

# City Branding Strategy and Local Government Readiness

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**Abstract**— City branding can start from extracting the potential of Indonesia's regions, which can qualify for world qualifications. Indonesia's Ministry of Tourism's policy also emphasises that the regional government must also build a brand for the region, which is in accordance with the potential and positioning of the target area in order to benefit from awareness, reputation and a good perception of a tourist destination, as well as encourage an investment climate and increase tourist visits to tourist destinations. This research is part of the 2018 Kemristekdikti PDUPT scheme research. By using FGD, an in-depth interview and observation of government officer in Kabupaten Pinrang, South Sulawesi, during February to December 2018, it is known that the regional government generally does not have sufficient knowledge about the city branding formation strategy. Therefore, it is necessary to socialise the importance of city branding for the region, as well as training to form a city branding strategy.

**Keywords**— *city branding, local government, Pinrang*

## I. INTRODUCTION

Site Department of Tourism (2015) revealed that city branding should be carefully considered. It starts from exploring the potential of regions in Indonesia, to determine if they can 'qualify' for world qualifications. Minister Arif Yahya asserted that the regional government must also build a brand for the region, certainly in accordance with the potential and positioning targeted by the area. He believes that the various benefits that will be obtained through the implementation of the city branding strategy include awareness, reputation and good perceptions of a tourist destination. In addition, the concept of city branding can encourage the investment climate, as well as an increase in tourist traffic travel destinations.

A brand is a name, term, sign, symbol or design, or a combination of the whole that is intended to identify goods or services from a seller or group of sellers, to distinguish them from their competitors. The most basic brand function is differentiation. City branding is adapted from corporate branding, so city branding is understood as a network of associations or perceptions in the minds of consumers

(tourists, investors, etc.). Therefore, city branding can be defined as a network of associations in the minds of consumers, based on visual, verbal and behavioural expressions of a place that is realised through the goals, communication, values and general culture of stakeholders. (Sukmaraga and Nirwana, 2000)

Previous studies on city branding included the study by Ardiansah (2014). From his research findings, he concluded that the efforts of the Kediri Regency government in communicating the construction of the Pare brand were through tourism activities, communication through tourism promotion media, traditional media and internet and technology-based communication media. Collaboration between the Kediri Regency Government in establishing relationships with stakeholders is the provision of tourism information with the Tour and Travel Company Association, Supervision of media broadcasts with the Indonesian Broadcasting Commission and the procurement of Elementary School internet networks with Telkom Indonesia and gatherings with Mass Media. Rejecting this research, some suggestions that can be proposed for the Kediri Regency Government are to provide media and facilities for English villages to support the branding activities in the city of Pare. The Government K Kediri Regency is maximising communication media and disseminating information about Pare city branding to the public and stakeholders; they provide constant updates in the news via mass media, especially about the development of the hometown and promotion of the potential possessed by Kediri Regency.

## II. THE CONCEPTS

### City Branding Strategy

City branding is the process of building the identity of a city. Identity is a construction, a consequence of a process of interaction between humans, institutions and practice in social life. Talking about city branding will not be separated from the talk of the brand, because city branding is identical

as part of the concept of the brand itself. This city branding activity requires each region to compete in creating a certain image in the minds of the wider community in representing the character of the city. The image of the city has the power to shape the brand of a city, even affecting the city itself. The brand that is attached to the city depends on the identity of the city.

Branding activities can be divided into several stages as follows:

1. Determine the core brand value of the city by first describing the potential values possessed by the city, by involving internal stakeholders;
2. Determine the message of the city's core brand, by looking at the gap between the perception of the city and the reality of the city; from here, it can determine market segmentation, target markets, positioning and USP of the city. This is done by involving external stakeholders;
3. Determine the personality of the city, by describing the potential personality for the city, then determining the core personality; this is done by involving internal stakeholders;
4. Determine the city brand icon, which consists of two approaches, a formal (aesthetic) approach with an iconic outline, and a semiotic approach that focuses on the content with the output of sign meaning;
5. Design a brand roadmap as a guide for stakeholders to be consistent with the city branding that has been done. (Sukmaraga and Nirwana, 2016)

Activities branding is a marketing science finding, and its own city / place branding is one of the programs of the city / place marketing (marketing area / city), and marketing the city does not appear out of nowhere, he is part of the development of the city (urban development). Therefore, city branding has stakeholders who are more complex than product / corporate branding, all of which must be able and willing to collaborate.

Freeman (1984: 25) defines stakeholders as groups and individuals who can influence or be influenced by the process of achieving the goals of an organisation. Departing from the assumption that aspects of a city's life are influenced by internal and external factors, the stakeholders in city branding are divided into two camps, namely internal stakeholders (in the city) and external stakeholders (outside the city). This division of internal and external stakeholders is an analogy of organisational and corporate branding, as expressed by Khasali (in Wibisono, 2007: 90), that internal stakeholders are stakeholders who are within the organisation. For example employees, managers and shareholders. Conversely, external stakeholders are stakeholders who are outside the organisation's environment, such as suppliers, consumers or customers, the public, government, the press, responsible social investors, licensing partners and others.

In the city branding context, internal stakeholders are stakeholders in the city, for example the City Government, related officials / offices in the city, business / private sector (both small and medium to large / corporate businesses), educators / academics (from schools / universities in the city), local artists and culture and the general public who can still be classified again according to their respective roles (workers, students, housewives, etc. Likewise with business people in cities who can still be classified again based on the type of business being run (travel agent, hotel, printing, culinary, etc.). Each city's socio-cultural characteristics are different, not ruling out the possibility of having different elements of stakeholders, depending on the tendency of the city (Sukmaraga and Nirwana, 2016)

City personality is determined by internal stakeholders, based on the city's core values, positioning, USP and the message of the city's core brand. Determination of the city's personality can be done by holding FGDs with internal stakeholders, then followed by brainstorming sessions. Observations and interviews also need to be carried out on city leaders related to a typical / leadership character, and this must be ensure that the personality of the city will be in line with the personality of the leader, in order to produce a consistent city image. In setting the city brand personality, it is best to avoid setting an "ideal" personality that is not realistic. City personality, besides being analogous to the personality of its leader, must also be an honest and sincere personality (true personality); in other words, it is sourced from the core brand values of the city. Ideal personality that is not realistic will usually appear in the brainstorming session; all parties want idealisation that creates a brand personality that is too good to be real (Moser, 2006: 73, in Sukmaraga and Nirwana, 2016)

Nurmandi, A., Almarez, D., Roengtam, S., Salahudin, S., Jovita, H. D., Dewi, D. S. K., & Efendi, D. (2018) states that to increased the branding of city should have an evolution of social media use in government is comprised of four stages: promotion (social media presence), transformation (social media impacting transformation), engagement (social media impacting government stakeholders) and impact (social media impacting policy making process).

### III. THE METHODS

This study was conducted based on a study of literature by comparing it to the government of Pinrang district. In addition, opportunities to develop city branding strategies are examined, starting from mapping stakeholders to technical fulfilment of stakeholder needs. First, the research was carried out by survey techniques to communities around surrounding ecotourism and visitors. In addition, interviews were conducted with government officials in Pinrang Regency.

The in-depth interviews were carried out continuously from March 2018 to July 2018. The interview sources were stakeholders in the establishment of a city branding consisting of academics, community leaders, and the government.

This study uses documentation data from mass media and online media coverage, including from social media accounts such as Instagram, which are part of the dissemination of information about Pinrang Regency. The documents reviewed are official documents from the Pinrang District Government, especially the RJPMD and Tourism Planning RIPDA in Pinrang Regency.

#### IV. THE RESULTS AND DISCUSSION

Pinrang Regency is the South Sulawesi Province in the north. This area has the potential to generate natural income, especially from the agricultural and landscape sectors which are tourist attractions. Pinrang Regency has also applied the concept of e-government and pioneered smart-city with internet accessibility. In addition, the people of Pinrang Regency are active gadget users and are supported by the local government who provide Wi-Fi hotspots in public places. The district government also develops local applications such as "KemanaPinrang" which contains information on tourist attractions in Pinrang.

City branding Pinrang Regency, according to stakeholders, is in the aspects of agrarian and maritime. The 2014-2019 RJPMD explains that Pinrang District is part of the Pare-pare Integrated Economic Development Zone (KAPET) System, which is a National Strategic Area (KSN) with a direction to increase economic growth from the perspective of agro-industry and fisheries. Likewise, the livelihoods of the people of Pinrang Regency in the agricultural sector are still the largest, with employment being (56, 50%) in 2009, compared to the Industrial sector (3, 95%) and Trade (12, 67%). The agricultural sector still has the highest potential compared to other sectors as a sector providing employment for Pinrang Regency. In this case, the Pinrang Regency Tourism RIPDA also mentions that:

Tourism of Pinrang Regency supports the efforts of its flagship sector, namely agriculture (including livestock and fisheries) which makes this district the rice bowl of the region, or even the national rice barn (p.iv-2)"

Regarding city branding, the Tourism Office and the Infocom Service will still prioritize the La Sinrang hero as the city's identity and icon. Bappeda does not explicitly maintain the figure, but delegates it to the relevant work unit.

"This is a hero, so if that icon is probably the only thing ... the design that might be ... but La Sinrang will still be because La Sinrang has become a icon of Pinrang. So La Sinrang Pinrang's name is not too ... because the name Pinrang came from ... La Sinrang, it can't (no) ... until the world is apocalypse. "

"I don't know if anyone wants to use it. So far, there are many Sinrang cities, anyway. Sinrang is a

hero, but so far, La Sinrang. Welcome to the land of La Sinrang ... "

La Sinrang, according to the literature, is the hero of the Pinrang area who fought against Dutch colonialism until the end of his life (Nasruddin, 2016). The name La Sinrang is widely used as the name of a place in Pinrang. There is even the La Sinrang Park in the city centre. The La Sinrang statue also stands as an icon of the city. The mention of Bumi La Sinrang is pinned to Pinrang district.

According to several sources and observations, the determination of heroes as a city icon was used by several districts in South Sulawesi. For example, Bumi Nene Mallomo is the term for Sidrap Regency and Bumi Pong Tiku Toraja. Attaining the city's icon is the highest award for the heroes who won independence. However, it is not yet known what the audience's acceptance will be like of the city's icons, especially among young people.

#### Ecotourism Potential As a City Branding Strategy

The ecotourism industry in Pinrang has so far not been prioritised. In the Tourism Regional Development Master Plan (2017), the first priority is given to Family Tourism in the form of developing beaches such as the Ammani Coast. Natural tourism development is mentioned as 'special interest tourism'. This condition may be related to reality on the land, namely infrastructure limitations and land ownership conflicts.

... it is good enough to develop only the problem of infrastructure ... to get there it is still constrained so that e ... what is e ... introduction to e ... the community is not too ... future planning including to attract meaning e ... attract investors for how to collaborate because if nature tourism is about nature tourism if we don't cooperate with e ... we cannot develop the private parties because e ... that means there is experience from why there are so many then Jogja, Bandung why because it is managed professionally. Then in Pinrang, almost all tourist locations are considered to belong to the community "(laughs). The government's involvement is still not maximal because we don't have the government to full for the time being, the community claims that it still belongs to the community, so it needs clarity too ... that ownership is controlled by the community which must be taken by the government"

However, actually, the Tourism Office still desires to develop a large ecotourism potential in Pinrang

"... I can God willing, God willing ... I ... Pinrang Regency is the prima donna for nature tourism because of what we have in one potential in what it is. For example, Karomba ... I think that Pak Kadit can explain the destination whose name is

Lattapitu, how is Lattapitu, then there is the name Karomba, then there is a cave where there are actually destinations. The potential that clearly has the potential that we have the natural potential that we have is not much different from the potential possessed by other regions, only in this area, the purpose is still being developed professionally. "

However, in the government program, he admitted that tourism in Pinrang is still on maritime and culinary potential "So ... the description of tourism in Pinrang Regency in general I illustrate that geographically Pinrang Regency has tourism potential. First e ... the potential for nautical tourism then the potential of natural tourism and the most ... culinary tourism ... the most (clearing) developing now bu, only in the meantime are two tours between tourism e ... nautical with culinary tourism. "

Mapping the potential of ecotourism for city branding requires immense attention to the most basic stage of the element of tourism, namely the 4As (Etchter, 2002):

1. Attraction
2. Accessibility
3. Amenities (facilities);
4. Ancillary (institutional);

Ecotourism attractions in Pinrang, as recorded in the ripda document, are found in almost all sub-districts in Pinrang. This area also has a variety of rich natural attractions, including forests, mountains, waters and beaches; both natural and built. Recorded in the document are 12 beaches, 4 waterfalls, 2 mountain peak areas, caves, dams and baths. However, the availability of access, facilities and institutions cannot be clearly identified. An example of a case is Puncak Karomba. Sources at the tourism office stated that the Puncak Karomba land is still a disputed land with the private sector and Perhutani. In addition, there is limited access to this place.

Regarding opportunities and challenges, institutionally, starting in 2017 there is the Tourism Office.

"... the term Pak Kadis is no longer the reason e ... in Pinrang Regency there is no tourism destination because there is already a Tourism Office. Different from yesterday, there is still a reason that the Tourism Office is not really maximal, primarily because this service is still a field. "

In addition, the Infocom Service has smart city devices in the form of "KemanaPinrang" applications and Pinrang Window control rooms as digital information centres.

"Yes, e ... we use it only now; it was just launched yesterday, so it is the work of infocom, so there are some features that have not been e ... repair"

The challenge for the use of smart city devices surrounds content. The Infocom as the application provider has submitted it to each SKPD.

"Do not suppose we have actually submitted to tourism, we have already said that, please, you are admin, any obstacles to this application, related to this application, would be developed, there are shortcomings, please go to us, we will return but nothing is taken for granted. The data upload slip is still there-that continues, I should have wanted a feature because we have taught to add features there should be features about culinary tourism, there are features about handicrafts ... "

In short, according to the Office of Information and Communication, Pinrang city branding is still sought after. According to him, Pinrang Regency still prioritises agriculture. This is in accordance with Dr. Sudharmono as a government expert.

"If it is said to be ideal, especially for the Pinrang context, Pinrang is an agricultural city. So in simple terms, the technique might be like this: Pinrang is considering how to build a rice museum, so it still builds a physical building, but the identity as an arratar area is not lost; secondly making ecotourism agriculture such as agriculture in Bali for example. there is.... although the geographical contour is not supportive for terracing, we can modify other landscapes that are in line with the contour of Pinrang district, its geographical contour. However, it is a tourist destination and it remains an aggressive theme. Well, that might be two, meaning that if we reinforce the first example, we sell, this is what we brand everywhere. "

Dr. Suhartono, a Pinrang community leader, academic and marine expert, suggested elaborating the potential of the Pinrang Sea.

"Pinrang needs to develop the potential of its waters, such as Pulau Kamarrang. Second, maximise the fishing industry for example. There is a milkfish industry pulling thorns. Originally from Pinrang, the one who got the name was Gowa because it was processed there. In fact, the fish is from Pinrang. What is important is the empowerment of coastal communities. It must also be considered across sectors, for example, the planting of mangroves. Because it involves trees, it is the authority of the Forest Service, despite its location on the coast. This is the case of mangrove forests in Rappang. Again, with marine and aquatic ecotourism, by setting up educational tours such as Ecofarm U Crab, a farm belonging to Unhas in the Barru area. "

In Pinrang, regency tourism activities are one of the sectors that need to be boosted by developing tourist attraction areas, considering that the tourism sector will be able to develop multiplier effects related sectors. As for the tourism sector, the development plan in the Pinrang Regency region



consists of tourism culture, natural tourism and artificial tourism.

In searching through Tourism RIPDA documents (2016; iv-2), data in the management of tourism stated that this sector still faces several fundamental problems, namely:

1. There is still a lack of community participation in tourism development, creativity, innovation and the potential of ODTW competitiveness, and the not yet optimal quality of human resources of tourism officers and business actors;
2. The integration and synergy between tourism actors in tourism development is still low;
3. Limited tourist attraction, ownership / ownership rights certificate.

The organisers complained about the limitation of tourism objects, related to land ownership. Through in-depth interviews with sources at the Department of Youth and Sports Tourism, it was found that there were potential conflicts regarding the status of the land.

"If natural tourism is about nature tourism, if we do not cooperate with e ... we cannot develop private parties because e ... that means there is experience as to why there are many Jogja areas, Bandung ... why because it is managed professionally. Then in Pinrang, almost all tourist locations are considered to belong to the community. The government's involvement is not maximal because it is still claimed to belong to the community, so it needs clarity too ... that ownership is controlled by the community which must be taken by the government. "

In the RIPDA terminology, ecotourism is nature-based tourism. This consists of beaches, waterfalls and mountains. Special interest tourism is identified with artificial and culinary attractions. However, there are also special interest tours in nature-based tourism.

Special interest tourism arises because of the dynamics of how the world changes in various aspects of life that bring changes to tastes and consumption patterns of travel (Damanik, 2007). The global phenomenon in tourism is followed by emergence, which de Kadt (1992) calls alternative tourism.

Special interest tourism is a form of tourist travel, where tourists visit a place because they have a special interest in objects or activities in particular tourist destinations (Weiler and Hall, 1992). Tourism's special interest actors tend to expand their search differently by observing people, culture, sights, daily life activities and familiar values of the environment. Expected forms of activities and experiences are very diverse, such as Weiler and Hall's (1992) statement: The special interest traveller wants to experience something new, whether it is history, food, sport, custom or the outdoor. Many wish to appreciate the new sight, sound, smell, tastes and to understand the place and its people.

Likewise, with special interest natural tourism, the principle of tourism development of this type is based on travel motivation: (1) the search for something unique or novelty seeking (2) the search for quality or a quality based experience (3) appreciation for something or something rewarding (4) enriching knowledge of activities or something enriching (5 ) involvement in adventure or adventuring and (6) learning processes for activities that are followed or just learning (Weiler and Hall, 1992)

Pinrang Regency tourism development priorities refer to indications that tourism development programs are developed based on the Development strategy for 2017 - 2020, 2021 - 2025 and 2026 - 2030. Development strategies for Pinrang Regency tourism destinations for the three time periods basically consist of eleven strategies, namely:

1. Regional Planning of Watang Sawitto District as a centre for tourism services in Pinrang Regency.
2. Development of coastal tourism attraction as an integrated marine tourism attraction data.
3. Development of Suppa District as a cultural tourism area, culinary centre and handicraft centre.
4. Regional Planning of Lembang Subdistrict as a natural part of tourism based on adventure tourism.
5. Improving regional access between sub-districts to reach every tourist attraction.
6. Planning the construction of tourism supporting infrastructure and facilities.
7. Strengthening the tourism industry cooperation sector in tourism development.
8. Preparation of policies related to tourism development in Pinrang Regency.
9. Development of the Duampanua District area as a Rest Area.
10. Compilation of policies and development of the Suppa District as the entrance and distribution of tourists.
11. Construction and inventory of tourist attractions in Lembang District.

In this tourism development, ecotourism for special interest natural tourism is planned for the area of Lembang - Duampanua - Batulappa Regional Tourism Development Area and its surroundings. The strategies implemented are:

1. Development of Lembang Tourism Area as an adventure tourism area
2. Development of the Duampanua Tourism Area based on recreation
3. Development of the Batullapa Tourism Area as a cave tourism area

In mapping the city branding potential, ecotourism is not seen as having the potential to be developed related to the inadequate infrastructure situated there. However, special interest natural tourism is indicated to develop through social media. In Instagram accounts such as those discussed, post-post travel visits to places that are difficult to reach in Pinrang, are very much evident.

These special interest natural attractions, based on observations, are not available in Pinrang Regency. Tourists

who visit these difficult-to-reach tourist sites generally use private vehicles or seek special methods such as trekking and hiking to the location of the waterfall or mountains. Puncak Karomba, for example, based on observation, requires a special vehicle to navigate the difficult terrain because of the steep and slippery road.

In the RIPDA, there are already plan in place to work on a special segment known as this niche market. On page v, the strategy is to strengthen the mass tourist market segment and the development of niche markets in optimising the development of tourism destinations and the dynamics of the global market by:

1. Intensifying of promotion of special interest products such as trekking, history and culture, sailing and caving in the form of niche market workshops with specialised portals on websites (specialised online portals).
2. Developing the right target market for Indonesian special interest tourism products based on the approach of demographic, geographical and psychographic segmentation variables.
3. Theme-based marketing and promotion programs through planned and integrated community marketing and marketing campaigns with product development according to the theme.

Tourism identity from the planning results of Pinrang District Bappeda can also be synergised with regional policies that prioritise agriculture and maritime development. On the other hand, the establishment of the La Sinrang icon as an ideological identity can be developed and synergised with the ideals of this tourism identity. Furthermore, tourism identity as a city branding can become a major national tourism branding, Wonderful Indonesia.

Efforts towards this strategy, according to the Pinrang Regency Tourism RIPDA, are the Pinrang Regional Tourism Development Plan (RIPPDA) divided into 4 (four) segments:

1. Tourism Destinations
2. Tourism Marketing
3. Tourism Industry
4. Tourism Institution

Landscape and infrastructure are part of the planning of tourism destinations and the tourism industry. The tourism institution handles aspects of the organisation while tourism marketing has not been explained in detail from the operational aspects since the development of ecotourism potential has not been a priority.

Mapping can be done as reflected in the picture. Furthermore, a competitive analysis can be done by considering the distinctive appeal of Pinrang. Another point to note from the field work is the proposal to consider the opportunity for Pinrang as a tour before Tana Toraja. On the occasion of the FGD, the conclusions expressed by the moderator were as follows:

"That's all, but hopefully I see this discussion; God's willing, there is a way for Pinrang because I think it is a route to Toraja. The temples are already very global, so just managing it can be done. Which side is the driver. Pinrang the Toraja kandeket. This is the same when people ask Lombok. Where is Lombok? Lombok is near Bali. Even though it's far to the right, because Balinya is far more famous, we can be analogous, we can promote tourism with tourist destinations."

The readiness of the Pinrang district government in compiling this city branding strategy is quite adequate. However, is there an intention and will to form a specific and integrated city branding strategy? In this case, the ingredients required to form the city branding strategy are established. The government needs a sharper focus in formulating the city branding that is desired and will be supported by all stakeholders.

## V. CONCLUSION

The conclusion of the results of this study is that city branding must get the attention and priority of stakeholders in order to be formulated. The tourism potential and especially ecotourism, have not been maximally worked out and outlined, thus, making it difficult to establish this field to be Pinrang's city branding strategy.

Researchers suggest developing a tourism identity as a Pinrang city branding by utilising ecotourism potential. This development can be carried out synergistically on the part of the government between Bappeda as a planner, the Tourism Office as the executor and the Office of Information and Communication as a supporter in implementing the planning at the implementation stage based on the city branding strategy steps.

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