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City Branding Dimensions, Strategies, and Obstacles
A Literature Review

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Abstract: City branding is carried out to develop cities, attract tourism, introduce the city's wealth, and improve the community's quality of life. Various ways are done to show the uniqueness and distinctiveness that is owned. Some city branding efforts are seasonal, in vain, fail, and must be clarified for the public. This study aims to analyze the dimensions of city branding, strategies to build city branding, and obstacles and solutions in building city branding. This research is a critical literature review reviewing 35 articles from 2017 to 2023 and focusing on the progress of research on city branding. The formulation and findings of this study are the dimensions of city branding, namely tourist attraction, security and public services, and public policy and government coordination with the community. The city branding strategy can be carried out in five ways: introducing cultural diversity, culinary diversity, natural wealth, improving public services and security, and promoting and building a mascot. The obstacles to city branding are the need for coordination between the government and the community, inadequate facilities and infrastructure, and unclear concepts related to the city branding used. The implications of this research indicate that city branding efforts must be integrated between government policies and community participation. Full involvement of the government and good cooperation with community members and Small and Medium Enterprise (creative community groups) is recommended to be one of the efforts to build city branding in various cities and is also recommended for city branding program plans.

Keywords: city branding; literature reviews; strategy

1. Introduction

Various studies related to city branding have been carried out with various focuses. This article focuses on efforts to conduct literature analysis related to efforts to build city branding. This is important given the large number of existing studies, which have not been analyzed specifically to form a single unit of effort to build city branding. City management strategy, better known as City Branding, is an attempt to determine city management or the position of a city, a brief description of a city. Efforts to raise the image of a city are becoming increasingly popular. Various ways have been done to elevate the city's image to become an area with the best destinations or an area known for its advantages. Building city branding is a process of showing the identity of a city. City branding is an attempt to show the characteristics and advantages of a city that will differentiate it from other cities so that it can attract tourists, show the character of a city and build the image of the city that is owned (Kavaratzis, 2008). Various ways can be done to build city branding, such as innovation and cooperation in the economic, social, cultural, government regulations, and commercial (Anholt, 2007). City branding is an attempt to communicate or show a city to a wide audience and the general public, both nationally and internationally.

Building an image or identity must be done through a city's uniqueness. Building identity or city branding can be successful if people can easily remember city branding when mentioning a certain city. Based on the analysis that has been done, branding cities such as Pekalongan City as the city of batik, Yogyakarta City with its culture, Ponorogo City with Reog uniqueness, Malang City, Bandung City with the Bandung Champion Tag Line, Magelang City with a thousand flowers city, and other cities in Indonesia (Erdiana & Yurisma, 2022; Megantari, 2019; Pratama et al., 2021; Romli & Romli, 2020; Susanti, 2018). This branding can be said to be successful, considering that people remember the uniqueness of each city.

Building city branding that is inherent and easily remembered by the public can attract the general public's interest to visit and see the uniqueness of the region and the advantages of a city. City branding must be based on the potential of each city, a clear concept based on the development of the city government, and the cooperation of all elements of society to be able to elevate the city and build a good and successful city branding. The city government must carry out city branding with a clear concept so the wider community can remember it. The city government needs to make active and effective communication efforts so that the city branding can be quickly built and known by the general public. Collaboration is needed between the city government, the community, cultural observers, and the private sector so that city branding efforts can run optimally.

In building city branding, several things must be considered by the city government and the community. To build city branding, it is important to look for city assets such as culture, tourism, history, buildings and structures, and city assets that are easy to access (Susanti, 2018). In addition, other advantages such as community character, culinary excellence, and other advantages can be raised as branding for a city. So, cooperation and careful planning are needed to create city branding between the city government, the community, and also related stakeholders.

Apart from looking for the potential and advantages of each city, the government needs to carry out a visual and promotional strategy. A visual strategy, for example, is creating a city character, both a logo and a tagline. Then this visual will be communicated in various promotional media such as posters, merchandise, etc. Promotional strategies that can be carried out are by holding annual festivals, city

labeling, landmarks, zebra crossing, and consistently building visual branding in every activity and promotion (Crissandro & Nasionalita, 2020).

City branding will be synonymous with attractive and captivating packaging, making promoting and introducing to the general public easier. This packaging is embodied in a visual identity. Visual, in this case, is the entire tagline, logo, and character, which is used consistently in all products and advertisements of a city. According to Swystun (2007), visual identity must be applied consistently in all branding materials and goods to work effectively. Each city must build a different visual identity so that people can differentiate between one city and another.

City branding depends on how the local government pays attention to city advantages, tourism development strategies, implementation policies, and other policies related to city branding and the development of city facilities and infrastructure. In connection with the strategy for building city branding, three things must be considered: the goals, objectives, and methods used to achieve the desired city branding. Therefore, the local government must carry out various ways and the ability to see the opportunities and advantages possessed by a city. In building branding, the city government may not do this spontaneously (Suryono, 2004). City branding must be carried out with a mature concept, a process that is by clear provisions and procedures, and stages, as well as adequate cooperation with all elements of society.

A mature communication strategy is needed in implementing City Branding. This is because there must be synergy between the local government, the private sector, and the community. Therefore, this article will specifically explain the dimensions of city branding, the forms of city branding carried out by several cities, and the obstacles and solutions made while building city branding. This research focuses on the progress of a city and successful city branding. This will make it easier for cities in Indonesia to focus on building branding in their respective cities according to their strengths and examine how to build city branding like other cities that have succeeded in building extraordinary branding.

2. Methods

This study uses a qualitative-descriptive method, with data collection using a literature approach (Creswell & Miller, 2000). A literature review is used as a research method to obtain clear and concrete data. This research uses various articles published from 2017 to 2023. Content analysis is a research technique that is usually applied to social sciences and humanities (McMillan, 2012). Content analysis is a method that studies the contents of written texts, artifacts, images, and recordings (Creswell, 2015). All articles were accessed from 20 January 2023 to 15 February 2023 through various sources such as Google Scholars, ResearchGate, books, journals, and other relevant articles (conventional and online media) and were collected from official government websites in the field of public administration (Miles et al., 2018). The term used is 'city branding.' During the document review, the articles containing the keywords above are downloaded and reviewed by the researcher. Thirty-five articles focusing on city branding were thoroughly reviewed.

3. Results and Discussion

3.1. Dimensions and Importance of City Branding

This section presents a summary related to the dimensions of city branding that have been carried out. Most of the research uses the dimensions of public policy and

coordination between government, society, and stakeholders. Then followed by the uniqueness and attractiveness of tourism, security, and public services. In these 16 articles, it is implicitly or explicitly concluded that public policy and government coordination with the community are dimensions in building city branding (Table 1). Further analysis shows that 15 articles use tourist attraction dimensions (cultural, religious, natural wealth, and culinary). Then the dimensions of security and public services in building city branding have six articles that discuss this. This study found that the dimensions of building city branding have three main components (Figure 1).

Table 1. Dimensions of City Branding

| No.	Dimensions	Number of Articles	Study
1	Tourist attraction	15	Adona et al. (2017), Amelia (2019), Bustomi and Avianto (2022), Chan et al. (2019), Crissandro and Nasionalita (2020), Erdiana and Yurisma (2022), Hernandez-Garcia (2013), Hospers (2011), Karagiannis and Andrinos (2021), Kasdi et al. (2019), Kovačić et al. (2019), Masruroh and Nurhayati (2016), Nursanty et al. (2017), Risanto and Yulianti (2016), Sari (2021), Zinaida et al. (2022).
2	Security and public services	6	Gilboa et al. (2015), Hilman (2018), Hospers (2011), Jannah et al. (2014), Kovačić et al. (2019), Panjaitan (2020).
3	Public policy and government coordination with the community	16	Amelia (2019), Aulia and Yuliati (2019), Bahtiar et al. (2021), Bawole et al. (2021), Casais and Monteiro (2019), Erdiana and Yurisma (2022), Gilboa et al. (2015), Herstein (2012), Hilman (2018), Isdarmanto (2020), Jannah et al. (2014), Nawangsari and Suksmawati (2019), Prabainastu (2020), Risanto and Yulianti (2016), Romli and Romli (2020), Soltani et al. (2018), Susanti (2018).

Source: *Processed by researchers (2023)*
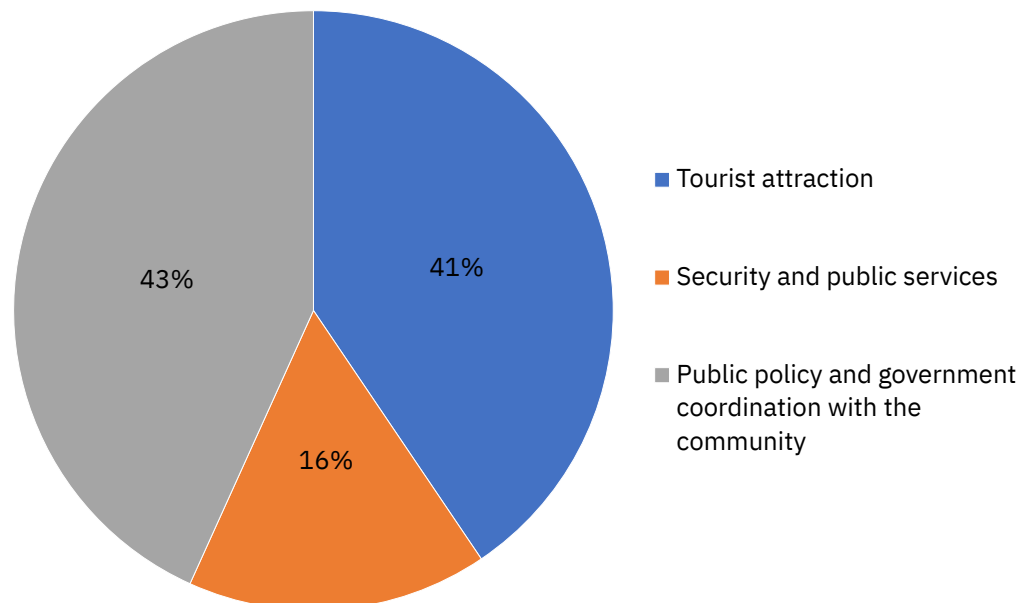
Figure 1. Dimensions of City Branding

Source: *Processed by researchers (2023)*

Based on Table 1 and Figure 1, it can be explained that the dimensions of city branding consist of three things. First, tourist attractions. Tourist attractions can be in the form of religious, cultural, natural wealth, and culinary specialties. Building city branding can contribute to economic growth, open opportunities, and jobs, develop investment, and increase people's income figures. Every city must build good branding; the government plans well and is innovative regarding city branding. Second, security and public services. Based on the analysis in the article, this can be

in the form of easy access, adequate infrastructure, affordable costs, transportation, a mascot, and a safe and pleasant atmosphere. Third, public policy and government coordination with the community. This relates to building a city's image, promotion, unity of vision and goals, social and cultural development, as well as mature concepts related to city branding.

3.2. Strategies for Building City Branding

City branding needs to be carried out by local governments to build cities and improve the welfare of their people. However, city branding cannot be done haphazardly. Careful planning and an appropriate strategy are needed to build a city with a good, memorable, and not just a seasonal image. The strategy for building city branding is one of the questions in this research. The following is the result of the analysis to identify various strategies carried out by various cities and countries (Figure 2).

Based on the analysis, promotion strategies and introducing mascots are widely used strategies. Improving public services and paying attention to comfort and safety is also a concern in building city branding. Furthermore, several studies have demonstrated the integration of cultural, natural, and culinary uniqueness in building city branding.
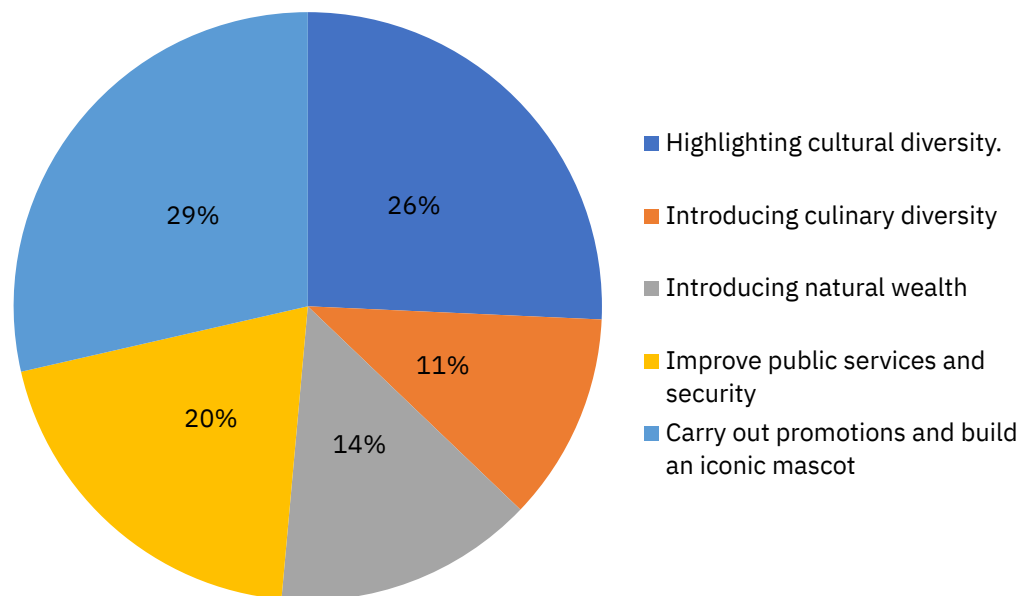

Figure 2. Strategy for Building City Branding

Source: Processed by researchers (2023)

Explanations regarding the strategies used in building city branding can be divided into five important parts. First, highlighting cultural diversity. The uniqueness of a city, such as its history, quality of place, lifestyle, culture, architecture, traditional art, and religious image (such as a guardian city), as well as the diversity that is worth selling as a destination (Adona et al., 2017; Amelia, 2019; Erdiana & Yurisma, 2022; Hospers, 2011; Kasdi et al., 2019; Nursanty et al., 2017).

Second, introducing culinary diversity. Typical food that has a special taste and is rarely found and has a delicious taste, collaboration with various uniqueness, such as music and restaurants typical of the region, can build a more authentic branding city and become a differentiator from other cities (Bustomi & Avianto, 2022; Crissandro & Nasionalita, 2020; Hernandez-Garcia, 2013; Karagiannis & Andrinos, 2021; Risanto & Yulianti, 2016; Sari, 2021).

Third, introducing natural wealth. The development of nature-based tourism can be carried out by paying attention to superior tourism, which is a priority (Masruroh & Nurhayati, 2016). A distinctive tourism concept, increasing partnerships and relations between institutions in tourism management, regulatory support, and human resource development can make city branding successful. City branding is built with the theme of resources embodied in public parks (Chan et al., 2019). This can be done by raising the theme of familiarity, liking, and uniqueness. In addition, green branding is also carried out to improve city branding.

Fourth, improve public services and security. The government can carry out city branding by building infrastructure that provides easy access, integrated means of transportation, and affordable prices (Gilboa et al., 2015; Hilman, 2018; Hospers, 2011; Jannah et al., 2014; Panjaitan, 2020).

Fifth, carry out promotions and build an iconic mascot. Promotion needs to be carried out effectively and in line with city branding (Jannah et al., 2014; Susanti, 2018). Promotional strategies that can be carried out are holding annual festivals, city labeling, landmarks, zebra crossing, and consistently building visual branding in every activity and promotion. A mascot that shows the icon of a city can help in the process of city branding and promotion (Amelia, 2019; Casais & Monteiro, 2019; Erdiana & Yurisma, 2022; Soltani et al., 2018).

3.3. Barriers and Solutions to City Branding

Studies and several studies show that building a branding city does not run smoothly and smoothly, and the city government and the community experience several obstacles in building a successful branding city. The first obstacle is the need for coordination between the government and the community (Casais & Monteiro, 2019; Pasquinelli et al., 2022). The government needs to pay attention to the problems and advantages of a city, build a shared vision and mission with the community, and build engagement and active involvement of residents.

The second obstacle is inadequate facilities and infrastructure. Public services and facilities are important in the development of city branding. Lack of road access, transportation facilities, and information that is still lacking regarding a city makes tourists feel uncomfortable (Alhuda, 2015; Miftahuddin et al., 2020; Sari, 2021). Therefore, the government must improve facilities and infrastructure, such as widening main road access and building alternative roads to reduce congestion. Stakeholder involvement is very important for the success of any city branding strategy, and it is important to take a democratic and exploratory approach (Nawangsari & Suksmawati, 2019; Risanto & Yulianti, 2016; Romli & Romli, 2020).

The third obstacle is the unclear concept related to city branding. The development of city branding is sometimes too rushed and spontaneous without planning, causing the government's goals to be less consistent about the brands they develop (Adona et al., 2017; Pasquinelli et al., 2022). Therefore, the active involvement of all city residents is very important in building city branding. Collaboration between government, community, and stakeholders is the key to success in building city branding.

4. Conclusion

City branding is essential for cities in Indonesia to do. Many researchers in Indonesia and overseas have carried out various studies related to city branding. Therefore, this research focuses on the dimensions of city branding, strategies for building city branding, and obstacles and solutions in implementing city branding.

This study is discussed in full in the description of this article and is sourced from various studies conducted from 2017 to 2023. The dimensions of city branding are a tourist attraction, security and public services, and public policy and government coordination with the community. The city branding strategy can be carried out in five ways: introducing cultural diversity, culinary diversity, natural wealth, improving public services and security, and promoting and building a mascot. The obstacles to city branding are the lack of coordination between the government and the community, inadequate facilities and infrastructure, and unclear concepts related to the city branding used. The implications of this research indicate that city branding efforts must be integrated between government policies and community participation. Full involvement of the government and good cooperation with citizens is one of the efforts to build city branding in various cities and is also recommended for city branding program plans.

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