

City Branding Strategy in Tourism Sector Development

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Abstract: The reason for choosing this study is that the tourism sector has a strategic role in developing a region and contributes significantly to addressing the economic and social problems present in the area. Another reason is that the high competition in the tourism sector makes each area try to attract tourists to visit the area. To encourage the sustainable development of the tourism sector, it is necessary to build the city's reputation and a tool that serves to market the advantages of the tourism sector, namely city branding. This article aims to describe the strategy of city branding in developing the tourism sector in Pesisir Selatan Regency. City branding will be very effective in marketing the region's tourism potential, creating positioning and differentiation of an area with other areas to win competition in the tourism sector.

1 INTRODUCTION

The vital role of the tourism sector is in national development (Fahmi, et al., 2015). The tourism sector can encourage economic growth, create jobs, reduce poverty, accelerate development and strengthen tolerance (Crotti & Mirashi, 2017). Tourism is expected to be one of the leading sectors and drive other industries (Yuristiadhi & Sari, 2017). The number of foreign tourist visits to Indonesia was recorded at 11.5 million in 2016, a significant increase in 2017 by 14.03 million and increased again in 2018 by 15.8 million (Ministry of Tourism, 2018).

However, the uneven distribution of tourist visits in each region causes only certain cities to attract potential attention. In contrast, others are not so visible and lose their attractiveness as tourist destinations for tourists (Herget, et al., 2015), so a strategy capable of attracting attention is needed. One of the ways to develop tourism potential sustainably is to market tourism excellence through a *city branding* strategy.

City branding is the image management of a destination through strategic innovation and coordination of economic, social, commercial, cultural and Government regulations (Anholt, 2007) to build a positive image of a place and differentiate it from competitors (Qu, et al., 2011). City branding is an invaluable source of differentiation for all cities globally, along with increasing competition between places from time to time (Hultman, et al., 2016). The success of city branding is not only limited to

communication and marketing. Still, it must cover urban planning, culture, trade, and investment, but many cities compete with other cities to get visitors (Herget, et al., 2015). However, the success of implementing city branding is not necessarily followed by all cities in Indonesia. For example, the application of city branding through the brand "The Never Ending Asia" did not make Yogyakarta a city with an Asian economic centre for trade, investment and tourism (Chaerani, 2011). Furthermore, implementing the city branding strategy in Ponorogo district "Ethnic Art of Java" has not been widely known to the public and has not been maximized due to the lack of branding promotion, socialization and publicity through the media (Megantari, 2018).

Three factors cause the failure of city branding; 1) city branding only focuses on a single brand, whereas city branding only uses one brand to represent the city. 2) city branding is more focused on brand marks, or the majority of city branding only focuses on developing a logo or theme, and 3) the inability of the Government and all existing stakeholders to collaborate in the success of city branding. City branding should be a strategic action that can promote a place or country to the international level (Hazime, 2011). Therefore, in this case, the use of city branding strategy stages are classified as follow: 1) identity includes the identification of a region (city, district and region), 2) objectives include city branding, 3) communication is a form of communication carried out in promoting city branding, and 4) coherence,

namely communication alignment of all parties related to city branding promotion that has been built (Rusadi & Wedayanti, 2019), as well as a city branding strategy with The City Branding Hexagon approach, covering aspects: 1) presence, 2) potential, 3) place, 4) pulse, 5) people, and 6) prerequisite, are thought to be more appropriate in developing the tourism sector and effective in increasing tourist visits because of the synergy between the Government, business people, residents, community leaders and tourists.

Regarding the development of the tourism sector in Pesisir Selatan Regency, it is necessary to take reasonable city branding strategy steps to win the competition in the tourism sector. This study aimed to describe the city branding strategy in the development of the tourism sector in Pesisir Selatan Regency and the effectiveness of the city branding strategy in Pesisir Selatan Regency.

2 RESEARCH METHODS

The type of research used is descriptive research with a qualitative approach. This research focuses on city branding strategy in the development of the tourism sector in Pesisir Selatan Regency. The city branding strategy includes four indicators, namely: 1) identity, 2) objective, 3) communication, and 4) coherence which is adopted from Andrea Insch. To see the effectiveness of the city branding strategy in increasing tourist visits, the approach of The City Brand Hexagon is adopted because it focuses on the strength of city brands as a source of information and this model is the most popular in the world. This research's data collection techniques were obtained through field research to obtain information and data through interviews, data collection visits, and documentation. To get valid data, the informants involved and interviewed included the Head of the Tourism, Youth and Sports Office as crucial informants, Head of Tourism, Marketing and Tourist Officers who visited Pesisir Selatan Regency as additional informants.

3 RESULTS AND DISCUSSIONS

3.1 City Branding Strategy in the Development of the Pesisir Selatan District Tourism Sector

The Office of Tourism, Youth and Sports of Pesisir Selatan Regency is an organization that can determine

a city branding strategy in Pesisir Selatan Regency. The interviews and observations prove that the city branding strategy is running well, but there are still several indicators that need to be improved. City branding is an essential concept following the actual identity situation to never forget the city. The city branding of Pesisir Selatan Regency with the tagline Negeri Sejuta Pesona resulted from visual observations made by the Government, which started with the transfer of the Gadiang Monument to the border between Padang City and Pesisir Selatan Regency. The tagline seems to describe a million natural beauty in every corner displayed by the geographical and environmental conditions of the Pesisir Selatan Regency with the beauty of beaches and marine tourism, which strongly support the tagline Negeri Sejuta Pesona.

However, the application of city branding by the Government has not gone through the process of identifying assets or the identity of a city that can distinguish Pesisir Selatan Regency from other cities. The Government's objective stage is to formulate goals or expectations related to the city branding strategy. The Pesisir Selatan Regency government aims to bring in tourists and increase the number of visits to impact the welfare of the community. It is under the community's expectations so that more tourists come to increase income and improve the community's economy and tourists and investors better know Pesisir Selatan Regency.

Pesisir Selatan Regency also communicates and interacts with interested parties, including investors, tourism industry players, and travel agents. Then the final step is consistency in conveying messages to prospective tourists. In this case, the Pesisir Selatan Regency government has not yet had a high commitment to always use the tagline "Negeri Sejuta Pesona" in any promotional products to investors, travel agents and tourism industry players.

3.2 The Effectiveness of the City Branding Strategy of Pesisir Selatan Regency

Measuring the effectiveness of city branding in Pesisir Selatan Regency, namely presence, place, potential, pulse, people, and prerequisites, shows various potentials and efforts to make Pesisir Selatan Regency a sustainable country of a million charms.



Picture 1. *The City Brand Hexagon* by Anholt (2007)

The potential and advantages in the tourism sector that can be used as a strong identity as a tourist city, such as the development of the Mandeh area, which is one of the central district tourism destinations (DUPK) following Regional Regulation No.2 of 2015 concerning the Tourism Development Master Plan for the Pesisir Selatan Regency. This plan is applied by developing tourism, including the Mandeh Tourism Area, Mandeh Boat Tour, View Point Mandeh, Greening the Mandeh Area and Development of a Tourism Resort. Turtle conservation also has economic opportunities for the community through the permanent establishment of buildings such as entrance gates, departure docks and boats to cross, facilities such as water booms and water bikes built from aid funds and the operational benefits of the turtle conservation area attraction of tourists to visit.

In addition, there are historical heritage sites such as the Shipwreck site in the Mandeh area, which is a Dutch merchant ship with the name Boelongan Nederland which sank in Mandeh waters after being bombarded by Japanese soldiers in the era of World War II around 1942, which is currently the choice of the shipwreck. Tourists who do diving activities and enjoy the underwater scenery.

Another famous tourist attraction is the Cingkuak Island Corocok Portuguese Fortress site as a historical relic of the 1500s in the Painan region. Island tourism, culinary, arts, cultural tourism and events also can be developed as a tourist destination for visiting. The use of the city branding of Negeri Sejuta Pesona has resulted in the creation of new tourism such as the Carocok beach landmark, the I Love Painan landmark located in a city park, the Rabab Pasisia "Babiola" monument and the adipura monument, which received a positive response from tourists visiting the Pesisir Selatan Regency.

Another impact of the application of city branding is an increase in people's income in tourist destination areas through culinary sales and from events or

festivals held by the Government, one of which is the annual routine held in conjunction with Pesisir Selatan's anniversary on April 15. Every year, there is a langkisau festival held by the local Government. In this festival, visitors can enjoy village children's games, the election of Pesisir Selatan tourism ambassadors, a national level beach volleyball circuit, and a paragliding championship held at the top of the Langkisau. Tourists can enjoy views of the Salido coastline from a height. The peak of Langkisau is also used as a location for paragliding athletes to practice and participate in competitions. At present, there are also regular tourist events that the local Government fully manages and the tourism industry community in Pesisir Selatan, namely the traditional Balinese cultural event Balimau Paga, which is carried out by the community to welcome the month of Ramadhan, fishing competition events, beach volleyball, paragliding, rowing, mountaineering, bike and others. Tourists visit tourist attractions and enjoy the typical culinary delights available such as Palai Bada, Pinukuik, Mangkuak Badeta, Putu, Sate Lokan and Rendang Lokan. Behind the potential, the seriousness of the follow-up for the city branding of Negeri Sejuta Pesona by the Government still needs to be improved in terms of the facilities provided to tourists, such as inadequate transportation both sea and land, as well as physical facilities such as toilets, parking lots, markets, souvenir shops, hotel facilities, homestay, tour and travel still need more management and development by the Government so that tourists feel comfortable and want to visit Pesisir Selatan Regency.

4 CONCLUSIONS

The results of this study reveal that the city branding strategy of Pesisir Selatan Regency has only adjusted to the objectivity and communication stages. The stages carried out by the Government are only limited to formulating goals or expectations to be achieved and communicating with parties interested in developing tourism in Pesisir Selatan Regency.

Meanwhile, the identity and coherence stages need to be added. It is provable in the application of the city branding Negeri Sejuta Pesona, the Government has not gone through the process of identifying assets or the identity of a city that can distinguish Pesisir Selatan Regency from other cities, and the inconsistency of the Government is using the tagline "Negeri Sejuta Pesona" in any of its promotional products.

The strategy for the city branding of Negeri Sejuta Pesona is still ineffective, as evidenced by the decrease in the number of tourist visits and the lack of seriousness in the follow-up to the city branding of Negeri Sejuta Pesona by the Government in terms of facilities aimed at tourists.

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