

## HOW FAR DOES MAYOR'S PERSONAL BRAND RAISES BRAND ATTITUDE? (A SURVEY AT BANDUNG CITY, INDONESIA)

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### ABSTRACT

*This research conducted at Bandung City with the aim of analyzing things to strengthen the city branding of Bandung as an attractive city to live, and to test the influence of Bandung mayor's personal brand in the period of 2013-2018 either directly to the brand attitude of the citizens, and indirectly through city branding to the emergence of brand attitude. This research uses descriptive analysis and verification analysis. Data processing using IBM SPSS AMOS Ver. 20. The findings obtained that the Bandung mayor's personal brand in the period 2013-2018 is significant and has positive impact to the strengthening of city branding "Bandung as an attractive place to live". It also observed that the city branding significantly affects the emergence of brand attitude positively, while Bandung mayor's personal brand has no direct influence on the emergence of brand attitude of citizens, even exhibit opposite and negative effect if it is directly connected to the brand attitude.*

**Keywords:** Brand Attitude, City Branding, Personal Brand, Bandung.

## INTRODUCTION:

Bandung has various wealthy resources such as natural, culture, history, and human beings with creative and diverse industries, and many more. All properties owned by it, should be able to be attract the potential city stakeholders such as residents, visitors, entrepreneurs, and investors both from within and outside the city of Bandung. Currently, the city of Bandung gradually transforming itself into an advanced and modern city. Good urban management actually will further enhance the city's hallmarks that will ultimately increase the competitiveness of the city and will impact positively to the image of the city.

Contrary to this, the following facts were successfully collected from the years 2009-2015 which shows that in recent years, there were many things appeared to be negative about the city of Bandung, such as: (1) based on the Star Model, Bandung is categorized as “*rich city of identity*”, but did not have a prominent image (Yananda & Salamah, 2014). (2) A total of 71.39% reports published in Kompas Newspaper between 2009-2010, in terms of development tends to sound in negative tone, especially in terms of increasing congestion on weekends, holidays and public transport chaos. (3) Demolition of buildings of cultural importance (heritage) is increasing. Harastoeti D. H, Chairman of the Society Cultural Preservation Bandung, said that the demolition is done for the construction of malls, factory outlets, lodging, offices, and others (Kie & Ahi, 2009). (4) Every weekend, visitors crowd enjoy their vacation and shopping whereas the Bandung residents had to succumb to guests who arrive because of the density of highways and urban centers, tourist centers, and shopping malls.

Along with the above reports, some of the websites and latest articles preach about the leadership of Bandung mayor for the period 2013-2018. With the beginning of its leadership, the city has begun to show improvement in several areas, especially in terms of structuring Bandung to reinforcement of the identity of the city. The two interesting issues about there were many things appeared to be negative about the city of Bandung and about the leadership of Bandung mayor at the first 2 years leadership, are often discussed these days, is investigated in this research by the author.

## LITERATURE REVIEW:

### Brand Attitude:

Attitudes can be defined as an overall concept evaluation conducted by a person (Paul & Olson, 2006). Attitudes may be shaped by three factors, namely: (1) Personal Experience, (2) Group associations, (3) influential others (Kotler & Keller, 2009). Personal experience shape and influence the appreciation of the social stimulus. Brand attitude is defined as the overall evaluation of the consumer to the brand. Attitudes or responses to the brand is important, because it often forms the basis for consumer behavior, such as selection of a brand. Attitudes or responses to the brand appear, because the brand is well established.

### City Branding:

Brand, according to The American Marketing Association (AMA), is “*a term, sign, symbol, or design, or a combination of these things, which are intended to identify the goods or services of a person or group of sellers and to differentiate it from competitors' products*” (Kotler, 2000). Brand is an indicator of the value offered to customers and or assets that create value for customers by strengthening their loyalty (Kertajaya, Yuswohady, Mussry, & Taufik, 2004).

City branding is an attempt to position the city in the midst of intense global competition in response to the dynamics of economic, political, and social (Kavaratzis & Ashworth, 2005). City branding is about intentional creation, development and demonstration of proper value through on-brand actions, which consist of investments, physical and economic plans, programs attractions, activities, communication, and the like (Gelder, 2008). City branding is about identifying a set of brand attributes possessed a town in the order to form a base that is used to generate a positive perception of many audiences (Dinnie, 2011). Based on several theories and premises above, the authors formulate hypotheses,

### Hyphothesis:

City branding has positive effect on the emergence of brand attitude of citizens.

### Measurement of the effectiveness of city branding:

City branding Hexagon is created by Simon Anholt to measure the effectiveness of city branding. According to Anholt, there are six aspects of city branding effectiveness measurement such as presence, potential, place, pulse, people, and prerequisite.

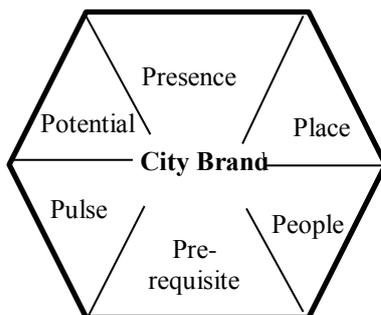


Figure 1. City Branding Hexagon

Figure 1 describes about how to measure the effectiveness of city branding. ‘Presence’ describes the status and position of which owned by the city (how familiar the people are, with the city). ‘Place’ explains the physical aspects of the city (how beautiful and pleasant or otherwise of the city). ‘Potential’ explains the opportunities offered by the city (for example, economic and education-related activities). ‘Pulse’ explains the existence of a vibrant urban lifestyle or lack thereof (how exciting city in question). ‘People’ explains the local population in terms of openness and warmth, also related to security issues. ‘Prerequisites’ explains the basic quality of life standard and prices of accommodation and completeness of the public (Anholt, 2006).

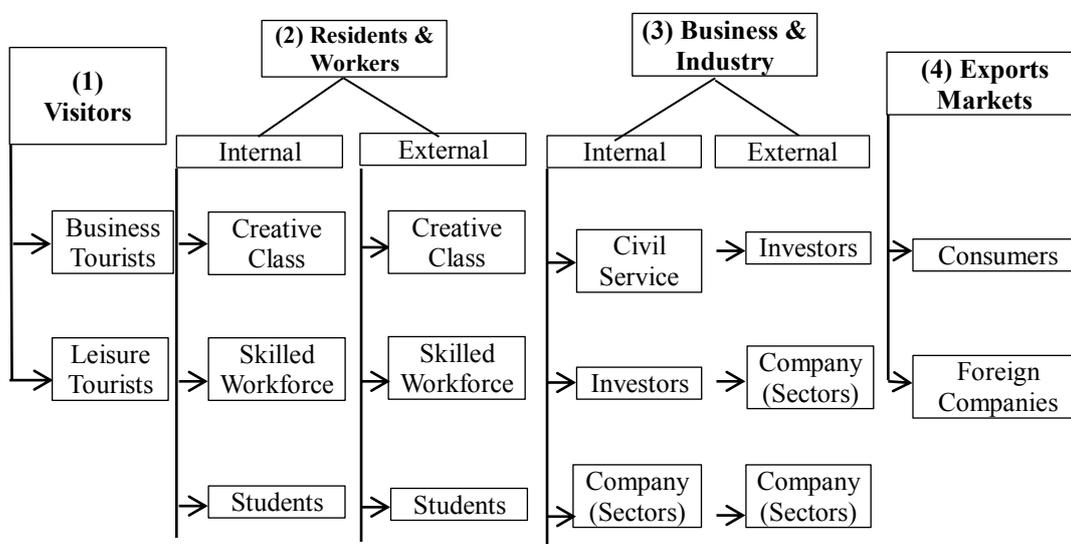


Figure 2. City Branding Stakeholders

In this study, the city branding of Bandung, will be assessed for ‘an attractive place to live’ only for a limited city branding i.e., (Dinnie, 2011), respondents are restricted to residents of Bandung, whether natives or newcomers.

**Personal Brand:**

Personal Brand is an art to attract and keep more clients by establishing an active public perception (Montoya, 2002). Personal Brand is something about how to take control over the ratings of others towards you before a direct meeting with you (Montoya & Vandehey, 2005). Personal Brand is the ability to freely use the attributes that demonstrate your ability to set expectations that want others received in a meeting with you (Mowbray, 2011). It can be concluded that personal branding is a process of shaping public perception of the aspects of a person, such as personality, abilities, or values, and how the stimuli raises positive perception of the public, which in turn can be used as a marketing tool.

Based on several theories and premises above, the authors formulate hypotheses:

**Hyphothesis:** Mayor’s personal brand has positive effect on Bandung city branding

**Hyphothesis:** Mayor’s personal brand has positive effect on the emergence of brand attitude of citizens directly

**The eight laws of personal branding:**

The eight laws of personal brand form the main concept and taken as reference in establishing a person's personal branding (Montoya, 2002). Those laws are,

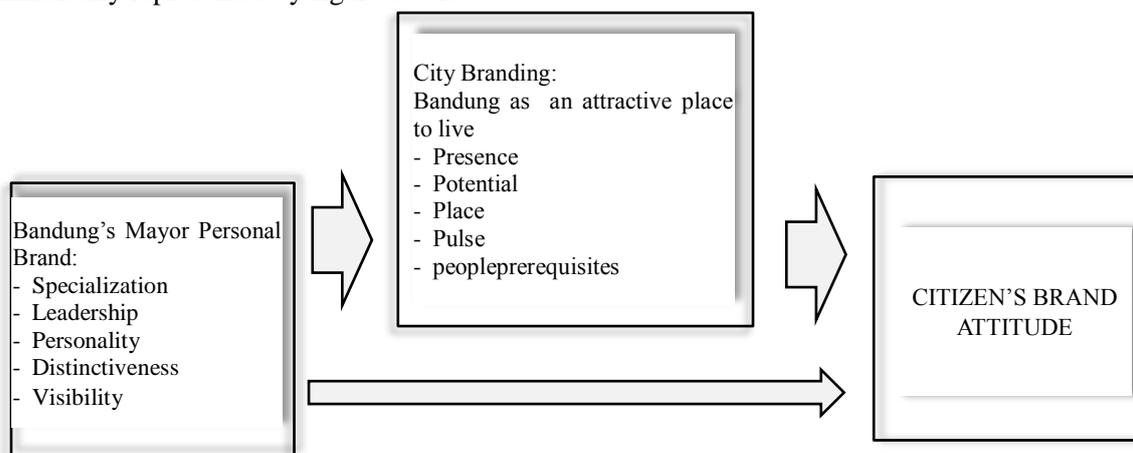
- (1) The law of specialization, the hallmark of a great personal brand is the precision on a specialization, concentrated only on strength, skill or particular achievement.
- (2) The law of leadership, society needs a leader who can decide things in an atmosphere of uncertainty and give a clear direction to meet their needs.
- (3) The law of personality, a great personal brand, that should be based on the figure of what their personality, and comes with all the imperfections.
- (4) The law of distinctiveness, an effective personal brand that needs to be displayed in different ways.
- (5) The law of visibility, to be successful, a personal brand should be seen constant consistently, until everybody known someone’s personal brand. Visibility is more important than ability. To be visible, someone needs to promote themselves, market themselves, using every opportunity encountered and have some luck.
- (6) The law of unity, behind one's personal life, personal brand should be in line with the moral ethics and attitudes that have been determined from the brand. Private life should be a mirror of an image you want to embed in personal brand.
- (7) The law of persistence, each personal brand takes time to grow, and for the process running it is important to always pay attention to every stage and trends. Someone must stay firm on early personal brand that has been established, without ever hesitating and want to change.
- (8) The law of goodwill, a personal brand will give better results and last longer, if someone behind perceived in a positive way. Someone must be associated with a recognized value or idea generally positive and helpful.

**RESEARCH METHODOLOGY:**

In this study, the objective to be studied is the brand attitude of the citizens of the Bandung city about, Bandung city branding, and Mayor’s personal brand who lead Bandung city from 2013 to 2018, while the study subjects are residents of Bandung municipality and working under various professions.

The research instrument is a questionnaire divided into two parts: demographic data, gender, population data, and the profession, while the second part of the research instrument questions contain items that measure the objective studied. Each variable are rated on a 5 point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

The data is processed using IBM SPSS AMOS Version 20.0, and data analysis is executed with descriptive analysis and verification analysis using Structural Equation Model (SEM). The research model can be diagrammatically represented by figure 3 below:



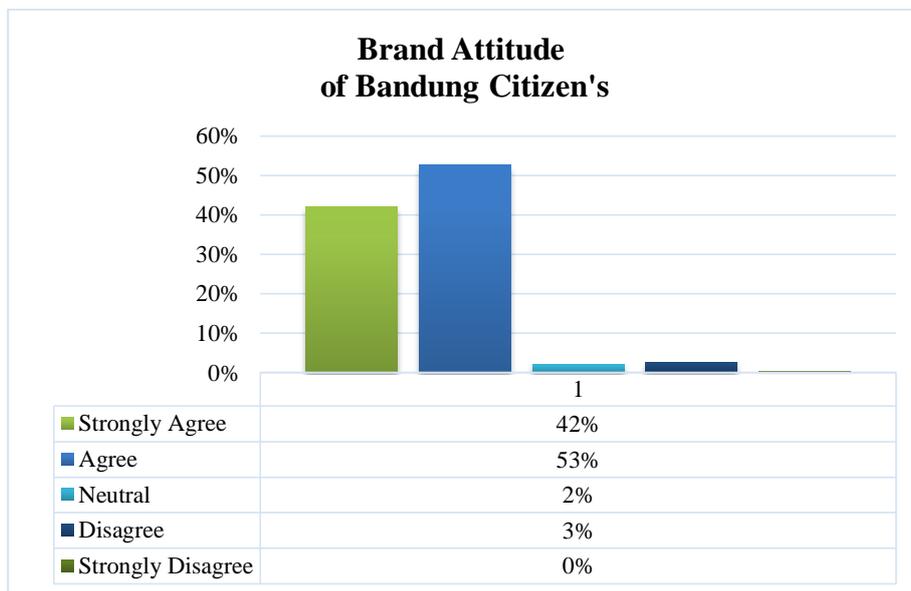
**Figure 3. Research Model**

**FINDINGS AND DISCUSSIONS:**

Of the total 100 respondents, 63.45% were males and 36.55% females. A total of 53% indigenous and 47% of migrants all of whom have settled in the city for more than 5 years. So they felt the difference of a few leaders of the city of Bandung during some periods of their leadership. Most respondents (62%) are skilled workforces, whereas 22% entrepreneurs, and the rest are undergraduate students who have not worked yet. All respondents claimed to know "Bandung Juara" as the tagline of Bandung which was newly proclaimed by the leader of the city of Bandung in the current period.

**DESCRIPTIVE ANALYSIS:**

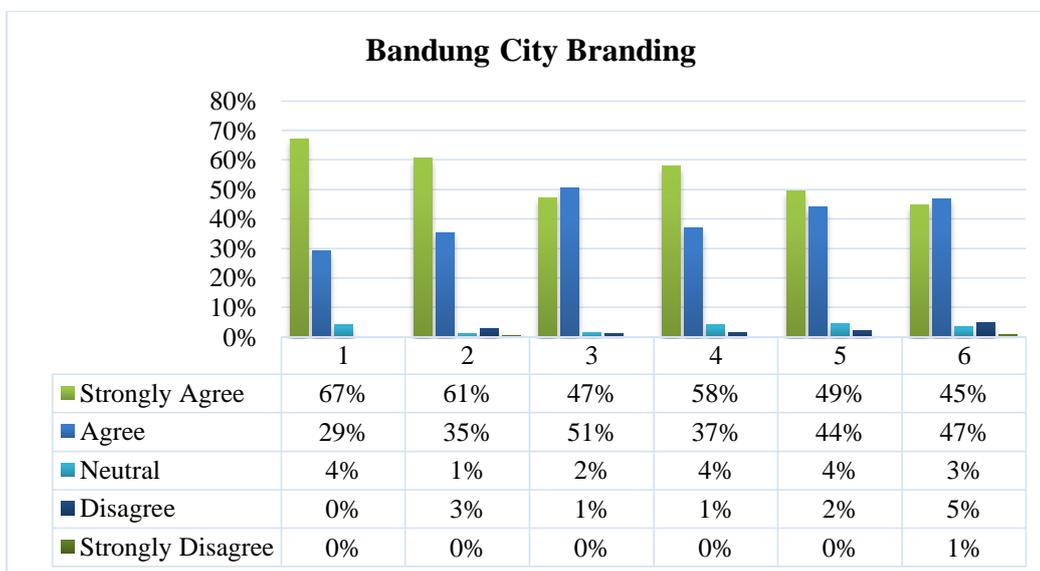
**Citizen’s Brand Attitude:**



Bandung citizen’s proud to be a resident of Bandung with all of the identity and distinctiveness of the city which is seen to have a positive image, attitude felt safe, comfortable, and quiet life in the city of Bandung. That’s properly recognized by the citizens with the composition 42% strongly agree, 53% agree, 2% neutral, 3% disagree, and 0% strongly disagree.

**Figure 4 Brand Attitude Descriptive Analysis**

**Bandung City Branding :**

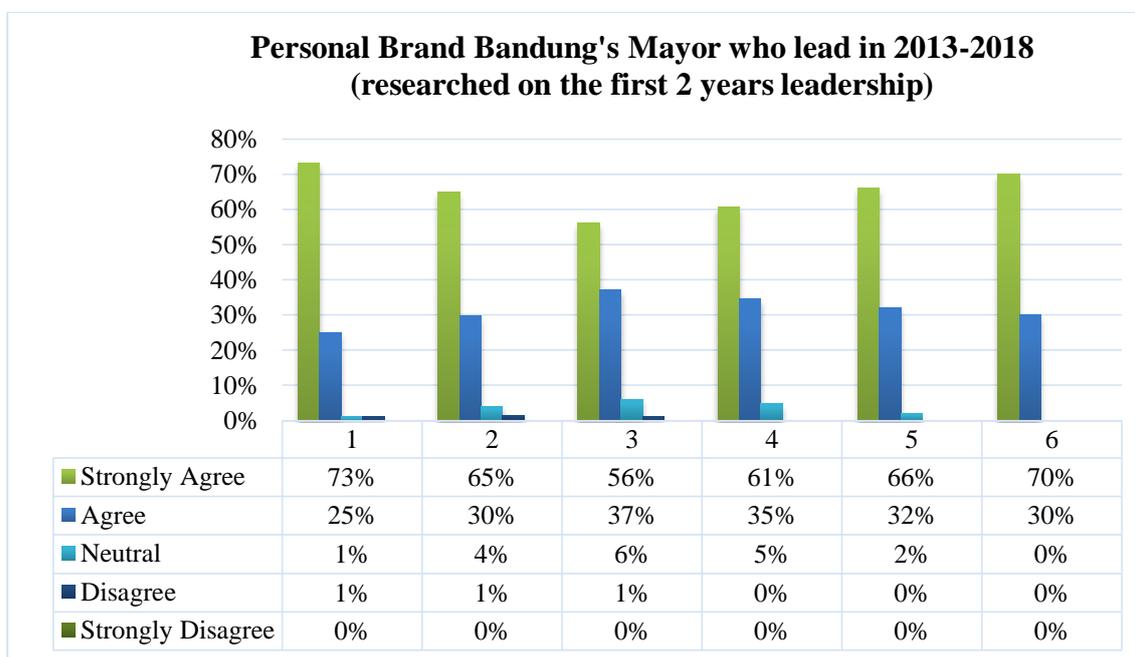


**Figure 5 City Branding Descriptive Analysis**

**Descriptive analysis of Bandung city branding variable:**

- (1) “Presence”. Bandung as the five major cities in Indonesia. Properly recognized by the citizens with the composition 67% strongly agree, 29% agree, 4% neutral, 0% disagree, and 0% strongly disagree.
  - (2) “Place”. Bandung has tourist attractions and good infrastructure, such as place of recreation, nature, parks, green space planning, heritage. Properly recognized by the citizens with the composition 61% strongly agree, 35% agree, 1% neutral, 3% disagree, and 0% strongly disagree
  - (3) “Potential”, about the existence of a conducive business space, business opportunities/and investment, as well as the existence of educational centers in Bandung. Properly recognized by the citizens with the composition 47% strongly agree, 51% agree, 2% neutral, 1% disagree, and 0% strongly disagree
  - (4) “Pulse”, about the existence of a creative community of young, local arts and culture typical of Bandung which always preserved as an attraction of the city, also other peculiarities of Bandung as a culinary travel, fashion travel, etc. Properly recognized by the citizens with the composition 58% strongly agree, 37% agree, 4% neutral, 1% disagree, and 0% strongly disagree
  - (5) “People”, about the existence of living quarters were comfortable, a place to socialize. Properly recognized by the citizens with the composition 49% strongly agree, 44% agree, 4% neutral, 2% disagree, and 0% strongly disagree
- “Prerequisites”, about ease of transportation can be accessed, ease accommodations for visitors to the city, and availability of telecommunications services in Bandung. Properly recognized by the citizens with the composition 45% strongly agree, 47% agree, 3% neutral, 5% disagree, and 1% strongly disagree

**Bandung’s Mayor Personal Brand:**



**Figure 6 Bandung’s Mayor Personal Brand**

**Descriptive analysis of Bandung’s mayor personal brand variable:**

- (1)“Specialization”, about mayor’s academic expertise and experience relating to the construction of the city. Properly recognized by the citizens with the composition 73% strongly agree, 25% agree, 1% neutral, 1% disagree, and 0% strongly disagree
- (2)“Leadership”, about good leadership ability and credibility of the mayor. Properly recognized by the citizens with the composition 65% strongly agree, 30% agree, 4% neutral, 1% disagree, and 0% strongly disagree
- (3)“Personality”, Bandung mayor’s has a personality as it is, not extravagance, and mingle with the community together to build the city. Properly recognized by the citizens with the composition 56% strongly agree, 37% agree, 6% neutral, 1% disagree, and 0% strongly disagree
- (4)“Distinguish”, about the "differentiator" from mayors before in building a positive image and uniqueness of the city itself, such as the development of the city that begins and is intended for the convenience aimed at

increasing levels of happiness of the people of Bandung most, including the development of city parks for the community comprehensive, school bus free, car free day, bike to work on Friday, Bandung Internet, public entertainment such as performances of local cultural arts, creative community of children Bandung facilitated to be developed, facilitating people party Bandung like watching along the ball game team pride of Bandung "PERSIB Maung Bandung "in parks and other open. Properly recognized by the citizens with the composition 61% strongly agree, 35% agree, 5% neutral, 0% disagree, and 0% strongly disagree

- (5) "Feasible", about the consistency in building. Properly recognized by the citizens with the composition 66% strongly agree, 32% agree, 2% neutral, 0% disagree, and 0% strongly disagree
- (6) "Good will", Bandung mayor's has a good name and good relations with stakeholders such as city governments, the private sector, and the wider community. Properly recognized by the citizens with the composition 70% strongly agree, 30% agree, 0% neutral, 0% disagree, and 0% strongly disagree

Below, there's a descriptive analysis table that describing the average value and standard deviation of the respondents' answers to a questionnaire given.

**Table 1: Average and Std. Deviation of the Questionnaire Answer**

Variable	Indicator	Description	Avg.	Std. Dev
City Branding	Place	physical aspects of the city (how beautiful and pleasant or otherwise of the city)	4,50	,51
	Potential	the opportunities offered by the city (eg, economic and education-related activities)	4,49	,65
	Pulse	the existence of a vibrant urban lifestyle or lack thereof (how exciting city in question)	4,50	,46
	People	the local population in terms of openness and warmth, also related to security issues	4,40	,50
	Prerequisites	the basic quality of life that is standard and prices of accommodation and completeness of the public (public amenities)	4,46	,48
Brand Attitude	Brand Attitude	The attitude of the population of the city of Bandung as a residence	4,38	,74
Personal Brand	specialization	Academic expertise or experiences	4,65	,54
	leadership	Credible and inspiring leadership	4,58	,55
	personality	Good personality	4,48	,65
	distinctiveness	Have a concept that is unique and different	4,57	,50
	visibility	Personal brand consistently demonstrated	4,63	,47

**VERIFICATIVE ANALYSIS:**

**Measurement model using IBM SPSS AMOS version 20.0:**

After running the model of measurements on each variable and the initial model fully, obtained that some indicators of each variable is invalid which leads to unreliability of the data collected. Below is a measurement model that generates the valid and reliable data in this study.

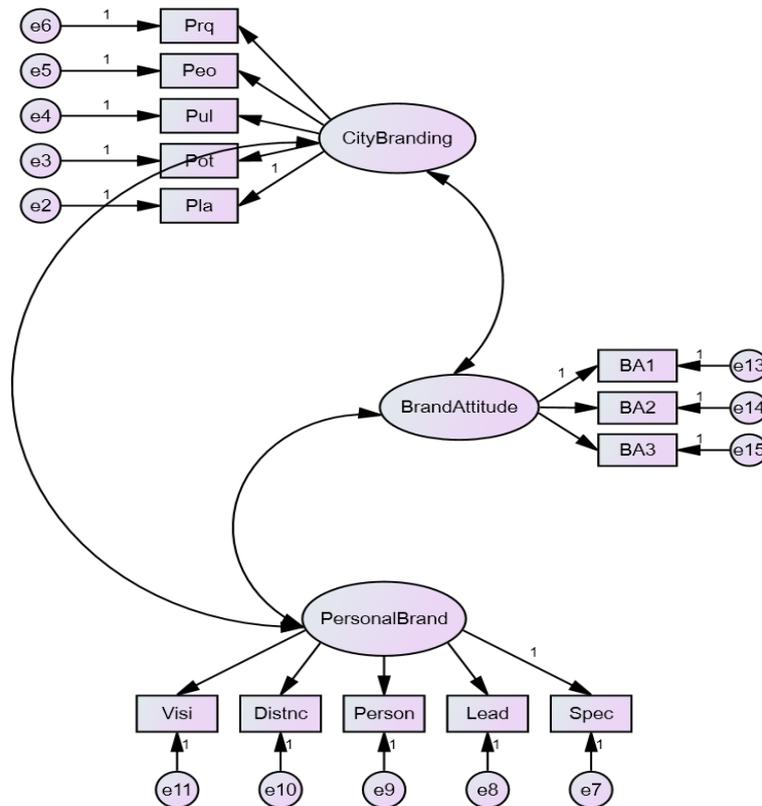


Figure 7: Measurement Full Model

Table 2: Factor Loading, Construct Reliability and Variance Extract on each latent variable

Indicator	City Branding	Personal Brand	Brand Attitude	Valid/ Reliable
City Branding of Bandung; Place	0,82			Valid
City Branding of Bandung; Potential	0,62			Valid
City Branding of Bandung; Pulse	0,77			Valid
City Branding of Bandung; People	0,74			Valid
City Branding of Bandung; Prerequisites	0,66			Valid
Specialization of the Bandung’s Mayor		0,83		Valid
Leadership of the Bandung’s Mayor		0,92		Valid
Personality of the Bandung’s Mayor		0,85		Valid
Distinctiveness of the Bandung’s Mayor		0,89		Valid
Visibility of the Bandung’s Mayor		0,87		Valid
Live safely in Bandung			0,82	Valid
Live secure in Bandung			0,94	Valid
Live quietly in Bandung			0,74	Valid
Construct Reliability (CR)	0,80	0,90	0,90	Reliable
Variance Extract (VE)	0,50	0,80	0,70	

In order to test the validity of the measurement, loading factors ( $\lambda$ ) and the significance level ( $p$  value) should meet the criteria. It is said that if loading factor value is  $\geq 0.5$  and significant level ( $p$  value)  $\leq 0.05$ , then it's said to be valid. The measurement using AMOS 20 obtained the results as follows: (1) loading factor ( $\lambda$ ) on each variable: brand attitude, city branding, and personal brand is  $\geq 0.5$ . (2) All indicators on each variable: brand attitude, city branding, and personal brand has  $p$  value  $\leq 0.05$  this means tested very significant at a confidence level of 5%. It can be concluded that the data on brand attitude, city branding, and personal brand obtained are valid.

For reliability test measurements required: (1) Value of Construct Reliability using formula:

$$CR = \frac{(\sum\lambda)^2}{(\sum\lambda)^2 + \Sigma e}$$

where  $\Sigma e = (1 - \lambda^2)$  (Hair, Black, Babin, & Anderson, 2014) and (2) Value of Variance Extract, counted by formula (Gunarto, 2013):

$$VE = \frac{\Sigma\lambda^2}{\Sigma\lambda^2 + \Sigma e}$$

Reliability is good, if  $CR \geq 0.7$  and  $VE \geq 0.5$ . Reliability would be accepted if  $0.6 \leq CR \leq 0.7$  and the indicators have good validity too. Based on the results of measurements using AMOS 20 obtained that all variables have Construct Reliability  $\geq 0.7$  and Variance Extract  $\geq 0.5$ , so it can be concluded that all of the data collected on brand attitude, city branding, and personal brand is reliable.

Based on the output of the measurement model using AMOS 20.0, the relationship of each variable is:

**Table 3: Correlation Value**

Corelation			Estimate
CityBranding	<-->	BrandAttitude	,690
CityBranding	<-->	PersonalBrand	,726
BrandAttitude	<-->	PersonalBrand	,467

The strongest relationship (72.6%) is found between personal brand and city branding, whereas the relationship between city branding and brand attitude is 69%, and the weakest (46,7%) is the relationship found between personal brand and brand attitude.

The suitability of the measurement model with the data shown by the values of statistic Goodness-of-Fit (GOF) as in the table below:

**Table 4: Goodness of Fit (GOF) Value**

No	GOF Criteria	Limit	Result	Conclusion
1	p-value of $X^2=164.424$ $df=62$	$\geq 0,05$	0,000	not fit
2	GFI	$\geq 0,90$	0,800	not fit
3	CFI	$\geq 0,90$	0,900	fit
4	RMSEA	$\leq 0,08$	0,120	not fit

Based on the results of the goodness of fit test such as  $X^2$ , GFI, CFI, and RMSEA and then comparing with the standards (Matjik & Sumertajaya, 2011), the value of CFI only meets the criteria, while the other values are nearby the fit criteria. So the overall measurement models for each latent variable is not yet fit to the data.

**Structural Equation Model (SEM) using IBM SPSS AMOS ver. 20.0:**

Next, the authors test Structural Equation Model (SEM) to know the effects of each exogenous variables on endogenous variable, and also to analyze the role of city branding variables in the model studied which could then be used in answering some of the allegations contained in the research hypothesis.

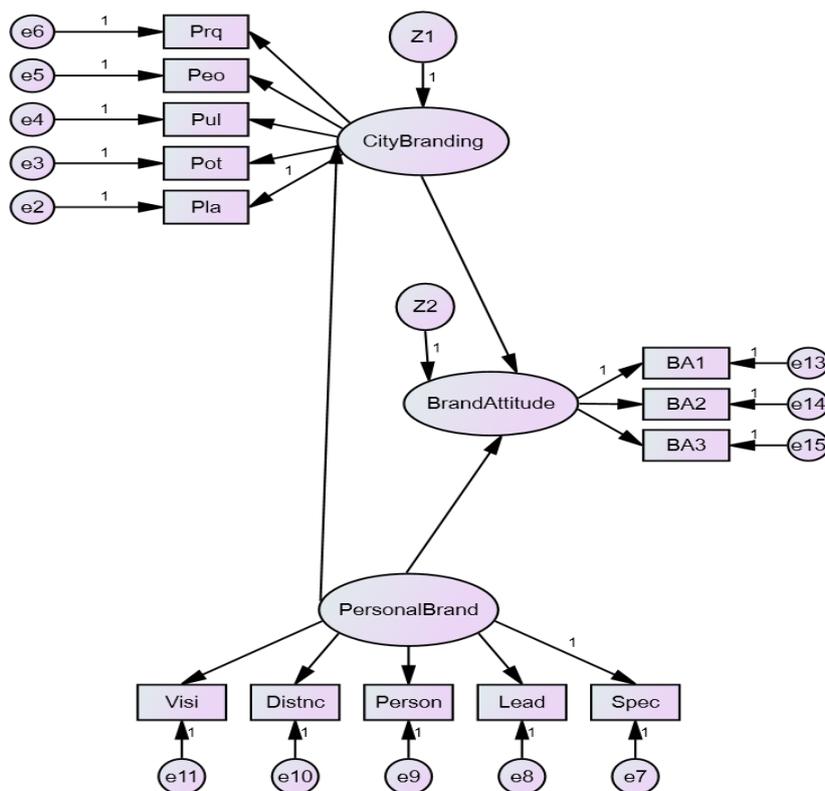


Figure 8: Structural Full Model

Table 5: Standardized Direct, Indirect, and Total Effects Value

	Standardized Direct Effects		Standardized Indirect Effects		Standardized Total Effects	
	City Branding	Personal Branding	City Branding	Personal Branding	City Branding	Personal Branding
City Branding	0,000	0,726	City Branding	0,000	City Branding	0,000
Brand Attitude	0,742	-0,072	Brand Attitude	0,000	Brand Attitude	0,742
				0,539		0,467

Based on the influence of test table above, it can be explained that the direct influence of a personal brand to city branding is positive (72.6%), direct influence on city branding to brand attitude is positive (74.2%), while the direct influence of a personal brand to brand attitude is negative (7.2 %). The indirect influence of a personal brand to brand attitude is positive (53.9%). So overall it can be explained that the total effect of the direct influence of a personal brand to city branding is positive (72.6%), direct influence on city branding to brand attitude is positive (74.2%), while the direct influence of a personal brand to brand attitude is positive (46.7%).

Table 6: Hypothesis Test Result

H				Estimate	S.E.	C.R.	P-Value	
H1	CityBranding	<---	PersonalBrand	,645	,100	6,428	***	Significant
H2	BrandAttitude	<---	PersonalBrand	-,103	,208	-,493	,622	Not Significant
H3	BrandAttitude	<---	CityBranding	1,184	,278	<u>4,256</u>	***	Significant

S.E. (Standard Error) ; C.R (Critical Ratio = t-statistic)

Based on testing the influence and significance levels, it is observed that for the hypotheses 1 and 3, the p value is <0.05 from which it can be stated that both the hypotheses are accepted significantly, while the hypotheses 2 is not significant.

## CONCLUSION:

### Some things that can be drawn as a conclusion of this study are:

- (1) The findings of this study indicate that Bandung city branding at the level of existence is quite high, with a marked majority of respondents 'agreed' and 'strongly agreed' with the existence of indicators of Presence, Place, Potential, Pulse, People, Prerequisites on city branding hexagon as a means of measurement. Likewise with the brand attitude of citizens of Bandung, which is the majority of the population (53% agree and 42% strongly agree) expressed their pride as citizens of Bandung and declared safe, comfortable, and lead a quiet life in Bandung.
- (2) Personal brand of Bandung's Mayor who is leading during the period 2013 to 2018, in the first 2 years of its leadership, the reviews considered quite good, from of 65% citizens who stated that they strongly agreed that the Mayor of Bandung has a specialization, leadership, personality, extinguishing, feasibility, and good will in leading and building the city of Bandung, and 31% agree with the statement.
- (3) The findings of this study indicate that the personal brand has significant positive effects on city branding, whereas the 'city branding' significantly affects the emergence of 'brand attitude' positively towards Bandung as an attractive place to live. While personal brand has no direct influence on the emergence of brand attitude of citizens, contrarily, it exhibits: negative effects when it is linked directly to brand attitude. This clearly shows that the pride of the citizens of the town is insignificant when measured directly on the performance of the personal brand leader of the city, as a city is formed, because of its civilization and built in a long time with contributions from some of the leaders of the city since its inception. But it is true that the city stakeholders view the personal brand of a city leader who has the capability to improve the city's branding.

## RECOMMENDATION:

### Some suggestions that authors proposed for further research are:

- (1) Measurement of variable city branding, brand attitude, and personal brand should be more objectively measured if it is done during the leadership of the mayor of Bandung's more longer (not only in the first 2 years of leadership of Bandung's Mayor), so that the effect of personal brand can be measured clearly.
- (2) Research could be further developed towards a more comprehensive, not just city branding as an attractive place to live, but can develop city branding as an attractive place to visit, or invest, or business.
- (3) If the research has been developed, then the respondent as a data source for the unit of analysis in this study can also be developed into multiple stakeholders for example businessmen, investors, and visitors to the city, so not only from residents of the city.
- (4) Further research can also be directed to dig any factors that might be led to a positive brand of a city seen from the viewpoint of stakeholder cities.

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