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ARTICLE

Revitalizing the Branding of Tegal City As the Japanese of Indonesia

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Abstract: The researchers are revitalizing the branding of Tegal City as the Japanese of Indonesia through strengthening metal industrialization by networking with the manufacturing industry. This policy was carried out because of the potential for a home industry-based metal industry. This potential can undoubtedly become a brand that has long been owned by Tegal City but needs more touch and attention from the government. The researchers adopted a dual case study strategy with an exploratory qualitative approach as our research strategy. The discussion obtained from this research is the need for a link and match between the home metal and manufacturing industries. Even though there has been direct contact, the productivity of the home metal industry could have been better. In conclusion, we are revitalizing the branding of Tegal city as Japan Indonesia requires an injection of investors, quality human resource training to meet the demands of the manufacturing industry, and modernization of machines to increase the productivity of the home metal industry players.

Keywords: revitalizing; Tegal City branding; home industry

1. Introduction

Globalization requires cities to innovate for the sustainability of urban governance, which is passed on to future generations as a legacy (Alsayel et al., 2022). In the era of globalization, cities face increasing competition to attract investment, tourism, and talented people (Exenberger et al., 2013). City branding has become essential for cities to differentiate themselves from other places and create strong identities that appeal to target audiences (Belabas & George, 2023).

The COVID-19 Pandemic is a challenge for cities in Indonesia to maintain their branding. The pandemic has ravaged every town, including manufacturing and service cities (Pasquinelli et al., 2022). Due to the cessation of the supply chain between producer cities and goods and services cities. So, cities in Indonesia need to renegotiate the branding they have been running.

City branding involves creating a unique and appealing image and message for a city that resonates with various stakeholders, including residents, visitors, investors, and businesses. By developing a solid brand, a city can increase its economic competitiveness, improve its reputation, and increase its visibility and influence on the global stage (Priporas et al., 2020).

City branding can also help cities showcase their distinctive culture, heritage, lifestyle, and strengths in various sectors, such as technology, innovation, sustainability, and creativity (Hassen & Giovanardi, 2018). By highlighting its unique assets, cities can attract investment, talent, and visitors with the same values and aspirations (Vicari Haddock, 2010).

Additionally, city branding can foster a sense of pride and belong among citizens who feel more connected to their city's vision and identity. By engaging with communities and involving them in the branding process, cities can create shared narratives and a sense of belonging that can strengthen their resilience and cohesion (Florek et al., 2021).

Discussing city branding is very closely related to capitalizing on the potential of a city (Hultman et al., 2016). The potential here is material and something cultural we can capitalize on as city branding. For example, Yogyakarta, a royal city we all know, is one of the Islamic kingdoms still existing. So that currently, Yogyakarta has a special status as the Special Region of Yogyakarta (Pasande & Suhendra, 2017).

One of the ideas behind branding is city branding. The idea of branding was developed to advance a product. Moreover, city branding is a technique used in city marketing to fortify ties and enhance the city's reputation among tourists (Lu & De Jong, 2019). According to Cai (as cited in Liu et al., 2023), further objectives of city branding include creating a favorable perception of a location and setting it apart from other cities. One of the strategic initiatives that the government must oversee to promote a company or nation on an international level is the city branding plan (Al-Tamimi et al., 2023). Marketing a place is the process of planning and designing a city to meet the needs of city visitors or commonly referred to as the target market (Sokołowska et al., 2022). According to Ashworth (as cited in Gómez et al., 2018), a municipality must develop an identity that appeals to various parties to compete with other cities for resources, investments, or tourism. There are contrasts between these cities and competitors because it has been demonstrated that cities like Manchester, Lyon, Detroit, Shanghai, Dublin, and San Francisco can draw in both domestic and foreign investors as well as existing enterprises (Priporas et al., 2020). The role of the government, investors, participants in the tourism industry, and the

local community are integral to the success of putting these towns' city branding strategies into action.

Branding can also be raised on a city's potential wealth and social capital. But also, city branding can be made in such a way as possible with a human touch so that a city has a different character from other towns around it.

Of course, this is homework for every district/city level leader to formulate the image of the city where to go. What can be sold from the city he leads so that it increases not only from an image point of view but also from an economic standpoint, namely boosting the people's income for that image?

As President Joko Widodo's said during the National Coordination Meeting of Regional Heads and the Indonesia-wide Regional Leadership Communication Forum in Sentul City, Bogor Regency, West Java Province. The President wants regencies/cities in Indonesia to have city branding following the potential of their cities/regencies because so far, cities in Indonesia have only reflected their people, for example, cities of faith and so on. However, it is hoped that the city president must have a brand with a future vision and be closer to industrialization following the capabilities and potential of nature and its people.

To make this happen, the President advised cities/regencies to prepare city master plans, so cities do not have the same branding. They are branding the city consistently by developing the city's potential. For example, Lampung could be the city of bananas or pineapples. Our fish have strength with a large volume of caught fish in Japan, too. Why do people know Ambon and North Maluku fish markets that don't prepare branding as fish cities?

The steps for creating city branding are (1) setting goals and setting measurable results to be achieved. One of them can be benchmarked with cities/regions that have similar characteristics to their areas, for example, traffic jams, population density, English language skills of the people, etc., (2) understand the target market, namely the target market to be targeted because it is assessed as a potential market, (3) identify the current brand image, (4) determine the position, meaning that you must know what job the region wants, (5) execute strategies to give an impression about the area, either through public relations strategies, advertising, utilization of travel bloggers, word of mouth, and others (Luthfi & Widyaningrat, 2018).

In this case, as we all know, Tegal City has considerable potential in its home industry, particularly in metal processing. The City of Tegal can collaborate with the Regency of Tegal and its surroundings to realize the branding of Tegal as Indonesia's Japan. This needs to be carefully prepared for the master plan, including its history as a place for metal smelting and assembling weapons during the Japanese occupation in supporting the Asia Pacific war and the supply chain from upstream to downstream so that the downstream metal industry in Tegal City can flow, supplying national and multinational manufacturing industries, even global. Of course, this requires support from the Tegal City Government and the Central Government.

2. Methods

This study uses a qualitative methodology with a case study approach, namely city branding in Tegal. The case study research method aims to understand a phenomenon in depth in a natural context. This method is carried out by analyzing one or more cases in a specific and limited situation, be it an individual, group, organization, or event (Ercan et al., 2023).

We analyzed history related to the potential of the city of Tegal in the form of a home metal industry, then carried out a master plan to trace the supply chain of the home metal industry in this city of Tegal, also making a blueprint for revitalizing the home metal industry in Tegal.

To identify city branding issues in Tegal, we conducted interviews with various stakeholders to collect information from various stakeholders. The aspects asked by the informants included what policies had been implemented related to home metal business actors in Tegal City and what prospects would be applied to metal business actors amidst the narrowing area of metal business locations because some have become housing complexes. This relates to revitalizing the household metal industry to become one of the city's brandings Tegal City. This included ten reports, ten official publications, ten internal government documents, ten social media pages, eight interviews and semi-structured discussions, and ten legal and statutory texts.



Figure 1. Sequence of Research on City Branding in Tegal City

With a qualitative approach, the researcher is the primary tool for data processing, not additional tools. As a result, the researcher's contribution to the data analysis process is essential for understanding the data (Ma et al., 2020). Researchers gather and examine the information from in-depth interviews to revitalize Tegal's cottage metal industry from the city branding perspective.

The data to be analyzed are aspects of city branding and city governance, such as smart cities, which will integrate industries in Tegal even though the master plan is still not fully integrated. Another aspect is related to the master plan and city branding blueprint for Tegal City and what the future of the metal industry in Tegal City will be like.

3. Results and Discussion

3.1. History of the Home Metal Industry in Tegal City

City Branding is a series of processes from a city/region to create a strong national, regional, or global positioning. Thus, it can form the identity of the city/region, which helps market all activities, advice, and culture in the city/region. Of course, this will also be related to making a solid positioning in the target market area, such as the positioning of a product or service. To do this is certainly not easy because this is not just a matter of choosing a name but is related to something unique to the area's identity (Suparto & Supriyanto, 2020). Everything must be integrated with a

development plan, such as the substance of the image, the consumers of the image, and how the image can be consumed, so it's not just a logo or slogan.

The journey of metal artisans has a long history. It is said that the metal artisans in Tegal were Mataram courtiers and troops when Sultan Agung carried out the VOC attack on Batavia. When the great sultan failed to attack Batavia, many Mataram courtiers finally settled in Tegal. This is why many village names in Tegal Regency are taken from the profession or expertise of resident Mataram courtiers, for example, Pesayangan Village which is taken from the profession of copper pande or "Sweetie" in Javanese terms, then Blandongan village in Dukuhturi District which comes from the "blandong" profession—loggers and Kepandean Village, Dukuhturi District, which comes from the time Pandhe or blacksmith.

So, it is unsurprising that when the Japanese occupied Indonesia in 1940, they built foundry and metalworking centers in Tegal to meet the Japanese army's war equipment needs. From there, it further strengthened the skills of the Tegal people in working metal. These skills and skills are also what have finally been used to open simple workshops. The people of Tegal are also known for their expertise in processing metal to produce agricultural tools, motorcycle and car parts, and jewelry. All of that can be created from the cold and creative hands of the people.

Returning to the main discussion regarding the home metal industry in Tegal City, its history is quite long; even though the original story comes from Tegal Regency, at that time, there was no administrative separation between Tegal City and Tegal Regency and even the Tegal Regent's Office was still in Tegal's alon-alon (now Tegal Town Square). So that stories related to the origins of the skills of the Tegal people in making metal came from Mataram courtiers, who were then taught from generation to generation to the surrounding community.

Tegal, which once earned the nickname "Japan of Indonesia," is now only a sweet memory for future generations. But thank goodness that Tegal has recorded a milestone in the field of the metal home industry.

However, lately, the home industry's sustainability in Tegal nicknamed the Japan of Indonesia, has had to compete with manufacturers. Few craftsmen in the metal and automotive industries have started to go out of business. This cannot be separated from the effects of the globalization era with free trade policies in the past two years.

We want to revitalize this so that the branding of Tegal as Japan for Indonesia can be embedded again. In the past, many people from other areas flocked to Tegal to learn how to work metal. Revitalizing is not an easy matter; it requires seriousness from the Tegal city government to realize the city branding of Tegal city as the Japanese of Indonesia.

3.2. Masterplan Branding Tegal Metal Industry City

Talking about Tegal, many things can be appointed as city branding. We can discuss the shuttlecock industry, the fish processing industry, the batik industry, the food processing industry, its history, and the phenomenal Ngapak language, which has become the image of several comedians and artists in the capital city even though they are not Tegalese, its unique cultural aspects, for example, there is pot circumcision (Sunat Poci) for families (Alamsyah, 2018). Who wants to celebrate circumcision but does not have sons, and other cultures not shared by other regions.

The preparation of city branding is a process of building a good attitude toward a city or region in the minds of the people, both local people and people outside the

city. This process is carried out to increase the city's attractiveness as a tourist destination, investment, or place to live.

The steps listed below can be used to prepare city branding, including the next. Initially, SWOT Analysis is required to conduct a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) to identify the city's or region's strengths, flaws, opportunities, and threats before beginning city branding development.

The second is determining the identity of the city. City identity is an essential aspect of city branding. City identity includes the values the city wants to represent, such as history, culture, cuisine, etc.

Researching the market or target audience that the city branding wants to target, such as tourists, investors, or potential residents. In this research, it is also necessary to analyze competitors to find out the advantages and disadvantages of a city compared to other cities.

Making a communication strategy after knowing the city's identity and target audience, it is necessary to create an effective communication strategy to convey city branding messages to the public. Communication can be done through social media, advertising campaigns, or special events.

Implementation and evaluation After the communication strategy is made, it is necessary to carry out performance and assessment. Implementation is done by carrying out the communication strategy that has been designed, while evaluation is done by evaluating the success of city branding that has been done. Evaluation can be done through surveys or other KPI (Key Performance Indicator) measurements.

Tegal City is a city located in Central Java, Indonesia. In recent years, the city has actively developed a branding strategy to promote tourism and attract investment opportunities. The following are some potential elements that can be included in a city branding strategy for the City of Tegal, including a Unique Selling Proposition.

Unique Selling Proposition (USP) is a marketing tactic used to describe the uniqueness or superiority of a product or service in meeting consumer needs and wants. USP is a factor that differentiates a product or service from similar products or services offered by competitors in the market. For example, Tegal has a rich history and cultural heritage. This city is famous for its culinary delights, including "lontong ketupat," "sate blengong," and "petis." Tegal is also the birthplace of several prominent figures in Indonesian histories, such as Raden Ajeng Kartini and HOS Tjokroaminoto. USPs can focus on a city's cultural heritage, culinary tourism, and historical significance.

It is important to note that USP must be aligned with consumer needs and wants and can be proven and defended by the company. A strong USP can help a company generate greater profits and beat the competition in the market.

Visual Identity: A city's visual identity should represent its USP and convey a sense of warmth and friendliness. The logo can incorporate traditional elements, such as the city's iconic architecture or batik patterns. The color palette can be warm and inviting, like brown, orange, and yellow. Tagline: A catchy and easy-to-remember tagline can reinforce a USP and help set Tegal City apart from other cities. The motto can highlight the city's cultural heritage, culinary delights, or historical significance. For example, "Tegal, Where Culture Meets Culinary" or "Discover the Hidden Gems of Tegal."

Digital Presence: In today's digital era, a solid online presence is essential to promote a city's brand. The City of Tegal can create a website and social media accounts featuring the city's unique culture, cuisine, and attractions. These websites

may also provide helpful information for tourists, such as recommendations for places to visit, local events, and travel tips.

Collaboration: The City of Tegal can partner with other cities, organizations, or influencers to expand its reach and attract more visitors. Partnerships can include joint marketing campaigns, cultural exchange programs, or sponsoring local events. Overall, Tegal City has many unique elements that can be utilized in a branding strategy. By highlighting its cultural heritage, culinary delights, and historical significance, the city can attract tourists and investors and build a strong identity.

Currently, the City of Tegal is branding with a smart city approach, combining its potential with a digitalization strategy (Supriyanto et al., 2022). The master plan that the Tegal city government is exploring includes infrastructure support, Tegal city cloud architecture, situation room, conceptual integration architecture, and recommendations for governance product needs (Perdani et al., 2021).

Operation Center Smart City combines three platform fulfillment aspects: People, Process, and Technology. Also, it integrates the leading indicators of the city, namely elements of Economy, Society, and Environment (Rusmandani & Setiawan, 2020). The interaction between services allows the data collected to be analyzed by the smart city platform to be displayed in the Situation Room.

As conveyed by the Deputy Mayor of Tegal, Jumadi, S.Kom., M.M., city branding for Tegal City will be integrated with smart cities so that the existence of home industries in Tegal City will be given access related to the supply chain and the needs needed by industry players, including the metal industry.

The Smart City service required for Tegal City is a large and complex system, so its implementation requires good and realistic planning by considering all aspects. Good planning is one of the determining factors for successfully implementing a Smart City in Tegal City. To implement the smart city concept, it is necessary to carry out studies and measurements of current conditions so that planning for implementing smart cities can run smoothly. Therefore, the first step in developing a smart city in Tegal City is to prepare the Tegal Smart City Master Plan.

This relates to a city's branding needs, which need to be maximized with the needs of the times, which require all activities to be photographed digitally, even in virtual reality (Supriyanto & Saputra, 2022). In the context of the metal home industry in Tegal City, this can be displayed in the form of a location where the home

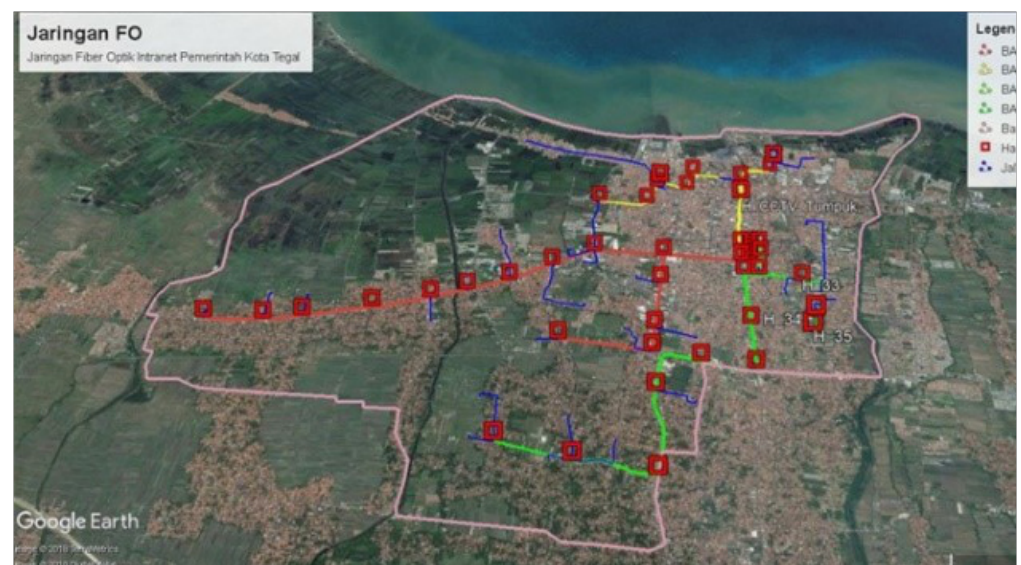


Figure 2. Information Technology Infrastructure Support Map in Tegal City

industry is located. Any products produced by the home industry, marketing networks, and other aspects can be displayed in VR.

Overall, Tegal has a strong foundation for developing its branding strategy as a metal industrial city. By emphasizing the quality, reliability, and innovation of Tegal metal products and creating a professional and modern brand identity, the city can attract investors and businesses worldwide.

3.3. Branding Revitalization of Tegal City As Japan Indonesia

The Japanese Indonesian Tegal is a phrase often used to describe the city of Tegal in Central Java, Indonesia, due to its reputation as a center for small-scale manufacturing and industrial activities, like Japan.

Currently, the city of Tegal often gives a romantic feel to those who have come to this city. It may not be as beautiful as the cities of Bandung or Yogyakarta, but Tegal has a different color context than the big cities in Indonesia. When we live in a big city, Tegal will be pinned on a cheap food stall called Warung Tegal (Warteg). The characteristics of Tegal stall waitpeople are in Indonesian with a typical Tegal accent, often called Javanese "Ngapak." When we come directly to Tegal, we find many things beyond our imagination (Suryadi & Rusyda, 2022). Currently, Tegal has a complete landscape, the Tegal square landscape, the "Maya" intersection or the Pacific Mall, the landscape of Pantai Alam Indah, and other landscapes that add to the impression of Tegal as a city that "ngangenin lan mbetahi" (Restanti & Sembada, 2016).



Figure 3. Tegal City Square Area at Night

Tegal is known for its small industries that produce various products such as textiles, ceramics, handicrafts, and furniture. These industries employ a large proportion of the local population and have helped drive economic growth in the region. This city is also known for its high-quality products and skilled craftsmanship, another reason to compare it to Japan.

This nickname is associated with several foundry and metalworking industries established in the 1940s to supply the war needs of the Japanese army. The expression "Tegal is the Japanese of Indonesia" is often used as a source of pride for the people of Tegal and is used in marketing and branding efforts to promote the city's economic potential and industrial prowess. By highlighting the city's reputation for producing quality products, the phrase aims to position Tegal as an attractive destination for investment and business opportunities.

Tegal's thriving metal industry is essential to the city's economy. The following are some of the metal industries in Tegal: **Steel Industry:** Tegal has a steel industry that produces various steel products such as round iron bars, square bars, and wire bars. Several steel producers in Tegal include PT Krakatau Steel and PT Gunung Garuda. **Aluminum Industry:** Tegal also has an aluminum industry that produces aluminum products such as aluminum sheets, coils, and foil. Several aluminum producers in Tegal include PT Kojaya Mulia and PT Cahaya Gunung Aluminium. **Copper Industry:** Tegal has a copper industry producing copper wires, tubes, and rods. Several copper producers in Tegal include PT Sinar Baja Electric and PT Java Metalindo. **Metal Working Industry:** Tegal has a metal working industry that produces various metal products, such as metal components for the automotive and electronics industries, hardware, and tools. Several metalworking manufacturers in Tegal include PT Asa Teknik, PT Asahi Engineering, and PT Sun Precision.

The metal industry in Tegal has grown in recent years thanks to the city's strategic location and infrastructure and the availability of a skilled workforce. The industry has also created jobs and contributed to local economic development (Suherman et al., 2021).

The metal industry in Tegal City is part of the supply chain for Indonesian manufacturing industries such as PT. Astra International, and others. Providers of raw materials for the metal industry in Tegal City usually come from surrounding areas such as Tegal, Brebes, and surrounding areas. The raw materials generally used are iron and steel in the form of billets, slabs, or rolls.

Metal producers in Tegal City are generally small and medium enterprises (SMEs) that produce various metal products, such as rebar, pipes, wire, etc. Some metal producers in Tegal City include PT. Krakatau Steel Tbk., PT. Mount Garuda, and PT. BlueScope Steel.



Figure 4. PT. Matahari SS, one of the metal industries in Tegal City, is assembling machine components ordered by customers

Distributors and suppliers are essential elements in the metal industry supply chain in Tegal City. They are responsible for distributing metal products from manufacturers to customers. Several distributors and suppliers in Tegal City include PT. Artha Kencana Jaya Abadi, PT. Indo Prima Steel, and PT. Gita Prima Steel.

You could say that the home industry in Karangdawa Hamlet is half gone. The region's largest factory, called Matahari SS, was also closed, no longer engaged in the iron casting and machinery manufacturing industries. Now it has been transformed into a residential complex, Grand Cempaka. Intense competition in the metal industry was crushed by the spread of giant investors, who were unrivaled. Oppressed by big investors who use sophisticated machines, small home industries in Karangdawa are gasping for breath because they cannot compete.

Karangdawa is a hamlet in the Kejambon Village area, East Tegal District, Tegal City. This area was one of the industrial, residential areas where almost all its residents had contact with iron to be packaged into agricultural materials, vehicles, housing, etc. In addition, some other people are engaged in the processing of rubbed and pindang fish. This last business is more occupied by the people there, especially those who live in the north, bordering the Kalibuntu Hamlet, Panggung Village.

As time passes, Karangdawa Hamlet's livelihood, which is engaged in small home industries, gradually decreases as the next generation prefers to work in factories. Or some of them serve as office workers. Meanwhile, it has disappeared in processing rubbed or pindang fish.

Metal industry consumers in Tegal City come from various industrial sectors, such as construction, manufacturing, and mining. Metal products produced by producers in Tegal City are widely used to construct buildings, bridges, road infrastructure, and so on.

Supporting services related to the metal industry in Tegal City include transportation services, cutting services, welding services, and so on. Several companies that provide these support services have PT. Tunggal Benua Transport, PT. Proban Metal Cutting, and PT. Joint Engineering Core.

Overall, the supply chain of the metal industry in Tegal City has great potential to continue to grow, especially with support from the government, a skilled workforce, and continuous innovation and investment by metal industry players in Tegal City.

On this basis, it is necessary to create branding for the city of Tegal as a metal industry that supplies the manufacturing industry. The town of Tegal must make a breakthrough to get more extensive opportunities by utilizing the potential that the people of this city of Tegal have long owned. The government must open up opportunities by working with investors and entering the manufacturing industry supply chain.

The opening of the energy transition from fossil energy to renewable energy gives the metal industry in Tegal City a fresh opportunity to participate in the electric vehicle industry (Veza et al., 2022). Many electric vehicle components can be made in the home industry in the city of Tegal. What's more, there are requirements for domestic component levels. Of course, the metal industry in Tegal City can enter through this (Suherman et al., 2021).

Downstreaming the copper and nickel industry can be developed in this Tegal city because it has all of them. Skills, the industrial ecosystem, and education related to the metallurgical industry. This industrial ecosystem can contribute to developing Tegal and national cities.

4. Conclusion

In simple terms, city branding can be defined as an identity, symbol, logo, or brand attached to an area under the potential and positioning of the target area. Implicitly in it, of course, there are goals or benefits to be achieved from making this city branding. Of course, many benefits can be taken from this city branding program. Still, the examples of benefits that are in sight are related to citizen concern, reputation, good perceptions of a tourist destination, and increased tourist visits. In addition, it will attract investors to enter the area.

In conclusion, city branding is an essential strategy for cities to face the challenges of globalization and position themselves as attractive, competitive, and

different places. Creating solid and authentic brands allows cities to leverage their assets, engage stakeholders, and build a sustainable and prosperous future.

The government of the city of Tegal must elaborate all its potential, people, capabilities, and image publications effectively so that the impact of its city branding can improve the economy of its people.

One thing that makes us sad is the Branding concept of "Tegal Japan Indonesia" in Tegal City. It seems that metal business actors are not allowed to explore themselves. Metal industry business actors have great potential when given capital to develop their potential in the manufacturing industry. However, in stark contrast, many metal industries have died because they were inferior to enterprises with significant wealth, whereas metal business actors are labor-intensive.

So, this needs to be revitalized again so that the metal industry in Tegal City can get excited again with encouragement from the government. Maybe the government also needs to provide land, so the metal industry sector is not in a residential complex. The Tegal City government needs to learn from its neighbor Tegal Regency which has accommodated metal industry players by providing a metal industrial area in Adiwerna District. For example, many places can be used as locations in the South Tegal sub-district or the Margadana sub-district, which can be developed into metal industrial areas.

Historical aspects and the skills of the people of Tegal in casting and working on metalwork, of course, must be maintained by the Tegal City government. Although the southern Tegal region already has a batik industry, these metal skills can be directed to the manufacture of batik production tools because so far, suppliers of batik production tools such as canting and frying pans for melting wax are sent from Pekalongan and Surakarta. So the existence of metal industry players can be supported to meet the needs of the industry in Tegal City even though this mechanism has existed for a long time as in the vicinity of the Tegal port where there was a ship engine and ship body repair industry which then had a shipping component industry around Tegal, creativity Tegal residents must be given challenges and projects and then given a stimulus for their capital. That way, they will work independently on customer orders and projects supporting the Tegal industry.

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