ปัจจัยความสำเร็จของการบริหารท้องถิ่น
และโครงการนวัตกรรมการสร้างแบรนด์เมืองด้วยธรรมาภิบาล :
กรณีศึกษาเทศบาลนครยะลา

The Success Factors of Local Administration and
City Branding Innovation Projects with Good
Governance: A case study of Yala City Municipality

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บทคัดย่อ

การศึกษาครั้งนี้มีวัตถุประสงค์ (1) เพื่อศึกษาผลสำเร็จและปัจจัย
แห่งความสำเร็จในการบริหารจัดการที่ดีของเทศบาลนครยะลา (2) เพื่อศึกษา
ผลสำเร็จและปัจจัยความสำเร็จในโครงการนวัตกรรมสร้างแบรนด์เมืองภายใต้
อัตลักษณ์เมืองยะลา โดยใช้วิธีการวิจัยเชิงคุณภาพ ทั้งการศึกษาข้อมูลจากเอกสาร
และการสัมภาษณ์เชิงลึกจากกลุ่มผู้บริหารท้องถิ่น เจ้าหน้าที่ท้องถิ่น และตัวแทน
ภาคประชาสังคม รวม 61 คน มีการใช้แบบสัมภาษณ์สำหรับการสัมภาษณ์เชิงลึก
และการสนทนากลุ่มเกี่ยวกับปัจจัยแห่งความสำเร็จ วิเคราะห์และสรุปผลโดยใช้
วิธีการวิเคราะห์เนื้อหาและการวิเคราะห์สรุปอุปนัย

ผลการวิจัยพบว่า (1) ความสำเร็จของธรรมาภิบาลของเทศบาลนครยะลา แบ่งออกเป็น 6 ด้าน ได้แก่ ความโปร่งใส การมีส่วนร่วมของประชาชน การลด ขั้นตอนการให้บริการประชาชน วินัยทางการคลัง ประสิทธิภาพและความพึงพอใจ ของประชาชน ด้านปัจจัยความสำเร็จของธรรมาภิบาล ได้แก่ การมีส่วนร่วม ของประชาชนและพลเมืองที่มีการศึกษาดี ทีมผู้บริหารที่มีประสิทธิภาพ วัฒนธรรม การทำงาน เสถียรภาพทางการเมือง และภาวะผู้นำของนายกเทศมนตรีนครยะลา (2) ความสำเร็จของโครงการ City Branding ได้แก่ 1) นวัตกรรม City Branding นำชีวิตชีวา ชุบชีวิตเมืองด้วยการปรับเปลี่ยนภาพลักษณ์ของยะลา 2) นวัตกรรม ได้สร้างความโดดเด่นและสื่อสารเอกลักษณ์ของเมืองและสร้างการยอมรับ ในเชิงบวกให้กับเมือง 3) นวัตกรรมสร้างความเจริญเติบโตทางเศรษฐกิจโดยใช้ แนวคิดเศรษฐกิจสร้างสรรค์และการนำทุนท้องถิ่นมาสร้างภาพลักษณ์ ประการ สุดท้าย ปัจจัยแห่งความสำเร็จในโครงการ City Branding ได้แก่ การวินิจฉัยปัญหา ที่ถูกต้อง ภาวะผู้นำของนายกเทศมนตรี กระบวนการและการดำเนินการที่ชัดเจน วัฒนธรรมประชาธิปไตย การสร้างความเข้าใจและความปรองดองในสังคม พหุวัฒนธรรม การสร้างความเป็นเจ้าของ และการมีส่วนร่วมของประชาชนและ เครือข่าย

คำสำคัญ: ธรรมาภิบาล นวัตกรรมแบรนด์เมือง เทศบาลนครยะลา

Abstract

This research aimed to (1) analyze the success of local administration and the factors contributing to good governance within Yala City Municipality, and (2) analyze the success and associated factors of the City Branding project implemented within the municipality. Qualitative research methods were employed, involving data collection from documents and in-depth interviews conducted

with 61 participants, comprising local administrators, municipal staff, and representatives from the civil sector. In-depth interviews and group discussions were conducted using interview forms to explore the factors contributing to success. Analytical methodologies included content analysis and inductive analysis. The findings revealed that (1) the success of good governance was categorized into six aspects: transparency, public participation, reduction of public service procedures, fiscal discipline, efficiency, and public satisfaction. The success factors of good governance included public participation and well-educated citizens, an effective management team, the working culture in Yala, stable politics, and the leadership of the Mayor of Yala. (2) The success of the City Branding project was characterized by: 1) the revitalization of the city's image through innovative branding strategies; 2) the differentiation of the city and effective communication of its identity, fostering positive recognition; and 3) the stimulation of economic growth through the utilization of creative economy concepts and the use of local capitals to create the city's image. Finally, the success factors in the City Branding project were accurate problem identification and resolution, the leadership exhibited by the Mayor, clearly defined working processes and implementation strategies, democratic culture, fostering understanding and harmony rooted in multiculturalism, fostering ownership, encouraging participation, and establishing robust networks.

Keywords: Good governance, City branding innovation, Yala city municipality

1. Introduction

The Good Governance Award is a national valuable award given to local government organizations well performed by the Office of the Decentralization Commission to the Local Government Organization of Thailand since 2003. The objective is to create incentives for local government organizations to develop management according to their authority by the principles of good governance, able to solve problems and respond to the needs of the people effectively. In fiscal year 2018, awards were divided into two main categories: outstanding and general. There were 282 local government organizations applying for the assessment, which passed the assessment criteria and received 79 awards. (Office of the Commission on Decentralization to Local Administrative Organizations, 2018). Yala City Municipality was the local government organization that received the first award in the outstanding category. Moreover, Yala City Municipality is also outstanding in terms of good administration and innovative projects that can solve urban problems, such as economic problems, unrest, and image problems. It is considered a new phenomenon in the Thai local government context.

In addition, the administration of Yala Municipality is characterized by high levels of public participation, democratic administration, unity in a multicultural society, and most importantly, Yala Municipality has local innovation projects that brought to solve the problem of the city, which is the "Innovative City Branding Project" to create a city brand under the identity of Yala City that has not appeared in other places before. Therefore, this research aims to study the success and success

factors of local administration according to good governance and the success of city branding of Yala Municipality as a model of success of Thai local government organizations. Ultimately, the results of local administration studies and innovative projects will generate important academic knowledge and contribute to further local development both within the country and abroad.

2. Objectives

There are two mains objectives

1) to analyze the local administrative success and success factors in good governance of Yala City Municipality.

2) to analyze project success and success factors in the City Branding project of Yala City Municipality.

3. Research Methodology

The qualitative research methods, including studying the data from documents, administering depth interviews, and group discussions with local administrators (15), local staff (31), and representatives of the civil sector (15) were employed, in total (61). Structured interviews, surveys, and records were used to study information and documents on the administration of local government organizations. The interview form was used for in-depth interviews and group discussions on the success factors. The study was collected and conducted for six months from July to December in 2018.

Data collection

The process of the data collection was as the followings. First, the local administrators, local staff, and representatives of the civil sector were selected as the key informants by collecting data from at least 3 different sources (Chantawanich, 2011). The researcher selected key informants who were well knowledgeable about local administration and the City Branding project of Yala City Municipality. Then, the researcher collected the data through interviews and focus group discussions and verify the completeness of the data. Finally, triangulation was applied to confirm the reliability of the data.

Data analysis

The data analysis process was as follows. The researcher performed typology and taxonomy and then performed content analysis and inductive analysis to determine the success and key success factor of Good Governance of Yala City Municipality and innovation project.

4. Relevant Theories

4.1 The concepts of Governance Political science and Public Administration scholars have defined the concept of Governance as follows: Mark Bevir (2012) describes how governance refers, therefore, to all processes of governing, whether undertaken by a government, market, or network, whether over a family, tribe, formal or informal organization, or territory, and whether through laws, norms, power or language. Governance differs from government in that it focuses less on the state and its institutions and more on social practices and

activities. （Bevir, 2012, p. 1）. Henry (2013) explains that the form of public service provided by the government will be reduced. The role of public service delivery will begin to be more public service delivered through the cooperation of networks. The nature of the cooperation of networks and sectors is what is known as "Governance". In terms of types of governance, Rhodes (1996) explains that governance there are six types of governance: Governance as the Minimal State, Governance as Corporate Governance, Government as New Public Management, and Governance as Good Governance. It can be concluded that good governance is characterized by reducing the role of the state and involving all processes of governing and having a multidimensional perspective, and the concept of "Good Governance" is one of the characteristics of governance.

4.2 The concepts of Good Governance The World Bank introduced the concept in its 1992 report entitled "Governance and Development", good governance consists of the following components: capacity and efficiency in public sector management, accountability, legal framework for development, and information and transparency. For the UNESCAP, Governance in this context can apply to corporate, international, national, or local governance (UNESCAP,2009) to implement this, the UN follows eight principles: Participation, Rule of Law, Equity and Inclusiveness Effectiveness and Efficiency, Accountability, Transparency, and Responsiveness. The definition of UNESCAP shows and integrates the scope of local administration to achieve good governance.

4.3 The concept of General competence and Public Service Provisioning

       1) General competence principle: The general nature of local authority is based on the principle that local governments can take important actions by acting in the interests of the locality as required by law and without affecting central and regional authorities. (Marcou, 2007).

       2) Public service provisioning: Public service refers to activities in which the state, local state, and citizens cooperate in organizing activities for the community and society in the delivery of public services operate in a manner network through a collaborative process government official change their roles from directing or control to provide information support and create space for citizens. (Denhardt & Denhardt, 2007). The concept of local public services, there are 12 principles in the provision of local public services (Sriram, 2013), namely the principle of public interest, meeting local needs, local competence, equality, continuity, rule of law, morality, transparency, participation responsibility, and value.

      4.4 The concept of City Branding City branding, as an internationally recognized research field, is emerging with a wide range of disciplinary characteristics. Rapid expansion within and between disciplines, as well as relatively dispersed theoretical foundations. (Lucarelli & Berg, 2011). Most research interests are related to four thematic areas: (1) city branding concept, processes, and measurement; (2) branding strategies; (3) social urbanism; and (4) branding culture and tourism. (Oguztimur & Akturan, 2015). However,

the concept of City Branding has a significant effect on urban and local development in many dimensions. City branding is defined as a means to achieve a competitive advantage that would allow the city to increase the attraction of investment and tourism, as well as strengthen local identity and avoid social exclusion. (Castillo-Villar, 2018; Kavaratzis, 2004). This competitive advantage is achieved through the management and communication of an attractive image of the city. For this reason, city branding is aimed to control the diversified procedures by which it can transform and communicate more effectively the desired image of the city. (Castillo-Villar, 2018, pp. 33-34).

4.5 Literature Review

1) Literature review of the success factors of good governance

Montriwat & Pothavanich (2020) revealed that the success factors of Good Governance of Phuket City Municipality were the strength of organization culture, the emphasis on effective performance, active style of administering, provision of autonomy and participative opportunity to personnel, putting the emphasis in personnel development, executives' acting as role models, provision of participating opportunity to people/ local networks, and the confidence and faith of the locals Another study, conducted by Suntornnond (2022) studied success factors for good administration of Posa Sub-district Municipality found that 1) There were 5 major success factors for good administration that were (1) enforcing the clear and rigid policy for transparence working process (2) creating organizational

culture for professionalism and working discipline (3) having proactive leadership style of executive officers (4) applying suitable strategies to enhance local citizen participation and (5) building employee's consciousness as good public servant.

2) Literature review of the success factors of innovation

According to a study by Lukkhasorn & Lowatcharin (2019), the factors that lead to innovation and success were participation and leadership. For the development of local innovation guidelines, administrators should promote participation and listen to the suggestions of local people. This was consistent with Suntornnond's (2022) research findings that there were 4 success factors for innovation operations: (1) leadership, (2) clear results from project participation, (3) efficient service, and (4) a culture that encourages participation. In addition, several studies have found that factors contributing to innovation include organizational structure, human resource management, motivation, networking, planning skills, stakeholders, and good leadership and organizational culture. (Bartlett & Dibben, 2002; White & Boswell, 2007; Phakdeelao, 2011; Montriwat, & Pothavanich, 2020)

3) Literature review of city branding

According to one well-known study, Castillo-Villar (2018) studied the "City branding and the theory of social representation" found that urban landscape design has proven to be one of the most effective tools for designing and communicating urban images. While previous research has shown that individuals form their images of the city, but at the same time share a public image of it. Here, both

elements were linked through the theory of social representation that enables the conceptualization of the city's image as a social construct. Niramansakul (2012) analyzed the factors related to the destination's brand image of the city in Thailand. The study found that there were 5 factors: 1) the city's quality and convenience 2) the city's social status and culture 3) the city's atmosphere and social management 4) the city's value for money and livable feeling 5) the city's problem management. Another study, by Belloso (2011) studied "The City Branding of Barcelona: A success story". The case of Barcelona brings together a range of elements that local government can consider as ideal for the successful branding city. These key success factors are: 1) The branding of Barcelona is grounded in a profound transformation of the city and 2) The vision and leadership of the municipal leaders 3) The involvement and participation of civil society 4) The key role of the 1992 Olympic Games 5) The unique and differentiated identity of the city 6) Creativity, innovation, and boldness as a common denominator.

5. Research Results

To demonstrate the results, the researchers have organized the significant issues and will present them in order according to the objectives of the study.

5.1 To analyze the local administrative success and success factors in good governance of Yala City Municipality

The success of good governance of Yala City Municipality is divided into 6 aspects.

1) Transparency and legal compliance

Yala City Municipality has organized training to provide knowledge related to regulations to local staff for work operations. People's sector representatives have been appointed to participate in the procurement. In addition, local administrators do not have conflicts of interest in local administration and no corruption in all local activities. According to a study of the municipality's documentary data in 2018, it was found that there were good activities such as the city council project, the children and youth council project, and appropriate information centers were established, including good administration of the mayor, there were no complaints from the citizen. All operations met the assessment criteria for promoting transparency.

2) Public participation

Yala City Municipality has a large network of partners and promotes the decentralization of self- management in many communities. It also promotes participation in working with local communities together, including MOU with government agencies, the private sector, and civil society. (For example, MOU with Yala Hospital, Office of the Learning Park, Department of Social Development, Office of the Health Promotion Foundation, Office of the Provincial Prosecutor of Yala.) Finally, Yala City Municipality has designed a policy to involve each local community regularly in providing public health, economic, social, and religious services together with the local government as a partnership between the local government and the citizen sector**.**

3) Reduce the service process

Yala City Municipality can provide efficient services with reduced processing time and procedures and can summarize the results with clear comparative information, with the Line Add channel, Facebook, and the minutes of the local administrators' meetings are published through online media of the local authorities. From a study of documents in 2018, it was found that the Public Health Division of Yala City Municipality can reduce the process of providing services to people and shorten the service time, including in the operation by decentralizing power to other agencies and the private sector to operate instead, such as contracting operations, delegating work to other agencies. Moreover, the Treasury Division has set up a system to facilitate local tax payments such as online tax payment, as well as other online services that people want to receive. In the field of communication, Yala City Municipality has effectively used technology by creating two-way communication as a way to recognize and solve problems, which shortens the implementation time and provides services in many areas. Yala City Municipality is close and understands people well, giving opportunities to have direct contact with service users such as Line Add, and Facebook, which is an important part of the development and continuous evaluation.

4) Fiscal discipline

Yala City Municipality has completed its performance by the criteria set by the Office of the Decentralization to the Local Government Organization Committee, including having an appropriate proportion of personnel expenditure to the total budget. In addition,

having a good level of savings creation and public debt is within the scope specified by law, including effective local procurement results.

5) Efficiency and achievement in serving people

The municipality can serve the people of the area very well. In terms of the action plan, the municipality was able to perform at a good level, and in the implementation segment, it was able to perform at a great level. According to a study of documents in 2018, it was found that Yala City Municipality implemented projects in the local plan at 78.45%. In the case of the Yala Learning Park, in searching for the best alternatives for managing the park, it was found that hiring a private sector was the best solution with the highest benefit. In addition, Yala City Municipality has a project-by-project monitoring and organizational level assessment.

6) The satisfaction of the people from public service

The municipality has had a complete assessment of public satisfaction with the provision of public services, with a satisfaction score of more than 90%. Public participation committees are appointed and existing missions are established by local committees. It is noteworthy that when receiving information from the people, the municipality has taken the satisfaction results to resolve the problem and improve the service in the next year.

The success factors of good governance of Yala City Municipality are divided into 5 aspects

1) Public participation and well-educated citizens

Citizens in the Yala City Municipality area participated and expressed themselves creatively. The Yala Citizens have a large

number of different groups with strong relationships and unity. Since the society of Yala in the past was a civil servant society with knowledge and high quality, it played an important role in the development of the municipality, including most of the citizens who were interested in following the municipality's administration news. Importantly, citizens will participate in the activities of the People's Council, the Youth Council, and other municipal activities.

2) Management team

Yala City Municipality has a highly efficient management team. All local administrators are dedicated to working full- time, including working on holidays. Availability of time and attention to critical tasks are the strengths that drive organizations in local administration to achieve their goals. The Yala City Municipality is a learning organization with results-oriented work, including setting goals, and indicators and evaluating performance at each level. Leaders at all levels act as good examples, avoiding personal interest. Most importantly, there is an executive meeting every month at every level. Problems and obstacles are brought together to achieve results and jointly solve problems in both formal and informal meetings, including brainstorming together. Every department of the municipality has a jurisprudence that gives importance to the rule of law, making the municipality's operations in line with good governance.

3) Organizational culture

Yala City municipality has a good public working culture and flexible local administration. The culture of Yala City Municipality is an informal culture (work together like friends and family members)

which has created a good atmosphere for the development of the municipality. In addition, the identity of Yala Municipality is the culture of working with citizens. The municipality organizes forums of various sizes, small, medium, and large forums of various levels to promote participation from the public sector. Moreover, the good organizational culture of Yala City Municipality is effective meetings of local councils and people's committees. Furthermore, the municipality has continuously organized training for municipal staff to have a variety of knowledge to understand the people in the area, listen to the problems and needs of the people, as well as being able to solve problems for people quickly.

Figure 1 The picture shows the unity, management team, and good organizational culture of Yala City Municipality.

4) Political stability

For many years (2003-present), local administrators have a continuity in the administration of the municipality as the local people trust them. The political stability of Yala City Municipality has

resulted in sustainable development in many dimensions including economy, society, environment, and culture. This provides the local administration continuity and stability, resulting in the success of Yala City Municipality.

5) The mayor's leadership

The Mayor of Yala City Municipality has a transformational leadership character. He was a highly visionary leader and loved by his colleagues and the public. In addition, the mayor is a competent and responsible person who is recognized both nationally and internationally.

" The mayor values the meetings of the People's Committee and the Children and Youth Council. Most importantly, when the children speak, they will receive a full response from the adults in the council's meeting, with loud applause every year."

(Key Informant1, Interview, October 19, 2018)

5.2 To analyze project success and success factors of the City Branding project of Yala City Municipality

Since 2004, Yala City Municipality has experienced continuous unrest for more than ten years which has caused damage to the lives and property of the local people, causing depression, fear, and making people avoid public life, and also affecting the image of the city. Yala Province has become a city, which is a red area that is dangerous, and unsafe; no one dares to travel, affecting the economy, trade, and investment, and society is weak. Yala City Municipality is aware of the

problems and sufferings that arise, therefore, after the unrest has subsided, there is an idea to develop and revitalize the city under the 3R strategy, namely Restructure Reposition Reimage, by bringing local capital to drive operations to revitalize Yala City through innovative branding of Yala City, communicating the identity of the city through the way of life, arts, and culture.

Objectives of the City Branding Innovation Project

1. To bring the city back to life, revitalize the city by changing the image of Yala City and improve the negative attitude of people outside the area.

2. To communicate the identity of the city and create positive recognition for the city to be known and outstanding.

3. To achieve economic growth by using the concept of the creative economy and using local capital to apply to create the image, create jobs, and generate income, including attracting tourists and stimulating the economy in the area.

Process in the City Branding Project

1) Set objectives

Yala City Municipality has set development goals. It is a firm effort to bring the city back to life under the image of the city, namely "Harmonize City"

2) Study and analyze the possibility

The municipality has studied the law and has held a series of consultations with cooperation networks in the long-lived and newly-moved areas, including tourists, businessmen, and shops to create a

feeling of participation from all groups. The power of cooperation and a sense of belonging will drive the city toward its goals and outcomes.

3) Urban design and city branding strategy

The strategy is divided into 3 phases. 1) The phase of building awareness, building understanding, and brand ownership of Yala City together 2) The phase of awareness distribution outside for tourists to experience Yala and communicate widely. 3) After the visit, people and tourists may talk about their visit experiences, which will promote public relations with new target groups as well as create value for Yala City to be widely known both domestically and internationally.

4) Implementation

There are concrete actions such as creating Yala lighting, creating a colorful city through the art of Art City, Art on the bunker, Black bridge, and Yala street art, etc.

5) Innovative project evaluation

Yala City Municipality has assessed the project in 2 ways: 1) Government agencies, the private sector, and the public can express their opinions and evaluate the performance of local government organizations at every stage of their operations. 2) Assessment of satisfaction and awareness about the City Branding innovation project from the target group in Yala Municipality, amounting to 258 people. The evaluation results showed that 84.88 percent of people knew about the City Branding innovation project.

5. 2. 1 The results of the success of the innovation project

1) City Branding innovation brings to life and revitalizes the city by modifying the image of Yala

The outstanding achievement of the City Branding Innovation Project is to bring Yala City back to life by changing the image of Yala City, and the negative perspectives and attitudes of outsiders. Yala City Municipality has created public participation in local development, such as designing a city brand under the identity of Yala City, expressing opinions, and sharing information on local landmarks with creating a unique color of the city to be "the identity of the city's brand is likened to the city's DNA". In addition, it presents a story that represents a city that has a distinctive identity from other areas and is connected to the city's liveliness in other dimensions, such as Urban lighting, Bird City activities, Street Art, and various activities around the rainbow building in Yala City Municipality.

2) Innovation has made it stand out and communicated the identity of the city and created positive recognition for the city

The City Branding project under the identity of Yala City by using UNESCO's Creative City approach to preserving and developing the city has achieved tangible results, consisting of (1) Identity design: to create a memory of Yala through the bird character "Nibong Yalor", which is the main character in presenting the story of Yala to be well known. (2) Create an environmental graphics logo: using colors and letters as a substitute for Yala's resources and

environment. (3) Music: the music is combined with local arts and culture, presenting choreography that applies the gestures of the local performance "Dgehulu" to the yala bird city and presenting the yala bird city song through a performance by the Yala Municipal Orchestra, which has been performed to the local, external and international public.

Yala City Municipality has been well received by society both inside and outside the area. Many agencies have adopted the city's logo and bird character "Nibong Yalor" as well as the city's color scheme in their operations to create recognition both in the form of shirts and in the background of publicity boards. In addition, municipal schools use gestures to accompany the song Yala Bird City in their morning exercises. The children know and love the mascot "Nibong Yalor". These things contribute to the sustainability of the project.

Figure 2 Mascot "Nibong Yalor".and Yala Bird City Logo

3) Innovation creates economic growth using creative economy concepts and applying local capital to create the image, creating jobs, generating income as well as attracting tourists, and stimulating the economy in the area

The success of the innovation is the creative action of the mascot, the bird "Nibong Yalor", which is unique in its uniqueness, indicating the appearance of the "Zebra dove" and "Red-whiskered bulbul, which have a bright appearance and character by adopting the concept of using the character "Kumamon", bear cartoon in Japan, to create business value and to generate income for locals. Nibong Yalor is used to attract tourists and produces various types of local products which is not only a product and service that meets happiness but also the "culture" embedded in the goods and services to take pride in the identity of the locals, raising awareness of local love and cherishment. Another concrete achievement of City Branding is its application to transport systems by applying Yala Tone-specific logos and colors to signposts and symbols of places such as markets, schools, and government offices as well as in commerce and investment. In addition, the company promoted local raw materials to be used as products and promoted hotels, restaurants, and other businesses to use Yala Tone logos and specific colors. In order to promote Yala City and foster a well-known public image.

Figure 3 The art on the bunkers has transformed the image of violence into something bright and peaceful.

"Creating a sense of belonging will answer all the questions. Whenever there is a sense of belonging, everything will be covered"

(Key Informant2, Interview, October 5, 2018)

Innovation project evaluation results

The criteria for evaluating innovation projects are divided into 5 areas. The evaluation results of the City Branding project were evaluated at very good levels in all aspects. According to Table 1.

Table 1 Main performance according to innovation project assessment criteria in each component

Innovation Project Evaluation Criteria	Key operations
1. Completeness of information	Yala City Municipality has presented complete information such as project name, problem, objective, implementation of the innovation project, operational agencies, budgets, and benefits received by the public
2. Correspondence of innovation projects to problem solving	The innovation projects in Yala can solve problems according to the situation of turbulence and the impact on the urban economy. Therefore, the implementation of the Yala City branding project has helped Yala recover its vitality and create a city with an identity. Moreover, it can stimulate the urban economy. Therefore, this is the correct operation, which can solve the problem and cover the largest beneficiaries.
3. Cooperation network	In the implementation of innovation projects, Yala has received the cooperation of the people and relevant networks, such as Yala Rajabhat University, Yala Provincial Commercial Office, Young orchestra

Innovation Project Evaluation Criteria	Key operations
	musicians from private companies, bicycle clubs, B-Boy Group, and 40 communities. Network partners participate in Yala identity design, including professional groups that play a role in creating local products.
4. Output **of innovation**	The product of innovation, for example, the creation of YALA lighting, creating colors of the city through art, Art City, art on bunkers, black bridges, and YALA street art, increasing the number of income and tourists, etc.
5. Impact **of innovation**	The innovation project creates awareness and creates a good image of Yala City by presenting the city with a local identity. The people were proud and able to reduce the tension from the unrest so that they could return to a normal life.

(According to the criteria of the Office of the Decentralization to the Local Government Organization Committee: 2018)

5.2.2 Key Factors for the Success of Innovation Project

The success factor of innovation City Branding Project has six main success factors:

1) Correct problem identification and problem-solving. The highlight of the innovation Yala City Branding Project is to solve major problems. The success of innovation projects depends on whether citizens benefit from innovation. It can be concluded that the major problems in the context of Yala are the turmoil, the economic impact, and the desolate atmosphere. Therefore, the Yala brand construction project will be implemented to make the city colorful, create a unique city and stimulate the urban economy. This is a correct action aimed at providing clear and comprehensive solutions for the largest number of beneficiaries and covering solutions.

2) Yala Mayor's Leadership The leadership and administration of the Mayor of Yala City, Mr. Pongsak Yingchoncharoen, plays an important role in the success of the innovation project because he is a change leader and works for the common good, including leading the concept of City Branding to drive the development of Yala City Municipality. Problems of unrest that affect people's minds, tourism problems, and economic problems have led the leaders to come up with ideas to build a city that is livable and has a good atmosphere as well as stimulating the economy through cooperation from all sectors "To return Yala for the people of Yala"

3) Clear working process and implementation. Another important factor is the presence of clear working processes and procedures. That is to say, there is a clear target for branding and

the identity of Yala City. The theory of creative urban design is used by talented designers under the participation of all sectors and has established strategies, implementations, and systematic evaluations of innovations.

4) Democratic culture. Both Yala citizens and the local management team have good corporate culture characteristics. Most citizens are well educated and have a good idea of supporting local administration. In addition, there is a strong people's council, and the president comes from the public sector. For its part, the management team has a culture of acceptance of opinions and freedom of work, which is considered to be the unique identity and behavior of the citizens and Yala City Municipality. Moreover, the municipality has Local Development Plan that links children, youth, and communities in all sectors, fostering a democratic culture and laying a strong educational foundation for future generations in urban development.

5) Create understanding and harmony based on multiculturalism. Yala City Municipality has created a good understanding and coordination in multicultural matters. In the implementation of the work, the first step is to use a participatory process and allow each community, culture of different races, religions, and cultures to solve problems and develop on their own. As a next step, municipalities will cooperate and provide higher levels of administrative resources. For joint operations, important cultural events have been supported, such as Malayu Day, Moon Festival, and Chak Phra, and there were visits. Each religion and each culture has

organized an event together, these things contribute to unity and strengthen the power and contribute to the expansion of the project's success.

6) Building ownership, Participation, and Networks. Working under a collaborative innovation project gives citizens a sense of belonging and shared ownership of urban development. The high level of engagement has made the City Branding project a huge success. Yala City Municipality has worked with people's networks in several steps, including participating in problem analysis, defining problem-solving steps, joint problem-solving, learning and working together, ongoing action to solve problems, and developing the city together through the People's Council forum and intensive joint action.

6. Discussion and conclusions

There are six aspects of success in administrative operations: transparency, public participation, reduce service process, fiscal discipline, efficiency, and public satisfaction, consistent with the concept of good governance of the World Bank (1992) and UNESCAP (2009) In addition, in term of public participation is consistent with the concepts of governance of Henry (2013), Bowornwathana (1997), Rhodes (2000), and Bevir & Rhodes (2003) including the concept of New Public Service by Denhardt & Denhardt (2000), Perry (2006), Osborne & Brown (2006), and General Competence principle of Gerard Marcou (2007).

The success factors of the administration of Yala City Municipality, consist of 1) Public participation 2) Management Team 3)

Organizational culture 4) Political stability, and 5) The mayor's leadership, in line with the research results of Meesomnai (2020), Montriwat (2020), and Suntornmond (2022). Specifically, three important factors are public participation, good work culture, and leadership. These factors influence the success of local administration in the case studies of Yala City Municipality, Phuket City Municipality, and Posa Sub-district Municipality. Therefore, to achieve success in local administration and good governance, the promotion of these three factors may be the path to the success of other local government organizations in Thailand.

In terms of the success of the innovation project able to solve the problems of the city as well, bringing the city of Yala back to life by changing the image of the city and improving tourism and the economy. Yala City Branding's goal is to create an attractive image for tourists and investors and strengthen the local identity of the local residents. In terms of strategies and procedures to build awareness with tourists, Yala City Municipality has implemented a clear strategy to change the perception of tourists or visitors in a better direction. The strategy is divided into three phases. 1) The first phase is to create awareness, understanding, and ownership of the Yala brand together. 2) Distributing awareness to the outside so that tourists can experience the atmosphere of Yala and communicate widely. 3) During the period after the visit, tourists can tell about their visit experience, which will promote the new target groups and create value for the city of Yala to be widely known. Obviously, the administration of Yala City Municipality is consistent with the City Branding concept of Castillo-

Villar (2 0 1 8) and Kavaratzis (2 0 0 4) , which describes how this competitive advantage can be achieved through managing and communicating the attractive image of the city. Thus, city branding is aimed to control the diversified procedures by which it can transform and communicate more effectively the desired image of the city.

For the next research findings, the success factors of the City Branding project of Yala City Municipality are correct problem identification and problem- solving, leadership, efficient working system, multicultural harmonization, democratic corporate culture, and building ownership, participation, and networks. Overall, the study found that it was consistent with the success factor concepts of Mesly (2017), Kamarck (2003), Denton (1999), Higgins (1995), and the research results of Suntornmond (2022) and Meesomnai (2020).

As for the success factors of innovative projects, two factors, the leadership factor, and people participation factor, were found to be success factors that are consistent with the results of Lukkhasorn & Lowatcharin (2019) , Suntornnond (2022) , White & Boswell (2007) , Montriwat, & Pothavanich (2020).

Another interesting finding, if compared to the study of the success factors of City Branding of Barcelona (Belloso, 2011), found that there are similar success factors in many areas. The corresponding success factors are 1) The vision and leadership of the municipal leaders 2) The involvement and participation of civil society 3) The unique and differentiated identity of the city and 4) Creativity, innovation, and boldness as a common denominator.

In terms of geographic context and urban design, the context of Yala City is characterized by unrest and cultural diversity. However, Yala City Municipality can design the urban landscape, logo design, and activities that are in line with the urban context as well. Urban design and local identity creation of Yala City Municipality are in line with the research results of Castillo-Villar (2018), which found that urban landscape design has proven to be one of the most effective tools for designing and communicating urban images.

New findings from research and application, although the development context of Yala City Municipality is unique, several factors can be applied. Firstly, the general factors found in this study and other studies in other areas are; people's participation and leadership, these two factors, can be developed by every local government organization in Thailand. Secondly, the success factors that are unique to Yala City Municipality are communication with local people, building understanding and harmony in a multicultural society, and developing ownership and networking within the area. Finally, the development of a local identity that is different from others, creating an attractive and good image for the perception of tourists, creating large-scale projects and special events, creating colorful symbols, creating interesting new brands and products, including turning crises into opportunities for urban development through local administration with good governance.

In conclusion, Yala City Municipality manages local affairs and provides public services according to the principle of good governance, and pays due attention to citizens and all sectors of society, which can

serve as an administrative model for other local government organizations. In terms of innovative projects, the implementation of the project has produced results and solved important political, economic, social, and cultural problems in the city. As a result, the city is livable and has a better economy. Most importantly, the innovation projects have performed outstandingly and have created a new type of innovation that has affected local development in a new dimension of Thailand.

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