

OVERCOME GAPS AND IDENTIFY CITY BRANDING PERFORMANCE (MEDAN CITY BRANDING)

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ABSTRACT

Marketing places as a popular approach and essential instruments to strengthen the region's economy and global competitiveness are growing rapidly in the last decade. The concept of marketing places will rely heavily on how to build, communicate and manage the image of a city. Therefore, the object of city marketing is the city image will eventually be a starting point in developing a city branding. Since January 2012, the city of Medan (3rd of biggest city in Indonesia) uses the marketing approach through city branding: *This is Medan!*. A logo representing the brand along with the characteristics of the population which welcome visitors and are expected to provide benefits as its philosophical to attract tourists, value of investment or relocation of people to settle in the city of Medan. Balmer's AC2ID test of corporate identity is applied to identify gaps in that city branding, revealing conflicting messages between local government policy and different stakeholder groups. The result is the city of Medan has lost its essence as a brand, to distinguish fundamental Medan with its competitors. A city branding has to be honest, so communicated identity in accordance with actual identity. Against these results, it is expected the city of Medan need to immediately take action towards the city branding, to prevent an identity crisis in the future. Instead, researcher believes that Medan has great potential into a brand that is controlled by the city government with a focus on stakeholder involvement and physical environment improvement. If this is implemented, it will create a trust (external) and ownership (internal) for the city of Medan.

Key words: City Branding; AC2ID Test; Marketing Places, Place Branding, Tourism Marketing

Introduction

Marketing place nowadays is becoming one of the entrepreneurial model which famous for the government since 1970 (Griffiths, 1998). Kartajaya et al. (2002: 78) argues that the government is keen entrepreneurial and always think hard to see and take advantage of emerging opportunities in an effort to improve the prosperity and quality of life in society. Marketing is applied to a city can be a process to package into a positive image of a city to attract the attention of potential tourists, investors and residents.

Medan as the third largest city in Indonesia experienced rapid dynamics, characterized by high population growth and economic growth are quite good. This region has a rate of economic growth with a positive trend in the next 5 years (2008-2012), based on 2000 constant prices, the average growth of 6.865% (above the average national economic growth in the same year: 6.29%). Tertiary sector during the period of 2007 - 2011 dominates the economy in Medan with an average contribution of 70.386 % (mainly derived from trade, hotels and restaurants). On the other hand, with a growth rate of 4.2% hotel/year, Medan should be able to attract people to stay in Medan. However, the average occupancy rate of no more than 50% with an average length of tourist arrivals only 1.67 days (compared with an average length of stay of tourists in Indonesia, according to the National Data is 7.84 days in 2011 and 7.70 days in the year 2012). The average length of stay of tourists in the city of Medan is relatively small for a city that relies on the development of the tertiary sector.

the Association of Planners of Indonesia conducted a survey on the livable city index for large cities in Indonesia in 2009 and 2011. Livable city is an environment and atmosphere of a comfortable city as a place to stay and a place to move based on various aspects, both the physical aspects (spatial, environmental, transportation, health facilities, educational facilities and infrastructure) as well as non-physical aspects (economic, security and socio-cultural). Contradict with the positive trend of economic growth, Medan was at the lowest rank of city index for the period 2009 and 2011 with a performance of 52.28 and 46.67. The condition is even worse than the achievements of the city of Jakarta in 2011. Detailed survey results are shown in Table 1 below.

Table 1: Most Livable City Index In Indonesia 2009 and 2011

Number	Cities	City Index (2009)	City Indeks (2011)
1	Yogyakarta	65.34	66.52
2	Denpasar	NA	63.63
3	Makassar	56.52	58.46
4	Manado	59.9	56.39
5	Surabaya	53.13	56.38
6	Semarang	52.52	54.63
7	Banjarmasin	52,61	53.16
8	Batam	NA	52.6
9	Jayapura	53.86	52.56
10	Bandung	56.37	52.32
11	Palembang	NA	52.15
12	Palangkaraya	52.04	50.86
13	Jakarta	51.9	50.71
14	Pontianak	43.65	46.93
15	Medan	52.28	46.67

Source: the Association of Planners of Indonesia, 2013

This simple and actual snapshot of the perception captured on the livable city index indicates that the city of Medan in particular is far from ideal as comfortable and in the future will be more uncomfortable if taking no action, creative and progressive city leaders. In fact, between the years 1920 - 1930's, the city of Medan has become a beautiful and prosperous trading city, known as "Parijs van Sumatra". Remnants of the real form of that nickname is still recorded in the physical form of buildings which stood firm until now and has been outstanding for more than half a century, even some of the buildings are more than one hundred years old. These buildings recorded the history of the city of Medan, although most of these buildings have been torn down. Unfortunately, within the last 10 years, as many as 10 of the 42 buildings of historical value (heritage) which is protected through regulation of Medan, has been converted into commercial buildings because it is not economically viable. However, according to Kearns and Philo (1993), the promotion as part of the marketing the places can also be done through art, festivals and cultural attractiveness. Government of Medan in January 2012, officially used the brand logos along with the tag line "This is Medan" as a city branding aimed at attracting tourism and investment in the city of Medan. This city branding represents the residents of the city of Medan to welcome visitors. But whether "This is Medan" as city branding has been running and implemented in accordance with its objectives would be an interesting question to answer, because whatever used as a brand should be able to be carried out, focused, systematic and interesting so that business community, tourists, visitors and locals remained loyal to the city of Medan. A city branding should not have interface dissonance.

Figure 1: Icon of Medan City Branding



Source: Medan Culture and Tourism Agency, 2014

Literature Review

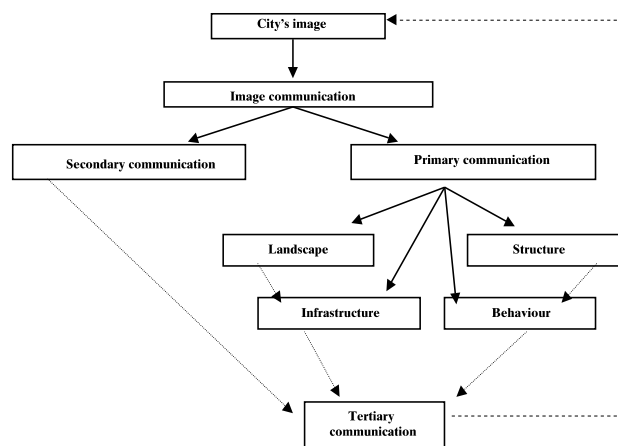
In terms of city branding, Anholt (2002) argues that corporate branding and city branding has the same characteristics, they both have multidisciplinary roots, devoted to the various stakeholder groups, has a value of intangible and high complexity, have a social responsibility, dealing with multiple identities and require long-term development. Though both are similar, but they still have the complexity, the city branding is greater than the corporate branding. Applying the expansion of city branding is a form of corporate branding but in a different form. City branding is not just a promotive action only through slogans and logos, but broader than that. Rainisto (2003) presents a framework to place branding that concentrates on marketing the region as a business location and investment. The Framework contains 9 key success factors place marketing and branding, namely planning group, analysis and strategic vision, identity and image locations, public and private sector cooperation, leadership, political

agreement (political unity), the global marketplace, local development and process coincidences.

Similarly, the benefits of corporate branding in building a company's reputation, a strong city branding can also have significant impacts on the following 3 things: return, growth and risk. Even during the economic crisis, the company which has a strong brand will continue to grow. Based on research conducted by BrandZ in 2009 against the top 100 brands in the world, it was concluded that the brand is an important factor for 90 percent of the customers and only 7 percent were based on the price. The study also concluded that a strong brand will allow the company to recover faster when economic crisis (Clark, 2010: 120). The company will benefit by having a strong brand. Good perception on the business, the value of the product and the company will bring customer loyalty, increasing sales and revenues, enable collaboration with others and attract investors. Similarly with corporate branding, city branding aims to influence the behavior and choices the target audience (visitors, investors and partners). Providing a strong brand is main factor in this process and will also be applied to the city.

It is recognized that all meetings with the city occurs through the perception and image. It is acceptable that the image of the city does need to be planned and then marketed (Vermeulen, 2002). It is the interaction of an external with an internal city called by Graham (2002) as a focal point for city branding. More specifically, the interaction in question is the perception of the city itself, how one feels about the city, that is the image of a city. According Kavaratzis (2004), the image will be communicated through three different communication types, namely primary, secondary and tertiary, as figure 2 below.

Figure 2. City Image Communication



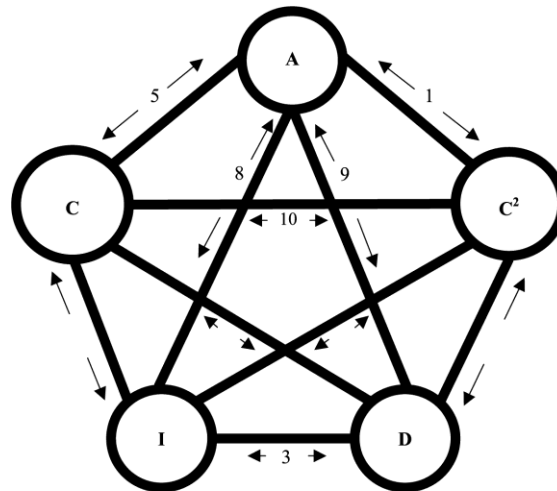
Source: Kavaratzis, 2004

If a government invests time and resources to build and maintain the sustainability of the quality brands, should get benefit in investment return. Kavaratzis (2004) argues that the city branding on the one hand is the basis of development policy to achieve economic growth while at the other side of city branding is a medium that can help people recognize the city. Therefore, it is important to understand the benefits of having a strong brand and what the problems are caused by a weak brand. Branding try to give the city a different identity that distinguishes it from other cities. Strong brand means making a different city with other cities in terms of investment, businesses, visitors and residents. City branding is understood as a means both to achieve a competitive advantage in order to increase inward investment and tourism and achieve community development, strengthening local identity and identification of citizens with the city and enable all social forces to avoid social exclusion and unrest (Kavaratzis, 2004). The main purpose of city branding and the expected impact is the flow of visitors and investments (Kavaratzis 2004). If the image of a city can be accepted by the international market, the opportunity to attract visitors and multinational corporations to the city will also be good. Strong brand creates the city's interest in an international company, so it will bring foreign investment and economic development (Gibson, 2005). A strong brand means the creation of and interaction with the external audiens (Hankinson, 2007). Especially if the city branding that uses local knowledge and creativity to be used as an essential approach in the regeneration of the city. Trueman (2004) show the statement in the case of City of Bradford, namely changing the image of the old industrial town by using heritage as a new idea.

The literature on corporate identity offers an insight into this problem with an integrated approach that can be applied to cities as well as companies. Balmer's (2001) AC2ID test of corporate identity management provides a tool that can detect conflicts between stakeholders' perceptions of the city and inconsistencies in official communications strategy. By focusing on five key elements of corporate identity, it provides a framework for analysis that can reveal whether or not a coherent message is being delivered about the company or organization (Figure 1). It also encompasses the notion of an evolving image and strategy by using five dynamic identities. These are the actual identity (A), reflects the reality of the city in terms of its history, such as large mill buildings, the internal values and behavior of residents and business communities, and their experience and observations about its services and infrastructure; the communicated identity (C) is most clearly revealed through "controllable" corporate communications; the conceived identity (C2) refers to perceptual concepts – corporate image, corporate reputation, and corporate branding; the ideal identity (I) is the optimum positioning of the organization in its market (or markets) in a given time frame and the desired identity (D) lives in the hearts and minds of corporate leaders. Strategic weaknesses or "dissonance" can be identified

if there are gaps in communication between any of these interfaces, where “corporate rhetoric is out of step with reality (Balmer, 2001).

Figure 3: The AC2ID Test of corporate identity management



Research Design

To identify the conflict or dissonance, researchers need data from 5 identities in accordance with the theoretical framework to identify and overcome gaps in brand performance that has been described in the previous section. Briefly, the data required for this research output is as follows Table 2.

Table 2: The Five Identities and Overcome Gaps In Brand Performances

Number	Identity	Sources
1.	Actual identity	Documents related to the history of the formation of the city of Medan.
2.	Communicated identity	City branding
3.	Conceived Identity	Survey customers and potential customers by using the method of Anholt GMI City Brand Indeks
4.	Ideal identity	1. Spatial plan of Medan. 2. Development plan of Medan. 3. Others related documents.
5.	Desired Identity	1. Academic stakeholder, are: a. Architectural studies. b. Regional planning studies. c. Economic development studies. d. Cultural/tourism studies. e. Ladscape studies. 2. Government stakeholder, are: a. Planning and development board. b. Investment board. c. Urban planning agency. d. Cultural and tourism agency. e. Expert staff in development. 3. Cultural figures, Non Governmental and community leaders, are: a. Sumatera heritage organization. b. Sumatera Loom gallery. c. Journalist. d. City council. e. Chief of hotel and acomodation organization.

Conceived identity is defined as the perception of a city by a customer or potential customer (Trueman *et al.*, 2004). The author conducted a replication of what has been done by Anholt (2006) in terms of providing tools to measure city brand which popular with the Anholt GMI City Brands Index. This method was made to measure the strength of a city brand in 30 cities in the world. Measurement city brand index is based on six components of the so-called city brand hexagon that consists of presence, place, people, potential, pulse and pre-requisites. The survey was conducted using a questionnaire and the respondents are tourists in the city of Medan. Total number of respondent is 100 people.

The Findings

Summary overview of the performance of city branding in Medan were compared with city branding best practices in Singapore and George Town as well as the discussion of literature, as Table 3 below.

Table 5: Summary Overview Of The Performance Of City Branding In Medan

No	Aspect	Description of performance	Analyse
1.	Meaning	<p>a. Still not able to run as its purpose which is to establish a more positive image of the city of Medan. It is difficult for the external audiences to capture the intent and purpose because it is not represented in the logo, in addition a brand logo is not equipped with caption and audio visual equipment. These conditions cause "This is Medan" still mean "Ini Medan, Bung" with a meaning that is closer to the negative connotation: arrogance and appologize for any irregularities that occur in the city.</p> <p>b. Based on the survey results, the character of the population that are represented on the brand logo "This is a Medan" is considered confusing by visitors. Sightseeing/cultural and culinary according to respondents are 2 things that are represented in the logo and the brand choosen by 75 percent of respondents. Meanwhile, the character of the population which is the official meaning of city branding is only selected by 19 percent of respondents.</p> <p>c. "This is Medan" will be strong city brand with a record must be an integral, integrated and inherent to the preservation of heritage to evoke the glory of the past where Medan was once known as "Parijs van Sumatra", the city proper and comfortable place to live. This concept also will improve the negative image of "Ini Medan, Bung".</p>	<p>What is done by Singapore against its brand is a good example, the brand always comes with captions that clarify the meaning of the brand as the most important in a brand is honest, identity must be communicated in accordance with reality. Visitors will actually obtain uniqueness as illustrated by the "Uniquely Singapore", in other places people would never find a botanical garden located in the center of town, a tree made of metal such as garden by the bay, the pool is located at the top of the tallest building like in the Marina Bay Sands and the exhibition hall esplanade with a shape resembling a durian fruit. City branding must be communicated clearly and consistently (DeChernatony and McDonald, 1998). If this can be done it will be the key succes. City branding is about to build relationships between brands and consumers, so there is a match between the needs of consumers both physically and psychologically with the functional attributes of the brand and the symbolic values (Hankinson and Cowking, 1993).</p>
2.	Strength	<p>a. Tag line: "This is Medan" at this time is still considered not sell, the only impact on the internal in terms of encouraging residents of Medan to change</p>	<p>a. Deffner and Metaxas (2006) stated it is important for the effectiveness of marketing objectives and strategies of the typical characteristics of the local cities, because the branding associated with economic and symbolic value of the towns must have depth, originality and a distinct</p>

No	Aspect	Description of performance	Analyse
		<p>the behavior depicted in the corresponding brand logo (emblem smile), but not yet reflect the uniqueness, potential, identifier with the city other competitors as it should be a brand created.</p> <p>b. Technically, the use of fonts, symbols, color selection on brand logo and tag line city branding can not be a signature because it is simple and less attractive.</p>	<p>character through material choice, diversity and prominent feature. Branding try to give the city a distinct identity that sets it apart from other cities, a strong brand will raise awareness of other people's existence for a place/location (Kavaratzis and Ashworth, 2004). As performed by George Town when choosing lifting heritage as a unique potential because it is not owned by other regions. The potential is kept well-managed and integrated with local wisdom, making it easier for external parties to recognize George Town as a city with a good heritage conservation.</p> <p>b. Signature is important as a focal point and unifying of all existing promotional material (Henderson, 2007). Singapore even did a special study of the script of the civilization heritage of his people to find a font that writing is actually derived from the culture of their ancestors.</p>
3.	Creating process	City branding is still sectoral programs, managed by the Department of Culture and Tourism of Medan, where the stakeholders in the process of creation is not included.	Trueman et al. (2004) argue that stakeholders should be included or involved in the branding process. Anholt (2006) also suggested that the process of creating branding is important to be seen as a process for reducing the city branding because it basically has the same characteristics as corporate branding, which has a multidisciplinary roots, devoted to the various stakeholder groups, has a value of intangible and high complexity, have social responsibility, dealing with multiple identities, requiring long-term development. This opinion is also supported by Kavaratzis and Ashworth (2005) which say that the government's efforts to create a regional identity and to promote it both externally and internally, has a long process before it is ready to use. A process is needed to adopt what distinguishes the city with its competitors, with a richness and complexity to explore adding value to the image. "Uniquely Singapore" city branding is drawn after the first dialogue with ± 400 key stakeholders and took time ± 8 months or George Town which always involve the local community to work together to create innovative ideas related to the maintenance of heritage.
4.	Kebijakan dan Implementasi	<p>a. City branding is not implemented in a sustainable manner, only in the first year since the city branding is launched.</p> <p>b. City branding is not properly socialized. The results of the questionnaire survey also says that only 19 percent of respondents who answered correctly that Medan city branding is "This is Medan", or even as much as 65 percent of respondents had never seen at all the brand logos along with the tag line. The rest know at the time of visit (12 percent), on-line media (5 percent) and print media (10 percent).</p> <p>c. City branding is still not implemented focus, the cause is because the scope is too broad objectives. The objective can be narrowed for example, only to</p>	<p>a. Branding is not only limited by the marketing activity, but rather an ongoing and comprehensive process that is connected with marketing. As stated by Kavaratzis (2007) that deals with city branding affects the image, so the branding should be treated as a complete and sustainable process for branding load the entire marketing activities. Singapore consistently since 2003 continues to innovate in the events and activities that are under "Uniquely Singapore". To collaborate with industry partners and the company are encouraged to design accommodation package Uniquely Singapore and comes with detailed instructions to guide and presented the "Uniquely Singapore". Socialization can be done anywhere, the Government of Singapore to focus the campaign begins from the airport as the gate, then the educational institutions because they thought that students could well be a promotion agency and the most unique thing is facilitated community to provide feedback and suggestions for the performance brand. Innovation conducted by George Town is also no less interesting with the main target of city branding is gaining recognition as a UNESCO world heritage site, this spirit which led to the government, the public and private sectors to work together to maintain and preserve the</p>

No	Aspect	Description of performance	Analyse
		<p>increase the flow of tourists arrivals only.</p> <p>d. So far, the application of branding only focuses on visual elements such as the logo and its tag line then not followed by other programs that support, for example, calendar of events, improved regulation, incentives and disincentives and others.</p> <p>e. City branding is also implemented by the Government of Medan inconsistencies because it is not rare to find an official publication of the City of Medan without including the brand and the logo.</p>	<p>existing heritage.</p> <p>b. Associated with the range of goals that are too broad basically if city branding is a powerful and efficient brand is actually capable of providing optimal benefit to visit, invest and live. But before getting to that stage, can replicate what is done by the Malaysian distinguish between city marketing and business marketing. City marketing to promote Kuala Lumpur for the purpose of international retailing shopping, leisure and entertainment marketing business while promoting the Petronas Tower as an icon.</p>
5.	Institutional	<p>a. There are agencies that have not explicitly have the duty and authority in monitoring and evaluating the implementation of the city branding. Department of Culture and Tourism of Medan was originally established as the leading sector, but only in the creation of brand and logos, shown to the implementation calendar of events in the context of city branding is unsustainable.</p> <p>b. Department of Tourism Culture should make city branding as an "umbrella" in the formulation of policies and plans for tourism development areas such as what is done by Singapore and George Town, but until now has not had a government of Medan RIPDA documents (Regional Tourism Master Plan) with a planning period 10 years.</p> <p>c. City branding in Medan has not had a champion started at the level of decision-making to the level of implementation, the problem is the bureaucracy and the vision of the ever changing according to the head of region lead. In addition to the lack of creativity and innovation in the context of city branding is because most of the duties and functions carried out by a person who lacks capacity.</p>	<p>One key to successful city branding of Singapore is the Singapore Tourism Board Tourism planning documents 2015 as a guide to achieve the goals and objectives that have been defined, so there is an ideal condition to be achieved at the end of the planning. Image cities need to be planned and then marketed (Vermeulen, 2002). In addition to a good institution, city branding should also have a figure that is capable of being a champion of think tankers to create innovative and creative ideas. Branding requires strong leadership, appropriate brand-oriented culture, coordination, consistent communication and cooperation partner matching (Ashworth and Kavaratzis, 2007). One that can be used as learning is that the Government has a counterpart George Town Penang Development Corporation, a government counterpart institutions in innovation. This institution had been the initiator of programs of cooperation between government, community and private sector in the conservation of heritage and eventually became the key to the success of George Town listed as World Heritage Site by UNESCO.</p>
6.	Impact	<p>The use of city branding as a destination branding is considered to have on-the-track, although the results have not been up. City branding only contributed to the increased flow of tourist, but not yet at a stage to attract</p>	<p>The main purpose of city branding and the expected impact is the flow of visitors and investments (Kavaratzis, 2004). If the image of a city can be received by the international market, the opportunity to attract visitors and multinational corporations to the city will also be good. Singapore and George Town are at least two locations that can serve as best practices in terms of</p>

No	Aspect	Description of performance	Analyse
		people to invest in the city of Medan.	city branding with the benefits of increasing the number of tourist arrivals to Singapore honing target set in the Document Tourism 2015, precisely 15.567.923 tourists in 2013, an increase of 154.10 percent of the initial launch of the brand that is 2003 with total tourism receipts of S\$ 23 billion. Likewise with George Town, in 2008 tourist arrivals reached 6.31 million tourists, right after George Town was officially recognized as a World Heritage Site by UNESCO. The explosion of tourist arrivals had increased by 3-fold (320 percent).

then the test AC2ID result in Medan city branding as Table 6 below.

Table 9: Result Of AC2ID Test For Medan City Branding

Number	Identity	City of Medan context	Interface Dissonance
1.	<i>Actual Identity</i>	Medan grew in the colonial period in the late 19th century by the power of non-trading Dutch government. Medan developing a trading town and developed with garden city concept. In the era of 1920-1930's, Medan has been a trading city beautiful and glorious as "Parijs van Sumatra".	1,5
2.	<i>Communicated Identity</i>	<i>This is Medan: represent the characteristics of the population to welcome newcomers.</i>	4,5,7,10
3.	<i>Conceived Identity</i>	<i>Brand Awareness: culinary</i> <i>City Brand Index: The Pulse (culinary) and The Potential (investment and public facilities).</i>	1,10
4.	<i>Ideal Identity</i>	<i>Development Plan:</i> "Metropolitan city of Medan be competitive, comfortable, caring and prosperous". Competitive metropolis itself means that the city of Medan be a function as the center of a national government, the growth center of trade activities and services that have a competitive advantage, comparative and cooperative regional, national and global. <i>Spatial Plan:</i> "The creation of Medan are safe, comfortable, productive and sustainable as well as having the attractiveness as an investment destination".	3,4
5.	<i>Desired Identity</i>	1. Diversity. 2. Heritage. 3. Culinary. 4. Geographic.	3,7
Explanation of interface dissonance: 1. <i>Actual Identity vs Conceived Identity</i> 2. <i>Conceived Identity vs Desired Identity</i> 3. <i>Desired Identity vs Ideal Identity</i> 4. <i>Ideal Identity vs Communicated Identity</i> 5. <i>Communicated Identity vs Actual Identity</i> 6. <i>Conceived Identity vs Ideal Identity</i> 7. <i>Communicated Identity vs Desired Identity</i> 8. <i>Actual Identity vs Ideal Identity</i> 9. <i>Actual Identity vs Desired Identity</i> 10. <i>Communicated Identity vs Conceived Identity</i>			

Summary And Conclusions

The performance of Medan city branding is still not optimal. Some things that have been identified as the basis to provide an overview of non-optimal performance of city branding are:

1. City branding is still not capable of running as its purpose which is to establish a more positive image of the city of Medan. It is difficult for the external environment to capture the intent and purpose because it is not represented in the logo, in addition a brand logo is not equipped with caption and audio visual equipment. These conditions cause "This is Medan" still associate with "Ini Medan, Bung" with a meaning that is closer to the negative connotation that is arrogance and apologize for any irregularities that occurred in the city;
2. Tag line "This is Medan" will become strong brand but must be integrated and inherent to the preservation of heritage to evoke the glory of the past where Medan was once known as "Parijs van Sumatra", the city proper and comfortable to live. This concept also will improve the negative image of "Ini Medan, Bung".
3. Tag line "This is Medan" at this time is still considered not sell, the only impact on the internal in terms of encouraging residents of Medan change the behavior depicted in the corresponding brand logo (emblem smile), but not yet reflect the uniqueness, potential competitors identifier with the city as should a brand created;
4. Technically, the use of fonts, symbols, color selection on brand logo and tag line city branding can not be a signature because it is simple and less attractive;
5. City branding is still considered limited to the creation of the brand and the logo just because it is not followed by other programs that support, for example, calendar of events, improved regulation, incentives and disincentives, and others;
6. City branding is also implemented by the Government of Medan inconsistencies are not uncommon because the official publication of the City of Medan without including the brand and logo;
7. There are no agencies that explicitly have the duty and authority in monitoring and evaluating the implementation of the city branding. Department of Culture and Tourism of Medan was originally established as the leading sector, only in the creation of brand and logos, shown to the implementation calendar of events in the context of city branding is unsustainable.

AC2ID test result shows that the Medan city branding is still perceived as having dissonance or gaps, who represented the brand potential is not in accordance with reality. City branding is now losing its essence as a brand, it is fundamental to distinguish Medan with competitors. City branding Medan is still far from a strong brand, as proposed by Hatz and Schultz (2001) that the creation of a brand is complicated because referring to the interaction of three variables: vision, culture and image that need to be aligned in order to create a strong brand.

Some things that can be inferred from the results of the test AC2ID is that brand need to push its trustworthiness, by inlining what is communicated in accordance with the actual identity. But what happened was actually communicated identity has dissonance with four other identities. The issue of stakeholder engagement is a top priority for the Government of Medan city branding in order to create a strong and ideal or capable of creating a brand ownership, such as culinary and heritage. As proposed by Anholt (2006) that in order to enhance the reputation of the city there are three important elements covers the strategy, substance and action. Through stakeholder perception analysis performed in this study, the element of the strategy is the current position of the city or about how the city of Medan is desired by the stakeholders and how to achieve it. Next is preparing the second element, the substance, it is in the form of execution of the strategy through economic activity, politics and culture in the city. The last element is the action that aims to communicate the actual changes that occur in the city. To carry out all these elements, it should involve as many stakeholders as possible to discuss the substance and sustainable implementation.

Researchers believe that Medan has great potential into a brand that is controlled by the Government of Medan with a focus on stakeholder involvement and improvement of the physical environment. If it is well implemented, it will create a trust (external) and ownership (internal) for the city of Medan. On the contrary, if the branding "This is Medan" is maintained with all the dissonance that is owned, it is not impossible in the future Medan will experience an identity crisis.

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