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#KotaKolaborasi: City Branding as Collaborative Digital Governance for Responsive Public Service Innovation

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Abstract

Urban governments are increasingly employing city branding not merely as a promotional instrument for constructing territorial identity, but also as a strategic means of reshaping governance narratives, institutional partnerships, public responsiveness, and innovation in public service delivery. This study examines *#KotaKolaborasi*, a city-branding initiative adopted by the Banda Aceh City Government, as a strategic framework for promoting collaborative and digitally enabled governance. Drawing on Ansell and Gash's Collaborative Governance framework, this study employs a qualitative research design, using data derived from policy documents, development planning documents, official government websites, online media reports, and digital traces of public service programs. The data were analyzed using NVivo 12 Plus. The findings indicate that inclusive stakeholder engagement is the most dominant dimension of collaborative governance, followed by trust-building, institutionalized collaborative processes, and shared commitment. The study further demonstrates that #CollaborativeCities is associated with three interconnected outcomes: integrated public services, digital governance, and public service innovation. The existence of the Public Service Mall, improvements in the Electronic-Based Government System (SPBE) Index, intergovernmental collaboration, and high levels of public satisfaction indicate a strong foundation for collaborative digital governance. Overall, the implementation of *#KotaKolaborasi* in Banda Aceh City has shown positive progress and has increasingly been translated into collaborative practices, government digitalization, and improvements in public service delivery. However, challenges remain in integrating fragmented applications, strengthening data interoperability, expanding the coverage of digital services, and improving service responsiveness and delivery speed. These findings suggest that *#KotaKolaborasi* has the potential to serve as an institutional instrument that connects city branding with collaborative digital governance, there by promoting more integrated, responsive, and innovative public services.

Keywords: *City branding, Digital Governance, #KotaKolaborasi, Public Service.*

INTRODUCTION

The development of digital technology, the increasing complexity of urban issues, and public demands for fast and transparent services have transformed the way city governments build their identities. Cities are no longer simply promoted through slogans, logos, tourist destinations, and regional advantages; they must also demonstrate the government's capacity to respond to community needs. In this context, city branding has evolved from a marketing communications tool to an integral part of urban governance

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strategy [1]. A city's identity is not only formed through messages delivered by the government, but also through the quality of services, openness of information, citizen experiences, and patterns of interaction between the government, society, the business world (MSMEs), academics, the media, and the community.

City branding emphasizes the formation of city image, investment attraction, tourism, and community identification with the region [2]. However, subsequent research developments positioned the community as stakeholders who participate in shaping, communicating, and maintaining the city's identity [3]. Therefore, a city brand cannot be built unilaterally by the government but must be generated through the interaction and participation of various actors. In this context, city branding can be understood as a public governance strategy that unifies development narratives, encourages collaboration, and strengthens policy legitimacy [4]. This role becomes increasingly important when city branding is linked to digital governance through information provision, acknowledgment of aspirations, complaint management, service integration, and interaction between the government and the public. However, digitalization will not necessarily result in collaborative governance if there are still gaps in access, application fragmentation, organizational resistance, unclear roles, limited data interoperability, and weak feedback mechanisms.

The concept of collaborative cities is that inter-city collaboration is a mechanism that brings together various actors to share knowledge, identify common challenges, discuss solutions, and develop strategies and projects together. This collaboration involves not only local governments but also national governments, civil society, the private sector, academia, and other stakeholders, thus forming a collaborative ecosystem in urban development. The report also shows that strong collaboration is characterized by shared agendas and priorities, a clear division of tasks, the involvement of relevant government actors, and coordination mechanisms capable of translating collaboration into concrete policies, strategies, and instruments [5].

In Indonesia, the development of public services and digital government is supported by a relatively robust regulatory framework. Law Number 25 of 2009 regulates public rights, participation, complaints, administrator obligations, and service standards [6]. Meanwhile, Law Number 23 of 2014 provides space for regional governments to innovate [7]. Presidential Regulation Number 95 of 2018 concerning SPBE [8] and Presidential Regulation Number 82 of 2023 [9] emphasize the importance of technology utilization, integration, and interoperability of digital services. Furthermore, Presidential Regulation Number 89 of 2021 and Ministerial Regulations of the State Apparatus Empowerment and Bureaucratic Reform (PANRB) Number 92 and 93 of 2021 strengthen the implementation of Public Service Malls, foster innovation, and standardize integrated service business processes. This framework demonstrates that public service transformation is not simply achieved through the provision of applications; it also requires inter-agency coordination, business process integration, continuous innovation, and a focus on user needs.

In the local context, the Banda Aceh City Government has established a development vision of "Banda Aceh, a Collaborative City" in the 2025–2029 Banda Aceh City RPJM document [10]. This vision is aimed at improving basic services, strengthening adaptive, innovative, and responsive governance, developing development partnerships, improving welfare, and strengthening religious and cultural values. The concept of collaboration also

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refers to the involvement of government, academics, the business world, the community, and the media through a pentahelix approach. In this study, the use of the hashtag *#KotaKolaborasi* is understood as a digital representation of this vision, namely as a public narrative that can be disseminated, debated, and translated through various programs and interactions in the digital space.

Efforts to operationalize the Collaborative City vision are beginning to be seen through intergovernmental cooperation and the development of digital-based public services. In May 2025, the Banda Aceh City Government collaborated with the DKI Jakarta Provincial Government to develop integrated digital public services and service system branding, including learnings from the Jakarta Kini application and the Community Quick Response system. Collaboration was also carried out with Sumedang Regency in the development of e-government, control centers, and the use of government applications. These practices demonstrate that the Collaborative City is beginning to be directed as a basis for knowledge exchange, innovation replication, and the formation of interregional networks. Banda Aceh also has quite strong initial capital, demonstrated by the increase in the SPBE Index from 3.54 to 3.70 with a predicate of "Very Good", the integration of 31 agencies in the Public Service Mall, the number of visits reaching 121,823 people during 2024, a Public Satisfaction Survey score of 93.95, and an Ombudsman public service compliance assessment of 91.78.

However, these achievements do not fully demonstrate that digital services are integrated, collaborative, and responsive across all sectors. The implementation of the Digital MPP in 2024 is still in the pilot phase and is primarily used for healthcare worker practice permits, while other types of permits have not been fully implemented. Service speed also remains the lowest-rated element due to database issues at the ministerial level that impact the permit issuance process. This situation highlights a gap between the collaborative vision and the reality of data integration, application interoperability, cross-organizational coordination, and responsiveness to citizen needs. Academically, city branding studies still emphasize promotion, tourism, image, and city competitiveness, while digital governance studies more often discuss application effectiveness and service quality separately. Therefore, studies that position city branding as an institutional instrument linking collaboration, digital transformation, service innovation, and public responsiveness in the local context of Banda Aceh are still needed.

Based on these gaps, this study focuses on how the #CityCollaboration narrative is translated into policies, stakeholder relationships, digital governance practices, and public service innovation in Banda Aceh City. The analysis uses Ansell and Gash's Collaborative Governance framework, examining stakeholder engagement, trust-building, shared commitment, and the institutionalization of collaborative processes [11]. This study aims to analyze the position of city branding in regional policy narratives, map its relationship with multi-stakeholder collaboration and service digitalization, and assess its contribution to responsive and innovative public services.

The academic contribution of this study lies in expanding the understanding of city branding from a promotion- and image-oriented approach toward a governance perspective. The study demonstrates that a city brand can function as a shared governance narrative that connects local identity with institutional collaboration and public service objectives. In the context of Banda Aceh, *#KotaKolaborasi* is not merely a city image but is translated into stakeholder engagement, intergovernmental cooperation, digital service

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development, and public service innovation. This study also extends the collaborative governance literature by demonstrating that the involvement of multiple actors needs to be supported by shared commitment, clear role distribution, coordination mechanisms, integrated business processes, and continuous monitoring, particularly within digital service environments that require application integration, data interoperability, and responsiveness to citizen feedback.

This study further contributes to the digital governance literature by positioning digitalization as a mechanism that connects collaborative actors with public service processes, rather than merely as a technological instrument. The Banda Aceh case demonstrates that the availability of digital platforms and relatively strong SPBE performance does not automatically result in integrated and responsive governance, as its effectiveness depends on system connectivity, interoperability, accessibility, and responsiveness to citizens' needs. Theoretically, these findings indicate that city branding, collaborative governance, and digital governance constitute interconnected dimensions of urban governance: city branding provides the shared narrative, collaborative governance provides the institutional and relational mechanisms, while digital governance provides the infrastructure for translating collaboration into integrated and responsive public services. However, the institutionalization of these processes remains under development, particularly in terms of shared commitment, data interoperability, application integration, and interorganizational coordination.

The novelty of this research lies in the conceptualization of *#KotaKolaborasi* as a governance instrument, not merely a promotional slogan. This research integrates four concepts often discussed separately: city branding, collaborative governance, digital governance, and responsive public services. By utilizing policy documents, planning documents, official government websites, online news, and the digital footprint of service programs analyzed through NVivo 12 Plus, this research is expected to produce an understanding of how city identity can be institutionalized into a digital collaboration framework to encourage more integrated, participatory, innovative, and local-value-aligned public services in Banda Aceh.

METHOD

This study uses a qualitative approach supported by a document-based network analysis design to analyze the implementation of *#KotaKolaborasi* as a city branding instrument that supports collaborative digital governance and public service innovation in Banda Aceh City. The qualitative approach was chosen because the research is not directed at statistically testing the relationship between variables, but rather to understand in depth how the narrative of the Collaborative City is formed, institutionalized, and translated into policies, multi-stakeholder collaboration, digital government practices, and responsive and innovative public services. The case study design is used because Banda Aceh City is positioned as a unified context that has certain characteristics of policies, institutions, local values, and collaboration patterns.

The research data consists of qualitative secondary data obtained through documentation studies and digital content observations. Data sources include regulations, regional development planning documents, government performance reports, public service reports, Electronic-Based Government System evaluation documents, official government website publications, online media coverage, and digital footprints of

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programs related to Collaborative Cities. The primary documents include the 2025–2029 Banda Aceh City Medium-Term Development Plan (RPJM), regional apparatus strategic plans, DPMPTSP reports, Public Service Mall information, SPBE evaluations, public satisfaction reports, and publications on intergovernmental cooperation. The digital footprints analyzed include hashtag usage, partnership documentation, program publications, complaint channels, service information, and government-to-public communication.

Source selection was conducted using a purposive sampling technique. Documents were selected if they contained information on *#KotaKolaborasi*, city branding, stakeholder engagement, institutional partnerships, digital governance, service integration, public innovation, public complaints, or service responsiveness. Documents that only mentioned Banda Aceh City without providing relevant information were excluded from the analysis. Data focused on the period 2024-2026. Data from 2024 was used to describe the initial conditions of digital services and government, while data from 2025-2026 was used to observe the initial process of institutionalizing the Collaborative City vision.

Data analysis was performed using NVivo 12 Plus software [12]. The initial stage is carried out by importing all documents into the NVivo project, then classifying sources based on document type, publishing agency, year of publication, and focus of discussion [13]. Next, deductive and inductive coding was carried out. Deductive coding refers to the Collaborative Governance framework of Ansell and Gash [11]. These include inclusive stakeholder engagement, trust-building, shared commitment, and institutionalized collaborative processes. Coding also encompassed three research outcomes: integrated services, digital governance, and public service innovation. Inductive coding was conducted to identify emerging themes from the data, such as pentahelix collaboration, interregional learning, application replication, system fragmentation, interoperability limitations, and service speed constraints.

The Word Frequency Query feature is used to identify the most dominant words and concepts in research sources [12]. The results are visualized in a word cloud to explain the narrative construction of #CityCollaboration, specifically the interrelationships between cities, collaboration, society, government, development, digitalization, and public services. Word frequency is not treated as a measure of effectiveness, but rather as an exploratory basis for identifying key orientations within the document.

The Crosstab Query feature was used to compare the coverage level of the four dimensions of collaborative governance in Collaborative City practices. This analysis maps the relationship between stakeholder engagement, trust-building, shared commitment, and institutionalized collaboration processes. The crosstab results were used to identify the most dominant dimensions and aspects that still require institutional strengthening.

Next, the Cluster Analysis feature was used to identify thematic similarities between the concepts of integrated services, digital governance, and public service innovation. The analysis was conducted based on the similarity of occurrence patterns and coding of terms such as service, integration, SPBE, data, application, interoperability, complaints, responsiveness, satisfaction, speed, and quality. The cluster results were used to explain whether the three outcomes formed interrelated patterns. Data validity was maintained through triangulation by comparing policy documents, government reports, official

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publications, online media, and digital footprints.

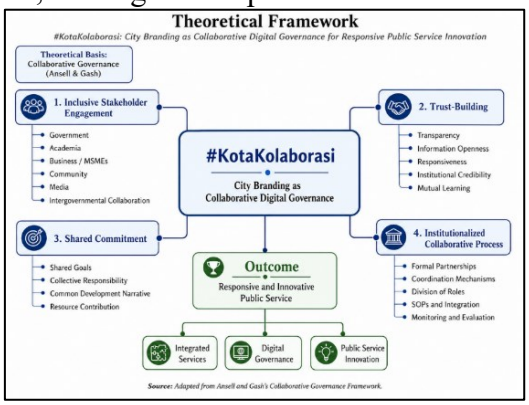


Figure 1. Theoretical Framework, 2026
(Source: Adopted from Ansell and Gash's Collaborative Governance Framework)

Based on the theoretical framework in Figure 1, the Collaborative Governance theory developed by Ansell and Gash explains that achieving effective governance requires the involvement and collaboration of various stakeholders, including government, academics, business actors/MSMEs, communities, media, and the public, in the decision-making process and the provision of public services. Within the framework of #CityCollaboration, this collaboration is built through four main components: inclusive stakeholder engagement that ensures the involvement of various actors; trust-building through transparency, information disclosure, responsiveness, and institutional credibility; shared commitment through shared goals, collective responsibility, and resource contributions; and institutionalized collaborative processes through coordination mechanisms, role allocation, SOPs, and monitoring and evaluation. These four components become a mutually reinforcing process to produce responsive and innovative public services, which are realized through integrated public services, digital governance, and public service innovation. Thus, Ansell and Gash's theory serves as a foundation for explaining that #CityCollaboration is not simply the use of digital technology, but a collaborative process that brings together various actors in creating digital governance that is responsive, inclusive, and oriented towards public service innovation [11].

RESULTS AND DISCUSSION

Institutionalizing #*KotaKolaborasi* as a Collaborative Governance Narrative



Figure 2. Word Frequency Query (Word Cloud) Nvivo 12 Plus, 2026

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(Source: processed by researcher, 2026)

The results of the Word Frequency Query using NVivo 12 Plus, as shown in Figure 2, show that the words "city," "Banda," and "collaboration" are the most prominent terms in the research data sources. The appearance of these three words indicates that the analyzed development narrative is centered on the identity of Banda Aceh City and the idea of collaboration as the main approach in governance. In this context, #KotaKolaborasi can be understood not only as a local government communication slogan, but also as a policy narrative used to shape identity, development direction, and relationships between the government and various actors at the local level.

Table 1. Institutionalization Dimensions of Collaborative Governance in Banda Aceh

Dimension of Institutionalization	Analytical indicators	Evidence in Banda Aceh	Interpretation
Institutional arrangements	Formal policy, planning documents, organizational mechanisms, partnerships	RPJM 2025–2029; Public Service Mall; intergovernmental cooperation	*#KotaKolaborasi* is embedded in formal development and service-governance arrangements
Decision-making processes	Cross-agency coordination, joint planning, consultation, collective problem-solving	Intergovernmental coordination and collaboration in digital-service development	Collaboration extends beyond communication into governance-related decision processes
Shared responsibilities	Role allocation, division of tasks, resource/contribution sharing	Government, academics, business/MSMEs, communities, media, and other governments	Branding narrative is operationalized through differentiated actor roles
Implementation practices	Programs, SOPs, service integration, digital platforms, monitoring/evaluation	MPP, SPBE, digital services, complaint mechanisms, interregional programs	The branding narrative is translated into recurring governance practices

Source: Authors' analysis (2026)

The dominance of these words demonstrates that the concepts of city and collaboration are intertwined as integral elements in building the image and governance of Banda Aceh City. However, the size of the words in the word cloud visualization does not directly indicate the level of program success, the quality of collaboration, or the extent of each actor's influence. It only reflects the frequency of the term's appearance across the analyzed data sources. Therefore, the dominance of the word "collaboration"

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should be understood as an indication that the concept is frequently used in government documents, news reports, digital information, and development narratives.

These findings serve as a starting point for identifying how #CityCollaboration is shaped and promoted as a general framework for regional development. Further analysis is needed to determine whether this narrative has been translated into institutional mechanisms, role allocations, programs, and decision-making processes involving multiple stakeholders. In addition to these key terms, the visualization also shows the frequent occurrence of the words "community," "government," "development," "digital," "services," "local," and "public." The relatively large occurrence of "community" indicates that the community is a crucial element in constructing the #CityCollaboration narrative.

This demonstrates the emphasis on the community's position as both beneficiaries of development and actors expected to be involved in the governance process. However, the presence of the word "community" does not automatically indicate substantive community participation. The use of the term "community" can be normative, for example, as a program target group, or it can also indicate concrete involvement in policy consultation, planning, implementation, and evaluation. Therefore, word frequency findings serve to indicate narrative orientation, while the form of community involvement needs to be explored through thematic coding and matrix coding query results.

The prominent use of the word "government" demonstrates that local governments remain central actors in the formation and dissemination of the Collaborative City narrative. The government plays a role in establishing the vision, directing development priorities, providing regulations, and establishing spaces for interaction with other actors. This governmental position demonstrates that the institutionalization process of #CollaborativeCity in its early stages still relies heavily on leadership, policy communication, and the consistency of regional officials in translating the slogan into programs. Institutionalization is crucial to ensure that the Collaborative City does not become a symbolic identity used only in ceremonial activities or on social media [14]. This narrative needs to be integrated into planning documents, performance indicators, cross-regional organizational programs, and ongoing coordination mechanisms.

The emergence of the words "development," "public," and "service" indicates that #CollaborativeCity is linked to the regional development agenda and improving public services. Thus, city branding, in the context of this research, is not only related to efforts to build a city's image for promotional purposes but also relates to how the government communicates a governance model oriented toward public services [15]. The Collaborative City Narrative has the potential to become an umbrella that connects various development policies, ranging from community empowerment, local economic development, service innovation, to strengthening public participation [16]. However, the effectiveness of this narrative depends on the government's ability to connect communication messages to real changes in service delivery practices. The terms "digital" and "information" appearing in the visualization demonstrate that technology is part of shaping the collaborative narrative.

The government can use digital space to convey information, introduce programs, build interactions, receive complaints, and expand public involvement [17]. The use of the #CityCollaboration hashtag itself demonstrates an effort to bring policy identity into the digital communication space. Hashtags allow for faster dissemination of government

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narratives and can be used to connect various activities within a single communication identity. However, the use of digital technology does not necessarily result in collaborative digital governance if communication remains one-way. Digital collaboration requires a space for dialogue, openness of information, responsiveness to input, and mechanisms that enable the public and stakeholders to participate in the policy process [18].

The visualization also displays terms such as "local," "culture," "values," "citizens," "Indonesia," and "Aceh." The emergence of these terms demonstrates that the formation of #CityCollaboration is inseparable from the social context and local identity. The narrative of collaboration needs to be tailored to the characteristics of the Banda Aceh community, including religious values, culture, social relations, and local wisdom. A local values-based approach can strengthen community acceptance because collaboration is not presented as a completely external concept, but as a way of working that aligns with traditions of deliberation, togetherness, and collective responsibility. In this regard, city branding can serve as a bridge between local identity and the need for modernized governance.

Other words such as "commitment," "synergy," "innovation," "strategic," and "creative" demonstrate the normative elements that accompany the Collaborative City narrative. These terms reflect the hope for a government capable of uniting the resources, ideas, and interests of various actors. However, these normative terms need to be demonstrated through institutional practice. Commitment must be reflected in program sustainability, synergy must be evident in the division of roles, and innovation must result in service improvements that are felt by the public. Thus, word frequency helps identify key concepts shaping the discourse, but it is insufficient to assess the extent to which these concepts have been implemented.

Overall, the Word Frequency Query results indicate that *#KotaKolaborasi* is constructed through the relationship between city identity, government role, community engagement, development, local values, digital technology, and public services. These findings reinforce the understanding that *#KotaKolaborasi* is a governance narrative that seeks to position collaboration as a characteristic of Banda Aceh's development. However, the institutionalization process requires more than simply repeating the term in documents and communication media. The narrative must be translated into regulations, planning documents, cross-sectoral programs, coordination mechanisms, and clear evaluation. Therefore, the word frequency results serve as an exploratory basis for understanding the construction of the *Kota Kolaborasi* narrative, while an assessment of the quality of its collaboration needs to be conducted through an analysis of the Ansell and Gash framework in the next section.

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Multi-Stakeholder Collaboration through the Ansell and Gash Framework

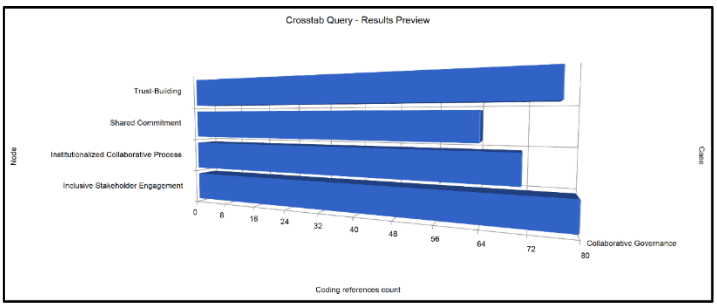


Figure 3. Axial Coding Nvivo 12 Plus Crosstab Feature, 2026
(Source: processed by researcher, 2026)

The results of the Crosstab Query analysis using NVivo 12 Plus, as shown in Figure 3, show that the implementation of #KotaKolaborasi can be explained through four main dimensions of Collaborative Governance, namely inclusive stakeholder engagement, trust-building, shared commitment, and institutionalized collaborative process. These four dimensions describe how the narrative of the Collaborative City is translated from a development identity into governance practices involving various stakeholders. The coding results show that inclusive stakeholder engagement is the most dominant dimension, followed by trust-building, institutionalized collaborative process, and shared commitment. This pattern indicates that the main strength of the Collaborative City lies in the breadth of actor involvement, although the institutionalization of cooperation and strengthening of shared commitment still require further consolidation. Stakeholder engagement emerged as the most prominent theme in the analyzed documents, as indicated by its highest coding frequency. This finding reflects the visibility and emphasis of stakeholder engagement within the documented discourse, rather than demonstrating that it represents the most effective aspect of collaboration in practice. The first dimension, inclusive stakeholder engagement, demonstrates that #CityCollaboration is built through the involvement of various governmental and non-governmental elements. Within the research's theoretical framework, the actors involved include the government, academics, businesses or MSMEs, the public, communities, the media, and other local governments through intergovernmental collaboration. The Banda Aceh City Government acts as a policy director, regulatory provider, coordination facilitator, and liaison between stakeholders. Meanwhile, academics contribute by providing knowledge, studies, innovation, and policy recommendations. Businesses and MSMEs are involved in local economic development and the provision of services and business opportunities that support city development.

Collaborative cities can be understood as an approach to urban development that brings together various actors with different perspectives, competencies, and goals to work together to generate new ideas, share knowledge, encourage innovation, and find joint solutions to various urban challenges [19]. Society and communities have an important position because they are service users and sources of aspirations in the governance process [20]. Their involvement can be done through consultation forums,

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submitting complaints, participating in social programs, and using government digital channels. Collaboration in urban development emphasizes the involvement of various actors and agencies working together to achieve more effective public service goals. Collaboration is achieved through the integration of resources, information, technology, authority, and knowledge between actors to address urban issues in an integrated manner. In the context of a smart city, collaboration enables real-time data exchange and cross-agency coordination, enabling faster and more innovative government responses [21].

The media plays a role in disseminating information, shaping public perception, and connecting government policies with the public [22]. Intergovernmental collaboration is evident in the Banda Aceh City Government's collaboration with other local governments in application development, service integration, knowledge exchange, and innovation replication. The high prevalence of these dimensions demonstrates that the Collaborative City narrative has successfully established a framework for multi-stakeholder engagement [23]. However, this involvement still needs to be assessed based on the quality of participation, because the large number of actors mentioned does not always mean that all actors have a balanced influence in the decision-making process.

The second dimension is trust-building. Within this research framework, trust is built through transparency, information disclosure, responsiveness, institutional credibility, and collaborative learning. Transparency is necessary to ensure the public and stakeholders receive clear information regarding programs, service procedures, time standards, requirements, and policy implementation outcomes [24]. Transparency of information through official websites, social media, complaint channels, and digital service platforms can strengthen the relationship between the government and the public. The more accessible information is, the greater the public's opportunity to understand policies and provide feedback.

Responsiveness is also an important element in building trust [25]. The government cannot simply provide information; it must also address public aspirations, complaints, and needs promptly and responsibly. Institutional credibility is established when the government demonstrates consistency between policy promises and the quality of services provided. In the context of Collaborative Cities, public satisfaction, increased SPBE scores, and public service compliance assessments can serve as supporting indicators. However, trust cannot be built solely through administrative performance. Trust requires two-way communication, consistent service delivery, openness to criticism, and a collaborative learning process among stakeholders.

The third dimension, shared commitment, relates to shared goals, collective responsibility, a shared development narrative, and resource contributions. The vision of "Banda Aceh, a Collaborative City" can serve as a meeting point that unites various actors under a common development goal. This shared goal is crucial so that collaboration does not just emerge as a temporary activity but develops into a long-term commitment. The government, academics, the business world, communities, the media, and the public need to have a relatively shared understanding of the direction of city development, particularly in creating responsive, innovative services that meet the needs of residents.

However, the coding results show that shared commitment is relatively lower than other dimensions. This indicates that shared narratives have not been fully followed by equitable distribution of responsibilities and resource contributions. Some actors may already be involved in collaborative activities, but not all have mandates, responsibilities,

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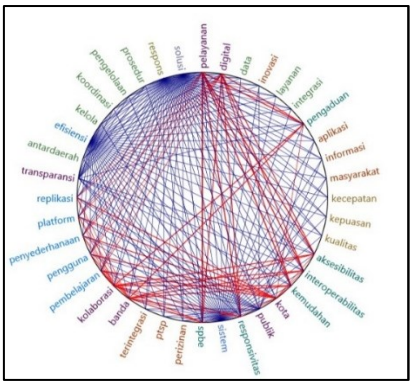
or measurable contributions. Therefore, shared commitment needs to be strengthened through collective goal setting, contribution sharing, resource provision, and evaluation of the sustainability of each actor's involvement. Without strong commitment, collaboration risks becoming reliant on specific leadership or stagnating when programs and institutional support change.

The fourth dimension is the institutionalized collaborative process. This dimension demonstrates that collaboration must be translated into formal partnerships, coordination mechanisms, role allocation, standard operating procedures (SOPs), service integration, and monitoring and evaluation. Formal cooperation is necessary to provide a clear foundation for inter-institutional relationships. Coordination mechanisms ensure that each actor understands their duties, authorities, and responsibilities. Clear role allocation can reduce program overlap, accelerate decision-making, and strengthen collaborative accountability.

In digital governance, institutionalized collaboration processes also require the integration of standard operating procedures (SOPs), applications, and databases. Digital service development will not be optimal if each regional apparatus operates its own system. Data interoperability is crucial so that information can be shared to accelerate services and reduce redundant administrative processes. Furthermore, monitoring and evaluation are needed to measure whether collaboration results in changes in service quality, response speed, service integration, and public satisfaction. Research findings indicate that institutional processes have begun to develop through formal cooperation, SPBE (Service Platforms), Public Service Malls, and interregional collaboration, but still face application fragmentation, limited data integration, and uneven implementation of digital services.

Overall, the Crosstab Query results indicate that *#KotaKolaborasi* has a strong foundation in multi-stakeholder engagement and trust-building. However, the success of collaboration is not solely determined by the number of actors involved. Collaboration needs to be strengthened through shared commitment and ongoing institutional processes. If these four dimensions can be implemented in a balanced manner, *#KotaKolaborasi* has the potential to produce three main outcomes as outlined in the theoretical framework: integrated services, more collaborative digital governance, and public service innovation. Thus, city branding does not stop as a slogan, but develops into a governance instrument that supports responsive and innovative public services.

Collaborative Digital Governance for Responsive and Innovative Public Services



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Figure 4. Axial Coding Nvivo 12 Plus Cluster Analysis Feature, 2026
(Source: processed by researcher, 2026)

The results of the Cluster Analysis using NVivo 12 Plus show a close relationship between the themes of service, digitalization, integration, innovation, responsiveness, and the quality of public services. This visualization shows that the analyzed terms do not stand alone but appear in the context of interconnected discussions in the research data sources. The lines connecting the various terms illustrate the similarity in the pattern of occurrence between words in the documents. However, this relationship cannot be directly interpreted as a cause-and-effect relationship or a measure of program success. The results of this analysis are used to identify thematic patterns that support the three outcomes in the research framework: integrated services, digital governance, and public service innovation.

The first outcome is integrated services. This theme is evident through the interconnectedness of the words service, integration, integrated, PTSP, licensing, SPBE, system, data, application, and accessibility. This relationship demonstrates that the integration of public services in Banda Aceh City is not only understood as the unification of services in one location, but also encompasses the interconnectedness of procedures, agencies, applications, and databases. The existence of one-stop integrated services and the Public Service Mall is an important part of efforts to reduce service fragmentation. The public gains access to various types of services without having to visit multiple agencies separately. In the context of #CityCollaboration, this integration demonstrates that institutional collaboration is beginning to be directed towards producing service convenience that can be felt by the public.

Research data shows that the Banda Aceh Public Service Mall has integrated 33 agencies, consisting of nine Banda Aceh City Government agencies and 22 vertical agencies [26]. Throughout 2024, the number of visits reached 121,823 people [27]. The data shows that integrated services have become a concrete form of institutionalized collaboration. However, the relationship between the terms application, data, system, and interoperability in the cluster results indicates that physical and institutional integration still needs to be followed by digital integration.

The second outcome is digital governance. This theme is represented through the relationship between the words digital, SPBE, platform, information, data, application, complaint, transparency, system, and interoperability. This pattern shows that digital technology is used not only to automate administrative tasks but also to provide information, support coordination, manage complaints, and expand public access to services. Within the framework of #CityCollaboration, digital platforms serve as a space that connects the government with the public and brings together various agencies in the service delivery process.

Banda Aceh City's digital capacity is evident from the increase in the SPBE Index value from 3.54 to 3.70 in the 2025 evaluation, with a rating of "Very Good" [28]. These achievements demonstrate progress in the implementation of e-government. However, the SPBE score does not automatically prove that all services are integrated or responsive. Digital governance must be assessed based on the system's ability to exchange data, ease of use, clarity of application management, and the government's ability to address citizen needs. The interconnectedness of the terms interoperability, application, data,

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information, and integration demonstrates that the quality of digital governance is largely determined by the relationships between systems, not simply by the number of available applications.

The cluster results also show interregional links, replication, learning, collaboration, and platform. This pattern can be linked to the collaboration between the Banda Aceh City Government, DKI Jakarta, and Sumedang Regency in developing digital services, control centers, and learning about government applications [29]. Interregional collaboration enables knowledge exchange and innovation replication. However, technology replication must be tailored to local needs, organizational capacity, and existing systems. Adding applications without mapping needs and interoperability can actually increase fragmentation, data duplication, and burden on users and officials.

The third outcome is public service innovation. This theme is evident through the close association of the words innovation, responsiveness, speed, convenience, satisfaction, quality, efficiency, users, simplification, and solutions. This interconnectedness demonstrates that service innovation is not solely measured by the availability of new technology or applications. Innovation must result in faster, easier, higher-quality services that meet the needs of the community. Therefore, user experience is a crucial element in assessing whether digitalization truly results in improved services.

The DPMPTSP Public Satisfaction Survey data for the first semester of 2024 showed a score of 94.02, or category A [30]. Meanwhile, the Ombudsman's assessment of public service compliance reached 91.78 [30]. These two achievements provide positive indications regarding service quality and compliance. However, the service report also shows that speed received the lowest relative rating. Database constraints at the ministerial level continue to impact the permit issuance process through the Digital MPP. These findings suggest that high levels of overall satisfaction can coexist with specific issues related to speed, system integration, and certainty of service delivery.

The interconnectedness of the words "complaint," "response," "solution," "community," "speed," and "satisfaction" also underscores the importance of feedback mechanisms. A complaint channel can only be categorized as an innovation if public reports are received, forwarded to the responsible agency, followed up, and resolved within a clear timeframe. Thus, responsiveness is not merely the availability of communication channels, but also the institutional capacity to transform aspirations and complaints into corrective actions.

Overall, the Cluster Analysis results show that integrated services, digital governance, and public service innovation are three interrelated outcomes. Service integration requires data and application support; digital governance requires coordination, openness, and interoperability; while innovation must deliver speed, convenience, satisfaction, and quality of service. These findings indicate that *#KotaKolaborasi* has the potential to evolve from a city branding narrative into a governance instrument. However, achieving fully responsive and innovative services still requires strengthening system integration, application simplification, business process standardization, and consistent complaint follow-up.

CONCLUSION

This study concludes that *#KotaKolaborasi* serves not only as a city branding slogan, but has begun to develop into a governance narrative that connects local identity, multi-

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stakeholder collaboration, digital transformation, and public service innovation in Banda Aceh City. NVivo analysis results indicate that stakeholder engagement is the most dominant dimension of collaborative governance, characterized by the involvement of the government, society, academia, the business world, the media, communities, and other local governments. Trust is also beginning to be built through information transparency, digital communication, integrated public services, and service performance achievements. However, shared commitment and institutionalization of the collaborative process still need to be strengthened, particularly in the division of responsibilities, resource contributions, formal coordination mechanisms, and ongoing monitoring and evaluation. Thus, the success of #KotaKolaborasi depends heavily on the government's ability to integrate this narrative into planning documents, performance indicators, cross-regional program implementation, and accountable collaboration mechanisms.

Research findings also indicate that integrated services, digital governance, and public service innovation are three interrelated aspects. The existence of the Public Service Mall, the increase in the SPBE Index, interregional cooperation, and high public satisfaction scores indicate a strong initial capital for building responsive, digital-based services. However, application fragmentation, limited data interoperability, uneven implementation of digital services, and persistent obstacles to service speed indicate that the digitalization process has not yet fully resulted in integrated governance. Therefore, the Banda Aceh City Government needs to prioritize the integration of databases and service applications, standardization of cross-agency business processes, strengthening public feedback mechanisms, and institutionalizing the role of each stakeholder. Through this strengthening, #KotaKolaborasi can develop into a governance instrument capable of producing public services that are more accessible, fast, transparent, accountable, innovative, and remain rooted in Banda Aceh's local values.

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