1			1				2	
	A4	DPRD	1				2		1		
	A5	DPRD	1			1				2	
	A6	BPMPT	1				2		1		
	A7	BKAD		2				3			3
	A8	BPPIS		2				3			3
BUSINESS COMM.	B1	Meubel			3		2		1		
	B2	Transport			3		2		1		
	B3	Textile			3		2		1		
	B4	HIPMI			3		2		1		
	B5	ASITA			3		2		1		
	B6	Hotel			3		2		1		
	B7	Textile			3		2		1		
	B8	Asmindo		2				3			3
	B9	KADIN		2				3			3

LEGEND

- **Have you been involved in the planning process of "Solo,The Spirit of Java"?**
- **Are there any meetings/discussions which involves you at the planning process of "Solo,The Spirit of Java"?**

1	The involvement is in institutional matter as a related agencies, not in personal (indirect)	**1**	There were a meeting but I was not involved personally
2	Personally involved because of the related position at that time	**2**	I don't know – because I was not involved
3	Not involved	**3**	Yes, routine

- **Have you been asked for approval when "Solo, The Spirit of Java" going to published?**

1	No
2	Yes, institutionally – not in personal
3	Yes, through a competition

- **The Involvement During Implementation Process**

RESPONDENT			LEVEL OF INVOLVEMENT			MEETING DURING IMPL. PROCESS			
			1	2	3	1	2	3	4
CITY ADMINIST.	A1	DTRK	1			1			
	A2	Bappeda		2			2		
	A3	Disbudpar	1			1			
	A4	DPRD		2			2		
	A5	DPRD		2			2		
	A6	BPMPT	1						4
	A7	BKAD	1					3	
	A8	BPPIS	1			1			
BUSINESS COMM.	B1	Meubel			3			3	
	B2	Transport		2					4
	B3	Textile		2				3	
	B4	HIPMI		2				3	
	B5	ASITA	1			1			
	B6	Hotel	1			1			
	B7	Textile		2			2		
	B8	Asmindo	1					3	
	B9	KADIN	1			1			

LEGEND :

- **Have you been involved in the implementation process of "Solo,The Spirit of Java"?**
- **Are there any meetings/discussions which involves you at the implementation process of "Solo,The Spirit of Java"?**

1	Yes, in accordance with official duties (main duties & jobs of the office)	1	Yes, in accordance with official duties - routine
2	Involved limited only in the implementation of events (indirect)	2	Only a meeting for event coordination (indirect)
3	No	3	No
		4	I don't know

• The Involvement During Monitoring/Evaluation Process

RESPONDENT			LEVEL OF INVOLVEMENT			MEETING DURING THE PROCESS				MONITORING PROCEDURE			
			1	2	3	1	2	3	4	1	2	3	4
CITY ADMINISTR.	A1	DTRK	1			1				1			
	A2	Bappeda		2		1					2		
	A3	Disbudpar			3	1					2		
	A4	DPRD			3	1					2		
	A5	DPRD	1				2					3	
	A6	BPMPT			3			3				3	
	A7	BKAD			3	1							4
	A8	BPPIS			3	1					2		
	A9	Mayor											
BUSINESS COMM.	B1	Meubel			3			3					
	B2	Transport			3			3					
	B3	Textile			3			3					
	B4	HIPMI			3				4				
	B5	ASITA		2					4				
	B6	Hotel			3				4				
	B7	Textile			3			3					
	B8	Asmindo			3				4				
	B9	KADIN			3			3					

LEGEND :

- **Have you been involved in the monitoring/evaluation process of "Solo,The Spirit of Java"?**
- **Are there any meetings/discussions which involves you at the monitoring process of "Solo,The Spirit of Java"? – For Business Community**
- **Are there any research to evaluate the implementation of "Solo,The Spirit of Java"? – For City Administrator**

1	Yes, in accordance with official duties (main duties & jobs of the office)	**1**	No specific research for the branding
		2	Yes-only for the events
2	Only monitoring & evaluation for events	**3**	I don't know
3	No	**4**	There's no evaluation meeting involving me

- **How does the monitoring/evaluation procedure of "Solo,The Spirit of Java"?**

1	Monev is for specific events/activities. There are indicators to measure an output & outcome based on the prevailing provisions/laws.
2	There's no monitoring procedure yet
3	Continuous from specific control institutions based on the prevailing laws
4	Involving 6 regions and 1 city (Solo) by spreading evaluation sheet to evaluate the regional branding

4. THE IMPLEMENTATION OF "SOLO, THE SPIRIT OF JAVA"

- **Institutional Arrangement of "Solo,The Spirit od Java"**

RESPONDENT			INSTITUTIONAL ARRANGEMENT						
			1	2	3	4	5	6	7
CITY ADMINISTR.	A1	DTRK	1						
	A2	Bappeda		2					
	A3	Disbudpar			3				
	A4	DPRD				4			
	A5	DPRD				4	5		
	A6	BPMPT	1						
	A7	BKAD						6	
	A8	BPPIS							7
	A9	Mayor	1						

LEGEND :
Who is handling the management of "Solo,The Spirit of Java"?

1	All parties must be involved in accordance with each duties and functions (joint management)
2	The management attached on each technical agencies
3	It was a duty of PT.Solo Raya Promosi, but now there's no specific bodies handle the management
4	Parties (agencies/association) related with tourism sector
5	Council & related agencies
6	It should be at the Inter-Regional Cooperation Board – but it needs specific working unit to handle the management.
7	No one has particularly handle the management. There should be any special intitution/agency to handles

- **Political Support**

RESPONDENT			POLITICAL SUPPORT			NO	LEGEND What about political support towards "Solo,The Spirit of Java"?
			1	2	3		
CITY ADMINISTR.	A1	DTRK	1			1	There's strong political support
	A2	Bappeda	1			2	Support, as long as the process in line with the rules/laws
	A3	Disbudpar	1				
	A4	DPRD	1			3	There's enough support
	A5	DPRD		2			
	A6	BPMPT	1				
	A7	BKAD			3		
	A8	BPPIS	1				
	A9	Mayor	1				

- **Important Person That Driving The Implementation of "Solo, The Spirit of Java"**

RESPONDENT			LEADERSHIP								
			1	2	3	4	5	6	7	8	9
CITY ADMINISTR.	A1	DTRK	1								
	A2	Bappeda		2							
	A3	Disbudpar	1								
	A4	DPRD			3						
	A5	DPRD				4					
	A6	BPMPT					5				
	A7	BKAD						6			
	A8	BPPIS						6	7		
	A9	Mayor									
BUSINESS COMM.	B1	Meubel						6			
	B2	Transport								8	
	B3	Textile					5				
	B4	HIPMI						6			
	B5	ASITA						6			
	B6	Hotel						6			
	B7	Textile					5				
	B8	Asmindo						6			
	B9	KADIN									9

LEGEND :
Is there any important person that driving the implementation of "Solo,The Spirit of Java"?

1	Top manager : Mayor and Vice Mayor	5	Humanis & community leader (Gesang,Sadino, Pak Mayor-pres rep.aeng aeng
2	Ex mayor and vice mayor : Mr.Joko Widodo & Mr. FX. Rudyatmo		
3	Present Mayor : Mr. FX. Rudyatmo	6	Mr. Joko Widodo (ex-Mayor)
4	This is a collective work, Mr. Joko Widodo initially only triggering (as an inspirator)	7	People that involved since the beginning (Mr.Lilik-JCI, Mr.Martono-PMS, Mr.Irfan (FB)
		8	Business & government
		9	There's no figure

- **Budget Allocated**

RESPONDENT			BUDGET ALLOCATED				NO	LEGEND Is there special budget to handle the implementation of "Solo,The Spirit of Java"?
			1	2	3	4		
CITY ADMINISTR.	A1	DTRK	1				1	The budget allocated/distributed in each agencies
	A2	Bappeda	1					
	A3	Disbudpar		2			2	No special budget
	A4	DPRD			3		3	Budget allocated only for specific events
	A5	DPRD			3			
	A6	BPMPT	1				4	Initially there were contributions from each districts and city that allocated on PT. Solo Raya
	A7	BKAD		2		4		
	A8	BPPIS				4		
	A9	Mayor				4		

- **Connectivity With Other Policies**

RESPONDENT			CONNECTIVITY WITH OTHER POLICIES			NO	LEGEND Does "Solo,The Spirit of Java" already incorporated with other policies?
			1	2	3		
CITY ADMINISTR.	A1	DTRK	1			1	Already incorporated
	A2	Bappeda	1			2	There's an embryo to that direction, but still needs a lot of effort
	A3	Disbudpar	1				
	A4	DPRD	1			3	It is incorporated only in Solo City but not in the surrounding areas (it's a regional branding)
	A5	DPRD	1				
	A6	BPMPT		2			
	A7	BKAD	1				
	A8	BPPIS			3		
	A9	Mayor		2			

- **The Influence Towards City Marketing Activities**

RESPONDENT			THE INFLUENCE TOWARD CITY MARKETING			NO	LEGEND Does "Solo,The Spirit of Java" already influence the marketing activities of Solo City?
			1	2	3		
CITY ADMINISTR.	A1	DTRK	1			1	Certainly affects city marketing activities
	A2	Bappeda	1				
	A3	Disbudpar	1			2	Not sure, it needs a further research
	A4	DPRD	1			3	Limited only about awareness that Solo is one of destination, but the final result is not because the branding
	A5	DPRD	1				
	A6	BPMPT	1				
	A7	BKAD		2			
	A8	BPPIS			3		
	A9	Mayor			3		

- **The Relation with City Spatial Planning**

RESPONDENT			RELATION WITH CITY SPATIAL PLANNING		NO	LEGEND Does "Solo,The Spirit of Java" already incorporated with City spatial planning?
			1	2		
CITY ADMINISTR.	A1	DTRK	1		1	Already connected with city spatial planning
	A2	Bappeda	1			
	A3	Disbudpar	1		2	Already connected only in Solo City but not in the surrounding areas
	A4	DPRD	1			
	A5	DPRD	1			
	A6	BPMPT	1			
	A7	BKAD	1			
	A8	BPPIS		2		
	A9	Mayor	1			

- **Reflected on The City Vision**

<table>
<tr><td colspan="2" rowspan="2">RESPONDENT</td><td colspan="3">CITY VISION</td><td rowspan="2">NO</td><td rowspan="2">LEGEND
Does "Solo,The Spirit of Java" reflected on the city vision?</td></tr>
<tr><td>1</td><td>2</td><td>3</td></tr>
<tr><td rowspan="9">CITY ADMINISTR.</td><td>A1</td><td>DTRK</td><td>1</td><td></td><td></td><td>1</td><td>Absolutely reflected</td></tr>
<tr><td>A2</td><td>Bappeda</td><td>1</td><td></td><td></td><td>2</td><td>Connected, but not directly</td></tr>
<tr><td>A3</td><td>Disbudpar</td><td></td><td>2</td><td></td><td>3</td><td>Reflected, but still not really clear</td></tr>
<tr><td>A4</td><td>DPRD</td><td>1</td><td></td><td></td><td rowspan="6"></td><td></td></tr>
<tr><td>A5</td><td>DPRD</td><td>1</td><td></td><td></td><td></td></tr>
<tr><td>A6</td><td>BPMPT</td><td>1</td><td></td><td></td><td></td></tr>
<tr><td>A7</td><td>BKAD</td><td>1</td><td></td><td></td><td></td></tr>
<tr><td>A8</td><td>BPPIS</td><td></td><td></td><td>3</td><td></td></tr>
<tr><td>A9</td><td>Mayor</td><td>1</td><td></td><td></td><td></td></tr>
</table>

- **Management System in Handling The Cooperation With Private Sectors Related with "Solo,The Spirit of Java"**

<table>
<tr><td colspan="3" rowspan="2">RESPONDENT</td><td colspan="6">MANAGEMENT SYSTEM</td></tr>
<tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td></tr>
<tr><td rowspan="9">CITY ADMINISTR.</td><td>A1</td><td>DTRK</td><td>1</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>A2</td><td>Bappeda</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>A3</td><td>Disbudpar</td><td></td><td>2</td><td></td><td></td><td></td><td></td></tr>
<tr><td>A4</td><td>DPRD</td><td></td><td></td><td>3</td><td></td><td></td><td></td></tr>
<tr><td>A5</td><td>DPRD</td><td></td><td></td><td>3</td><td></td><td></td><td></td></tr>
<tr><td>A6</td><td>BPMPT</td><td></td><td></td><td></td><td>4</td><td></td><td></td></tr>
<tr><td>A7</td><td>BKAD</td><td></td><td></td><td></td><td>4</td><td></td><td></td></tr>
<tr><td>A8</td><td>BPPIS</td><td></td><td></td><td></td><td>4</td><td></td><td></td></tr>
<tr><td>A9</td><td>Mayor</td><td></td><td></td><td></td><td>4</td><td></td><td></td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td rowspan="9">BUSINESS COMM.</td><td>B1</td><td>Meubel</td><td></td><td></td><td></td><td></td><td>5</td><td></td></tr>
<tr><td>B2</td><td>Transport</td><td></td><td></td><td></td><td></td><td></td><td>6</td></tr>
<tr><td>B3</td><td>Textile</td><td></td><td></td><td></td><td>4</td><td></td><td></td></tr>
<tr><td>B4</td><td>HIPMI</td><td></td><td></td><td></td><td>4</td><td></td><td></td></tr>
<tr><td>B5</td><td>ASITA</td><td></td><td>2</td><td></td><td></td><td></td><td></td></tr>
<tr><td>B6</td><td>Hotel</td><td></td><td></td><td></td><td></td><td></td><td>6</td></tr>
<tr><td>B7</td><td>Textile</td><td></td><td></td><td></td><td>4</td><td></td><td></td></tr>
<tr><td>B8</td><td>Asmindo</td><td></td><td></td><td></td><td></td><td></td><td>6</td></tr>
<tr><td>B9</td><td>KADIN</td><td></td><td></td><td>3</td><td>4</td><td></td><td></td></tr>
</table>

LEGEND

How does the management system to handling the cooperation with private sectors related with "Solo,the Spirit of Java"?

1	In a form of sponsorship from private sectors. Government has a concept and it executed by private parties.
2	No specific system (not clear)
3	Good management system
4	Share & joint activities between gov't & private (collaboration)
5	It was good in the period of Mr. Jokowi, but now it's declining
6	The management system still not optimum

- **The Commitment from Private Sectors Related With "Solo,The Spirit of Java"**

<table>
<tr><th colspan="2" rowspan="2">RESPONDENT</th><th colspan="3">COMMITMENT</th><th rowspan="2">NO</th><th rowspan="2">LEGEND
How does the commitment from private sectors related with "Solo,The Spirit of Java"?</th></tr>
<tr><th>1</th><th>2</th><th>3</th></tr>
<tr><td rowspan="9">CITY ADMINISTR.</td><td>A1</td><td>DTRK</td><td>1</td><td></td><td></td><td>1</td><td rowspan="3">Positive/good commitment from private sectors – Already give commitment/cooperation</td></tr>
<tr><td>A2</td><td>Bappeda</td><td></td><td>2</td><td></td><td></td></tr>
<tr><td>A3</td><td>Disbudpar</td><td>1</td><td></td><td></td><td></td></tr>
<tr><td>A4</td><td>DPRD</td><td>1</td><td></td><td></td><td>2</td><td rowspan="2">There's a commitment but still less</td></tr>
<tr><td>A5</td><td>DPRD</td><td>1</td><td></td><td></td><td></td></tr>
<tr><td>A6</td><td>BPMPT</td><td>1</td><td></td><td></td><td>3</td><td>I give commitment but indirect</td></tr>
<tr><td>A7</td><td>BKAD</td><td>1</td><td></td><td></td><td></td><td></td></tr>
<tr><td>A8</td><td>BPPIS</td><td>1</td><td></td><td></td><td></td><td></td></tr>
<tr><td>A9</td><td>Mayor</td><td>1</td><td></td><td></td><td></td><td></td></tr>
<tr><td rowspan="9">BUSINESS COMM.</td><td>B1</td><td>Meubel</td><td></td><td></td><td>3</td><td></td><td rowspan="9">Do your company already gave commitment related with "Solo,The Spirit of Java"?</td></tr>
<tr><td>B2</td><td>Transport</td><td>1</td><td></td><td></td><td></td></tr>
<tr><td>B3</td><td>Textile</td><td></td><td></td><td>3</td><td></td></tr>
<tr><td>B4</td><td>HIPMI</td><td></td><td></td><td>3</td><td></td></tr>
<tr><td>B5</td><td>ASITA</td><td>1</td><td></td><td></td><td></td></tr>
<tr><td>B6</td><td>Hotel</td><td>1</td><td></td><td></td><td></td></tr>
<tr><td>B7</td><td>Textile</td><td>1</td><td></td><td></td><td></td></tr>
<tr><td>B8</td><td>Asmindo</td><td>1</td><td></td><td></td><td></td></tr>
<tr><td>B9</td><td>KADIN</td><td>1</td><td></td><td></td><td></td></tr>
</table>

- **The Translation of a Commitment from Business Communities Towards "Solo, The Spirit of Java"**

<table>
<tr><th colspan="2" rowspan="2">RESPONDENT</th><th colspan="5">ACTIVITIES/ PROJECTS</th><th colspan="3">USE AS PROMOTION TOOLS</th><th colspan="4">EFFECT ON THE PROFIT</th></tr>
<tr><th>1</th><th>2</th><th>3</th><th>4</th><th>5</th><th>1</th><th>2</th><th>3</th><th>1</th><th>2</th><th>3</th><th>4</th></tr>
<tr><td rowspan="9">BUSINESS COMM.</td><td>B1</td><td>Meubel</td><td>1</td><td></td><td></td><td></td><td></td><td>1</td><td></td><td></td><td>1</td><td></td><td></td><td></td></tr>
<tr><td>B2</td><td>Transport</td><td>1</td><td></td><td></td><td></td><td></td><td>1</td><td></td><td></td><td></td><td>2</td><td></td><td></td></tr>
<tr><td>B3</td><td>Textile</td><td>1</td><td></td><td></td><td></td><td></td><td>1</td><td></td><td></td><td>1</td><td></td><td></td><td></td></tr>
<tr><td>B4</td><td>HIPMI</td><td></td><td>2</td><td></td><td></td><td></td><td></td><td>2</td><td></td><td></td><td></td><td>3</td><td></td></tr>
<tr><td>B5</td><td>ASITA</td><td></td><td></td><td>3</td><td></td><td></td><td></td><td>2</td><td></td><td></td><td>2</td><td></td><td></td></tr>
<tr><td>B6</td><td>Hotel</td><td></td><td></td><td></td><td>4</td><td></td><td></td><td>2</td><td></td><td></td><td></td><td></td><td>4</td></tr>
<tr><td>B7</td><td>Textile</td><td>1</td><td></td><td></td><td></td><td></td><td>1</td><td></td><td></td><td></td><td></td><td></td><td>4</td></tr>
<tr><td>B8</td><td>Asmindo</td><td>1</td><td></td><td></td><td></td><td></td><td></td><td></td><td>3</td><td></td><td></td><td>3</td><td></td></tr>
<tr><td>B9</td><td>KADIN</td><td></td><td></td><td></td><td></td><td>5</td><td></td><td></td><td>3</td><td></td><td>2</td><td></td><td></td></tr>
</table>

LEGEND
- **What are the activities/projects in your business undertaken as a result of "Solo, the Spirit of Java"?**
- **Do you use "Solo,The Spirit of Java" as your promotion tools? In what form?**
- **Does the profit of your company has affected by the existence of "Solo, the Spirit of Java"?**

| 1 | Nothing / No | 1 | Not yet/no |
| 2 | Use the logo and slogan in front of my | 2 | Yes |

	product (newspaper)	3	Indirect
3	Use it as one of promotion media		
4	Carry out promotion through cultural events	1	Indirectly affect (not especially because the branding)
5	Routine meeting among associations	2	There is an effect (increasing profit)
		3	There is an effect but not significant
		4	There's no effect

- **The Success of Government in Managing "Solo, The Spirit of Java"**

RESPONDENT			LEVEL OF SUCCESS					NO	LEGEND Does the city government already succeed in managing "Solo, the Spirit of Java"?
			1	2	3	4	5		
CITY ADMINISTR.	A1	DTRK	1					1	Quite successfull , but relative – depends on the scale to measure
	A2	Bappeda	1						
	A3	Disbudpar		2				2	It's a joint work, the government only as a facilitator
	A4	DPRD			3				
	A5	DPRD			3			3	Already success
	A6	BPMPT			3			4	Success in some parts, but it doesn't in other parts. Needs initiative to drive again.
	A7	BKAD				4			
	A8	BPPIS					5		
BUSINESS COMM.	B1	Meubel			3			5	The impact still can not be felt (not yet)
	B2	Transport					5		
	B3	Textile			3				
	B4	HIPMI			3				
	B5	ASITA				4			
	B6	Hotel				4			
	B7	Textile					5		
	B8	Asmindo		2		4			
	B9	KADIN			3				

- **Cultural Events Using "Solo, The Spirit of Java"**

RESPONDENTS			CULTURAL EVENTS				NO	LEGEND Are there national/int'l cultural events using "Solo,The Spirit of Java"?
			1	2	3	4		
CITY ADMINISTR.	A1	DTRK	1				1	There are many cultural events (SBC, SIEM, SIPA, WHC conference) – there's a continuous cultural calendar events
	A2	Bappeda	1					
	A3	Disbudpar		2				
	A4	DPRD	1				2	Yes, but those events purely a translation from city vision, not because the brand
	A5	DPRD	1					
	A6	BPMPT	1				3	The cultural events specificly belong to Solo City, not the other region
	A7	BKAD	1					
	A8	BPPIS			3		4	No international cultural events
	A9	Mayor	1					

		1	2	3	4		
B1	Meubel	1					
B2	Transport				4		
B3	Textile	1					
B4	HIPMI	1					
B5	ASITA	1					
B6	Hotel	1					
B7	Textile	1					
B8	Asmindo	1					
B9	KADIN	1					

(Row label along left: BUSINESS COMM.)

- **Economic Events Using "Solo, The Spirit of Java"**

RESPONDENT			ECONOMIC EVENTS							
			1	2	3	4	5	6	7	8
CITY ADMINISTR.	A1	DTRK	1							
	A2	Bappeda	1							
	A3	Disbudpar		2						
	A4	DPRD			3					
	A5	DPRD	1							
	A6	BPMPT			3					
	A7	BKAD			3					
	A8	BPPIS				4				
	A9	Mayor		2						
BUSINESS COMM.	B1	Meubel					5			
	B2	Transport						6		
	B3	Textile						6		
	B4	HIPMI							7	
	B5	ASITA					5			
	B6	Hotel			3					
	B7	Textile								8
	B8	Asmindo				4				
	B9	KADIN			3					

LEGEND	
Are there national/int'l economic events using "Solo,The Spirit of Java"?	
1	There are economic events, but still that support the core business : related with culture
2	There are economic events but coincidence related with the brand (indirect)
3	There are many economic events related with the brand
4	There ara economic events related with the brand, but mostly belongs to Solo city-not in the region
5	Together between private sectors and government in a form of exhibition
6	I don't know
7	There are international economic events in a form of conference, exhibition,etc related with MICE city
8	No International economic events related with the brand

- **The Improvement of Physical Insfrastructure Condition**

RESPONDENT			EFFECT ON PHYSICAL INFRASTRUCTURE				NO	LEGEND Does "Solo,the Spirit of Java" help to improve physical infrastructure of the city?
			1	2	3	4		
CITY ADMINISTR.	A1	DTRK	1				1	Support the improvement of physical infra (there's improvement in physical infrastructure condition)
	A2	Bappeda		2				
	A3	Disbudpar			3			
	A4	DPRD	1				2	There are improvements in physical infra condition-but not really significant
	A5	DPRD	1					
	A6	BPMPT		2				
	A7	BKAD	1				3	No effects in physical infra condition / not yet
	A8	BPPIS				4		
	A9	Mayor			3			
BUSINESS COMM.	B1	Meubel		2			4	There are improvements in physical infra condition-but not directly because the brand
	B2	Transport		2				
	B3	Textile	1					
	B4	HIPMI	1					
	B5	ASITA	1					
	B6	Hotel	1					
	B7	Textile	1					
	B8	Asmindo				4		
	B9	KADIN				4		

- **The Effects of 'Solo,the Spirit of Java" Towards The Activities of Cultural Heritage Preservation**

RESPONDENT			CULTURAL HERITAGE PRESERVATION		NO	LEGEND Does 'Solo,the Spirit of Java" has affected the activities of cultural heritage preservation?
			1	2		
CITY ADMINISTR.	A1	DTRK	1		1	Really significant effect
	A2	Bappeda	1		2	Not in a specific way, because the activites has been done before the brand exist
	A3	Disbudpar	1			
	A4	DPRD	1			
	A5	DPRD	1			
	A6	BPMPT	1			
	A7	BKAD	1			
	A8	BPPIS		2		
	A9	Mayor	1			

5. THE PERFORMANCE OF "SOLO,THE SPIRIT OF JAVA

- **Target Group Attracted**

RESPONDENT			TARGET GROUP ATTRACTED				NO	LEGEND In your opinion, do you feel "Solo,The Spirit of Java" already succeed in attracting target groups
			1	2	3	4		
CITY ADMINISTRATOR	A1	DTRK	1				1	Very success – there are many people come to Solo & attracted to come
	A2	Bappeda		2				
	A3	Disbudpar	1				2	Already successfull but should be increased
	A4	DPRD	1					
	A5	DPRD	1				3	Needs further evaluation / test
	A6	BPMPT	1				4	Already successfull in terms of investments but not yet in tourism (still based on MICE tourism)
	A7	BKAD	1		3			
	A8	BPPIS				4		
	A9	Mayor		2				
BUSINESS COMM.	B1	Meubel		2				
	B2	Transport		2				
	B3	Textile	1					
	B4	HIPMI	1					
	B5	ASITA	1					
	B6	Hotel				4		
	B7	Textile		2		4		
	B8	Asmindo		2				
	B9	KADIN	1					

- **The Improvement of City Image**

RESPONDENT			THE IMPROVEMENT OF CITY IMAGE					NO	LEGEND Do you feel "Solo, the Spirit of Java" already succeed in improving the city image?
			1	2	3	4	5		
CITY ADMINISTRATOR	A1	DTRK	1					1	Really helps to boost the image (already success)
	A2	Bappeda		2					
	A3	Disbudpar	1					2	There is improvement in city image – but subjective, requires a test from the public
	A4	DPRD	1						
	A5	DPRD	1						
	A6	BPMPT			3			3	Already success but should be improve
	A7	BKAD	1						
	A8	BPPIS			3				
	A9	Mayor				4			
BUSINESS	B1	Meubel	1					4	People still has lack understanding of the brand – the most important thing is how to make a comfort, safe, and conducive city
	B2	Transport			3				
	B3	Textile			3				
	B4	HIPMI			3				
	B5	ASITA			3			5	Not yet
	B6	Hotel	1						
	B7	Textile					5		

B8	Asmindo			3	
B9	KADIN			3	

- **Quality of The Overall Image**

RESPONDENT			QUALITY OF THE OVERALL IMAGE						
			1	2	3	4	5	6	7
CITY ADMINISTRATOR	A1	DTRK	1						
	A2	Bappeda		2					
	A3	Disbudpar			3				
	A4	DPRD			3				
	A5	DPRD	1		3				
	A6	BPMPT				4			
	A7	BKAD					5		
	A8	BPPIS		2					
	A9	Mayor	1	2					
BUSINESS COMM.	B1	Meubel	1		3				
	B2	Transport						6	
	B3	Textile			3				
	B4	HIPMI			3				
	B5	ASITA			3	4			
	B6	Hotel							7
	B7	Textile			3				
	B8	Asmindo			3				
	B9	KADIN			3				

LEGEND

How do you rate the overall image of Solo City?

1	The present image should be maintained & upgraded
2	There are improvements in many areas & also in the city condition
3	Solo is a good cultural city (advance, comfort, safe, conducive)
4	Solo was created to be a pleasure and tourism city which has a friendly people
5	Relatively conducive and there is better cooperation inter the regions
6	Still not good enough. There are many problems unsolved
7	Lack of tourism destination and people awareness of tourism sector still low

• **The Continuity of "Solo,The Spirit of Java"**

RESPONDENT			CONTINUITY					NO	LEGEND Does "Solo,the Spirit of Java" should be continued?
			1	2	3	4	5		
CITY ADMINISTR.	A1	DTRK	1					1	Feasible enough to be continued and should be improve
	A2	Bappeda	1						
	A3	Disbudpar	1	2				2	Because the brand already known and rooted. Though it's a regional branding, but Solo City who get benefit.
	A4	DPRD	1						
	A5	DPRD	1						
	A6	BPMPT	1						
	A7	BKAD	1		3			3	Should be return to its original function as regional branding – and its use should be done properly according to the rules
	A8	BPPIS				4			
	A9	Mayor	1						
BUSINESS COMM.	B1	Meubel					5	4	Still feasible to be continued for the next 5 years – it must be evaluated regularly
	B2	Transport	1				5		
	B3	Textile	1				5		
	B4	HIPMI	1					5	It's feasible but needs commitment from all
	B5	ASITA	1						
	B6	Hotel	1				5		
	B7	Textile	1						
	B8	Asmindo	1				5		
	B9	KADIN	1				5		

Annex 7_Events in Solo City

Solo City Events 2013

No	Time	Name of Cultural Events	Venue
	Annual Events		
1.	January 17 – January 24, 2013	SEKATEN (A celebration by the Javanese Community to commemorate the birthday or Maulid of Prophet Muhammad SAW)	Keraton (Palace) Kasunanan Surakarta
2.	January 24, 2013	GREBEG MULUD (Is the peak of Sekaten)	Keraton (Palace) Kasunanan Surakarta & Masjid Agung (Great Mosque)
3.	February 3, 2013	GREBEG SUDIRO (Re-actualizes the tradition of welcoming the Lunar New Year, which indicates an interethnic assimilation.)	Pasar Gede
4.	February 9, 2013	PERINGATAN MAULUD NABI MUHAMMAD SAW (The celebration of Maulud Prophet Muhammad SAW)	Masjid Agung Surakarta (Surakarta Great Mosque)
5.	February 15, 2013	FESTIVAL KETOPRAK (A parade of plays by troupes of Ketoprak / drama based on Javanese history)	Gedung Kesenian Balekambang (Balekambang gallery)
6.	February 16, 2013	SOLO CARNAVAL (Commemorate the anniversary of Solo City)	Slamet Riyadi Street
7.	February 17, 2013	GUNUNGAN CHARITY BOAT RACE (Boat race as an environment campaign – especially to maintain river cleanliness)	Bengawan Solo River
8.	February 17, 2013	FESTIVAL JENANG SOLO (A festival to celebrate the anniversary of Solo City)	Ngarsopuro / Jenderal Sudirman Street
9.	March 3, 2013	HAUL HABIB AL HABSY (Moslem ceremony to commemorate the passing of Habib Al Habsy – important figure of Moslem people in Solo City)	Kliwon Market / Alun alun Selatan (Southern main square)
10.	March 11, 2013	MAHESA LAWUNG (A ritual by Kasunanan Kingdom as a plea for protection against all danger)	Kasunanan Palace & Krendhawahana forest, Gondangrejo
11.	April 21, 2013	APRESEASI MUSIK KEBANGSAAN (Nationalism music event)	Solo City Hall
12.	April 19, 2013	PESONA BALEKAMBANG (Exhibition of flora and fauna)	Balekambang Park
13.	April 27, 2013	BENGAWAN SOLO TRAVEL MART (Activities are taking place in which tourism stakeholders, particularly sellers and buyers, meet)	Hotels in Solo City
14.	April 29, 2013	SOLO MENARI (People are dancing the whole day along the main roads of Solo to welcome the World Dancing Day)	Slamet Riyadi Street

15.	May 1, 2013	FESTIVAL FILM SOLO (Competitionof short fiction films)	ISI Theatre ,Surakarta & Central Java Cultural Park
16.	May 10 – 11, 2013	MANGKUNEGARAN PERFORMING ART (Art performances created by Mangkunegaran descendants)	Pura Mankunegaran
17.	May 10 – 12, 2013	ASEAN BLOGGER CONFERENCE 2013 (Regular activity of Asean Blogger Community to promote the national culture and heritage to the people of ASEAN)	Ssahid Kusuma Prince Hotel, Solo
18.	May 17 – 19, 2013	FESTIVAL DOLANAN BOCAH (It's an arena of children's games of olden days that have been preserved to date as they are continuously played by kids)	Gladag areas
19.	May 20, 2013	WAYANG ORANG PELATARAN (Traditional drama performance held in open area)	Sudirman corridor
20.	May 24, 2013	SOLO BLUES FESTIVAL (Peformance of blues music from various regions throughut Indonesia)	Sriwedari Plaza
21.	June 4, 2013	TINGALAN JUMENENGAN DALEM KE 9 ISKSPB XIII (The Enthronement of Ingkang Sinuwun Kanjeng Susuhunan Paku Buwana XIII as King is commemorated with the sacred dance Bedaya Ketawang)	Kasunanan Palace, Surakarta
22.	June 7, 2013	KEMAH BUDAYA (cultural camping to train primary school, junior and senior high school students to be self-reliant)	Jurug Camping Ground
23.	June 12 – 13, 2013	KERATON ART FESTIVAL (It's a forum displaying the cultural heritage of the palace)	Kasunanan Palace, Surakarta
24.	June 14, 2013	SOLO KAMPUNG (It's an arena for talented kampong artists to demonstrate their capability and potentia. Also designed to mark the anniversary of The Surakarta City Administration)	Banjarsari Monument
25.	June 18, 2013	PARADE HADRAH (This event aims to give an opportunity for groups od Hadrah art (chanting to praise Allah accompanied by tambourines) in Solo)	Slamet Riyadi Street
26.	June 19 – 23, 2013	JAVA EXPO 2013 (A national exhibition is collaborating the sectors of tourism, commerce and ivestment. Participants from all over regions in Indonesia will join in the events)	Kasunanan Palace, Surakarta

27.	June 29, 2013	SOLO BATIK CARNIVAL (SBC) (A carnival flaunts batiks as its main theme for its attire and appearance. The road along Slamet Riyadi Street serves as the stage for models to display the clothes they have designed themselves)	Slamet Riyadi Street
28.	June 30, 2013	FRAME ON SOLO (FOS) PHOTO CONTEST (A national level photography contest in order to celebrate Solo City's birthday by involving the community to appreciate, document, and preserve the cultural heritage in Solo City)	Solo City
29.	July 12 – 15, 2013	SOLO BATIK FASHION (A Fashion show boasts the works of designers who explored batik as the major elements of their creations)	Surakarta City Hall
30.	July 18 – 21, 2013	PENTAS WAYANG ORANG GABUNGAN (Wayang Orang (dance-drama based on Hindu epics) performances are staged by artists from various wayang orang troupes still exist today)	Sriwedari Wayang Orang Building
31.	July 21 – 22, 2013	WAYANG BOCAH (It's an arena of wayang kulit (shadow puppet) shows by child dalang (puppet players))	Sriwedari Wayang Orang Building
32.	July 29, 2013	MALEM SELIKURAN (This tradition of Keraton Kasunanan Surakarta Hadiningrat (Sultanate Palace) and the community of Solo is observed on the 21st night of Sasi Pasa (Ramadan/fasting time for Moslem) to welcome Lailatul Qadar (Night of Revelation).	Kasunanan Palace, Surakarta & Great Mosque
33.	August 5, 2013	PARINGDALEM FITRAH (Hand the Zakat al-Fitr to The Great Mosque accompanied by royal servants and santi swaran (groups of music)	Kasunanan Palace, Surakarta & Great Mosque
34.	August 9, 2013	GREBEG PASA (Is a tradition of Kasunanan Palace Surakarta to express gratitutde to God Almighty for the advent of the day of victory, Idul Fitri)	Kasunanan Palace, Surakarta & Great Mosque
35.	August 8 – 18, 2013	BAKDAN ING BALEKAMBANG (The end of the fasting month is celebrated in Balekambang Park with various traditional and modern art performances)	Balekambang Park
36.	August 10 – 25, 2013	MALEMAN SRIWEDARI (Is the re-actualization of a people's fair in the Bonrojo or Sriwedari Park area on the days approaching Idul Fitri and several afterward)	Sriwedari Park

37.	August 21 – 28, 2013	PEKAN SYAWALAN JURUG (Syawalan or the celebration of Idul Fitri lasts for a week in Satwa Taru Jurug Park with diverse amusement and art performances)	Satwa Taru Jurug Park
38.	August 30, 2013	APRESEASI MUSIK KEBANGSAAN (Nationalism music event is to arouse the feeling of nationalism and loving to the motherland toward the people of Surakarta)	Surakarta City Hall
39.	August, 2013	ROCK IN SOLO (is an annual ritual of rock music in Solo that does not merely present the frenzied rock music, but also the developing life style and cultural of the youth)	Solo
40.	September 7, 2013	FINAL PUTRA PUTRI SOLO (It's the peak of the contest for Putra Putri Solo of Mr. And Miss Solo , who will be tourism and culture emissaries of Solo)	Surakarta City Hall
41.	September 13 – 14, 2013	SOLO KERONCONG FESTIVAL (It's an arena for national and regional artists of keroncong (Portuguese-tinged Indonesian pop music) to stage their performances.)	Ngarsopuro/ Sriwedari
42.	September 20 – 22, 2013	SOLO INTERNATIONAL PERFORMING ART (SIPA) (Various performing arts are staged by presenting artists from Indonesia and other countries)	Pamedan Mangkunegaran
43.	September 27 – 28, 2013	SOLO CITY JAZZ (It's an annual event for national and international jazz musicians to perform their works in a typical styles as the culture of Solo Pervades the air)	Ngarsopuro/ Sriwedari
44.	October 2 – 4, 2013	THE 13Tth WORLD TOILET SUMMIT (Is an international event organized by the non-profit organization, The World Toilet Organization (WTO))	The Sunan Hotel Solo
45.	October 3 – 6, 2013	PEKAN PARIWISATA DAN EKONOMI KREATIF (National exhibition of tourism and creative economy industry)	Solo City Centers
46.	October 12, 2013	SOLO INTERNATIONAL TEA FESTIVAL (This event presents the wealth and characteristic features of tea for the purpose of enhancing public appreciation for this worldwide drink)	Jenderal Sudirman Street
47.	October 13, 2013	SOLO INTERNATIONAL CULINARY FESTIVAL (It's an exhibition of traditional Javanese cooking already popular for its deliciousness and food specialties created	Pasar Nongko, Surakarta48.

		from recipes of typical javanese cuisine)	
48.	October 15, 2013	GREBEG BESAR (This is an annual ritual held by Kasunanan Palace Surakarta to welcome Idul Adha, the haji pilgrimate holiday)	Kasunanan Palace Surakarta
49.	October 25 – 27, 2013	PASAR SENI BALEKAMBANG (This art event commemorates the Anniversary of Balekambang Park by featuring art and cultural shows as well as displaying objects of art like paintings)	Balekambang Park
50.	October 27, 2013	PENTAS SENI BUDAYA DAN MUSIK ETNIC SOLO/ SOLO INTERNATIONAL ETNIC MUSIC (SIEM) (The performance event of Solo Cultural Art and Ethnical Music)	Sriwedari / Ngarsopuro
51.	October 28, 2013	APRESEASI MUSIK KEBANGSAAN (Nationalism music event is to arouse the feeling of nationalism and loving to the motherland toward the people of Surakarta)	Surakarta City Hall
52.	November 5, 2013	KIRAB MALAM SATU SURO (The celebration of the new year eve is based on the Javanese Lunar Calendar.)	Kasunanan Palace Surakarta and Pura Mangkunegaran
53.	November 5 – 6, 2013	FESTIVAL SURA (Performance of cultural art to celebrate the Javanese New Year's day, 1st Suro)	Kasunanan Palace Surakarta
54.	November 8 – 10, 2013	JAVANESE THEATRICAL (Javanese theatrical performances are played by young actors and actresses from senior high schools in Central Java)	Sriwedari
55.	November 10, 2013	BENGAWAN SOLO GETHEK FESTIVAL (A parade of rafts as a means of river transportation in various forms that indicate the character of the Solo community is conducted along the stream of the longest river in Java, Bengawan Solo or Solo River)	Bengawan Solo River
56.	November 10, 2013	KIRAB APEM SEWU (It's the revitalization of local cultural wisdom of people of Kampoeng Sewu, Jebres district, living on the banks of Solo River)	Kampung Sewu
57.	November 13, 2013	WIYOSAN JUMENENGAN DALEM SRI PADUKA MANGKUNEGARA IX (The enthronement of Kanjeng Gusti Pangeran Arya Adipati Mangkunegara IX as the ruler of Pura Mangkunegaran is commemorate)	Pura Mangkunegaran
58.	Desember 31, 2013	PESTA BUDAYA MALAM TAHUN BARU (The celebration of the New Year's Eve is filled with cultural attractions and	Slamet Riyadi Street

		firecracker display)	
	Routine Events Throughut The year		
1.	• The night before Rabu Legi	WAYANG KULIT (Shadow puppets)	Pondok Timasan, Makam Haji, Pajang
	• The night before Jumat Kliwon		Pendapa Ageng Central Java Cultural Park
	• The night befor odd Sunday		Kampungs in Surakarta City
2.	• Every night (Monday – Saturday)	WAYANG ORANG	Sriwedari Wayang Orang Hall
	• Every second Sunday		RRI
3.	Every dates 25 each month (slawenan)	SARASEHAN (SLAWENAN)	Kampung Batik Laweyan
4.	Every dates 26 each month (nemlikuran)	CULTURAL PERFORMANCE	SMK Negeri 8 Surakarta
5.	Every Sunday morning	MUSIC SHOW AT CAR FREE DAY	Plaza Sriwedari
	Other Internationel Events held in Solo City :		
1.	October 25 – 30 2008	WORLD HERITAGE CITIES CONFERENCE	Solo
2.	June 22 – 24, 2010	THE ASIA PACIFIC MINISTERIAL CONFERENCE ON HOUSING AND URBAN DEVELOPMENT (APMCHUD)	Sunan Hotel Surakarta
3.	September 26 -27, 2013	PALACE FESTIVAL AROUND THE WORLD	Solo
4.	May 22 – 24, 2012	ASIA PACIFIC HOSTORIAN CONFERENCE	Solo
5.	September 6 – 9, 2013	FEDERATION FOR ASIAN CULTURAL PROMOTION CONFERENCE	Solo

Source : Cultural and Tourism Agency Surakarta City

Art and Culutral Events

Conference and Economic Events (Expo)

Annex 8_Validity and Reliability Test

1. IMPLEMENTATION
   a. Policy and Management

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
IMPL_Policiesrelated_incorporatedwithotherpolicies	11.69	3.043	.651	.716
IMPL_Policiesrelated_reflectedinthecityvision	11.43	3.306	.638	.729
IMPL_Manag.partnership_citygovernmentandprivatesectors	11.51	3.326	.638	.730
IMPL_Manag.process_Thegovernmentsuccessfullymanages	11.77	2.740	.542	.796

Reliability Statistics

Cronbach's Alpha	N of Items
.792	4

   b. City Products

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
IMPL_Cityproduct_affectedculturalheritagepreservation	10.95	4.411	.493	.738
IMPL_Cityproduct_improvecityphysicalinfrastructure	11.13	3.850	.591	.686
IMPL_Cityproduct_culturalevents	11.26	3.319	.654	.644
IMPL_Cityproduct_economicevents	11.66	3.368	.527	.730

Reliability Statistics

Cronbach's Alpha	N of Items
.759	4

2. PERFORMANCE
   a. Target Group Attracted

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PERF_Targetgroup_thesuccessinattractinginvestors	7.85	1.317	.660	.564
PERF_Targetgroup_thesuccessinattractingvisitors	7.71	1.347	.595	.631
PERF_Targetgroup_thesuccessinattractingnewresidents	8.12	1.266	.477	.787

Reliability Statistics

Cronbach's Alpha	N of Items
.743	3

   b. City Image

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PERF_Cityimage_thesuccessinimprovingcityimage	8.66	.787	.577	.506
PERF_Cityimage_theimagein general	8.72	.930	.506	.603
PERF_Cityimage_comparing withthesurroundingdistricts	8.50	1.062	.452	.668

Reliability Statistics

Cronbach's Alpha	N of Items
.693	3

3. STAKEHOLDER INVOLVEMENT

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
INV_Planning	5,70	3,152	,688	,766
INV_Implementation	5,34	3,299	,656	,797
INV_Monitoring	5,73	3,339	,726	,732

Reliability Statistics

Cronbach's Alpha	N of Items
,830	3

4. UNDERSTANDING
a. Terminology

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
UND_Term_knowledgeaboutcitybranding	18.04	8.436	.428	.783
UND_Term_image	17.59	8.922	.489	.773
UND_Term_slogan	18.07	7.698	.504	.769
UND_Term_logo	18.25	7.261	.578	.749
UND_Term_perceptions	18.03	7.503	.641	.733
UND_Term_networkofassociation	18.18	7.488	.640	.733

Reliability Statistics

Cronbach's Alpha	N of Items
.790	6

b. Objectives

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
UND_Obj_attractpotentialresidents	8.38	1.278	.502	.824
UND_Obj_attractinvestors	7.92	1.597	.724	.574
UND_Obj_attracttouristsvisitors	7.84	1.494	.606	.655

Reliability Statistics

Cronbach's Alpha	N of Items
.757	3

c. The need of stakeholder involvement

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
UND_Stake_needsstakeholderinvolvement	29.81	17.939	.333	.907
UND_Stake_Mayor	29.52	16.153	.686	.880
UND_Stake_cityadm	29.55	15.638	.777	.872
UND_Stake_Council	29.84	14.849	.736	.874
UND_Stake_Business	29.75	14.984	.788	.869
UND_Stake_Residents	29.82	15.240	.733	.874
UND_Stake_Visitors	30.18	14.711	.700	.878
UND_Stake_Students	30.17	14.954	.652	.883

Reliability Statistics

Cronbach's Alpha	N of Items
.893	8

5. VIEWS

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VIEWS_Familiarity_goodknowledge	7.75	2.009	.430	.760
VIEWS_Familiarity_mainmessage	7.73	1.769	.601	.547
VIEWS_Familiarity_promotionalcampaign	7.36	1.902	.592	.566

Reliability Statistics

Cronbach's Alpha	N of Items
.717	3

Annex 9_Correlation

Correlations

		UND_Terminology	UND_Objectives	UND_Theneedofstakeholder	VIEWS_Familiarity	stakeholder_involvement	IMPL_Policyandmanagement	IMPL_Cityproducts	PERF_Targetgroupattracted	PERF_Cityimage	CONT_Place of living	CATEGORY
UND_Terminology	Pearson Correlation	1	.410**	.399**	.304**	.220*	.502**	.397**	.395**	.422**	.089	.199*
	Sig. (2-tailed)		.000	.000	.001	.015	.000	.000	.000	.000	.328	.028
	N	122	122	122	122	122	122	122	122	122	122	122
UND_Objectives	Pearson Correlation	.410**	1	.348**	.257**	.212*	.458**	.464**	.444**	.423**	-.112	-.030
	Sig. (2-tailed)	.000		.000	.004	.019	.000	.000	.000	.000	.220	.747
	N	122	122	122	122	122	122	122	122	122	122	122
UND_Theneedofstakeholder	Pearson Correlation	.399**	.348**	1	.236**	.236**	.324**	.299**	.303**	.310**	.189*	.027
	Sig. (2-tailed)	.000	.000		.009	.009	.000	.001	.001	.001	.037	.766
	N	122	122	122	122	122	122	122	122	122	122	122
VIEWS_Familiarity	Pearson Correlation	.304**	.257**	.236**	1	.527**	.586**	.578**	.468**	.382**	.049	.146
	Sig. (2-tailed)	.001	.004	.009		.000	.000	.000	.000	.000	.593	.110
	N	122	122	122	122	122	122	122	122	122	122	122
stakeholder_involvement	Pearson Correlation	.220*	.212*	.236**	.527**	1	.467**	.534**	.358**	.262**	.072	.178*
	Sig. (2-tailed)	.015	.019	.009	.000		.000	.000	.000	.004	.432	.050
	N	122	122	122	122	122	122	122	122	122	122	122
IMPL_Policyandmanagement	Pearson Correlation	.502**	.458**	.324**	.586**	.467**	1	.756**	.718**	.653**	.000	.189*
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.997	.037
	N	122	122	122	122	122	122	122	122	122	122	122
IMPL_Cityproducts	Pearson Correlation	.397**	.464**	.299**	.578**	.534**	.756**	1	.658**	.538**	-.008	.193*
	Sig. (2-tailed)	.000	.000	.001	.000	.000	.000		.000	.000	.935	.034

	N	122	122	122	122	122	**122**	122	122	122	122	122
PERF_Targetgroupattracted	Pearson Correlation	.395**	.444**	.303**	.468**	.358**	**.718****	.658**	1	.700**	.060	.119
	Sig. (2-tailed)	.000	.000	.001	.000	.000	**.000**	.000		.000	.509	.193
	N	122	122	122	122	122	**122**	122	122	122	122	122
PERF_Cityimage	Pearson Correlation	.422**	.423**	.310**	.382**	.262**	.653**	.538**	.700**	1	.023	.093
	Sig. (2-tailed)	.000	.000	.001	.000	.004	.000	.000	.000		.799	.311
	N	122	122	122	122	122	122	122	122	122	122	122
CONT_Placeofliving	Pearson Correlation	.089	-.112	.189*	.049	.072	.000	-.008	.060	.023	1	.065
	Sig. (2-tailed)	.328	.220	.037	.593	.432	.997	.935	.509	.799		.475
	N	122	122	122	122	122	122	122	122	122	122	122
CATEGORY	Pearson Correlation	.199*	-.030	.027	.146	.178*	.189*	.193*	.119	.093	.065	1
	Sig. (2-tailed)	.028	.747	.766	.110	.050	.037	.034	.193	.311	.475	
	N	122	122	122	122	122	122	122	122	122	122	122

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Annex 10_Regression Models

1. Implementation (without performance variables)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.759[a]	.576	.550	.36929	1.899

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.097	7	3.014	22.100	.000[b]
	Residual	15.547	114	.136		
	Total	36.644	121			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.365	.331		1.101	.273
	UND_Terminology	.195	.073	.195	2.660	.009
	UND_Objectives	.253	.069	.262	3.672	.000
	UND_Theneedofstakeholder	.073	.069	.074	1.054	.294
	VIEWS_Familiarity	.257	.063	.301	4.059	.000
	stakeholder_involvement	.155	.046	.244	3.332	.001
	CONT_Placeofliving	-.018	.026	-.044	-.697	.487
	CATEGORY	.093	.070	.085	1.327	.187

a. Dependent Variable: implementation

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.8600	4.9624	3.8244	.41756	122
Residual	-1.28575	.92012	.00000	.35845	122
Std. Predicted Value	-2.309	2.725	.000	1.000	122
Std. Residual	-3.482	2.492	.000	.971	122

a. Dependent Variable: implementation

2. Implementation with all Variables

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.838[a]	.703	.679	.31170	1.876

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.763	9	2.863	29.462	.000[b]
	Residual	10.882	112	.097		
	Total	36.644	121			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.343	.319		-1.074	.285
	UND_Terminology	.116	.063	.116	1.841	.068
	UND_Objectives	.125	.061	.129	2.038	.044
	UND_Theneedofstakeholder	.046	.059	.046	.776	.439
	VIEWS_Familiarity	.146	.056	.171	2.619	.010
	stakeholder_involvement	.130	.039	.206	3.307	.001
	CONT_Placeofliving	-.025	.022	-.062	-1.144	.255
	CATEGORY	.076	.059	.069	1.284	.202
	PERF_Targetgroupattracted	.367	.080	.359	4.596	.000
	PERF_Cityimage	.159	.092	.130	1.734	.086

a. Dependent Variable: implementation

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.6042	5.0056	3.8244	.46143	122
Residual	-.89737	.75659	.00000	.29989	122
Std. Predicted Value	-2.644	2.560	.000	1.000	122
Std. Residual	-2.879	2.427	.000	.962	122

a. Dependent Variable: implementation

3. Implementation Policy & Management (without performance variables)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.728[a]	.530	.501	.40108	1.872

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.684	7	2.955	18.368	.000[b]
	Residual	18.339	114	.161		
	Total	39.023	121			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.437	.360		1.214	.227
	UND_Terminology	.253	.079	.245	3.182	.002
	UND_Objectives	.218	.075	.218	2.904	.004
	UND_Theneedofstakeholder	.035	.075	.034	.459	.647
	VIEWS_Familiarity	.311	.069	.353	4.522	.000
	stakeholder_involvement	.107	.050	.164	2.127	.036
	CONT_Placeofliving	-.016	.029	-.038	-.562	.575
	CATEGORY	.076	.076	.067	1.005	.317

a. Dependent Variable: IMPL_Policyandmanagement

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.9140	4.9768	3.8668	.41345	122
Residual	-1.29529	.78634	.00000	.38931	122
Std. Predicted Value	-2.304	2.685	.000	1.000	122
Std. Residual	-3.229	1.961	.000	.971	122

a. Dependent Variable: IMPL_Policyandmanagement

4. Implementation Policy & Mangement with All Variables

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.824[a]	.678	.653	.33472	1.658

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	26.475	9	2.942	26.256	.000[b]
1	Residual	12.548	112	.112		
	Total	39.023	121			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	-.457	.343		-1.333	.185
	UND_Terminology	.159	.068	.154	2.349	.021
	UND_Objectives	.074	.066	.074	1.128	.262
	UND_Theneedofstakeholder	.001	.063	.001	.020	.984
1	VIEWS_Familiarity	.189	.060	.215	3.155	.002
	stakeholder_involvement	.083	.042	.126	1.955	.053
	CONT_Placeofliving	-.023	.024	-.054	-.959	.340
	CATEGORY	.058	.063	.052	.920	.359
	PERF_Targetgroupattracted	.348	.086	.330	4.058	.000
	PERF_Cityimage	.262	.099	.207	2.655	.009

a. Dependent Variable: IMPL_Policyandmanagement

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.5718	5.0042	3.8668	.46776	122
Residual	-1.08254	.68068	.00000	.32203	122
Std. Predicted Value	-2.768	2.432	.000	1.000	122
Std. Residual	-3.234	2.034	.000	.962	122

a. Dependent Variable: IMPL_Policyandmanagement

5. Implementation City Products (without performance variables)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.721[a]	.519	.490	.44278	1.921

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.149	7	3.450	17.596	.000^b
	Residual	22.351	114	.196		
	Total	46.500	121			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.275	.397		.691	.491
	UND_Terminology	.117	.088	.104	1.334	.185
	UND_Objectives	.297	.083	.273	3.585	.000
	UND_Theneedofstakeholder	.031	.083	.028	.378	.706
	VIEWS_Familiarity	.306	.076	.318	4.031	.000
	stakeholder_involvement	.190	.056	.266	3.416	.001
	CONT_Placeofliving	-.015	.032	-.032	-.473	.637
	CATEGORY	.108	.084	.088	1.291	.199

a. Dependent Variable: IMPL_Cityproducts

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.7289	4.9666	3.7500	.44675	122
Residual	-1.67566	1.18269	.00000	.42979	122
Std. Predicted Value	-2.286	2.723	.000	1.000	122
Std. Residual	-3.784	2.671	.000	.971	122

a. Dependent Variable: IMPL_Cityproducts

6. Implementation City Products with All Variables

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.780^a	.609	.578	.40282	1.950

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.327	9	3.147	19.397	.000[b]
	Residual	18.173	112	.162		
	Total	46.500	121			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.330	.413		-.800	.425
	UND_Terminology	.047	.082	.042	.576	.566
	UND_Objectives	.176	.079	.162	2.227	.028
	UND_Theneedofstakeholder	.007	.076	.006	.093	.926
	VIEWS_Familiarity	.201	.072	.209	2.789	.006
	stakeholder_involvement	.166	.051	.232	3.256	.001
	CONT_Placeofliving	-.022	.029	-.048	-.772	.442
	CATEGORY	.092	.076	.074	1.203	.232
	PERF_Targetgroupattracted	.379	.103	.329	3.669	.000
	PERF_Cityimage	.102	.119	.074	.857	.393

a. Dependent Variable: IMPL_Cityproducts

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.4899	5.0290	3.7500	.48384	122
Residual	-1.31239	1.02235	.00000	.38755	122
Std. Predicted Value	-2.604	2.643	.000	1.000	122
Std. Residual	-3.258	2.538	.000	.962	122

a. Dependent Variable: IMPL_Cityproducts

Annex 11_Variance Inflation Factor (VIF) Test

1. Implementation (without performance variables)

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	UND_Terminology	.696	1.438
	UND_Objectives	.730	1.370
	UND_Theneedofstakeholder	.748	1.337
	VIEWS_Familiarity	.676	1.478
	stakeholder_involvement	.695	1.439
	CONT_Placeofliving	.919	1.088
	CATEGORY	.916	1.091

a. Dependent Variable: implementation

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions							
				(Constant)	UND_Terminology	UND_Objectives	UND_Theneed of stakeholder	VIEWS_Familiarity	stakeholder_involvement	CONT_Place of living	CATEGORY
1	1	7.112	1.000	.00	.00	.00	.00	.00	.00	.00	.01
	2	.444	4.003	.00	.00	.00	.00	.00	.00	.03	.91
	3	.332	4.627	.00	.00	.00	.00	.00	.00	.88	.02
	4	.064	10.521	.01	.01	.01	.01	.00	.73	.00	.01
	5	.017	20.695	.00	.05	.05	.04	.87	.22	.00	.00
	6	.012	24.041	.09	.89	.03	.16	.01	.00	.00	.04

| | 7 | .011 | 25.399 | .01 | .04 | .80 | .39 | .00 | .00 | .08 | .01 |
| | 8 | .007 | 30.850 | .89 | .01 | .10 | .40 | .12 | .05 | .00 | .00 |

a. Dependent Variable: implementation

2. Implementation with All Variables

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	UND_Terminology	.665	1.505
	UND_Objectives	.662	1.511
	UND_Theneedofstakeholder	.743	1.347
	VIEWS_Familiarity	.621	1.611
	stakeholder_involvement	.687	1.457
	CONT_Placeofliving	.915	1.093
	CATEGORY	.914	1.094
	PERF_Targetgroupattracted	.433	2.307
	PERF_Cityimage	.474	2.109

a. Dependent Variable: implementation

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions									
				(Constant)	UND_Termi nology	UND_Objec tives	UND_Then eedofstakeh older	VIEWS_Fa miliarity	stakeholder _involveme nt	CONT_Plac eofliving	CATEGO RY	PERF_Targ etgroupattra cted	PERF_Cityi mage
1	1	9.076	1.000	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00

2	.452	4.483	.00	.00	.00	.00	.00	.00	.01	.93	.00	.00
3	.343	5.147	.00	.00	.00	.00	.00	.00	.90	.00	.00	.00
4	.067	11.652	.00	.01	.01	.00	.00	.73	.00	.02	.00	.00
5	.017	23.020	.00	.09	.05	.08	.59	.18	.00	.00	.03	.00
6	.013	26.536	.01	.57	.09	.01	.21	.02	.01	.02	.10	.03
7	.012	27.488	.06	.26	.06	.52	.03	.00	.03	.01	.07	.00
8	.010	30.020	.02	.05	.79	.00	.15	.02	.04	.02	.09	.05
9	.007	35.018	.58	.01	.00	.37	.01	.04	.00	.00	.22	.01
10	.004	50.881	.32	.01	.00	.00	.01	.00	.00	.00	.50	.90

a. Dependent Variable: implementation

3. Implementation Policy & Management (without performance variables)

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	UND_Terminology	.696	1.438
	UND_Objectives	.730	1.370
	UND_Theneedofstakeholder	.748	1.337
	VIEWS_Familiarity	.676	1.478
	stakeholder_involvement	.695	1.439
	CONT_Placeofliving	.919	1.088
	CATEGORY	.916	1.091

a. Dependent Variable: IMPL_Policyandmanagement

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions							
				(Constant)	UND_Terminology	UND_Objectives	UND_Theneedofstakeholder	VIEWS_Familiarity	stakeholder_involvement	CONT_Placeofliving	CATEGORY
1	1	7.112	1.000	.00	.00	.00	.00	.00	.00	.00	.01
	2	.444	4.003	.00	.00	.00	.00	.00	.00	.03	.91
	3	.332	4.627	.00	.00	.00	.00	.00	.00	.88	.02
	4	.064	10.521	.01	.01	.01	.01	.00	.73	.00	.01
	5	.017	20.695	.00	.05	.05	.04	.87	.22	.00	.00
	6	.012	24.041	.09	.89	.03	.16	.01	.00	.00	.04
	7	.011	25.399	.01	.04	.80	.39	.00	.00	.08	.01
	8	.007	30.850	.89	.01	.10	.40	.12	.05	.00	.00

a. Dependent Variable: IMPL_Policyandmanagement

4. Implementation Policy & Management with All Variables

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	UND_Terminology	.665	1.505
	UND_Objectives	.662	1.511
	UND_Theneedofstakeholder	.743	1.347
	VIEWS_Familiarity	.621	1.611
	stakeholder_involvement	.687	1.457
	CONT_Placeofliving	.915	1.093

CATEGORY		.914	1.094
PERF_Targetgroupattracted		.433	2.307
PERF_Cityimage		.474	2.109

a. Dependent Variable: IMPL_Policyandmanagement

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions									
				(Constant)	UND_Terminology	UND_Objectives	UND_Theneedofstakeholder	VIEWS_Familiarity	stakeholder_involvement	CONT_Placeofliving	CATEGORY	PERF_Targetgroupattracted	PERF_Cityimage
1	1	9.076	1.000	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	2	.452	4.483	.00	.00	.00	.00	.00	.00	.01	.93	.00	.00
	3	.343	5.147	.00	.00	.00	.00	.00	.00	.90	.00	.00	.00
	4	.067	11.652	.00	.01	.01	.00	.00	.73	.00	.02	.00	.00
	5	.017	23.020	.00	.09	.05	.08	.59	.18	.00	.00	.03	.00
	6	.013	26.536	.01	.57	.09	.01	.21	.02	.01	.02	.10	.03
	7	.012	27.488	.06	.26	.06	.52	.03	.00	.03	.01	.07	.00
	8	.010	30.020	.02	.05	.79	.00	.15	.02	.04	.02	.09	.05
	9	.007	35.018	.58	.01	.00	.37	.01	.04	.00	.00	.22	.01
	10	.004	50.881	.32	.01	.00	.00	.01	.00	.00	.00	.50	.90

a. Dependent Variable: IMPL_Policyandmanagement

5. Implementation City Products (without performance variables)

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	UND_Terminology	.696	1.438
	UND_Objectives	.730	1.370
	UND_Theneedofstakeholder	.748	1.337
	VIEWS_Familiarity	.676	1.478
	stakeholder_involvement	.695	1.439
	CONT_Placeofliving	.919	1.088
	CATEGORY	.916	1.091

a. Dependent Variable: IMPL_Cityproducts

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions							
				(Constant)	UND_Terminology	UND_Objectives	UND_Theneedofstakeholder	VIEWS_Familiarity	stakeholder_involvement	CONT_Placeofliving	CATEGORY
1	1	7.112	1.000	.00	.00	.00	.00	.00	.00	.00	.01
	2	.444	4.003	.00	.00	.00	.00	.00	.00	.03	.91
	3	.332	4.627	.00	.00	.00	.00	.00	.00	.88	.02
	4	.064	10.521	.01	.01	.01	.01	.00	.73	.00	.01
	5	.017	20.695	.00	.05	.05	.04	.87	.22	.00	.00
	6	.012	24.041	.09	.89	.03	.16	.01	.00	.00	.04
	7	.011	25.399	.01	.04	.80	.39	.00	.00	.08	.01

	8	.007	30.850	.89	.01	.10	.40	.12	.05	.00	.00

a. Dependent Variable: IMPL_Cityproducts

6. Implementation City Products with All Variables

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	UND_Terminology	.665	1.505
	UND_Objectives	.662	1.511
	UND_Theneedofstakeholder	.743	1.347
	VIEWS_Familiarity	.621	1.611
	stakeholder_involvement	.687	1.457
	CONT_Placeofliving	.915	1.093
	CATEGORY	.914	1.094
	PERF_Targetgroupattracted	.433	2.307
	PERF_Cityimage	.474	2.109

a. Dependent Variable: IMPL_Cityproducts

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions									
				(Constant)	UND_Terminology	UND_Objectives	UND_Theneedofstakeholder	VIEWS_Familiarity	stakeholder_involvement	CONT_Placeofliving	CATEGORY	PERF_Targetgroupattracted	PERF_Cityimage
1	1	9.076	1.000	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	2	.452	4.483	.00	.00	.00	.00	.00	.00	.01	.93	.00	.00
	3	.343	5.147	.00	.00	.00	.00	.00	.00	.90	.00	.00	.00

4	.067	11.652	.00	.01	.01	.00	.00	.73	.00	.02	.00	.00
5	.017	23.020	.00	.09	.05	.08	.59	.18	.00	.00	.03	.00
6	.013	26.536	.01	.57	.09	.01	.21	.02	.01	.02	.10	.03
7	.012	27.488	.06	.26	.06	.52	.03	.00	.03	.01	.07	.00
8	.010	30.020	.02	.05	.79	.00	.15	.02	.04	.02	.09	.05
9	.007	35.018	.58	.01	.00	.37	.01	.04	.00	.00	.22	.01
10	.004	50.881	.32	.01	.00	.00	.01	.00	.00	.00	.50	.90

a. Dependent Variable: IMPL_Cityproducts