



Strategy for Strengthening City Branding in Regional Development Planning, Case Study: Palembang City, South Sumatra, Indonesia

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Abstract. The Palembang City Government established "Charming Palembang" as the city branding for the City of Palembang. In implementation, "Charming Palembang" has not yet become a strategy in shaping the identity and image of the city. This study aims to identify the positioning of "Charming Palembang" in shaping the identity and image of Palembang City. The analysis of "Charming Palembang" is based on the city's branding strategy framework and determined strategies for strengthening "Charming Palembang" related to regional development planning. The research method used is a qualitative descriptive research method based on a case study with a quantitative approach. The data analysis methods used are Likert Scale Analysis and SWOT Analysis. The results of the study explain that the "Charming Palembang" positioning is used as a strategic step in order to build competitiveness and market Palembang City (City Branding Palembang). Based on the city branding strategy framework, the position of "Charming Palembang" already represents the city branding strategy framework, namely Vision and Strategy, Infrastructure, Cityscape and Gateways, and Opportunities. Meanwhile internal culture, local communities, synergies and communication have not represented the strategic framework of city branding. The strategy for strengthening "Charming Palembang" related to regional development, namely the need: (1) to increase the role of local communities and stakeholder support, (2) to increase the construction and development of supporting infrastructure facilities and infrastructure arrangements, (3) to improve management, marketing, and partnerships and (4) improving communication intensively in order to disseminate information in the introduction and marketing of "Charming Palembang".

Keywords: Branding, City, Regional, Planning, SWOT, Palembang

1 Introduction

In general, a city needs an identity that distinguishes it from other cities through a brand, where the brand is an identity in the form of a name, logo, sign, design, and combination of all. The brand is not seen as a way to manage a city, but as a tool to convey a positive

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image to enhance the perception held by various stakeholders. The brand cannot change a city but can help improve overall competitiveness [6]. One of the city's strategies to promote itself and become more attractive in facing global market competition is by creating a brand identity or forming a brand image through place branding or city branding. City branding is the giving of a brand to a city to make it easily recognizable and to form a city image for marketing it both locally and internationally [19]. City branding is believed to have the power to change perceptions of a city (positive image) or aims to see the potential differences of one city from another.

The Palembang City Government, through a Forum Group Discussion (FGD) with relevant stakeholders, established the logo and slogan "The City Where Culture and River Meet in Harmony" as the city branding of Palembang in 2017 [1]. The logo and slogan of the city branding of Palembang in 2017 received criticism from the Indonesian Ministry of Tourism as being too long and difficult to remember [16]. Unfortunately, until early 2018, the logo and slogan of the city branding of Palembang in 2017 were rarely used in various occasions and promotional materials. In April 2018, the Palembang City Government launched a re-branding of the logo and slogan of the city branding of Palembang to "Charming Palembang" (charming and warm for visitors to Palembang) with the Ampera Bridge logo and a hologram of the Musi River in the form of nine branches of the river [17]. Therefore, "Charming Palembang" is used as the slogan and logo of the city branding of Palembang up to the present. The constant change of a city's brand is a significant issue in strengthening the identity and image of the city, or the branding of Palembang City, where the local government, in this case, the Palembang City Government, is inconsistent with the branding issued for the city. The shifting focus of the local government (policyholders), both the South Sumatra Provincial Government and especially the Palembang City Government, is a key factor in determining city branding as a promotion strategy in regional development. Given this phenomenon, it's not surprising that the long journey to creating a city brand is not an easy matter. It is necessary to understand the essence of a brand for a city and to realize its potential as the spirit and backbone of the resulting brand.

Moreover, the community or newcomers are more familiar with the brand of Palembang City itself through the Ampera Bridge, Musi River, Songket, Pempek, and Sriwijaya compared to "Charming Palembang". This results in the acceptance and absorption of the brand's meaning, both by the local community, local tourism organizations, business players, tourists, investors, and others, being less effective and less familiar [15]. As a result, "Charming Palembang" has not yet become a strong and well-known brand in Palembang City. In general, the Palembang City Government has made efforts to consistently promote "Charming Palembang" as a city branding based on local brand identity, but this is limited to government agencies in Palembang City and has not reached other targets or sectors and the local community itself. In terms of implementation, "Charming Palembang" has not yet become a strategy in shaping the identity and image of Palembang City, it is only known as a logo and slogan, and has not provided a positive image or potential impact in enhancing the economic growth of the region, nor has it become competitive and marketed the City. Therefore, it does not yet represent Palembang City's city branding as a whole at present.

The main problem faced by many cities or regions in the current regional autonomy is how to increase competitiveness so that its potential can be maximized. Low competitiveness is caused, among other things, by the lack of knowledge (awareness)

of investors and tourists about the potential of the region. For this reason, branding efforts are considered a suitable option [11]. [3] states that city branding is now a must for every city that wants to elevate its status. City branding is part of a city's planning through various efforts to build differentiation and strengthen the city's identity so that it can compete with other cities. City branding is a tool in regional development to increase competitiveness in facing global competition. According to [18], city branding does not have to wait for a region like a city or province to advance economically. The economic base does not hinder these areas from using branding tools in regional development. The utilization of branding tools generally based on the identity or character of the city or region itself (local wisdom).

Based on the study above, the objectives of this research are (1) to identify the positioning of "Charming Palembang" in shaping the identity and image of Palembang City. (2) to analyze "Charming Palembang" based on the framework of city branding strategy. (3) to determine the strengthening strategy of "Charming Palembang" related to regional development planning.

2 Literature Review

2.1 Brand, Branding, and City Branding

A brand is an identity in the form of a name, term, logo, sign, symbol, design, or a combination of these, intended to identify the goods or services of a seller or a group of sellers and to differentiate them from the products of competitors [5]. A brand exerts a strong influence, ranging from visual elements, colors, logos, to taglines. The most crucial aspect of introducing a brand to the public is communicability. The message will be received when it is repeated and involves many people in its recognition. The media plays a significant role in the introduction and establishment of a brand in the minds of the public. If a brand is associated with a city, it must be able to clearly communicate and establish its identity, describing what the city is like, what it possesses, and why the city deserves attention. This way, visitors or the local community can briefly present or explain the identity and image of the city [7].

Branding is a process of building, creating, and maintaining a brand [10]. It involves creating, developing, implementing, and managing a brand continuously until it becomes strong, also known as brand equity. Branding is a process where efforts are made to influence how people interpret and construct their own feelings about a brand. Branding is an activity that creates a brand (a trademark). Branding activities are synonymous with creating a product brand, as branding is a marketing discipline applied to products or services. In addition to products or services, branding can also be applied to corporations (corporate branding), events (event branding), individuals (personal branding), and even a place (place, city, region, nation branding), including city branding, which is the application of branding principles to a city [4].

City branding is the portrayal of a city with specific characteristics that can be described, identified, and sustainable. City branding is an effort to build a city using marketing techniques to find a strong identity and positioning in order to compete and attract tourists, investors, players in the tourism industry, and the local community itself. This is communicated through various means to both internal and external parties. Therefore, the core of city branding formation is a strategy to strengthen and

enhance the perception of a city with a positive image. If a city's positioning is good, it will be easier for a city to introduce all of its potential to the entire target market. City branding is not just about creating a logo or slogan, but it is the essence of the city itself. It is the spirit that animates all activities of the city, including the spirit of its citizens, the character of its bureaucracy, and its infrastructure facilities. Meanwhile, slogans, logos, interior design, building architecture, public spaces, and other elements of urban visual planning are refinements of the city's overall spirit [2]. City branding is the backbone of a city, while city marketing focuses on the city's identity and brand strategy [8]. City branding also requires synergy from all elements that make up the city, including its people, public facilities, infrastructure, and transportation systems. Without good synergy, city branding efforts will be in vain. Its function not only covers general city marketing communication but can also support strategies for developing arts, culture, tourism, industrial and trade centers, education, community welfare, and much more. The cumulative impact of all these efforts will contribute to driving the economy of the city's residents [9].

2.2 Objectives and Framework of City Branding Strategy

According to [13], there are 5 objectives for why city branding needs to be implemented: (1) To introduce the city more deeply. By implementing city branding, a city will introduce itself more deeply, as external parties must be aware of the existence of a city, which will then increase visits to the city. (2) To improve the image, if a city's image is already perceived negatively by visitors and the city's residents, it is quite challenging for a city to have appeal for stakeholders. However, one of the strategies to restore the positive image of a city is through city branding, complemented by comprehensive implementation, which will enhance the city's appeal to stakeholders. (3) To attract foreign and domestic tourists. The proper implementation of city branding can attract external stakeholders, including domestic and foreign tourists, as tourists consider a brand to be a differentiator from others, choosing a place with uniqueness or distinctive features that other cities do not have. (4) To attract investors to invest. Another objective of city branding is to obtain investments to enhance the development of the city, whether in the economic sector, social sector, or others. (5) To increase trade, through the implementation of city branding. A city will be widely known by the public both domestically and internationally. This will lead to transactions conducted by external stakeholders of the city and internal stakeholders, resulting in increased trade.

[20] formulates 8 categories as the framework of city branding strategy, namely: (1) Vision and Strategy, the vision and strategy of Policyholders (Government). (2) Internal Culture, building the brand internally (local wisdom) and spreading its values. (3) Local Communities, prioritizing local needs, involving local residents, entrepreneurs, and businesses in brand development. (4) Synergies, achieving agreement and support from relevant stakeholders and establishing balanced participation. (5) Infrastructure, determining the basic needs of a city, such as public facilities that can be used by residents and tourists. (6) Cityscape and Gateways, the ability to build an environment that can represent and strengthen city branding. (7) Opportunities, available opportunities for individual targets, such as urban lifestyle, satisfying services, education, and also for corporate targets, such as in finance and

labor, indicating the city's potential. (8) Communication, improving the message communicated intensively by the government to the public in order to disseminate information about the city's branding [20].

3 Research Methodology

The research method employed in this study is a qualitative descriptive research method based on a case study approach with a quantitative approach [14]. The qualitative descriptive research method based on a case study aims to describe the positioning of "Charming Palembang" in forming the identity and image of Palembang City. Meanwhile, the quantitative approach is used to analyze "Charming Palembang" based on the city branding strategy framework and to determine the strengthening strategy of "Charming Palembang" related to regional development planning. The types of data used in this research are primary and secondary data. Primary data is collected through participatory observation, interviews conducted via Zoom Meeting, face-to-face interactions, and distribution of questionnaires via Google Forms disseminated through social media using WhatsApp. Secondary data is obtained through a literature review, textbooks, published journals or previous research (both in print and electronic form), previous studies, websites related to the researched information, institutional documents (Surveys from the Regional Development Planning Agency of Palembang City and the Tourism Office of Palembang City).

The research is conducted in Palembang City, South Sumatra Province. The respondents in this study consist of 22 respondents intentionally selected based on the 8 City Branding Strategy Frameworks, namely: (1) Vision and Strategy (related to the vision and strategy of policyholders), including 4 respondents: Vice Mayor of Palembang, City Council Member of Palembang, Regional Development Planning Agency of Palembang City, Tourism Office of Palembang City. (2) Internal Culture (related to local culture), including 2 respondents: Community Leaders, Local Community. (3) Local Communities (related to local residents and local communities), including 2 respondents: Local Entrepreneurs, Local Community. (4) Synergies (related to synergy among relevant parties), including 4 respondents: Sub-District Head and Village Head of Palembang City, Local Tourism Organizations, Local Business Players. (5) Infrastructure (related to infrastructure in development), including 2 respondents: Palembang City Public Works and Spatial Planning Agency, Palembang City Public Works and Housing Agency. (6) Cityscape and Gateways (related to spatial planning and development potential), including 4 respondents: Professional Associations (IAI and IAP of South Sumatra), Academics from UNSRI, UM Palembang, UIGM. (7) Opportunities (related to tourists and investors), including 2 respondents: Tourists and Investors. (8) Communication (related to policyholder communication with relevant parties), including 2 respondents: Media (online and print). The data analysis method used to answer objective (1) in this study is qualitative descriptive analysis. Qualitative descriptive analysis is not intended to test hypotheses, but merely to describe a phenomenon or situation under study as it is, and is directed towards presenting facts and events systematically and accurately. The qualitative descriptive analysis method is used to systematically, structurally, and easily articulate the facts and findings of this research into words. Describing is the conveyance of

identification results regarding the positioning of "Charming Palembang" in forming the identity and image of Palembang City. The data analysis method used to answer objective (2) in this study is Likert Scale Analysis. Likert Scale Analysis is used to measure respondents' perceptions of "Charming Palembang" based on the city branding strategy framework. It aims to assess the extent to which the selected indicators of the city branding strategy framework in the questionnaire can be "understood". The data analysis method used to answer objective (3) in this study is Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis [12]. In the SWOT analysis, the compilation of internal factors is based on the indicators of the city branding strategy framework, supplemented with statement elaborations. For strengths and weaknesses, the criteria Strong (S) will represent strengths, and the criteria Not Strong (NS) will represent weaknesses for each indicator. For external factors, opportunities and threats in this research are based on economic, socio-cultural, and environmental indicators, supplemented with statement elaborations based on the relevant potential of Palembang City.

4 Discussion

4.1 Identify the Positioning of "Charming Palembang" in Forming the Identity and Image of Palembang city.

In shaping the identity and image of Palembang City, the positioning of "Charming Palembang" is used as a strategic step to build competitiveness and market of Palembang City (Palembang City Brand) as outlined in the Strategic Plan document of the Tourism Office of Palembang City 2018-2023 (RENSTRA). This is an elaboration of the 5th mission of the Mayor of Palembang 2018-2023 in the RPJMD 2018-2023 document, which aims to make Palembang a city of river tourism, culture, and world-class sports events that harmonize human life with nature. In general, "Charming Palembang" is not detailed in the RPJMD 2018-2023 and is not yet included in the Regional Tourism Development Master Plan (RIPPDA) and the Spatial Planning Plan (RTRW) of Palembang City. To support the vision and mission of the local government in the development of Palembang City, "Charming Palembang" must be further detailed in the RPJMD document as well as in the Regional Tourism Development Master Plan (RIPPDA) and the Spatial Planning Plan (RTRW) of Palembang City. Henceforth, "Charming Palembang" can serve as a guide, regulation, and align the direction of Palembang City's development policies.

4.2 The Position of Charming Palembang Based on the City Branding Strategy Framework

Likert Scale Analysis. Based on the Likert Scale Analysis to generate qualitative data, the responses of the 22 respondents to the statements presented will be given criteria with the criteria of Not Strong (NS) and Strong (S). If the percentage value is less than 50% (0 - 50), it will fall into the Not Strong (NS) category, and if the percentage value is more than 50% (50 - 100), it will fall into the Strong (S) category, as seen in Table 1.

Table 1. Likert Scale Analysis Criteria Percentage Matrix.

City Branding Strategy Framework	Questionnaire Statement	0 - 50	51 - 100	Percentage (%)
		Not Strong	Strong	Criteria
1. <i>Vision and Strategy</i>	Charming Palembang represents the vision and mission of the City of Palembang		81 %	Strong
2. <i>Internal Culture</i>	Charming Palembang represents Palembang City as a city that has residents who are very welcoming, friendly and adaptable to immigrants	50 %		Not Strong
3. <i>Local Communities</i>	Charming Palembang represents management, marketing and partnerships	38 %		Not Strong
4. <i>Synergies</i>	Charming Palembang represents the participation and support of stakeholders and related parties	44 %		Not Strong
5. <i>Infrastructure</i>	Charming Palembang represents Palembang City as a city that is very easy to visit because of easy access to infrastructure and transportation		88 %	Strong
6. <i>Cityscape and Gateways</i>	Charming Palembang represents the identity and image of Palembang City	44 %		Not Strong
7. <i>Opportunities</i>	Charming Palembang represents Palembang City as a destination for tourism, business, trade and services		88 %	Strong
8. <i>Communication</i>	Charming Palembang represents intensive communication in the context of disseminating information in introduction and marketing	38%		Not Strong

Source: [14] (source is processed)

In the Percentage Matrix of Likert Scale Analysis Criteria, the positioning of "Charming Palembang" based on the City Branding Strategy Framework is as follows: (1) Vision and Strategy, with a percentage value of 81%, falls into the Strong (S)

category. (2) Internal Culture, with a percentage value of 50%, falls into the Not Strong (NS) category. (3) Local Communities, with a percentage value of 38%, falls into the Not Strong (NS) category. (4) Synergies, with a percentage value of 44%, falls into the Not Strong (NS) category. (5) Infrastructure, with a percentage value of 88%, falls into the Strong (S) category. (6) Cityscape and Gateaways, with a percentage value of 44%, falls into the Not Strong (NS) category. (7) Opportunities, with a percentage value of 88%, falls into the Strong (S) category. (8) Communication, with a percentage value of 38%, falls into the Not Strong (NS) category, as shown in Table 2.

Table 2. Likert Scale Analysis Criteria based on the City Branding Strategy Framework.

No	Criteria	City Branding Strategy Framework
1	Strong (S)	<ol style="list-style-type: none"> 1. Charming Palembang represents the vision and mission of the City of Palembang. 2. Charming Palembang represents Palembang City as a city that is very easy to visit because of easy access to infrastructure and transportation. 3. Charming Palembang represents Palembang City as a destination for tourism, business, trade and services.
2	Not Strong (NS)	<ol style="list-style-type: none"> 1. Charming Palembang represents Palembang City as a city that has residents who are very welcoming, friendly and adaptable to immigrants. 2. Charming Palembang represents management, marketing and partnerships. 3. Charming Palembang represents the participation and support of stakeholders and related parties. 4. Charming Palembang represents the identity and image of Palembang City. 5. Charming Palembang represents intensive communication in the context of disseminating information in introduction and marketing.

Source: Researcher Analysis, 2022

The Likert Scale Analysis Criteria based on the City Branding Strategy Framework will be used as the foundational guide, combined with a SWOT Analysis, where the Strong criteria will represent strengths, and the Not Strong criteria will represent weaknesses related to "Charming Palembang".

Based on the Likert Scale Analysis according to the City Branding Strategy Framework, the positioning of "Charming Palembang" is as follows:

- Vision and Strategy: "Charming Palembang" represents the vision and mission of Palembang City.
- Internal Culture: "Charming Palembang" has not yet represented Palembang City as a city with a population that is very friendly, welcoming, and adaptable to newcomers.
- Local Communities: "Charming Palembang" has not yet represented the management, marketing, and partnerships.
- Synergies: "Charming Palembang" has not yet represented the participation and support of stakeholders and related parties.
- Infrastructure: "Charming Palembang" represents Palembang City as a city that is very easily accessible due to the ease of infrastructure and transportation.

- Cityscape and Gateways: "Charming Palembang" has not yet represented the identity and image of Palembang City.
- Opportunities: "Charming Palembang" represents Palembang City as a destination for tourism, business, trade, and services.
- Communication: "Charming Palembang" has not yet represented intensive communication for the dissemination of information in introduction and marketing efforts.

4.3 Strengthening “Charming Palembang” in Relation to Regional Development Planning.

Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis. In the SWOT Analysis, the arrangement of internal factors is based on the criteria from the Likert Scale Analysis results. Strong criteria represent strengths, while Not Strong criteria represent weaknesses. As for external factors, opportunities and threats are based on indicators related to economic, socio-cultural, and environmental aspects, supplemented with statements based on existing indicators. Refer to Tables 3 and 4.

Table 3. Internal Factors (City Branding Strategy Framework) and External Factors (Economic, Socio-Cultural and Aspects Environment).

No	Internal Factor	Charming Palembang City Branding Strategy Framework
1	Strength	<ol style="list-style-type: none"> 1. Represents the vision and mission of Palembang City. 2. Represents Palembang City as a city that is very easily accessible due to the ease of infrastructure and transportation. 3. Represents Palembang City as a destination for tourism, business, trade, and services.
2	Weakness	<ol style="list-style-type: none"> 1. Has not represented Palembang City as a city with a population that is very friendly, welcoming, and adaptable to newcomers. 2. Has not represented management, marketing, and partnerships. 3. Has not represented the involvement and support of stakeholders and relevant parties. 4. Has not represented the identity and image of Palembang City. 5. Has not represented intensive communication for the dissemination of information in introduction and marketing.

Source: Researcher Analysis, 2022

Table 3. Internal Factors (City Branding Strategy Framework) and External Factors (Economic, Socio-Cultural and Aspects Environment) (continued).

No	External Factor	Economic, Socio-Cultural and Environmental Aspects
1	Opportunities	<ol style="list-style-type: none"> 1. Palembang City is a city of culture and history. 2. Palembang City is known for Ampera, Musi River, Pempek (fishcake dish), and Songket (traditional fabric). 3. The development and enhancement of tourism facilities and infrastructure (hotels, restaurants). 4. The supportive climate, atmosphere, and numerous tourist destinations in Palembang City. 5. The frequent hosting of events and cultural festivals in Palembang City.
2	Threats	<ol style="list-style-type: none"> 1. The crime rate and social inequality are still high. 2. The creative economic industry in Palembang City has not yet improved the welfare and income of the local community.

4.4 Alternative Strategy for Strengthening Charming Palembang based on SWOT Analysis related to Regional Development Planning

Based on the SWOT analysis matrix, there are several alternative strategies:

- S-O Strategy (Strength-Opportunities): This strategy involves using strengths (S) to take advantage of opportunities (O), Quadrant I, (+) , (+).
- S-T Strategy (Strength-Threats): This strategy involves using strengths (S) to address threats (T), Quadrant II (+) , (-).
- W-O Strategy (Weakness-Opportunities): This strategy aims to minimize weaknesses (W) in order to seize opportunities (O), Quadrant III, (-) , (+).
- W-T Strategy (Weakness-Threats): This strategy aims to minimize weaknesses (W) in order to avoid threats (T), Quadrant IV, (-) , (-).

Alternative strategies for strengthening Charming Palembang based on the SWOT analysis related to Regional Development Planning can be seen in Table 4.

Table 4. SWOT Matrix “*Charming Palembang*”.

SWOT Matrix		
	(S) Strength	(W) Weakness
Internal & External Factor “ <i>Charming Palembang</i> ”	<ol style="list-style-type: none"> 1. Represents the vision and mission of Palembang city. 2. Represents Palembang as a city that is very easy to visit due to the accessibility of infrastructure and transportation. 3. Represents Palembang as a destination for tourism, business, trade, and services. 	<ol style="list-style-type: none"> 1. Has not yet represented Palembang as a city with a population that is very friendly, welcoming, and adaptable to newcomers. 2. Has not yet represented management, marketing, and partnerships. 3. Has not yet represented the involvement and support of stakeholders and related parties. 4. Has not yet represented the identity and image of Palembang city. 5. Has not yet represented intensive communication for the dissemination of information in introduction and marketing.
(O) Opportunities	Strategy (S-O) Strategy leveraging strengths (S) to capitalize on opportunities (O).	Strategy (W-O) Strategy to minimize weaknesses (W) in order to seize opportunities (O).
<ol style="list-style-type: none"> 1. Palembang is a city of culture and history. 2. Palembang is famous for Ampera, the Musi River, Pempek (fishcake dish), and Songket (traditional fabric). 3. Development and improvement of tourism facilities and infrastructure (hotels, restaurants). 4. Favorable climate, ambiance, and a multitude of tourist destinations in Palembang city. 5. Numerous events and cultural festivities are organized in Palembang city. 	<ol style="list-style-type: none"> 1. Leveraging the ease of access to infrastructure and transportation to support "Charming Palembang" in the fields of tourism, business, trade, and services, as well as promoting the city as a hub of culture and history. (S2, S2, O1). 2. Expanding and diversifying tourism, business, and service activities to introduce "Charming Palembang" through tourist destinations (Ampera, Musi River, Pempek, Songket), hosting events, and cultural festivities. (S3, O2, O4, O5). 3. Broadening government partnerships to support "Charming Palembang" through the development and enhancement of tourism facilities and infrastructure. (S1, O3). 	<ol style="list-style-type: none"> 1. Enhancing the role of local communities and gaining support from stakeholders and relevant parties in promoting Palembang City through "Charming Palembang" as a city rich in culture and history (W1, W3, O1). 2. Improving the development of supporting facilities and the organization of city infrastructure through "Charming Palembang" as the identity and image of Palembang City (Ampera, Musi River, Pempek, Songket) (W4, O2, O3). 3. Strengthening management, marketing, and partnerships in introducing Palembang City through "Charming Palembang" during various cultural events and exhibitions (W2, O4, O5). 4. Intensifying communication for the dissemination of information in the introduction and marketing of Palembang City through "Charming Palembang" as a preferred tourist destination (W5, O4).

Source: Researcher Analysis, 2022

Table 4. SWOT Matrix "*Charming Palembang*" (continued).

SWOT Matrix		
(T) Threats	Strategy (S-T) Strategy using strengths (S) to overcome threats (T).	Strategy (W-T) Strategy to minimize weaknesses (W) to avoid threats (T).
1. The crime rate and social inequality are still high in Palembang.	1. Enhancing the empowerment of the local community through government involvement in building "Charming Palembang" (S1, T1).	1. Optimizing the empowerment of the local community through the participation and support of stakeholders and relevant parties in the introduction and marketing of "Charming Palembang" (W1, W3, T1).
2. The creative economic industry in Palembang has not yet prospered and increased the income of the local community.	2. Involving creative economic industry players as government partners in promoting "Charming Palembang" (S1, T2).	2. Enhancing the empowerment of the local community through intensive communication in building "Charming Palembang" (W1, W5, T1).
	3. Strengthening partnerships between the local community and creative economic industry players in tourism, business, trade, and services activities to support "Charming Palembang" (S3, T1, T2).	3. Improving the management, marketing, and partnerships of creative economic industry players in promoting "Charming Palembang" (W2, T2).

Source: Researcher Analysis, 2022

Table 5 is obtained from the results of the Final Score of the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) Matrices, namely the score of the Internal Factor Strength Matrix = 1.67 minus the Internal Factor Weakness Matrix = 2.81 equal to (-1.14). External Factor Matrix Opportunities = 2.41 minus External Factor Matrix Threats = 1.41 equals (1.41). Based on the SWOT Analysis quadrant, the value (-), (+), falls into the third quadrant category, namely Strategy (W-O) Strategy Minimizing Weaknesses (W) to Seize Opportunities (O).

Table 5. Strategy (W-O) Strategy to Minimize Weaknesses (W) to Achieve Opportunities (O).

No	Strategy (W-O) Strategy to Minimize Weaknesses (W) to Achieve Opportunities (O)
1	Enhance the role of local communities and garner support from stakeholders and relevant parties in promoting Palembang through "Charming Palembang" as a city of culture and history.
2	Improve the development and expansion of supporting facilities and the organization of city infrastructure through "Charming Palembang" as the identity and image of Palembang (including landmarks like Ampera, Musi River, Pempek, and Songket).
3	Strengthen the management, marketing, and partnerships in introducing Palembang through "Charming Palembang" in the organization of various events and cultural festivities.
4	Intensify communication efforts for the dissemination of information in the introduction and marketing of Palembang through "Charming Palembang" as a prime tourist destination.

Source: [12]

4.5 The Strengthening Strategy for Charming Palembang Related to Regional Development Planning

Based on the (W-O) strategy, which aims to minimize weaknesses (W) to seize opportunities (O), the strategies that should be implemented by the city of Palembang to strengthen "Charming Palembang" in relation to regional development planning are as follows: (1). Enhancing the role of the local community and garnering support from stakeholders and relevant parties in promoting Palembang through "Charming Palembang" as a city of culture and history. (2). Enhancing the development and improvement of supporting facilities and city infrastructure arrangement through "Charming Palembang" as the identity and image of Palembang (including landmarks like Ampera, Musi River, Pempek, and Songket). (3). Strengthening the management, marketing, and partnerships in introducing Palembang through "Charming Palembang" in the organization of various events and cultural festivities. (4). Intensifying communication efforts for the dissemination of information in the introduction and marketing of Palembang through "Charming Palembang" as a prime tourist destination.

5 Conclusion

Based on the results and discussions presented, the conclusions of this research are as follows:

- In shaping the identity and image of Palembang, the positioning of "Charming Palembang" is used as a strategic step to build competitiveness and market the city (Palembang Brand). This is outlined in the Strategic Plan of the Palembang City Tourism Office 2018-2023 (RENSTRA), which is an elaboration of the 5th mission of the Mayor of Palembang for the period 2018-2023 in the RPJMD 2018-2023

document, which aims to make Palembang a city of river and cultural tourism, as well as a world-class sports event hub that harmonizes human life with nature. In general, "Charming Palembang" is not detailed in the RPJMD 2018-2023 and has not yet been included in the Regional Tourism Development Master Plan (RIPPDA) and the Spatial Planning Plan (RTRW) of Palembang City.

- Based on the City Branding Strategy Framework, the positioning of "Charming Palembang" is as follows: (1). Vision and Strategy: "Charming Palembang" represents the vision and mission of Palembang. (2). Internal Culture: "Charming Palembang" has not yet represented Palembang as a city with a population that is very friendly, welcoming, and adaptable to newcomers. (3). Local Communities: "Charming Palembang" has not yet represented the management, marketing, and partnerships in Palembang. (4). Synergies: "Charming Palembang" has not yet represented the participation and support of stakeholders and related parties. (5). Infrastructure: "Charming Palembang" represents Palembang as a city that is very easy to visit due to the ease of access to infrastructure and transportation. (6). Cityscape and Gateways: "Charming Palembang" has not yet represented the identity and image of Palembang. (7). Opportunities: "Charming Palembang" represents Palembang as a destination for tourism, business, trade, and services. (8). Communication: "Charming Palembang" has not yet represented intensive communication for the dissemination of information in introduction and marketing.
- The strengthening strategy for "Charming Palembang" related to regional development planning includes the following: (1). Enhancing the role of the local community and garnering support from stakeholders and relevant parties in promoting Palembang through "Charming Palembang" as a city of culture and history. (Short-term strategy achievement). (2). Enhancing the development and improvement of supporting facilities and city infrastructure arrangement through "Charming Palembang" as the identity and image of Palembang (including landmarks like Ampera, Musi River, Pempek, and Songket). (Long-term strategy achievement). (3). Strengthening the management, marketing, and partnerships in introducing Palembang through "Charming Palembang" in the organization of various events and cultural festivities. (Short-term strategy achievement). (4). Intensifying communication efforts for the dissemination of information in the introduction and marketing of Palembang through "Charming Palembang" as a prime tourist destination. (Long-term strategy achievement).

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