

The Potential of Bandung City as a World-Class City of Music, Design, And Culinary

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The study of Bandung's potential as a City of Music, Design, and Culinary was carried out to compile policy recommendations. The analysis results show that Bandung has become an icon of both music and design. Culinary, community networks have been built well in the internal and external environments. Spatially, the use of space for the development of Bandung as a City of Music, Design, and Culinary requires strict control of space utilization so as not to cause deviations in the use of space/transfer of functions. Based on the ecosystem of creative economy development identified positive and negative impacts, both for music, design, and culinary as a whole describes that HR actor; (1) more constraints on the procurement of skilled, creative, and talented human resources to develop their business, (2) constraints for music creative business actors, design and culinary to register to become members of community networks. Product factors are more too; (1) music, design, and culinary are innovative products that are prospective and competitive so able to encourage Bandung as a city of music, design, and culinary. (2) constrained by creative business actors, especially design and culinary, to register to obtain IPR. Market factors include; (1) open and growing publications through online media and (2) multiplier effects caused by significant and prospective thvelopment of creative music, design, and culinary efforts. While the R&D factor is more identifying that the average music, design, and culinary creative business actors do not have R & D units.

Keywords: *Bandung City, Creative City, Policy, Music, Design, Culinary*

INTRODUCTION

Bandung has a variety of creative and productive communities. In the last ten years, the creative industry in Bandung has shown significant development and influenced the trends of young people. Bandung is one of the best creative cities in Indonesia, where the creative economy sector (including tourism and the service sector) is the most significant contributor to regional income. The creative economy sector has absorbed 11.87% of the total national labor absorption. This achievement is a promising new land of work for young people who need creative land to express real work in the development process.

Likewise, at the world level, the expectations of the global community for the growth of the creative economy in the city of Bandung are very high. Bandung city is a pioneering creative city in Indonesia and has gained recognition as the emerging creative city from international forums. In 2007, Bandung city was named one of the most innovative cities in East Asia at the Creative Cities International Meeting forum in Yokohama. The British Council made Bandung City a pilot project for creative cities in Asia. The Indonesian Government (2013) registered Bandung City as one of the most innovative cities in Indonesia to UNESCO, together with Pekalongan, Yogyakarta, and Surakarta. Meanwhile, in 2015, Bandung City was selected as one of the cities that joined the UNESCO Creative City network as a world-class City of Design.

Various predicates held by the City of Bandung as a world design city are expected to be a leverage for the development of the music and culinary industry that can become an integrated development unit and support each other. It is hoped that these two areas of the creative economy (music and culinary) can be encouraged and get awards and coronations from Unesco and design. A creative city, according to UNESCO, is characterized by: (1) Icon (design, culinary, and music); (2) Network (inter-city network both nationally and internationally), micro-Bandung City has a strong network of institutions/institutions, systems, and Daya Manusia Resources; and (3) Have consequences of changes in the utilization of space (from social to business).

Creative industries that have multiplied in the city of Bandung include fashion, architecture, music, design, crafts, research and development, and culinary. It shows that there is world recognition of the city's potential of Bandung in the design sector. As a consequence of the award, the design sector is expected to attract other sectors such as Music, Culinary, and Art to also be able to become a superior selector.

The flagship sector of Bandung City (Music, Design, and Culinary) has been recognized at the national and international levels. As the arts and culture that have strong roots in the city of Bandung is the music sector, so many call the city of Bandung a barometer of

the national music industry. According to the IFPI & Music Canada study, it is a city that makes music an economic, entrepreneurial, cultural, and social potential. The positive impact of being a music city includes increasing the number of tourists, creating entrepreneurial opportunities, and making city branding. In 2016, the Independent Music Conference (IMC) was conducted in Bandung. The potential for the development of Bandung City music can be seen in the rise of cadet choral music activities on the anniversary of Indonesian Independence Day on August 17. With the abundance of music communities and various types of music, and has the attraction of music history and talented talents, one of the only independent music groups that have made Bandung city proud internationally by touring 20 cities in Europe.

While in the design sector, the city of Bandung has extraordinary creativity potential. Bandung is a creative city in design, judging from the city's design patterned with European garden cities and art deco buildings. Also, the overwhelming support of universities, research centers, and experts in innovation and the industry's rapid growth contributed economically to the region. The plan does not stand alone but can be developed into architecture, product design, fashion, comic illustration and animation, visual communication design, interior design, digital creatives, film, literature, media arts and crafts, and folk art.

Meanwhile, in the culinary sector, the city of Bandung has a high tourist attraction. It is hoped that it can be included in the UNESCO world heritage site in the category of Gastronomic Cities, which can positively impact Indonesia. Bandung is famous as a culinary city, which presents a variety of national and international snacks and is delicious and creative. Creativity in the culinary field can be seen in the processed food served, unique menu names, and attractive packaging. The proliferation of various restaurants and cafés shows that the city of Bandung has a high attractiveness in the culinary sector. Similarly, the culinary night is a weekly night activity in Bandung that presents a variety of local culinary spread in sub-districts. One of the culinary potentials in the city of Bandung is also the Bandung NHI Tourism College which produces professional culinary experts.

Bandung City Government certainly has a responsibility to develop the creative climate, especially in the music, design, and culinary sectors. Cultural development is expected to be the main point when promoting a creativity-based economy and must be supported by policies that lead to the development of art and culture. The potential of the city of Bandung that has been owned so far is abundant young talents, quality universities, and community characteristics that are open to change and can spur and support the more youthful generation to be more creative and plunge into the business world. However, efforts to achieve creative city parameters include policy, infrastructure, legal aspects, Hak Kekayaan Intelektual and creative ethics, support systems, capacities, and creative

economy contributions. However, until now, there is no supporting document in the form of a comprehensive database that can be used as a guide, especially in the three potential sectors. The potential has not been explored optimally due to the absence of valid data on the possible city of Bandung in the creative industry. Data collection of all community sectors or creative business actors has been carried out by approximately 3. 200 actors. It is necessary to update and cluster based on their position in the innovative ecosystem. The lack of arts and cultural infrastructure facilities in the city of Bandung is also one that must be addressed, in addition to the need for policies and strategic measures to increase social carrying capacity in the development of creativity in the city of Bandung.

RESEARCH METHOD

The research method conducted in studying Bandung's potential as a City of Music, Design, and Culinary is a survey and literature study method, is one form of descriptive method (Anderson, Dennis J. Sweeney, and Thomas A. Williams 2011). There are several methods of data collection. That consists of (a) types and sources of data, namely primary data collected, consisting of perception or assessment of the community, especially creative communities and community leaders who are competent with the development of creative cities, such as cultural figures, artists, academics and figures in government. Data sources come from the community, creative industry players, and creative communities and community leaders. While the secondary data collection consists of quantitative data of Actors or Creative Entrepreneurs, Universities / High Schools of Design in Bandung City, Art Sanggar in Bandung City, types of industries, and creative communities according to existing creative field categories, related institutions, and regulations governing it (Silalahi, 2009).

Population and Sampling use the solving method. The number of respondents was taken from 1,346 then obtained as many as 1,050 respondents (samples). Furthermore, the selection of respondents is carried out proportionally according to the number of each population. The results of calculations are proportionally obtained by the following table (Nazir, 2013):

Table 1. Population and Research Respondents

Group	Population Quantity	Number of Respondents
Music	58	45
Culinary	274	214
Design	1.014	791
Sum	1.346	1.050

Data Collection techniques are used using questionnaires/questionnaires and conducted interviews that are adjusted to the indicators that have been established in the study of the creative potential of the music, design, and culinary sub-sectors in the city of Bandung. In contrast, data analysis in the form of policy analysis is carried out by creating, assessing, and communicating knowledge (relevant to policy) in one or more stages of the policymaking process to realize the potential of Bandung as a City of Music, Design, and Culinary (Umar, 2003). At the same time, SWOT analysis (Strength, Weakness, Opportunity, Threat) is one of the practical tools to map the position of an entity to its environment and establish the grand strategy of the entity (Patilima, 2005).

RESULT AND DISCUSSION

RESULT

Departing from the definition and characteristics of creative cities according to UNESCO, it can be drawn an understanding that Bandung has the potential to become a City of Music, Design, and Culinary. First, Bandung as a city of Music, if referring to the characteristics of the Unesco version, namely: First Icon. Nationally today, Bandung is one of the barometers of music development in the country, where many musical talents become idols and dominate the music market in the country, even in neighboring countries (Malaysia, Singapore). In addition, some of his music groups are already known in foreign countries through music tours and gigs on the world music stage. In the city of Bandung, musical talents seem to be born even though they have not given birth to the characteristic music of Bandung. The delivery of music talents in the city of Bandung is also inseparable from the support of art education institutions. These practitioners/music experts care about the development of music in the city of Bandung. This Bandung city environment supports the development of music and the many talents who are self-taught experts in music.

Both networks. The network of music creative actors in the city of Bandung ideally can be built and formed correctly. Moreover, this is based on the availability of educational levels ranging from vocational schools to the available college level, the existence of music figures (musicians) who are experts in their fields, and musical talents who tend to grow and develop. In Bandung, the Bandung Music Council has been formed that has adequate networks to be a place for musicians in Bandung to develop musical creations and advance music in the city of Bandung. In addition, the music business network in Bandung is entirely developed so that it is expected to be able to encourage the development of the music business in the city of Bandung, regional level, national level, and even expected to develop to the international level. Third Spatial Aspects / Space Utilization. Music creative actors in the city of Bandung are primarily located in the Sumur Bandung subdistrict area, for that facilitation to develop ideally integrated with

the region, such as; the construction of public spaces and a place for music performances, music performance buildings. Although if the consideration is to make Bandung a city of music, supporting the use of the room for the construction of public spaces and a place for music performances is sought. Covering all areas in the city of Bandung, including; the Bojonagara development area, the Tegalega development area, the Karees development area, Ujungberung development area, and the Gedebage development area.

Second, Bandung as a design city, if referring to the characteristics of the Unesco version, namely: First Icon. Bandung was named a World Design city by UNESCO. It shows that Bandung has to design potential from the physical city, where the city's design is patterned with European garden cities and art deco buildings. Moreover, the presence of creative design actors in terms of adequate number and quality and the support of universities give birth to national and international caliber design experts. Both networks. A network of design communities in the city of Bandung has been formed. It only needs to be synergized to establish an integrated, vital, and qualified design community institution—third Spatial Aspects / Space Utilization. Physically Bandung has reflected as a design city, ha is illustrated by the city's design with a European garden city pattern and art deco buildings. However, the design formation is concentrated around the Jl. RE area. Martadinata, Jalan Aceh, Jalan Ir.H.Djuanda, Jalan Cihampelas. This condition has not fully described the city of Bandung as an ideal design city because it is still necessary to form a city design for other development areas, such as; for tegalega region, the Gedebage region, and the Ujungberung region. It is intended so that the characteristics of Bandung as a design city can be expressed for the entire Bandung city development area.

Third, Bandung is a culinary city, if referring to the characteristics of the UNESCO version, namely: First Icon. Bandung is identical to the culinary center. It is based on rapid and varied culinary growth. Whatever culinary develops in the city of Bandung will be easily branded and tasted by visitors who come to the city of Bandung. Even the branding of Bandung as a culinary city can boost domestic tourist visits and the country. Both networks. A network of culinary communities in the city of Bandung has been formed, one of which is a culinary syndicate. The establishment of the culinary community in its development is not as diverse as the network of design and music communities. However, gradually in line with the culinary growth in the city of Bandung so quickly, it is sought that the institutional development of culinary community networks will grow well. Third Spatial Aspects / Space Utilization. Culinary development patterns in the city of Bandung tend to be linear with the growth of roads and areas/centers of trade and services. The distribution of hawker / culinary centers is evenly distributed throughout the site in the city of Bandung. For this reason, a pattern of space control is needed that is expected to be able to minimize the negative impacts that arise, such as the aesthetics of the city, the chaos due to the installation of signage/billboards, and culinary place accessories that tend to be sporadic (Opstrup 2020).

The development of the world economy today demands increasingly fierce and competitive competition. Realized that time not only to rely on supremacy in the field of the industry anymore but must rely more on creative human resources (HR) that intensify information with creativity, popularly called the creative economy driven by the industrial sector called the creative industry (Ansoff et al., 2019). Bandung is a pioneer, where the creative economy grows and develops into one of the boosting regional economies. It is further confirmed by the success of Bandung as a world design city network. Bandung momentum as a network of world design cities ideally can be used as a lever in other creative economy fields, such as culinary and music. Culinary and music is a very developed creative economy in Bandung and branded where Bandung is a culinary center (culinary city). Bandung is also a barometer of industry and music creation in the country.

Based on the creative economy development ecosystem consisting of; HR, products, markets/users, R & D, obtained an overview of respondents' assessments as follows:

A. Music

A.1 Human Resources

Table 2. Human Resources

No	Positive Impact	Negative Impact
1.	The problem identification of obstacles for creative music actors to enter the network of the music community, such as: a. Lack of information about the association/network of music creative communities in the city of Bandung. b. Music creative entrepreneurs are more focused on developing music creations that are engaged.	Lack of interest in music creative actors to enter into a network member of the music creative community network.
2.	Music creative actors in Bandung are very potential for both traditional music and kontenporer	a. In the absence of a potential market to market, his creations will impact the unacceptability of musical talent, the low growth of musical creations b. , and a flood of music creatives from abroad.
3.	The identification of the average music creative actor is still constrained in innovating and developing his creations.	Music in the city of Bandung does not have originality and does not have an event that has the characteristics of Bandung.

A.2 Product

Table 3. Music Products

No	Positive Impact	Negative Impact
1.	The field of music can be a prospective source of livelihood and has a broad market share.	Unemployment will increase if it is not facilitated by the distribution of musicians to be able to perform and the availability of events/music performances.
2.	Multiplier effect caused by large and prospective with the development of the field of music	Bandung has annual events and convenience in licensing the implementation of these events.
3.	The development of creativity in music activities in the city of Bandung is very dynamic.	Cause problems if there is no link & match music creation with the available market.

A.3 Market/User

Table 4. Music Markets/Users

No	Positive Impact	Negative Impact
1.	Open and growing publications through online media	High rate of piracy of musical creations
2.	The work of Bandung creative actors in the music industry in Jakarta, both through television media and media that are free of information technology	Lack of media to expand local music; there are no radios that support it.

A.4 Research & Development

Table 5. Music R&D

No	Positive Impact	Negative Impact
1.	Identifying the music education system that is currently taught in the education institution is too rigid and less encouraging for students' innovation in creating music.	Music/art potential is underdeveloped.

B. Design

B.1 SDM

Table 6 Human Resources Design

No	Positive Impact	Negative Impact
1.	The identification of obstacles to designing creative business actors in meeting the needs of skilled human resources, ability to be creative, and highly talented at developing their business, among others, is caused by: a. Lack of information related to human resources with qualifications and specifications as needed. b. There are indications that there has not been a link & match between the level of education and the industry / natural creative business field in the city of Bandung.	The difficulty in designing creative business actors to obtain skilled human resources, ability to be creative and highly talented at developing their business
2.	We are identifying the difficulties of designing creative business actors to become members of community associations or networks due to a lack of information about associations/networks of creative design communities in Bandung.	a. Less interest from design creative business actors to enter the association/network of the creative design community. b. The creative design business actors are more focused on the business involved.
3.	Identifying creative design actors will facilitate capital support	and the difficulty of designing creative actors to develop their business.

B.2 Product

Table 7. Design Products

No	Positive Impact	Negative Impact
1.	The identification of obstacles faced in innovating and developing its products, due to: a. The unavailability of human resources who have creations, talents, and innovations	a. It is difficult for creative design business actors to register their products to obtain IPR. b. The need for incentives in product development by the Bandung City Government.

	b. Not allocated product development funds.	c. The average design creative business actor does not have an R&D unit.
2.	They are identifying the difficulties of designing creative business actors to become members of community associations or networks due to a lack of information about associations/networks of creative design communities in Bandung.	a. Less interest from design creative business actors to enter the association/network of the creative design community. b. The creative design business actors are more focused on the business involved.
3.	Bandung has been branded as a design city and has become a barometer of design development	and the difficulty of designing creative actors to develop their business.
4.	High Bandung City Government support	Bandung's potential as a Design City will not be realized if it is not responded to positively and built together between design creative business actors, design experts, universities, and design stakeholders.
5.	Support of adequate educational institutions from vocational level to higher education	Difficulties will develop if there is no cooperation between creative design actors and educational institutions.
6.	The social and cultural characteristics of the people of Bandung City support the development of the design sector	and the growth and development of creative design efforts in areas not under the direction of space utilization.

B.3 Market/User

Table 8. Design Market/User

No	Positive Impact	Negative Impact
1.	UNESCO has named Bandung as one of the world's design city networks.	Bandung city government and all design stakeholders must work hand in hand and work together to maintain and utilize the potential of Bandung as a World Design city. Making it happen requires regulation, adequate budget allocation, and strong commitment.
2.	The product variants are segmented so that the business competition is competitive	a. . It has not been socialized in the field of a design business that is quite varied, such as; product design, interior, graphics, fashion, and DKV. In product design, there are 16 fields ranging from airplanes to clocks. b. Design services in government legislation do not appear in unknown bureaucrats.
3.	Increasing national trade statistics for creative products, one of which is design products	Difficult to fulfill if the design creative business actors do not develop competitive products, do not run the function of R & D
4.	The establishment of an adequate and prospective online marketing network	High levels of plagiarism and piracy of works
5.	Opening of free-market MEA (ASEAN Economic Community), APEC	Design business actors must compensate for the needs of product certification and human resources.

B.4 Research & Development

Table 9. Design R&D

No	Positive Impact	Negative Impact
1.	He identified that the average design creative business actor does not have an R&D unit.	The city of Bandung has not expressed / physically demonstrated its design.

C. Culinary

C.1 SDM

Table 10. Culinary HR

No	Positive Impact	Negative Impact
1.	<p>The identification of obstacles to designing creative business actors in meeting the needs of skilled human resources, able to be creative, highly talented at developing their business, among others, is caused by:</p> <p>a. Lack of information related to human resources that have qualifications and specifications as needed.</p> <p>b. There are indications that there has not been a link & match between the level of education and the industry / actual creative business field in the city of Bandung.</p> <p>c. Human resources produced by the level of education in the city of Bandung have not been able to be fully ready to use</p>	<p>The difficulty in designing creative business actors to obtain skilled human resources, able to be creative, highly talented, to develop their business</p>
2.	<p>They are identifying the difficulties of designing creative business actors to become members of community associations or networks due to a lack of information about the association/network of creative culinary communities in the city of Bandung.</p>	<p>a. Less interest from culinary creative business actors in entering the association/network of the creative culinary Community.</p> <p>b. Culinary creative business actors are more focused on the business involved.</p>
3.	<p>Identifying culinary creative actors will facilitate capital support</p>	<p>, and the difficulty of culinary create actors to develop their business.</p>

C.2 Product

Table 11. Culinary Products

No	Positive Impact	Negative Impact
1.	<p>The identification of obstacles faced in innovating and developing its products, due to:</p> <ul style="list-style-type: none"> a. No R&D unit b. The unavailability of human resources who have creations, talents, and innovations c. Not allocated product development funds. 	<ul style="list-style-type: none"> a. To protect its products against the emergence of imitations or claims from other business actors, most culinary creative economy actors do not / have not registered IPR for their products b. , and the need for incentives in product development by the Bandung City Government. c. The average culinary creative business does not have an R&D unit.
2.	<p>The identification of the difficulty of culinary creative business actors to become members in community associations or networks due to a lack of information about the association/network of creative culinary communities in the city of Bandung.</p>	<ul style="list-style-type: none"> a. Less interest from design creative business actors to enter the association/network of the creative culinary Community. b. Culinary creative business actors are more focused on the business involved.
3.	<p>Bandung has been branded as a culinary center/city</p>	<ul style="list-style-type: none"> a. The difficulty of culinary creates actors to develop their business. b. Types of culinary businesses tend to be inelastic.
4.	<p>High Bandung City Government support</p>	<p>The necessity of the Bandung city government to provide facilities and infrastructure supporting the culinary business that is prospective and competitive, if not done, will have an impact on sporadic growth and development of hawker / culinary centers that are not under the direction of space utilization.</p>
5.	<p>Support of adequate educational institutions from vocational level to higher education</p>	<p>Difficulties will develop if there is no cooperation between culinary creative actors and educational institutions.</p>

No	Positive Impact	Negative Impact
6.	The social and cultural characteristics of the people of Bandung City support the development of the culinary sector	and the growth and development of creative culinary efforts in areas not under the direction of space utilization.

C.3 Market/User

Table 12. Culinary Markets/Users

No	Positive Impact	Negative Impact
1.	The establishment of an adequate and prospective online marketing network	High levels of plagiarism and piracy of works
2.	Vast market share and product variants are diverse and easy to brand	a. Many restaurants and cafes compete with street vendors because the prices sold on the street are pretty cheap. b. Poor culinary business management patterns will impact environmental pollution due to the waste generated.
3.	Multiplier effect caused by large and prospective with the development of culinary creative business	Availability of infrastructure and facilities that have not fully supported the development efforts of culinary business actors
4.	Bandung City Government has facilitated hawker/culinary exhibition event activities, such as; culinary night district level and culinary events.	Snack / culinary variants that are peddled are less varied and tend to lack confectionery with a typical Bandung.

C.4 R&D

Table 13. Culinary R&D

No	Positive Impact	Negative Impact
1.	He identified that the average culinary creative business actor does not have an R&D unit.	Many newly established culinary businesses have closed again (failed).

DISCUSSION

Policy Analysis

Based on identifying positive and negative impacts, it can be described as the direction of Bandung's potential development policy as a City of Music, Design, and Culinary, according to the creative economy development ecosystem: First, Human Resources. The direction of hr development policy is more aimed at increasing capacity and governance from bureaucratic elements and increasing the capacity and quality of music, design, and culinary creative economy actors. It is necessary to formulate an institutional model of music, design, and culinary community networks that can support their business and activities, establish partnerships, and not cause discrimination among music, design, and culinary creative business actors (David, David, and David 2020). Second, the product. The direction of the policy of developing innovative music, design, and culinary products is ideally more emphasized on products that have typical / characteristics typical of Bandung and, if possible, have been registered Haki (certified patent). These products will quickly become support and driver in realizing Bandung as a Global City of Music, Design, and Culinary. Because of the national scale of Bandung deliberately or unintentionally has been branded as a city of music, design, and culinary, only legitimacy remains specifically just like Bandung as a creative city. In addition to creating specific Bandung products, the guaranteed supply chain of raw materials needs to be maintained and anticipated. Often, these factors become obstacles in ensuring the sustainability of production, especially for design and culinary products (Landry, 2014). Third, the market/user. The direction of market/user development is more emphasized on the need for the facilitation of promotion and marketing of innovative music, design and culinary products is very important. It is based on considerations of target market development that can not only rely on the independence and ability of creative business actors, music, design, and culinary but still must be supported and facilitated by policymakers, especially the Bandung City Government. The provision of public spaces and performance buildings, exhibition events, performance events, and licensing.

Moreover, if it is possible to encourage the establishment of partnerships between creative business actors and hotel business actors, fashion business actors, and business actors managing tourist facilities is facilitation in supporting the development of music, design, and culinary businesses. The need for facilitation has logical consequences for budgeting needs. There is an increase in regional operational spending in developing the field of design, culinary, and music through related OPD. Fourth, R & D. The development of music, design, and culinary product requires comprehensive research and development. Based on the results of field research, almost the average R&D is not owned by music, design, and culinary creative businesses. If structured research and development are carried out, it is expected to produce more competitive products and develop their

development and marketing patterns. It is necessary to establish cooperation with universities for research and reliable human resources (Court et al., 2020).

Strategy Formulation

After obtaining the policy direction of Bandung's potential as a city of Music, Design, and Culinary, the next step is to formulate its development strategy. To develop Bandung's development strategy as a city of music, design, and culinary that can be implemented, the need to identify and assess external and internal factors. Including opportunities, threats, strengths, and weaknesses of Bandung's potential as a city of music, design, and culinary to further formulate its development strategy. Form of Bandung development strategy as a city of music, design, and culinary (Flynn, 1990):

A. Music

A.1 EFE Matrix of Bandung's potential as a City of Music

Table 14. EFE Matrix

No.	EXTERNAL DETERMINANTS	Value Weight	Rating	Shoes
1	The field of music can be a prospective source of livelihood and has a broad market share.	0,08	2	0,16
2	Multiplier effect caused by large and prospective with the development of the field of music	0,09	2	0,18
3	The development of creativity in music activities in the city of Bandung is very dynamic	0,18	4	0,72
4	Open and growing publications through online media	0,09	2	0,18
5	Lack of media to develop local music, no radios supporting	0,14	4	0,64
6	Bandung does not yet have an annual event due to the difficulty of licensing	0,14	4	0,64
7	The music education system that is currently taught in the educational institution makes the potential of music/artless developed	0,1	3	0,3
8	High rate of piracy of musical creations	0,18	4	0,72

No.	EXTERNAL DETERMINANTS	Value Weight	Rating	Shoes
	Total	1		3,54

From the EFE matrix that has been compiled, it can be seen that the development of creativity in music activities in the city of Bandung is very dynamic and is the most significant opportunity factor. In contrast, the highest threat factor is the high level of piracy of musical creations. The total score obtained from external matrix calculations of elements shows that the potential of Bandung as a City of Music is at an above-average position in its overall strategic situation. This phenomenon indicates that Bandung has the potential to become a music city because it will be able to take advantage of external opportunities that arise and anticipate the threats faced.

A.2 IFE Matrix of Bandung's potential as a City of Music

Table 15. IFE Matrix

No.	INTERNAL DETERMINANTS	Value Weight	Rating	Shoes
1	Bandung is one of the cities that has become a barometer of music development in Indonesia.	0,10	4	0,40
2	Music creative actors in Bandung are very potential for both traditional music and kontemporer	0,09	3	0,27
3	The vocational education level has developed contemporary and karawitan music, a combination of traditional and contemporary music.	0,09	3	0,27
4	The establishment of creative committee organizations and creative communities	0,09	3	0,27
5	Support of adequate educational institutions from vocational level to higher education	0,09	3	0,27
6	Availability of public space to express and appreciate musical activities	0,05	2	0,10
7	Social and cultural characteristics of the people of Bandung City that support the development of the field of music	0,05	2	0,10
8	Music creative actors have mostly patented/registered their music creations to IPR	0,09	3	0,27

No.	INTERNAL DETERMINANTS	Value Weight	Rating	Shoes
9	There is no traditional music in Bandung city, lack of funding for music concerts in Bandung	0,10	2	0,20
10	Not yet formed advisors and experts in the field of music, in order to develop music that has a tradition of Bandung	0,05	1	0,05
11	There is no award event for artists and music figures in the city of Bandung	0,05	1	0.05
12	Music in the city of Bandung does not have originality and does not have an event that has the characteristics of Bandung.	0,05	1	0.05
13	Music creative business actors have not registered/registered as members of the music community association/network	0.05	1	0.05
14	The average music creative business actor is still constrained in innovating and developing his creations.	0.05	1	0.05
	Total	1		2,40

It can be seen that the highest strength factor lies in the Bandung factor is one of the cities that has become a barometer of music development in Indonesia. While the highest weakness factor is that there is no traditional music in the city of Bandung, lack of funding for music concerts in Bandung. The total score (score) shows that Bandung's efforts to become a music city potentially are below the average of its overall internal strategic position by utilizing strengths and minimizing its weaknesses.

A.3 Analysis of external and internal factors of Bandung's potential as a City of Music

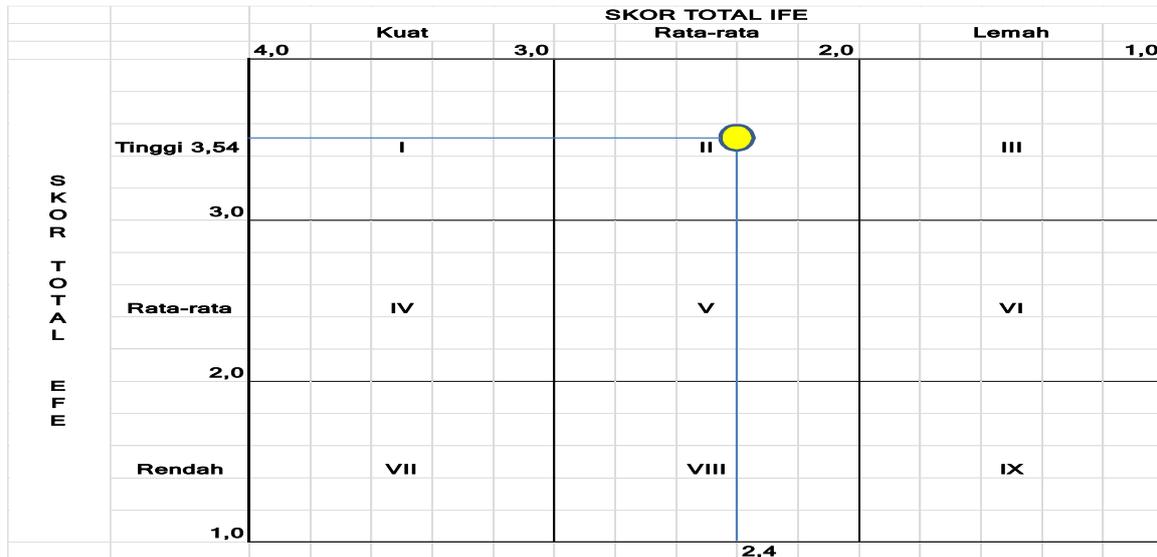


Figure 1. External and Internal Factor Analysis

The form of strategic position based on mapping into the external and internal matrix is in quadrant II. It shows that Bandung's potential as a City of Music is growth through horizontal integration, product development, and market development. Alternative growth strategies are through horizontal integration, product development, and music market development. In detail, are as follows: First, Strategies to maximize strength in anticipating opportunities, namely: (1) Increasing the competitiveness of Bandung music creation; and (2) Encouraging the creation of a business environment in which spurs increased creation. Second, the strategy of utilizing strength maximally in the face of threats: (1) Providing ease of licensing and creative infrastructure; and (2) Formulate regulations that protect music creative economy actors. Third, Staregi minimizes the weaknesses possessed in anticipating opportunities, namely the construction of public spaces in each area of Bandung city which is also intended for music performances/concerts. Fourth, the strategy minimizes the weaknesses possessed in the face of threats: (1) Increased Anti-piracy Law Enforcement; and (2) Increased the use of information technology in the marketing of music creations.

B. Design

B.1 EFE Matrix of Bandung's potential as a Design City

Table 16. EFE Matrix Design

No	EXTERNAL DETERMINANTS	Value Weight	Rating	Shoes
1	UNESCO has named Bandung as one of the world's designed city networks	0,13	4	0,52
2	The product variants are segmented so that the business competition is competitive	0,07	2	0,14
3	Increasing national trade statistics for creative products, one of which is design products	0,07	2	0,14
4	The establishment of an adequate and prospective online marketing network	0,12	4	0,48
5	Opening of free-market MEA (ASEAN Economic Community), APEC	0,1	3	0,3
6	High levels of plagiarism and piracy of works	0,13	4	0,52
7	There are no regulations that regulate and protect to develop of businesses in the field of design	0,12	4	0,48
8	It has not been socialized in the field of a design business that is quite varied, such as; product design, interior, graphics, fashion, and DKV. In product design, there are 16 fields ranging from airplane clocks.	0,07	2	0,14
9	Design services in government legislation do not appear in unknown bureaucrats	0,07	2	0,14
10	The city of Bandung has not expressed / physically demonstrated its design.	0,12	4	0,48
	Total	1		3,34

From the EFE matrix that has been compiled, it can be seen that UNESCO has named Bandung as one of the World's Design City networks is the most significant opportunity factor. In contrast, the highest threat factor is the high level of plagiarism and piracy. The total score obtained from the results of external matrix calculations shows that the potential of Bandung as a Design City is at an above-average position in its overall strategic situation. This phenomenon indicates that Bandung has the potential to become a design city because it will be able to take advantage of external opportunities that arise and anticipate the threats faced.

B.2 IFE Matrix of Bandung's potential as a Design City

Table 17. IFE Matrix Design

No.	INTERNAL DETERMINANTS	Value Weight	Rating	Shoes
1	High Bandung City Government support	0,08	3	0,24
2	The establishment of creative committee organizations and creative communities	0,08	3	0,24
3	Support of adequate educational institutions from vocational level to higher education	0,09	4	0,36
4	Bandung has been branded as a design city and has become a barometer of design development	0,12	4	0,48
5	Social and cultural characteristics of the people of Bandung City that support the development of the design sector	0,07	2	0,14
6	The average design creative business actor is still constrained in meeting the needs of skilled human resources, able to be creative and highly talented at developing their business.	0,08	2	0,16
7	The creative economy design business actors are, on average registered as members of the design community association/ network	0,08	2	0,16
8	The creative actor's designs for creativity and talent are undoubtedly only. On average, they have financial limitations.	0,08	2	0,16
9	The average design creative business actor is still constrained in innovating and developing his business	0,08	2	0,16
10	Most design creative business actors have not registered their products to be registered/registered haki	0,12	2	0,24
11	Creative actors are often constrained in maintaining the sustainability of the supply chain of raw materials to support the production process.	0,06	1	0,06
12	The average design creative business does not have an R&D unit.	0,08	2	0,16

No.	INTERNAL DETERMINANTS	Value Weight	Rating	Shoes
	Total	1		2,56

From the IFE matrix compiled, it can be seen that the highest strength factor lies in the Bandung factor has been branded as a design city and become a barometer of design development. While the highest weakness factor is that most design creative business actors have not registered their products to be recorded/registered IPR. The total value (score) obtained shows that Bandung's efforts to become a design city are above the average of its overall internal strategic position by utilizing strengths and minimizing weaknesses.

B.3 Analysis of external and internal factors of Bandung's potential as a Design City

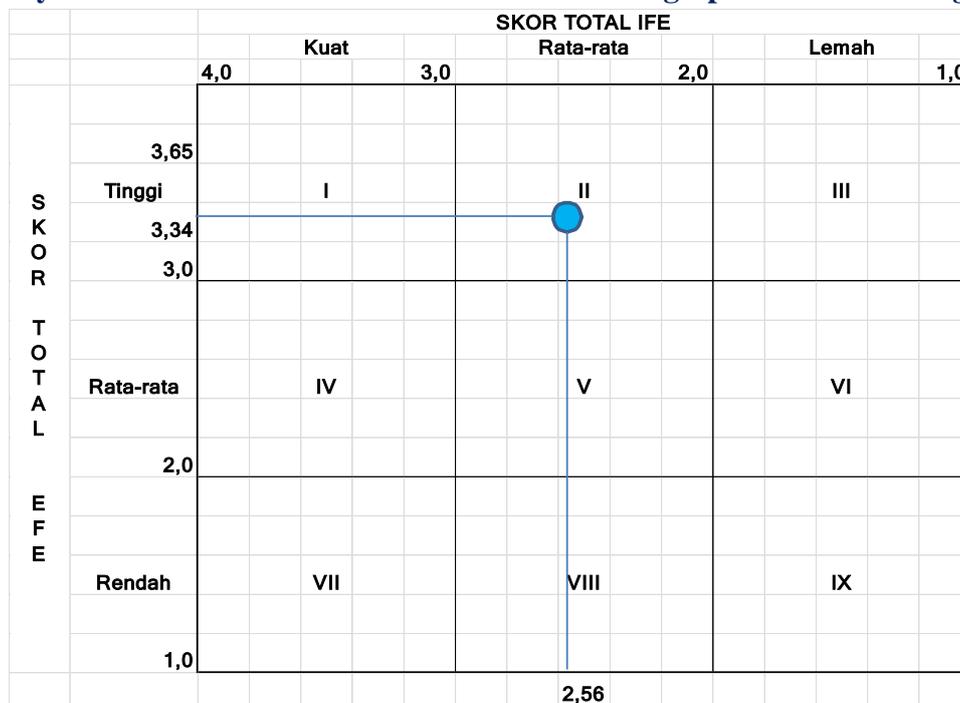


Figure 2. Analysis of External and Internal Factors of Design

Forming a strategic position based on mapping the external and internal matrix is quadrant II. It shows that Bandung's potential as a Design City grows through horizontal integration, product development, and market development. Through horizontal integration, product development, and market development, growth can be done by utilizing opportunities. That arises in suitable value creation to realize Bandung as a prospective and sustainable Design City. Moreover, benefit from its strengths in using internal resources, ability, and competence to do what was initially considered a destination. That was not considered a prospective and sustainable design city. and

benefited from the strengths possessed to utilize internal resources, ability, and competence to do what was initially considered a goal that was not considered a future goal. Can be achieved.

Alternative forms of horizontal integration strategies, product development, and design market development are as follows: First, Staregi utilizes maximum strength in anticipating opportunities: (1) Facilitation in product marketing and promotion; and (2) Realizing excellent bureaucratic services. Second, the strategy utilizes power maximally in the face of threats, namely: (1) Building and forming community network institutions; (2) Formulating regulations that protect business actors; and (3) Facilitating the certification process. Third, the strategy minimizes the weaknesses possessed in anticipating opportunities, namely (1) Establishing cooperation with universities for research and obtaining reliable human resources; and (2) Facilitating the establishment of partnerships with suppliers. Fourth, the strategy minimizes the weaknesses possessed in the face of threats, namely: (1) Increased Anti-piracy Law Enforcement.; and (2) Socialization and promotion of the field of design services that have not been known by many people (Ansoff et al., 2019).

C. Culinary

C.1 EFE Matrix of Bandung's potential as a Culinary City

Table 18. EFE Culinary Matrix

No.	EXTERNAL DETERMINANTS	Value Weight	Rating	Shoes
1	The establishment of an adequate and prospective online marketing network	0,13	4	0,52
2	Vast market share and product variants are diverse and easy to brand	0,08	2	0,16
3	Multiplier effect caused by large and prospective with the development of culinary creative business	0,16	4	0,64
4	The development of culinary business creativity in the city of Bandung is very dynamic	0,1	3	0,3
5	Bandung City Government has facilitated hawker/culinary exhibition event activities, such as; culinary night district level and culinary events.	0,09	3	0,27
6	Availability of infrastructure and facilities that have not fully supported the	0,09	3	0,27

	development efforts of culinary business actors			
7	Many restaurants and cafes compete with street vendors because the prices sold on the street are pretty cheap.	0,1	3	0,3
8	Her ability in business management and mastery of culinary business information that has not been evenly distributed	0,15	4	0,60
9	Poor culinary business management patterns will impact environmental pollution due to the waste generated.	0,09	3	0,27
	Total	1		3,33

From the EFE matrix that has been compiled, it can be seen that the multiplier effect caused by significant and prospective culinary creative business development is the biggest opportunity factor. In contrast, the highest threat factor is the ability of human resources in business management and mastery of culinary business information that has not been evenly distributed. The total score obtained from external matrix calculations shows that the potential of Bandung as a Culinary City is at an above-average position from its overall strategic situation. This phenomenon indicates that Bandung has the potential to become a culinary city because it will be able to take advantage of external opportunities that arise and anticipate the threats faced.

C.2 EFE Matrix of Bandung's potential as a Culinary City

Table 19. EFE Culinary Matrix

No.	INTERNAL DETERMINANTS	Value Weight	Rating	Shoes
1	Bandung has been branded as a culinary center/city	0,11	4	0,44
2	High Bandung City Government support	0,08	3	0,24
3	The establishment of creative committee organizations and creative communities	0,08	3	0,24
4	Support of adequate educational institutions from vocational level to higher education	0,08	3	0,24
5	Social and cultural characteristics of the people of Bandung City that support the development of the culinary sector	0,05	2	0,10

No.	INTERNAL DETERMINANTS	Value Weight	Rating	Shoes
6	The characteristics of culinary business people in Bandung are innovative and tend to be happier competing in the city of Bandung	0,05	1	0,05
7	The average culinary creative business actor is still constrained in meeting the needs of skilled human resources, able to be creative and highly talented at developing their business.	0,08	2	0,16
8	The average culinary creative economy business actor is registered as a member of the association/network of the design community	0,08	2	0,16
9	The average culinary creative business actor is still constrained in developing and innovating their products.	0,05	1	0,05
10	To protect their products against the emergence of imitations or claims from other business actors, most culinary creative economy actors do not / have not registered IPR for their products.	0,08	2	0,16
11	There is no more potential in the typical culinary type in order to compete	0,05	1	0,05
12	Types of culinary businesses tend to be inelastic	0,11	2	0,22
13	The average culinary creative business does not have an R&D unit.	0,08	2	0,16
	Total	1		2,27

From the IFE matrix compiled, it can be seen that the highest strength factor lies in the Bandung factor has been branded as a culinary city, while the highest weakness factor is that the type of culinary business tends to be inelastic. The total value (score) obtained shows that Bandung's efforts to become a culinary city are above the average of its overall internal strategic position by utilizing strengths and minimizing weaknesses.

C.3 Analysis of external and internal factors of Bandung's potential as a Culinary City

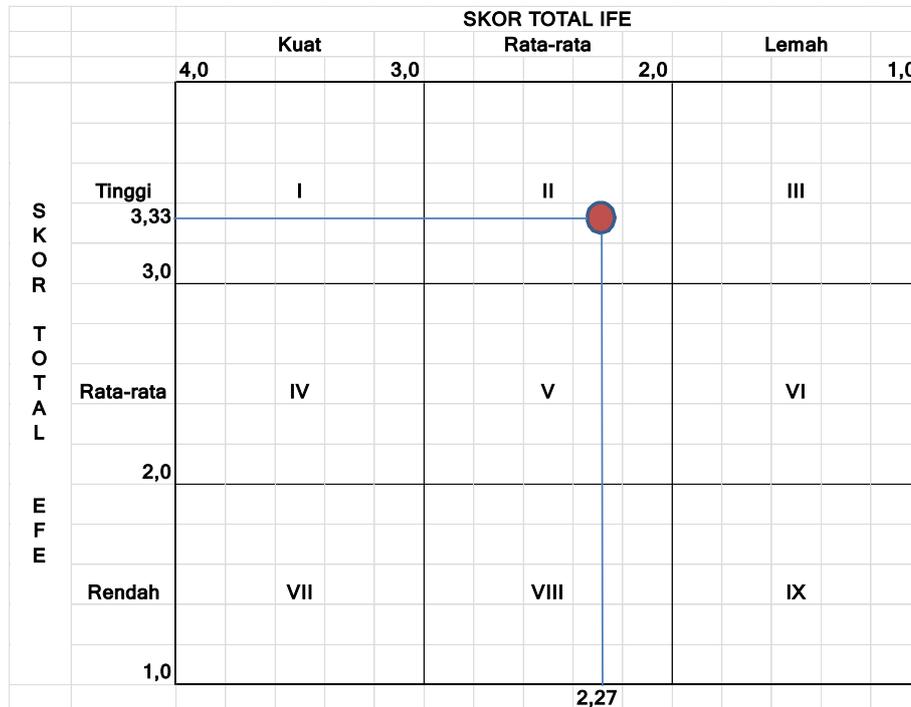


Figure 3. Culinary Factor Analysis

The strategic position based on mapping into the external and internal matrix is in quadrant II. Bandung's potential as a culinary city grows through horizontal integration, product development, and market development. Through horizontal integration, product development, and market development, growth can be done by utilizing opportunities arising in suitable value creation to realize Bandung as a prospective and competitive Culinary City. Moreover, benefit from its strengths to use internal resources, ability, and competence to do what was initially considered a destination that was not achievable—alternative growth strategies through horizontal integration, product development, and culinary market development. In detail, it is as follows: First, the system makes maximum use of strength in anticipating opportunities: (1) Encourage the creation of a business environment that spurs increased creation; and (2) The provision of access to information. Second, the strategy of utilizing strength maximally in the face of threats: (1) Providing ease of business infrastructure; and (2) Formulating regulations that protect business actors. Third, Staregi minimizes the weaknesses in anticipating opportunities, namely: Facilitation so that culinary business actors can partner and build community networks to establish a conducive business climate. Fourth, the strategy minimizes the weaknesses possessed in the face of threats, namely: Encouraging the creation of innovative business models and successfully developing the market.



Action Plan

The action plan is prepared based on the indications of the proposed program. It is organized under the policies and strategies for developing Bandung's potential as a City of Music, Design, and Culinary. To find out the projection and action plan of Bandung's potential as a City of Music, Design and Culinary can be seen in the following tables:



Table 20. Bandung's Potential Action Plan as a City of Music

No	Aspects	Program Indications	Target	Year						Person in Charge
				2018	2019	2020	2021	2022	2023	
1	SDM	1) Forming a board of music experts/advisors in developing Bandung traditional music	The formation of a board of experts/advisors for Bandung musicians							Disbudpar
		2) Realizing excellent bureaucratic services	, establishing bureaucratic services that are accountable, effective, and productive.							
		3) It was developing human resources and tourism institutions that are professional, characteristically Sundanese, and globally	-minded and the formation of professional human resources, characteristics of Sundanese, and global insight.							
2	Product	1) Construction of buildings/centers of art and music performances that are representative	Building buildings and musical teachers							Disbudpar, Dinas PU



No	Aspects	Program Indications	Target	Year						Person in Charge
				2018	2019	2020	2021	2022	2023	
		2) Increasing the conservation of regional cultural arts among the government, private, and the public	Preserved regional cultural arts							Disbudpar
		3) <i>Street furniture</i> in the city of Bandung has not described/characterized Bandung as a city of music	Pedestrian in Bandung City, which characterizes Bandung as a City of Music							Disbudpar, Dinas PU
		4) Facilitate music copyright competitions in collaboration with the music community, Diskominfo.	The implementation of a well-organized music copyrighted work							Disbudpar
		5) The construction of public spaces in each area of Bandung city is also intended for music performances/concerts.	The construction of public spaces throughout the Bandung city area can also be intended for							Disbudpar, Dinas PU, Bappelitbang



No	Aspects	Program Indications	Target	Year						Person in Charge
				2018	2019	2020	2021	2022	2023	
			music performances/concerts.							
3	Pass	1) They are organizing concerts of Bandung musicians and music characteristics of Bandung that are well organized	and the implementation of Bandung musicians' concerts and music characteristics Bandung.							Disbudpar and the Music Community
		2) Optimization of Bandung City as a competitive tourist destination city	The field of music supports the branding of Bandung as a tourist destination.							Disbudpar
		3) Facilitation and support of accessible and transparent licensing services	Easy and transparent licensing services facilitated it.							DPMPTSP
		4) Facilitate "Market Access" development of Bandung music creations in the regional and international spheres	Facilitated marketing and promotion of regional and international scope							Disbudpar



No	Aspects	Program Indications	Target	Year						Person in Charge
				2018	2019	2020	2021	2022	2023	
		5) Developing the main and supporting facilities and infrastructure for the development of MICE that can significantly become a factor in attracting tourists and triggering other economic revivals	The development of Facilities and infrastructure supports the development of adequate MICE.							Disbudpar, Dinas PU, Bappelitbang

Table 21. Bandung Potential Action Plan as a Design City

No	Aspects	Program Indications	Target	Year						Related Stakeholders
				2018	2019	2020	2021	2022	2023	
1	SDM	1) Issuing regulations that protect creative design business	They have protected design business actors in carrying out their							Disbudpar



No	Aspects	Program Indications	Target	Year						Related Stakeholders
				2018	2019	2020	2021	2022	2023	
		actors in developing their business	business (permits, facilitation/assistance).							
		2) Realizing excellent bureaucratic services	, establishing bureaucratic services that are accountable, effective, and productive.							
		3) It was developing human resources and tourism institutions that are professional, characteristically Sundanese, and globally	-minded and the formation of professional human resources, characteristics of Sundanese, and global insight.							
2	Product	1) Building the infrastructure of Bandung city, which is characterized as a design city evenly not only around Dago, Cihampelas,	Buildings in the city of Bandung are characterized by heritage, street furniture ornate with unique designs, and the provision of public facilities and							Disbudpar, Dinas PU, Disperindag and Dinas KUMKM, Bappelitbang



No	Aspects	Program Indications	Target	Year						Related Stakeholders
				2018	2019	2020	2021	2022	2023	
		Merdeka, and Asia Afrika streets	infrastructure that have characteristics / unique built evenly throughout the city of Bandung.							Disbudpar and College
		2) Facilitation in maintaining the supply chain of raw materials to ensure direct production	Facilitated partnerships between raw material supplier sources and designed creative business actors							
		3) Facilitate cooperation with universities in developing products	Facilitated R&D cooperation with universities in product development							
		4) Facilitate design copyright competition in collaboration with the design community, Disbudpar, Disperindag, Dinas KUKM	The event has held a competition for design creation works that were well organized.							The design community, Disbudpar, Disperindag, KUMKM Office



No	Aspects	Program Indications	Target	Year						Related Stakeholders
				2018	2019	2020	2021	2022	2023	
		5) Encourage design creative business actors to register and obtain IPR certificates	It was facilitated by designing creative business actors to authenticate/register IPR products.							Disbudpar, Disperindag, KUMKM Office
3	Pass	1) Facilitation in the distribution and promotion of products through continuous and well-scheduled events and exhibitions	Organizing exhibition events regularly and well organized.							Disbudpar, Design comuitas
		2) Establishment of an intelligence marketing team	and formation of the marketing team.							Disbudpar, Disperindag, KUMKM Office, Economic Section
		3) Optimization of Bandung City as a competitive tourist destination city	The design field supports the branding of Bandung as a tourist destination.							Disbudpar



No	Aspects	Program Indications	Target	Year						Related Stakeholders
				2018	2019	2020	2021	2022	2023	
		4) The construction of a "Market Place" that can be used as a means of distributing both physical products and online distribution	Terbangunnya Market Place							Disbudpar, Disperindag, KUMKM Office, Economic Section, Bappelitbang
		5) Facilitation of "Market Access" development of Bandung Design in regional and international markets	Facilitated marketing and promotion of regional and international scope							Disbudpar, Disperindag, Dinas KUMKM, DPMPTSP
		6) Facilitation and support of accessible and transparent licensing services	Facilitated licensing services							DPMPTSP
		7) He facilitated link & match of design creative business actors with hoteliers, tourist area	Facilitated cooperation between creative business actors, design and hotel							Disbudpar



No	Aspects	Program Indications	Target	Year						Related Stakeholders
				2018	2019	2020	2021	2022	2023	
		managers, and fashion entrepreneurs and	entrepreneurs, tourist areas, and fashion.							Disbudpar, Disperindag and Dinas KUMKM
		8) Socialization and promotion of the field of design services that many people have not known and	Community in design services.							
4	R & D	1) Database preparation and mapping of HR Design	The arrangement of database and mapping hr design							Disbudpar, College, Design Community
		2) Establish cooperation with universities for research and get reliable human resources	, also the steepness of cooperation in R&D between creative design business actors with high Jordan.							

Table 22. Bandung Potential Action Plan as a Culinary City

No	Aspects	Program Indications	Target	Year						Person in Charge
				2018	2019	2020	2021	2022	2023	
1	SDM	1) Facilitation for culinary business actors in paying taxes and making certifications	Facilitated culinary business actors to become good taxpayers and the creation of certification.							Disbidpar, Disyanjak
		2) Developing human resources and professional tourism institutions, characteristically Sundanese and globally	-minded. Also, The formation of professional human resources, characteristics of Sundanese and global insight.							
		3) It realizes excellent bureaucratic services	and establishes bureaucratic services that are accountable, effective, and productive.							Disbudpar and the Culinary Community
		4) Facilitation so that culinary business actors to partner and build community	The establishment of a network of culinary communities							



No	Aspects	Program Indications	Target	Year						Person in Charge
				2018	2019	2020	2021	2022	2023	
		networks to build a conducive business climate								
2	Product	1) Encouraging the creation of typical Bandung culinary through adequate R&D activities	The creation of typical Bandung culinary							Disbudpar and the Culinary Community
		2) Encouraging culinary creative business actors to take care of product certification, both issued by BPOM and MUI	Facilitated by culinary creative business actors to certify products							Disbudpar, BPOM, MUI
		3) Encourage culinary creative entrepreneurs to register and obtain IPR certificates	facilitated by culinary creative business actors in authenticating/registering IPR products.							Disbudpar and the Ministry of Law and Human Rights
		4) The arrangement of the buildings environment of the center / culinary location, billboards so as not to interfere with the aesthetics of the city	The number of centers/shops / culinary stalls has an attractive aesthetic, healthy and clean.							Dinas PU, Bappelitbang



No	Aspects	Program Indications	Target	Year						Person in Charge
				2018	2019	2020	2021	2022	2023	
3.	Pass	1) Facilitation of participation in significant and international events	The implementation of international culinary exhibition events.							Disbudpar
		2) Optimization of Bandung City as a competitive tourist destination city	The culinary field supports the branding of Bandung as a tourist destination.							
		3) Facilitation and support of accessible and transparent licensing services	Facilitated by easy and transparent licensing services							DPMPTSP
		4) Facilitate the link & match of creative culinary business actors with hoteliers and tourist area managers	. It also facilitated cooperation between culinary creative business actors and hoteliers in tourist areas.							Disbudpar, Business actors, culinary Community
		5) Developing the main and supporting facilities and infrastructure for the development of MICE that can significantly become a factor in attracting tourists	The development of Facilities and infrastructure supports the development of adequate MICE.							Disbudpar



No	Aspects	Program Indications	Target	Year						Person Charge	in
				2018	2019	2020	2021	2022	2023		
4	R & D	and triggering other economic revivals									
		The establishment of cooperation with universities or vocational education levels provides skilled human resources and is creative in the culinary field.	Also, The establishment of cooperation between universities / vocational education levels and culinary business actors.								



CONCLUSION

The results of the analysis and discussion of the study of Bandung's potential as a City of Music, Design, and Culinary, it was concluded as follows:

First, the analysis of performance policies in field design, cuisine, and music in the city of Bandung to support the policy of the City of Bandung as a Creative City if viewed from each dimension of policy. As follows: (1) Dimensions of Human Resources: The concentrated policy strives to develop professional, characteristically Sundanese, and globally-minded human resources and tourism institutions. (2) Financial Dimension: Financial policy in the form of efforts to increase regional operational expenditures in developing design, culinary, and music. (3) Tool Dimensions: The policy and support for the development of MICE which is significantly a factor for tourists, as well as applying information system technology in marketing regional tourism.

Second, developing a City of Music, Design, and Culinary is more about the integrated development of both human resources, products, markets, and R&D. In contrast, the development side includes all factors involved and related to realizing Bandung as a Global City of Music, Design, and Culinary.

Third, the overall strategic position based on mapping into the external and internal matrix is in quadrant II. It shows that Bandung's potential as a City of Music, Design, and Culinary grows through horizontal integration, product development, and market development.

Fourth, the action plan prepared is a mapping of program indications and their achievement targets for the next five years, which are also appointed by relevant stakeholders and directly involved.



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