

**ANALYSIS OF THE PREPAREDNESS OF BANDUNG  
TOWARDS CITY BRANDING**

THESIS

A thesis submitted in partial fulfillment of the requirements for  
the Master Degree from the Institut Teknologi Bandung and  
the Master Degree from the University of Groningen

by:

**YENNI NUR 'AINI  
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**DOUBLE MASTER DEGREE PROGRAMME**

**DEVELOPMENT PLANNING AND  
INFRASTRUCTURE MANAGEMENT  
SCHOOL OF ARCHITECTURE, PLANNING AND  
POLICY DEVELOPMENT  
INSTITUT TEKNOLOGI BANDUNG  
AND**

**ENVIRONMENTAL AND INFRASTRUCTURE PLANNING  
FACULTY OF SPATIAL SCIENCES  
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## **ABSTRACT**

### **ANALYSIS OF PREPAREDNESS OF BANDUNG TOWARDS CITY BRANDING**

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Some phenomenon such as globalization pressures a city to have a more integrated planning. Globalization requires cities to compete in getting visitors, residents, investments, and so on come to the city. City branding then has been an issue to face globalization, to generate economic growth, to make a city more alive, to increase population, and so forth.

Making city attractive still becomes a difficult task for most governments including local governments in Indonesia. Bandung, as the case study in this thesis, has potentials that are so less audible that make this city is not known to the world. Due to Bandung's particular characteristics, regarding the past and the present, Bandung government is willing to show the city identity to make it known well locally, nationally, and even internationally as it seems to have potentials to do city branding.

The empirical results reveal that Bandung current condition associating with several components in a competitive identity as communication channels shows that Bandung has a potential base that can notably support branding Bandung. Nevertheless, the preparedness of facilities and physical infrastructure of the city, especially the road infrastructure is of a great need to be tackled to prepare Bandung towards city branding.

Analyzing the empirical aspects in Bandung, this thesis finds that the vision of Bandung as 'a service city with dignity' has resulted an urban planning policy that sufficiently supports the vision, albeit it still needs more consideration. Thus, if government has a strong willingness to attract target customers in city branding in a significant way, with the promise made in branding Bandung, there are a lot of city branding elements in Bandung that should be improved. City branding requires also willingness from the key actors in city branding and mutual efforts from various parties to actualize city branding. Collaborative strategy is one of key factors in city branding and can be implemented in Bandung.

*Keywords : city branding*

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## PREFACE AND ACKNOWLEDGEMENT

City branding has been of planning strategy in many world cities nowadays. Some successful brands have been recorded, namely Paris, Amsterdam, and New York. Those brands come from a long-term-vision strategy to determine what kind of brand a city should launch. Deeming some advantages of city brands, most government think their cities need a brand to attract people to come for any reasons to achieve the objective of branding. This action needs a considerable planning to prepare a city to make it a brand. Since city branding requires various key stakeholders, government should think comprehensively to do collaborative strategy to implement it.

This study analyzes the preparedness of Bandung, one of Indonesian cities, towards city branding. To come to the analysis, this study uses some variables to examine the preparedness of Bandung towards city branding. This study looks first at what competitive identities that Bandung has. Some elements in city brand index consists of the place, prerequisites, pulse, and potentials such as infrastructure, basic facilities, potentials, and other elements showing the existing condition of Bandung are elaborated.

Finally, thank Allah SWT Almighty that this thesis is completed. This thesis cannot be accomplished without helps and supports from many people. Therefore, I would like to express my gratitude to Prof. Dr. G.J. Ashworth as the main supervisor for the assistance, advice, and guidance provided. I also would like to thank Bapak Dr. Pradono as my supervisor in ITB for invaluable supports and assistance.

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Groningen, August 2010

Yenni Nur 'Aini

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# Chapter I

## Introduction

### *1.1. Research background*

Making city attractive still becomes a difficult task for most governments including local governments in Indonesia. After economic crisis stricken Indonesia in 1997, many cities have less ability to fund themselves instead of subsidy by central government. Furthermore, since regional autonomy act No.22/1999, which is then revised by No.32/2004, was prevailed, each region is required to become active and creative in obtaining regional revenue to raise their economic development. Local governments then try to create many programs to attract investors in many ways, such as open industrial areas, build many business centers and create entertainments and other service sectors. Thus, governments try hard to make their cities survive in handling the economic crisis.

Besides basic local problems above, the increase of globalization requires cities to compete in getting visitors, residents, investments, and so forth come to the city. Since people nowadays think that they can choose places they want to visit, to live, to work, to invest wherever they want, cities then have to have some kind of attractions or particular events and suitable environment to fulfill people's desires. In globalization era, the global players with ability to access the global market place will survive and flourish, so that city branding is more necessary in the 21<sup>st</sup> century to deal with the changing world and people's view (Anholt, 2005). In the dynamic process of globalization, cities in the world compete to show specific, distinctive, and positive image to attract investors, hire professional labors, and get the creative class.

Globalization pressures a city to have a more integrated planning. City branding is only a part of the planning that can be a means to deal with globalization. Indonesia in general is in the stage of following global trend in city branding recently. City image has already existed since centuries with its particular characteristic embedded. Some cities or regions already have slogans such as Yogyakarta with 'Jogja Never Ending Asia', Bali Island with 'Shanti, Shanti, Shanti', Solo with 'The Spirit of Java', Semarang with 'The Beauty of Asia'. However, city branding is not only a slogan or a campaign advertisement, but also a picture of thought, feeling, association and expectation which come from people when they see or hear a name, logo, product, service, event, or any kind of symbol or image that describes it. Hankinson and Cowking, 1993 in Kavaratzis, 2005 asserted that making successful branding should establish a relationship between the brand and the target, knowing what the target needs physically and psychologically which is reflected in the brand's attributes and symbolic values. The role of the brand itself should be well understood because city branding aims to emerge awareness and sense of belonging. Furthermore it will trigger people's curiosity to know more of the concerned regions. It also helps cities in seeking means to endorse their uniqueness and any qualities that can be offered to

draw attention of many stakeholders to come and aims to create positive images in the minds of audiences (Ooi and Pedersen, 2009).

Branding itself can be defined as “*a multidimensional assortment of functional, emotional, relational and strategic elements that collectively generate a unique set of associations in the public mind*” (Aaker, 1996:68). Place branding actually has been introduced in the 1990 to make cities memorable and recognizable (Twitchell, 2005). Mommaas (2002) looked city branding as a strategy to provide cities with an image, a cultural significance that has a function as a source of added symbolic and economic value. To get the expected results through city branding, it needs to consider that doing city branding requires a long process as it *changes over time and can be developed as time goes on which leads to a strategic plan using attributes selected to compete with other regions* (Gnoth, 2002). It is important that branding needs to be thought as a continuous process interlinked with all marketing efforts and with the whole planning exercise (Kavaratzis, 2007). Therefore, city branding in general is a process or an effort to formulate a brand of a city to get the owner easier to introduce city’s identities to the target market. A city brand can be seen as a vehicle to broadcast its urban identity and also an instrument to boost the city’s competitiveness.

Bandung, one of the big cities in Indonesia has a quite unique history in its image before and after colonialism era. In the past Bandung is known for its beautiful nature and cool weather so that the Netherlands staying in Bandung called it *Parijs van Java* which is known until now. Besides that, image of Bandung as *Kota Kembang* or “a flower city” was also born because of its fertilized soil to grow many kinds of agriculture and plantation. After the Independence Day, 17 August 1945 Bandung became a capital of *Jawa Barat* Province until now. In 1955, Bandung was chosen as a place for Asia Africa Conference in 1955 with aims to economic promotion and culture cooperation between African and Asian countries and fight for any kind of colonialisms. Art has also influenced many historical buildings and architectures as a combination of Indonesian-European Art which then became an image setter itself in Bandung history as an Art Deco city.

At present, Bandung is known for tourism destinations, fashions and culinary that make it trend setter in Indonesia scale. Those potentials are also triggered by the creative class in Bandung which is developed recently. Related to creativity, some studies found it as an important attribute in branding (B. Merrilees et al: 2009, Kavaratzis and Ashworth: 2005), Winfield-Pfefferkorn (2005) called creative class as idea workers, Gelder (2008) agreed that city branding requires creativity, and Anholt firmly mentioned “*enlightened brand strategy embraces creativity*”. Therefore, creativity will be a complementary sight in this study.

Due to Bandung’s particular characteristics, regarding the past and the present, Bandung government is willing to show the city’s identity to make it known well locally, nationally, and even internationally as it seems to have potentials to do city branding.

Based on explanation above, this thesis will review the history of Bandung that built image of this city which is changed time after time. Then this study will explore the components of

branding which Bandung has at present thus it can be analyzed the preparation of Bandung towards city branding. Therefore, this thesis is titled **Analysis of the preparedness of Bandung towards city branding**.

*Keywords: city branding*

### ***1.2. Research objective***

The study is done from an effort to look at the prospect of city branding in Indonesia with Bandung city as a case study. Since the theory of city branding has such a wide range of exploration, the historical review of Bandung and its potentials will be explored more to get the ideas. According to these thoughts, the purpose of this research is:

- To analyze the preparedness of Bandung towards city branding

### ***1.3. Research question***

Based on research objectives above, the study is carried out as an exploration of theoretical and empirical aspects of city branding which then should be reflected and tested with certain issues on city branding. The basic research questions of this study are:

1. How is the existing condition of Bandung supporting city branding?
2. How is the image of Bandung different in the past and in the present as an important aspect in city branding?
3. To what extent Bandung preparedness towards city branding?

### ***1.4. Research methodology***

This study is more on empirical analytical method based on literature review. Most of analysis in this study is exploratory and qualitative analysis. Babbie (1992) mentioned exploratory study helps to find the rough answer of the research questions with these purposes: to satisfy researcher's interests to gain better understanding; to test the feasibility of undertaking a more extensive study; and to develop methods to be occupied in a following study.

This study explores theoretical and empirical aspects of city branding with Bandung as the case study.

This study tries to answer research objectives. It is started with introducing issues and formulating research objectives and questions. Next, the study explores theoretical base used in this research, general perspectives of city branding will be elaborated. The discussion of city branding includes what components are needed to be considered as competitive identity, and what components are used to measure the city brands.

The theoretical exploration above will then be used for the exploration in the next chapter. Data collection method is a systematic procedure to get the data needed. The data is used to elaborate Bandung city which looks at (1) general overview of Bandung; (2) Bandung competitive identity; (3) Bandung City Brand Index; and (4) image Bandung over time. From the data, the author will first capture general overview in Bandung including the history, demography, and history of Bandung development. Then, the thesis goes to find the competitive identity of Bandung and city brand index which is selected five of six elements in competitive identity namely 'Tourism, Investment, Brands, Culture and People', and City Brand Index comprising also four of six elements namely 'Place, Potential, Pulse, and Prerequisites', and image Bandung in the past as a starting point to analyze the preparedness of Bandung towards city branding. The data used is from literatures, namely history of Bandung, demographic and geographic data, statistical data, and a survey of Most Livable Cities conducted by Indonesian Planner Association in 2009.

This empirical exploration is used in relation to the theory in the previous chapter. Moreover, this study will also look at the creative community in Bandung to grasp valuable lessons for city branding in this city.

In the next chapter, it will analyzes the empirical exploration and also take a look at the image of Bandung both in the past and at present to gain the new image that will be future image of Bandung to find the preparedness of Bandung towards city branding. In this chapter, it uses not only literature reviews, but also authors' insight to describe the case.

For details, below are the research questions and the data used in this thesis.

Research question 1. How is the existing condition of Bandung supporting city branding?

To answer the first question, this study figures out Bandung competitive identity and city brand index. The data used in this thesis are history of Bandung tourism data, statistical data, and the result of a survey done by Indonesian Planner Association in 2009, i.e. Most Livable Cities in Indonesia

Research question 2. How is the image of Bandung different in the past and in the present as an important aspect in city branding?

To answer the second question, this study uses history of Bandung image and some promotion efforts in the past and survey of Most Livable Cities in Indonesia to get Bandung people's perspectives about their city which examine several aspects, namely economic, physical, environment, transportation, facilities, utility infrastructure, and social.

Research question 3. To what extent Bandung preparedness towards city branding?

To answer the third question, this study analyzes the preparedness of Bandung towards city branding by looking at the two questions above. This analysis comprises image in the

past, image in the present, and the existing condition of Bandung. Then it tries to look at the comparison between the image and the existing condition of Bandung.

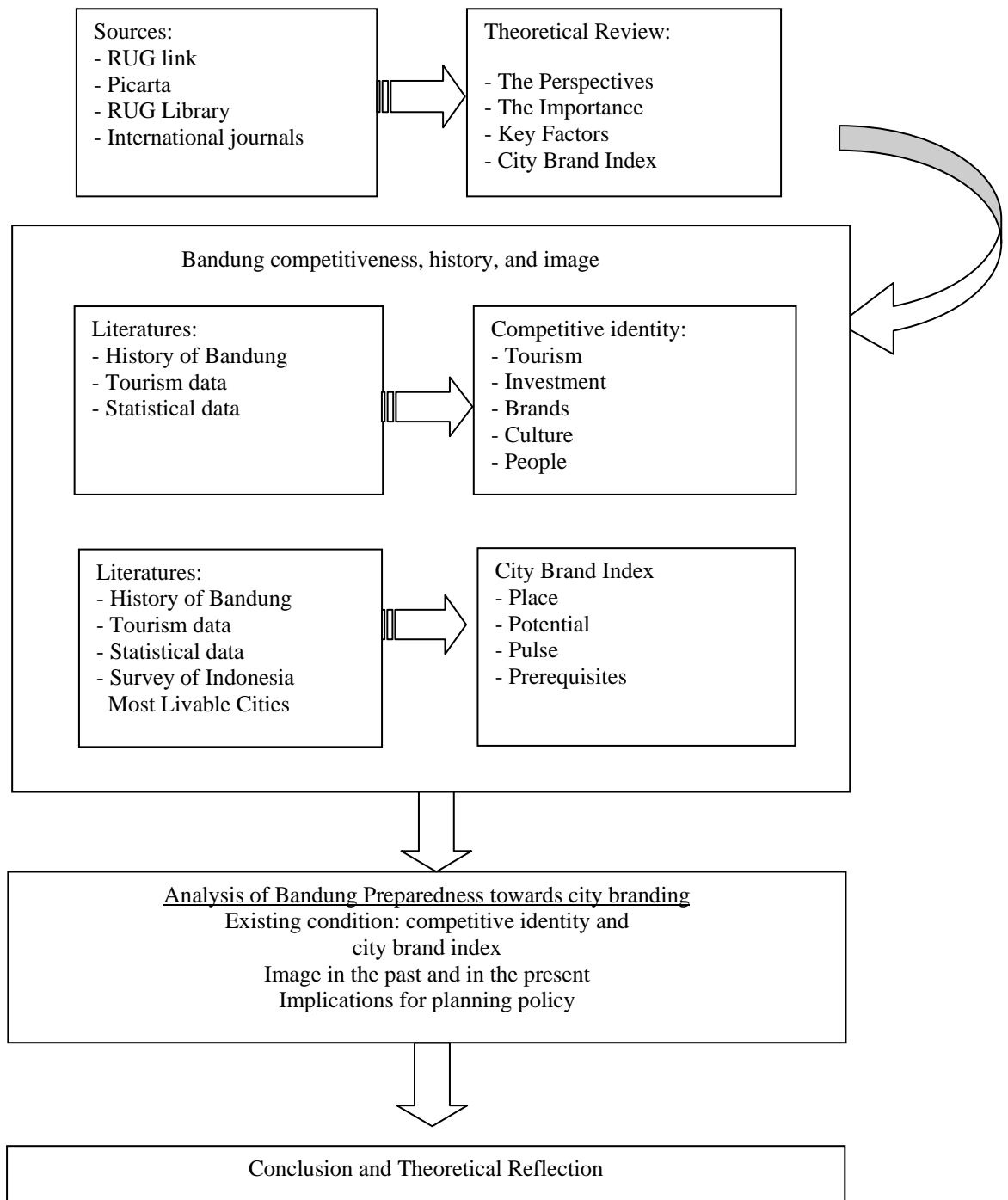


Figure 1.1 Research Methodology

Finally, conclusions are taken out from all findings which are related and answering the research objectives and questions in chapter one as looked at figure 1.1 above.

In both theoretical and empirical exploration, statistical data, historical references, and other data needed are gained through regional websites, statistical boards, periodicals, books and other literatures. They become the main tools to build those aspects.

Since the study is more on desk study which literature reviews and secondary data are collected from internet and library of RUG, the empirical and reflecting exploration try to grab available information as much as possible. The overall framework of study can be seen in the following figure.

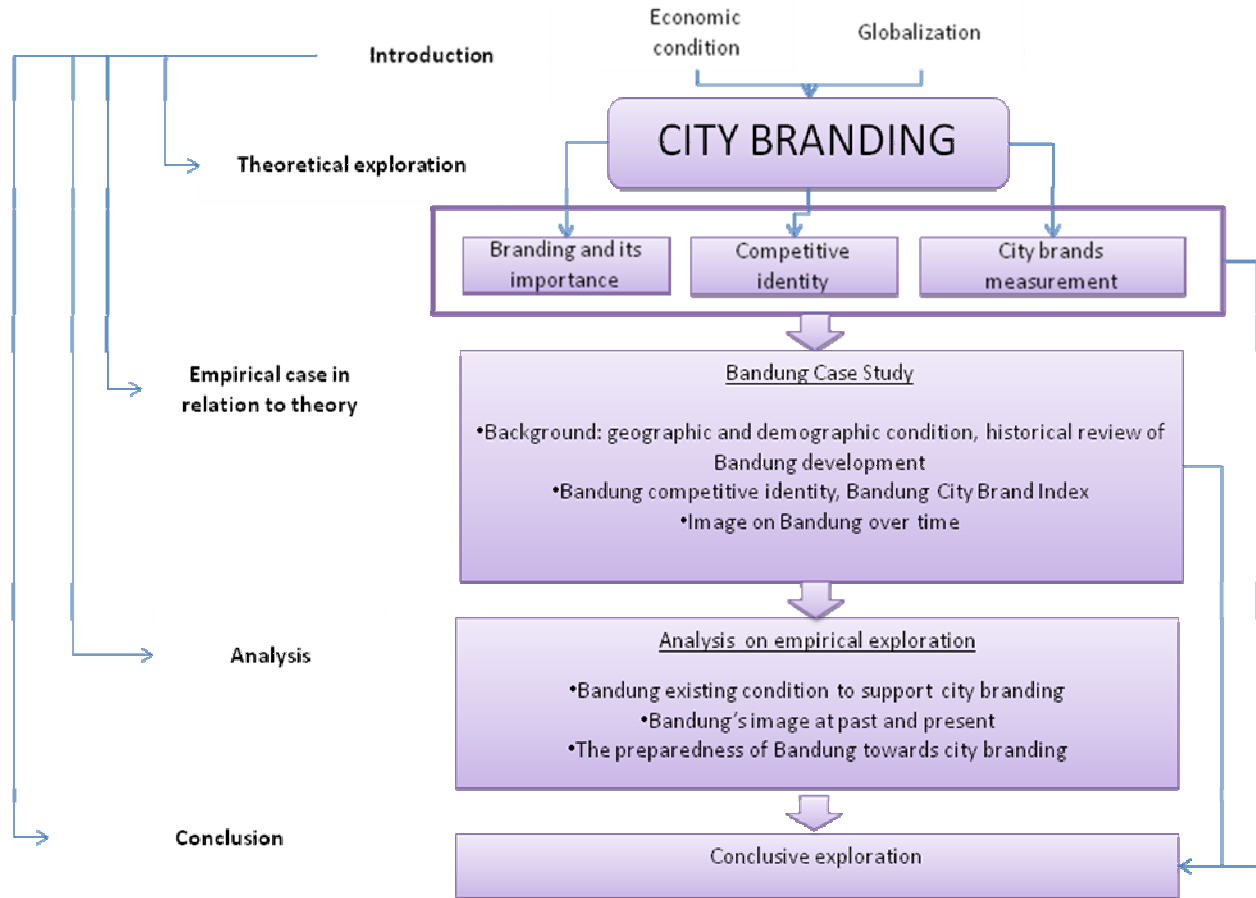


Figure 1.2 Framework of study

### 1.5 Structure of report

This thesis consists of five chapters. Chapter one is an introduction part consisting of background, problem statement, research objectives and research questions. Chapter two establishes theoretical exploration about city branding that will become theoretical base of this study. It covers wide-ranging literature reviews on city branding which is started from the general perspectives of city branding and moves forward to the explanation of why city branding is needed, what elements in competitive identity and components in measuring city brands.



Chapter three elaborates the empirical aspects of Bandung which investigates geography and demography, history of Bandung development, and other city's potentials called competitive identity and City Brand Index that becomes consideration in city branding. In this chapter, the components considered in city brand are investigated in the case of Bandung. This chapter also elaborates image Bandung in the past to be taken into account in city branding.

Next, chapter four tries to analyze the preparation of Bandung based on the existing condition of Bandung to support city branding, historical review of Bandung image in the past and at present and the branding components explored. The result is found based on the theoretical aspects and empirical aspects in the previous chapters. Moreover, it will analyze the preparedness of Bandung towards city branding considering the aspects in competitive identity, city brand index, and creative community that influences city branding.

Finally, the study is ended with conclusive exploration as the last part of this thesis in chapter five. It explores the conclusion from the previous chapters, i.e. theoretical, empirical and analysis that will be tied to the objective and questions of the study.

## **Chapter II**

### **The Perspectives, The Importance, Key Factors, and City Brand Index**

Some notions have to be known in understanding city branding. When branding is connected to a city, a city should be able to communicate obviously about what the city look like. This kind of communication for instance is about what city owns that make people should pay attention to, what the advantages of the city which can be attractiveness for people to come, and what reasons for the people should come to the city frequently, and some sorts. Therefore, people who come to and who live in the city can describe briefly about the image, identity, and characteristics of the city soon they hear or see the city brand. This chapter elaborates theoretical aspects used to move toward the research problems and research questions. Some general perspectives of city branding, including brand definition and components, city branding and branding means, continue to the importance of city branding and city brands measurement will be exposed. From extensive literature on city branding, theoretical discussion on this issue is oriented to figure out key factors in city branding that are deemed considerably to attain successful city branding.

#### ***2.1. General perspectives of city branding***

##### *Brand, branding, city branding*

Lots of thinkers make definition of brand and branding in many ways. Specifically, American Marketing Association defines brand as ‘a name, term, sign, symbol or any other feature that identifies one seller’s good or service as distinct from those of other sellers’. It means that a brand is used to give a label to the product, categorize and distinguish the product in every aspect. Brand includes people’s thoughts, feelings, and any forms that are associated with a product. Further, the product would like to show its own characters, uniqueness, cultures, and so forth (Winfield-Pfefferkorn, 2005).

Interbrand Glossary defines branding as ‘selecting and blending tangible and intangible attributes to differentiate the product, service, or corporation in an attractive, meaningful and compelling way’. Kotler et al (2003) defines branding as how to bring a usual thing and enhance it by certain ways to make it more valuable and visible. Therefore, a brand on an object is expected to enhance the value of the object and keep it in people’s mind. Thus, they can recall a country’s name easily when they hear or see distinctive objects.

Then, what is city branding? According to Van Gelder (2008), ‘city branding is about deliberately creating, developing, and demonstrating city’s value through appropriate ‘on-brand’ actions’. On-brand actions consist of investments, physical and economic plans, attraction, programs, events, communications, and the like. Thus city branding is defined as well as a process or a means to distinguish a city on a global level by highlighting what is continuously

authentic about a city. It is a kind of a promise to the world about the essence, character and identity of a city. As a result, it has a power as an image-building tool that requires a process or an effort to formulate a brand of a city to get easier for the owner of the city to introduce city's identities to the target market, i.e. investors, tourists, and so forth. City branding can be seen as long-period investment since the effect will come in years ahead (Jensen, 2009).

It is in line with Kavartzis' (2007) statement that visual element of branding (the creation of a new logo, the design, the new slogan and some sorts that has something to do with visualization) is the most usual application of city branding since it produces a slogan and the design of a city logo. In addition, a city brand represents a whole thoughts, senses, expectations, and connections that come to consumer's mind when they hear or see the name, the logo, or the slogan of the city. City branding becomes a way to get people perceptions and images about the city and its upcoming look. In other words, city branding can be utilized as a tool to describe a city to make people feel so closed and fully desires to the city they live or visit. Generally speaking, city branding is about how the world sees the city. In a book entitled 'Marketing for Hospitality and Tourism', Kotler et al, 2003 said that branding makes consumers easily do identification and perception and values builder. Similar with Kotler, Hankinson (2004) looks city brands as communicators, perceptual entities, value enhancers and relationships between a city and its consumers.

### *City branding and city marketing*

City branding is different from city marketing. It is often muddled one another. Looking at the definition, city marketing initially only means promotion. However, that term is changing when a process to meet the demands of target customers results a goal accomplishment by maximizing social and economical functioning (Ashworth & Voogd: 1990). A selected vision, mission, and identity are highly considered in city branding meanwhile in city marketing, consumer's demands and needs are the fundamental points to be accomplished in the operations of city marketing. This is what Ashworth and Voogd (1990) points out that city marketing is more on demand-oriented approach different from branding that presents a specific determination on the communicative aspect of marketing that includes creating and managing emotional and psychological associations with the city. Therefore, particular aspects in city branding are about the city is defined and seen according to the city owners, and then how the others see the city by their own perceptions.

### *Means of branding*

Janson and Power (2006) find many ways in branding, through (1) the built environment, (2) planning, urban redevelopment, and administering long term change, and (3) advertising. Values of places or cities can embed in built infrastructure and historical buildings particularly those with strongly historical background and symbolic power. Eiffel Tower is such a historical building that it has powerful symbol for Paris. Related to planning, both local and central

government consider the integrated branding approaches by involving private actors to take part in city branding as well as doing cooperation within regions to gain the objective of branding. The other means of branding is through urban redevelopment where city and planning boards can focus on creating or maintaining regeneration of particular areas, especially the areas that have creative people in it. The focus on creative class can be in terms of technology, talent, and tolerance (Florida, 2004). This creativity then redevelops the city. Additionally, it is used as brand to get the city survives in changing and in uncertainty. Despite those two means, the other means of branding is advertising. Through advertising, city branding finds its means in some kinds of advertising that can be done through exhibition, websites, printed media, and so forth. Using advertising by combining slogan and logo is mostly done by city owners and becomes a starting point in many branding campaign (Janson and Power, 2006).

*Brand components*

Kavaratzis and Ashworth (2005) indicate three brand components and the relationship among those three, namely brand identity, brand positioning, and brand image as this following figure:

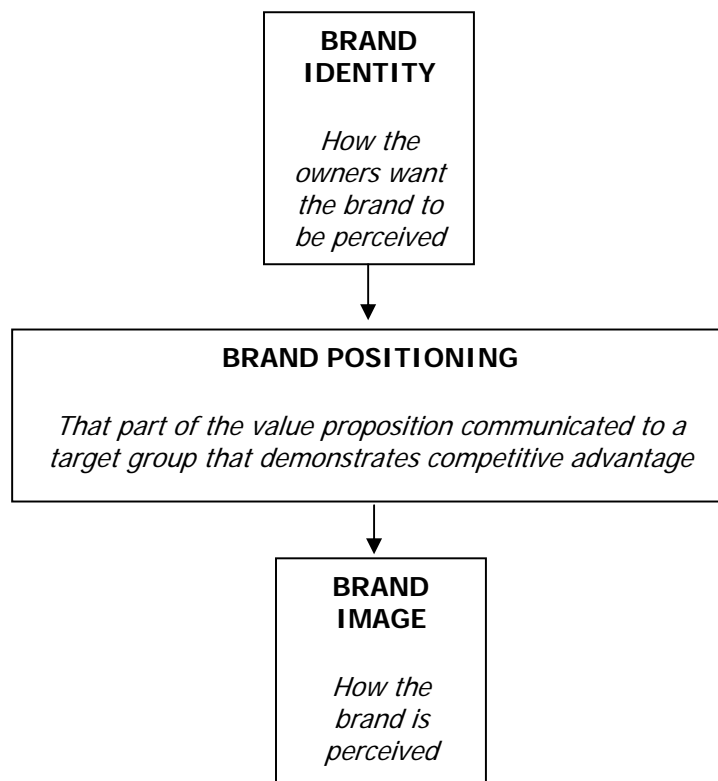


Figure 2.1. Brand Identity, Brand Positioning, and Brand Image  
(Kavaratzis & Ashworth: 2005 p. 508)

a. Brand Identity

Brand identity refers to what city owners expect the city brand to be perceived in people’s perceptions or impressions. It may reflect uniqueness, attractiveness, and credibility of the city in

building the identity. Such uniqueness like climate, demography, material resources, and some sorts can be identified by the interaction of both spatial dimensions and social one. As Seisdedos and Vaggione (2005) state that urban identity is a combination between city's spatial configuration and its social and cultural values that form the city's core advantages. In an attempt to obtain that, analysis of city's history, architecture, social, and other multidisciplinary works will result in multidisciplinary points of view that bring a deeper comprehension in finding city's originality and character. This is what Borja and Castells (1997) in Seisdedos (2005 p.2) call 'the process of construction of meaning'.

#### b. Brand positioning

After finding brand identity of the city, it is of importance to communicate the identity to position the brand through many ways that is called brand positioning (Kavaratzis, 2004). Brand positioning is related to how city brand can stand out and how to communicate the city competitiveness and city's personality through functional attributes and symbolic values to the target markets. Some agree that positioning of a brand is always related to the target market subsequent to city brand identity and character. City brand position aims at finding the position of city with specific commodities for selected target market. Therefore, specific and selected target markets lead to the brand positioning since the target markets are satiable. Brand positioning can be expressed in many forms, from a simple slogan or tagline to a whole campaign. For instance, as Jensen (2009) studied that the positioning of Copenhagen is being one of Europe's leading capital regions from 2007 and through 2009.

#### c. Brand image

From brand positioning, a city communicates its brand identity to the customers that yields customers' perceptions to the brand. If the customers see the brand positioning fits to what they get, it will lead to the positive brand image to their mind and perceptions (Winfield-Pfefferkorn, 2005). The values of an image come from the brand positioning of the identity (Seisdedos, 2005). Analysis of strengths and potentials of the city and discussion with urban stakeholders bring image that reflects city's identity. A positive image is helpful to achieve acknowledgement and distinguished characteristics of a city (Cai, 2002). Meanwhile communities and loyal residents help the city strengthen its positive image creation, as New York's communities do (Winfield-Pfefferkorn, 2005). The intention of consumers' view show what brand image actually is (Kavaratzis, 2005), how they perceived the brand (Kneesel, 2010) and what consumers are demanding (Kneesel, 2010).

For instance, Amsterdam with the slogan 'I Amsterdam' has promised variety and big opportunities for anyone to make Amsterdam a precise preference for business, education, living place, or tourism destination. Amsterdam has a historical heritage and valuable culture, innovative and comfortable infrastructure, attractive life and full of creativities that differ from other cities in Europe (*iamsterdam.com*). The message of the brand is accepted well by both local residents and outside community. They perceive 'I Amsterdam' as their dedication, belief, and pride. Thus 'I Amsterdam' is supported significantly by the local people. Indeed the local

people play a key role in succeeding the concept because when people are proud of the city, it will be easier to campaign to outsiders. However, city branding needs to formulate the existing strengths of the city to make them stronger and the message of the brand can be conveyed well. Obviously, the use of I Amsterdam has showed benefits and opportunities to make it as a choice to visit, live, business, and so on.

## **2.2. *Why is city branding needed?***

Before doing analysis of city branding preparedness, it is important to figure out why a city needs city branding. Some motives can be varied, namely globalization, economic trigger, and some sorts. Due to globalization, a city needs branding to develop the city into a global context more than just for local market. Market in globalization is not only for products or to raise funds, but also for all ideas, influence, culture, reputation, trust and attention from all over the world (Anholt, 2005). Globalization era then pressures cities to be developed and possess competitiveness to attain the global competition. Since globalization changes many things in a second, this is reasonable that a city requires a map showing the changes occurred in environment, market target, competitors and dynamism in the city itself.

Many studies find branding functional to form existing consumers' awareness of perceptions of their city if the brands are strong. The strong brands can gain benefits for the city since it attracts new residents, business investors, shoppers, tourists, and other types of consumers locally and globally. Anholt (2005) points out that place branding emerged by 'globalization processes where the market place for ideas, culture, and reputation, in addition to products, services and funds are fusing into a single global community.' Globalization indeed influences and pressures cities or countries to compete so strongly since many immigrants are seeking for the ideal living conditions. People require more unique and special things from a city to differentiate it from other cities and city branding make cities more valuable and more recognizable as of the promises that city offers.

City branding also helps a city in performing its competitiveness as well as its development. Cities that have a willingness to go forward and to win the global completion must be able to apply global standard and become a champion in local level. One of the concepts from marketing is differentiation besides low cost and focus strategy (Porter, 1990). A city also should have basic standards among other cities in terms of economic performance, good governance, efficient and sufficient infrastructure, and conducive and dynamic business climate. That competitiveness can be more visible with city branding as many studies show the importance of city branding. The importance of place or city branding is 'to compete with other cities on trade, wealth, prestige or power' with a process to find brand identity, brand positioning, and brand image which are linked one another (Kavaratzis and Ashworth, 2005). Some sources define city competitiveness as 'the ability of a city to support their firms, striving for market access by the provision of complementary assets. They could be infrastructure, human capital, market access,

and so forth' (Mayerhof, 2005 in Harris, 2007). City competitiveness is also 'the ability to generate and expose to international competition' (Cellini, 2000 in Harris, 2007), 'a degree to which a place can produce goods and services that meet the test of international markets' (Begg, 2002 in Seisdedos, 2005), and 'the assets of the city and outcome variables that provide evidence on city's performance' (Deas and Giordano, 2002 in Seisdedos, 2005).

City branding enhances city's development prospects as Kavaratzis (2006) points out the usefulness of city branding in city development is by making the city attractive for visitors, investors, and firms that make city alive and survive. So great city branding is in city development that it becomes a center surrounded by all creations of image, both favorable and negative image that can be changed by city branding. In a wider range, city branding can influence economic and social development that 'managing the city's brand becomes the attempt to influence and treat those mental maps in a way favorable to the city's circumstances and further needs for economic and social development' (Kavaratzis, 2008). This is similar to Greenberg (2000) that points wholesale urban branding campaigns as central engines of urban economic growth. By knowing the importance of city branding, a city has to have a strategy to make it effective to gain the benefits.

### ***2.3. Key factors of effective city branding***

To get city branding effective, there are factors should be concerned which have been studied considerably by international experts and planners. The major goal in city branding is finding the positioning for the city by knowing how the target audience perceives the city at present. Understanding target customers therefore is significant. Afterwards, the target customers require city to accomplish their needs and desires, and a city can meet their needs by resources and potentials it has, called city's competitiveness. Furthermore, after having target customers and city's competitiveness, city branding calls for the appropriate strategy to realize the aims. Support of residents, community leaders, and government and cooperation among them are important elements in city branding.

#### *Target customers*

Who are the targets of city branding? In terms of brand management, still recently, the trend on destination branding is mostly focus on tourism destination as brands (Morgan et al, 2002). However, not merely tourism a target of branding in general, trading and investment are the major targets of city brand as well by promoting city's potentials in those fields. In this context, despite target groups cannot be separated by the products or services which are proposed as superior in a region, those three major targets are key points to get into the successful city branding. As examples, in investments, investors surely need strategic, safe, cheap, complete, and sophisticated facilities and infrastructure. Simple and uncomplicated bureaucracy can be a magnet for investors to come as well. If city branding can reflect those conditions for investments, it will work. Another example, if city branding tends to show tourism as the

strongest point of the city, then it will work as well. Each city or region has its own distinguished and unique characteristics and potencies on tourism. Those potencies are capable of being a basic value for tourism in such a way that tourists choose the city as their tourist destination. In trading, business activities or commercial trading inter regions or countries will result in the raise of economic flow, additionally if the cities countries have comparative advantage as their strengths. Different from Morgan, Riezebos (2007) identifies three main target groups based on classification of people in the city, i.e. living, working, and staying. In other words, target groups can be classified as inhabitants, entrepreneurs, and visitors.

### *Competitive Identity*

The city owners have to be capable of understanding city's potentials and resources called the city's competitiveness. Some points to make a country or a city competitive are formulated by Simon Anholt (2002) namely competitive identity hexagon. He described competitive identity hexagon to examine national reputation which fundamentally come to the identity strengths which city can emerge, namely tourism, brands, policy, investment, culture, and people. The six points in competitive identity hexagon are also called communication channels.

*Tourism* is one of communication channels that requires huge budget that becomes a tool for branding to show the image and reputation of a city to the foreign audiences in a global context. From tourism, people can see what a city looks like, either bad or good image that it has from the first hand impression. Even though tourism has significant use of branding, it is only one channel among other channels in communicating a city to the world.

*Brands* influence people strongly to a certain country. If a country has a specific brand for exported product and the brand has a strong and powerful image abroad, it can be a powerful ambassador to the country and can help enhancing the brand value of the city's brand as well as tourism. For instance, the brand 'SONY' reflects automatically to the nation 'JAPAN'. It does the same thing with the brand 'MERCEDES' from 'GERMANY'. Moreover, some products use the name of a city or a country, e.g. DKNY for Donna Karan New York, Swatch for Swiss Watch, and so forth. This kind of commercials helps city branding stronger and being easily remembered by people to a certain city. People directly come to certain country or city when they hear a brand or see the image of the brand.

*Policy* in this case is policy decisions, both foreign and domestic policy that affect global population which is broadcasted in international media as well. Policy and city's government relationship has a significant influence within local and external community as well as decision makers. Good relationship with business and local institution, local and national media, central government, city's neighborhoods, and international organization are important for city branding achieve its potency entirely. Not only does city branding depend on stakeholders' wants to execute certain policies, but also it depends on several bodies in promoting city policies, events, funding for particular programs, and widen city's boarders.



*Investment* in this context aims at the commercial environment, include the expatriates hired, skilled labors employed, conducive or not for businesses, and so forth. Companies and professional are hired to increase city's competitiveness in creating business, increasing high quality infrastructure, and gaining attractive environment.

*Culture* brings some characteristics of a city through history, cultural exchange, activities, and exports. History gives significant impact since every city has a history even though for some cities that have a long and remarkable history meanwhile other cities have only short one, yet it is still interesting. City history plays important role in the context of national, province, and local government. Every city has tales about loads of things, such as the history of development and valuable happenings like movies, music, sports, and other cultural events. They become ambassadors to the global world to get them know the city deeper. Olympic Games in 1992 held in Barcelona bring positive result in the effort of regenerating Barcelona through branding.

*People* yield vital point in city branding which is related to how they behave to the outsiders and vice versa when they are in abroad. People are called advertising media since they can be 'the mouthpiece of a country's values and qualities' (Anholt, 2005) through their spirit and the pride of their city which emerge as a branding function. People will communicate what they feel of the city that can be positive or negative. If they get a nice impression with the city, they will be a good advertisement tool for the city through their word-of-mouth actions and vice versa (Winfield-Pfefferkorn, 2005).

Figure below illustrates the six components of competitive identity.

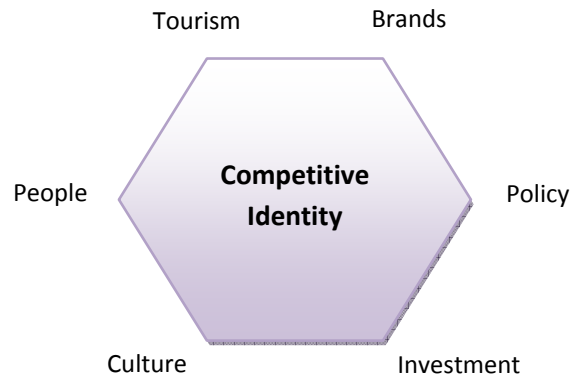


Figure 2.2 The Hexagon of Competitive Identity (Simon Anholt: 2002)

The hexagon shows that six communication channels should be coordinated sufficiently to create idea which is proper, convincing and positive, thus people will get information about the city clearly and also effectively influence city's image. To get that, those six channels have to be integrated in policies and strategies entailing the coordination and collaboration among all stakeholders around the hexagon of competitive identity. Governments, marketers or planners have to discover all kinds of means to encourage any strengths and distinctiveness in a form of planning to result in city's power.

### *Collaborative approach strategy*

As Healey (1998) points out the collaborative planning as ‘ways of developing strategic agreements about what places could be like’, Baker (2009) identifies that a key success factor in branding a small city is the necessity to develop a collaborative approach between residents and municipal government in which all key stakeholders are engaged. In more integral planning, city branding requires professional competency and participative efforts to get qualities of a city both socioeconomic and spatial side. To achieve that, according to Van Gelder (2008), city branding needs leadership in a whole activity, starting from creating, developing, and directing to the implementation of city branding with mutual responsibility among stakeholders. He argues city branding as a shared responsibility, not merely governments’ or certain agencies’. It includes its residents, businesses, visitors, and those that have sense how the place is apparent. It involves everyone from all levels in the city; government, society, and privates. City branding may flourish as all stakeholders play their own roles as such government provides institutional arrangement, meanwhile public involve in its process that could construct their sense of belonging, and stakeholders should find facts, uncertainty, and all kinds of information used to support branding succeed (Anholt, 2007).

At the further attempt to implement the brand of a city is communicating the brand to all stakeholders. Society as parts of internal stakeholders in their involvement in the process has to be able to comprehend the spirit of city brand. To get them tune in city branding, government should educate the public, change the public behavior. In other words, society has to reflect the spirit of city brand in their lives. City branding highly depends upon the attitude and behavior of the residents to the changes. Take a look at Singapore; it can position itself as a city with no waste since the positive habit to throw garbage which should always in garbage bin has been internalized in society or residents albeit there is unequivocal law to make them consistently obey the rules.

In other words, as Ooi (2010) summarizes the process of branding indeed requires local support, public-private collaboration and engagement with global audiences. It all needs such consistent strategy that entails a great deal budget and support to achieve the expected goals. Cooperation among stakeholders, updated information and contributed media has to be synergic to gain a single standard service for the target markets.

### **2.4. Measuring city brands**

City brand can be measured as Anholt (2006) draws out City Brands Index (CBI) to attain global perceptions of city’s policies, people, products, investment climate, attractions, and some sorts. Most significant elements are categorized in six components of CBI, ‘The Presence, The Place, The Potential, The Pulse, The People, and The Prerequisites’.

#### *Presence*

It is about the international standing and status of the city. It looks at how far people from other countries know about the city, what things the city has that make it well known abroad. For example, the contribution of the city to the world in science, culture, or policies of the city make people keep it in mind.

#### *Place*

The physical aspect of a city is one point to measure a city brand. People look at physical attributes of the city, deeming its beauty, climate and other physical attributes whether pleasant or unpleasant for the people to stay in or travel around the city. No doubt that Paris and Rome are famous for their beauty and are the most attractive cities especially for their historical sites and parks.

#### *Potential*

There are two considered potentials mostly for visitors, investors, and job seekers as pull factors to choose a city as a good place to be there for some reasons, i.e. city's economic and educational opportunities. It deems whether or not the city offers a good climate to do business, to get a job, and to get higher education with international standards.

#### *Pulse*

It directs both short term visitors and long term residents in looking at the city lifestyle, how exciting the city is, and how easy for people getting something to do during their stay. Attractive events can be a vibrancy of the city in order to attract visitors to come.

#### *People*

It is about people's perceptions about the attitudes of the inhabitants to the outsiders that make them feel safe and convenient or vice versa is another important point looked at this index.

#### *Prerequisites*

It composed of the fundamental qualities of the city like accommodation, hospitals, schools, public transports, and other public facilities supporting the main activities of the city.

## **Chapter III**

### **Bandung competitiveness, history, and image**

Competitive identity and city brand index are kind of tools to find the competitiveness of a city and how people perceive of the city that can be known from exploring what a city owns to offer the target customers in branding. While we are looking at the existing condition of Bandung, it is interesting to look at some slogans Bandung has ever had in the past. There were many events happened as the city of Bandung developed that evolves nicknames and slogan for Bandung. In colonialism era for instance, Bandung has flattering names as the Paradise in Exile (1700s), Excelsior (1856), The Sleeping Beauty (1884), De Bloem van Bersteden (19th century), Parijs van Java (1920), Centrum Intellectuelle van Indie (1921), Staatkundig Centrum van Indie (1923), and Europe in de Tropen (1930) (Pratiwi & Damajani, 2008). Those slogans were embedded in Bandung as the city stores millions of natural assets which no wonder many Europeans come to this city to enjoy its beauty. This chapter is addressed to explore Bandung present condition in terms of supporting city branding that will be executed to reach the objectives of branding. In this chapter, the author elaborates empirical aspects in Bandung related to theoretical one in the previous chapter, namely Bandung overview, Bandung competitive identity, Bandung City Brand Index, and image on Bandung over time. In order to analyze the preparation of Bandung city branding, some elements are taken into consideration, such as the growth of population and economics, attraction for Bandung targets namely visitors, investors, tourists, and new residents. To get some pictures of what Bandung look like at the past, this chapter will also see the history of Bandung development, the image on Bandung, and some efforts on Bandung promotion.

#### ***3.1. General overview***

City branding has specific purpose for a city. Albeit the concept of branding is globally applied and results for either successful or unsuccessful city branding, this concept is relatively new in Indonesia. Deeming such different conditions with other cities in the world, the differences can be seen as the uniqueness, strengths, and advantages for the city. In this section, some contextual factors is looked at Bandung present condition that will be analyzed in the next chapter.

##### **3.1.1 Bandung geographic and demographic condition**

Bandung is one of cities in The Republic of Indonesia. Indonesia is the largest archipelago in the world located between the continent of Asia and Australia, and between the ocean of Pacific and Indian. It has 17,504 large and small tropical islands with five biggest islands in Indonesia namely Sumatera, Jawa, Kalimantan, Sulawesi, and Papua. Indonesia fascinates diverse culture from 1,128 ethnic groups (Indonesia Statistic, 2010) that brings Indonesia so many potentials scattered all over Indonesia cities. Bandung, one of the biggest cities in Indonesia has its own

potentials, uniqueness and attractiveness influenced by its history and culture that enrich Indonesian development and culture in general.

The city of Bandung is located in Java Island, in the middle of West Java Province. As the capital city of West Java Province, Bandung has a strategic location since it is located at the highway axis of west-east to connect Jakarta, the capital city of Indonesia, and of north-south to connect the plantation area in Pengalengan and Subang. Being relatively closed to Jakarta as the gate of Indonesia, Bandung becomes a service center and a growth pole for West Java Province, thus strategic location gives Bandung high value on economy and telecommunication (bandung.go.id).

Geographically, Bandung City lies between 6°50' South Latitude and 107°36' East longitude with the city borders administratively as follows:

- North : Bandung Regency or Kabupaten Bandung
- South : Bandung Regency or Kabupaten Bandung
- East : Bandung Regency or Kabupaten Bandung
- West : The city of Cimahi

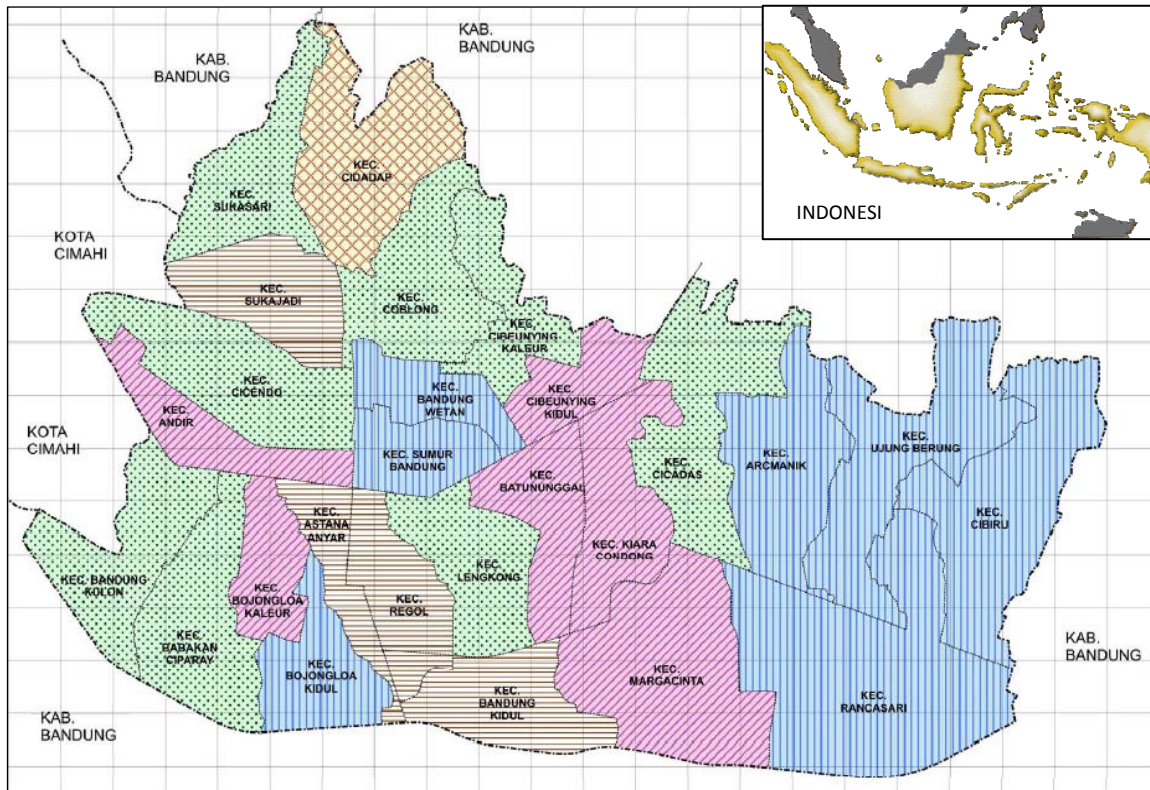


Figure 3.1 Bandung Map

Source: Bandung Spatial Plan, 2004

Bandung is rich of beautiful natural landscapes since it is located on  $\pm 768$  meters high above mean sea level, and the north regions generally higher than the south one. Due to the location, its climate which is comfortable and refreshing is the potential factor for this city as a city with preferable climate. The climate is influenced by the cool and humid climate of mountain areas with average temperature 23.1 Celsius degree, average rainfall 204.11 mm, and 18 rainy days in a month (Bandung Statistics, 2001). This sort of climate is one of Bandung's advantages to get visitors who look for cool climate as Bandung has.

Bandung became an autonomous region in April 1906 with the population number 47,391 people. Since then, Bandung has been several times expanded. Since October 12th 1917, Bandung area has been expanded to 2.871 hectares as the population increased started from 1920 like the table shown. The increasing of population in 1920 comprises five times growth rate of Europeans higher than the growth rate of local people and Chinese which is only two times higher (Mooi Bandoeng, 1940). It indicates that the autonomous status in Bandung as *gemeente* has been attractive for Europeans to come and stay in Bandung (Mooi Bandoeng, October 1940, No. 10, p. 8; West Java Statistic, 1971).

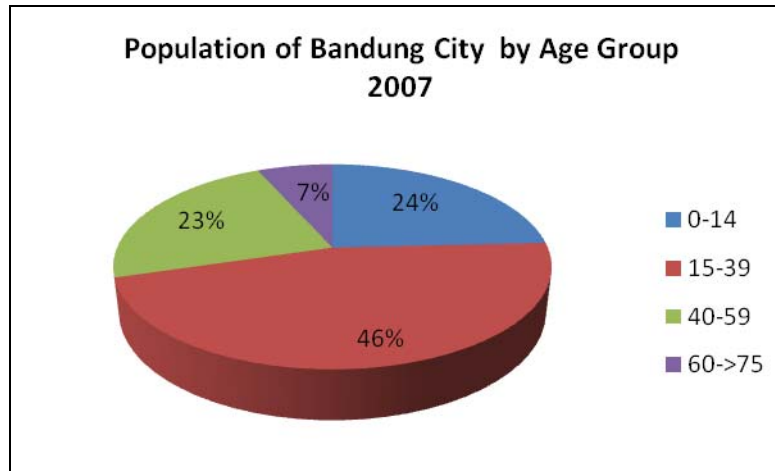
Table 3.1 Bandung Population in 1906-2007

Year	Local people	European	Chinese	Number of Population
1906	41,393	2,199	3,799	47,391
1920	82,263	10,658	9,306	102,227
1930	129,871	19,327	16,690	165,888
1935	142,009	22,178	19,242	183,429
1940	171,457	27,726	25,534	224,717
1961				973,000
1965				1,058,000
1970				1,176,000
2002				1,868,542
2007				2,329,928

Source: Mooi Bandoeng, October 1940, No. 10, p. 8, Indonesia Statistic, 1960-2007

According to Spatial Plan of Bandung City, the area of Bandung is 16.729,650 hectares with total population reached 1,868,542 inhabitants in 2002. Five years later, 2007, it was increased to be 2,329,928 inhabitants. Bandung population growth achieved 1.59% per year during the period from 1990 until 2005. The rate is relatively low compared to the population growth rate for the

other metropolitan cities in Indonesia. Most of population in Bandung is young people with age between 15 and 40 years old (Bandung Statistic, 2007) which is relatively same with the average age of Indonesian population as much as 48% young people (Indonesia demographic).



Graph 3.1 Population of Bandung City by Age Group

*Source: Bandung Statistics, 2007*

### 3.1.2 History of Bandung Development

Bandung has a long historical series that influences development and characteristics of the city and becomes a bustling city until now. The history can be learned either through the history of the struggle of its people, through the geological conditions, the old buildings or relics remained from colonial period.

History shows, that in the development of Bandung, the culture of Sundanese is changed caused by situations and conditions that influences it. In the history, the general power of Sundanese culture takes place in three periods of time, namely the monarchy, colonialism, and the independence of Indonesia. In each period, the Sundanese culture of power cannot be separated from the influence of various elements both within society and outside the society. Looking at Bandung history in the era of Padjadjaran, colonialism, and after the independence of Indonesia, Bandung faced lots of dynamics that create unique image which brings its own characteristics.

#### *Padjadjaran Era*

Bandung is used to be a capital city of Padjadjaran Kingdom in 1488. Pajajaran is another name of Sunda Kingdom located in Padjadjaran city or Pakuan in West Java. The name Pakuan is from the word 'Pakuwan' meaning a city. In the past, most kingdoms in South East Asian usually named their kingdoms with the names of capital city.

According to anthropology, looking at the ancient artifacts, the city was recognized as the living place for *Australopithecus*, the Javanese human. People lived along the edge of Cikapundung River at the north side of Bandung, and along the large lake in the north of Bandung.

Indigenous people of Bandung are called 'Sundanese'. Sunda is a Sanskrit word meaning 'light'. But the term Sunda in Sundanese society means 'fertile', because mostly farmers relied on the fertilized soil in Bandung for living. They also developed their traditional arts and music such as 'wayang golek', i.e. puppets made from wood, and angklung, their traditional musical instrument made from bamboo.

### *Colonialism era*

When Bandung Regency was conducted by R.A. Wiranatakusumah II in the 19<sup>th</sup> century, the capital city of Bandung regency was moved from Krapyak in the south part of Bandung to Bandung city located in the middle part of that region. R.A. Wiranatakusumah II, the head of Bandung Regency, realized that the location and condition of Krapyak as a capital city of Bandung regency emerged some constraints for government operation since of its nonstrategic location and not supported yet by the facilities and infrastructure. Therefore, the government planned to move the capital city to the more strategic place for government center. Meanwhile in 1808, Dutch government promoted Herman Willem Daendels as the governor of Hindia-Belanda until 1811. Realizing that Bandung would become a potential city, Louis Napoleon Bonaparte summoned H.W. Daendels to increase the defense in Java to against England, which comprises a defense link and a road to support the logistics. They see the road is important because of the higher traffic of a road connecting Bandung with three other cities nearby, namely Jakarta, Bogor, and Cianjur which has been built since 1786.

Still in 1808, Daendels had a plan to build a main street named De Groote Postweg across the Java Island that connects Anyer in the west and Panarukan in the east. The main objective of the street construction is to get easier connection within regions to defend Java Island from probable attack from England troops who already controlled over some areas in India. The execution of road building and other facilities was given to all regents where the areas are passed by the road. De Groote Postweg or The Main Post Road was built 11 miles to the north side up to the heart of Bandung. The construction of Groote Postweg brings huge impact to the regions connected with, such as Panarukan. Daendels considered Panarukan will be a significant port at that time since De Groote Postweg is directed to this city. Panarukan has 4,000 inhabitants in the 18<sup>th</sup> century then turns out to be the major harbor in the east part of Java. Various commodity of plantation like coffee and sugar cane are delivered through this harbor city. Considering the importance of Groote Postweg, Daendels then summoned regency head to move the capital city office near Groote Postweg. His order was notified through mail on 25 May 1810 (Lubis, etal. 2000) as follows:



25 Bloeiimaand 1810

*Verplaatsing van de hoofd-negorijen in de regentschappen Bandoeng en Prakanmoentjang*

*De landdrost der Jaccatrasche en Preanger bovenlanden hij missive hebbende to kennen gegeven, dat hem bij zijne jongste inspectie was to ooren gekomen, dat de hoofd-negorijen van Bandong en Praccanoentjang to verre van den nieuwen weg afgelegen waren, waardoor de werkzaamheden aan de postwegen als anderen sterk kwamen to lijden; met voordragt mitsdien om gedagte hoofd-negorijen to doen ver plaatsen, als die van Bandong naar Tjikapoendang en die van Praccanoentjang naar Andawadak, welke beide plaatsen aan den grooten weg gelegen en daartoe zeer ge-schikt waren; en consideerende, dat behalve de voor de genoemde verplaatsing op-gegeven, plausible redenen, daardoor sevens onderscheidene cultures zullen worden bevorderd, uithoofde van de bijzondere geschiktheid, welke daardoor de gronden hebben, die in de environs van de opgemelde, tot hoofdnegorijen voorgedragen plaatsen gelegen zijn; is conform de gedane voordragt besloten de hoofd-negorij van Bandong to doen verleggen naar Tjikapoendang en die van Praccamoentjang naar Andawadak, met autorisatie op den gedagten landdrost om hieraan to geven de noodige executie.*

*H.W. Daendels (Plakaatboek, XV, 1810)*

Translated into English as follows:

*25<sup>th</sup> May 1810*

*The moving of capital regencies of Bandung and Parakanmuncang.*

*After informing by letters to the authorities in Jakarta and rural areas Priangan, that have been hearn during the last inspection, that the capital city of Bandung and Parakanmuncang were located so far from the new road that the road construction work was delayed. Therefore it is proposed to move the capital namely (capital) Bandung into Cikapundung and (capital) Parakanmuncang into Andawadak, both places were located in a main street and very suitable. In addition, the places can increase crops because of the fertilized soil type. If the proposal is agreed, please give authorization and order that should be implemented.*

*H.W. Daendels*

In the case of development of capital regency, the regent R.A. Wiranatakusumah II did not choose the place that Daendels proposed. He chose the west side of Cikapundung River. He deemed that the place is more suitable to be capital regency.

Since 25<sup>th</sup> of May 1810, the capital city office of Bandung Regency was moved to the main street of Groote Postweg by Wiranatakusumah II. On the 25<sup>th</sup> September 1810, Daendels issued a decree of the movement of capital city, Bandung, thus the date becomes the anniversary date of Bandung. According to various sources, the development of Bandung city was fully executed by Bandung people at R.A. Wiranatakusumah II's instructions. Thus, R.A. Wiranatakusumah II was decided as the founding father.

After the moving of capital city, the development was beginning and the population in Bandung was getting increased. To arrange city development as well as the increasing population, the government started to compose Bandung City Plan, or *Plan der Negorij Bandoeng*. With this plan, the development was executed based on it to make Bandung in order and controllable. In 1850, The Grand Mosque or *Masjid Agung* and pavilion of regency office or *Pendopo Kabupaten* were built in the center of Bandung City.

Bandung spatial plan was designed based on traditional city pattern imitating castle city in kingdom regions. It can be seen by its features, *alun-alun* or plaza as city center filled with banyan tree, *pendopo kabupaten*, mosque, and *Bale Bandung* or Bandung city hall (*stadhuis*) in the south, west, and north of *alun-alun*. Other components completing Bandung spatial plan in the early stage are regency office in the east side of *alun-alun* and kepatihan or governor office in the southwest. Those buildings are wooden traditional ones with palm fiber for the roof. Around Pendopo, there is a path called *lulurung* with gravels in both sides, and a city gate called *kacakaca*, i.e. two high pillars like angled triangle.

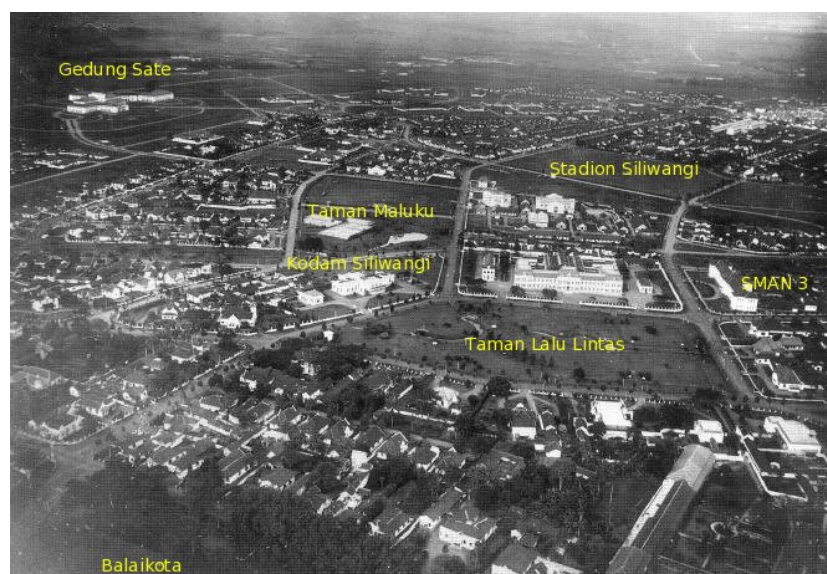


Figure 3.2 Bandung view

Source: Bandung city homepage (<http://bandungsae.com>), 2010



Figure 3.3 Pendopo Bandung

Figure 3.4 Alun-alun Bandung

Source: Bandung city homepage (<http://bandungsae.com>), 2010

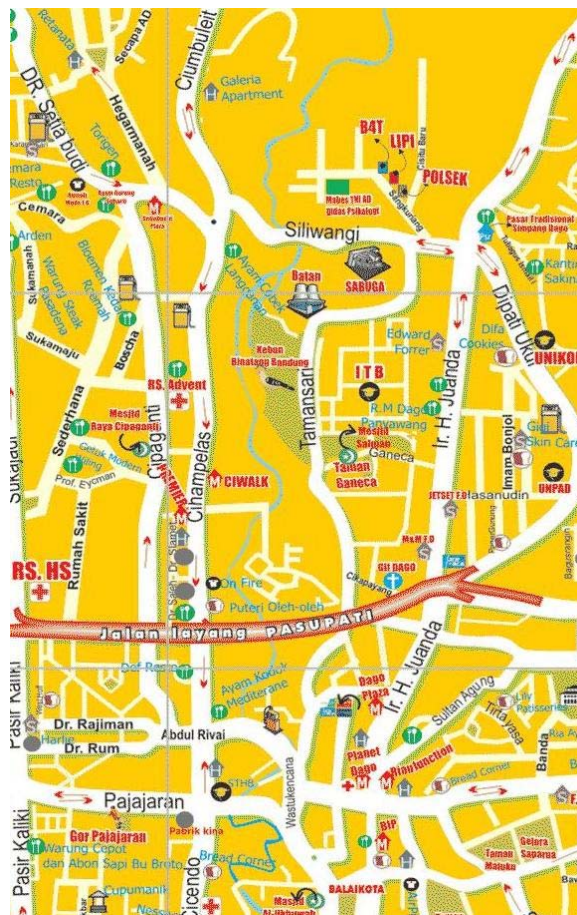


Figure 3.5a Modern map of Bandung city

Source: Bandung tourism site (<http://bandung.petawisata.com>) 2009

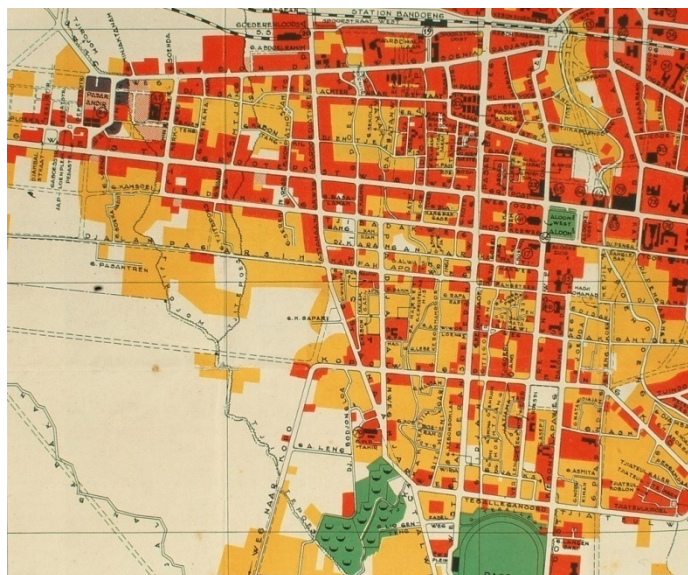


Figure 3.5b Bandung map in colonialism era, 1933

Source: Bandung city homepage (<http://bandungsae.com>), 2010

In the beginning of this century, Pax Neerlandica was proclaimed. Pax Neerlandica, a Dutch Empire in Indonesia, resulted in the change of military government into civil government. Hereto, it emerges the decentralization policy to help out administration loads from the central government, as ever since Bandung became a municipality in 1906 and as city municipality in 1926 later. This change gave a huge impact to the city. City hall was built in the north Braga, the main street in the centre of Bandung, to accommodate the new government. Then it was followed by the larger development when the military camp was moved from Batavia to Bandung in around 1920. The eastern part of the city hall was appointed to be the living place for the chief of war, office, base camp, and armory.

In the early 20<sup>th</sup> century, technical school in Bandung was also established to fulfill the lack of skilled professionals. The school then is called Technische Hoogeschool (Institute of Technology Bandung) located near Cikapundung River. The campus architecture and landscape were designed by Henri Maclaine Pont, a popular Dutch architect who was born in Meester Cornelis - now Jatinegara, Jakarta- and died in Den Haag (Handinoto, 1997).

### *Independence Era*

Afterwards, in the beginning of the independence, Bandung got no significant development of infrastructure and facilities since of the unstable political situation. Followed by *Bandung Lautan Api* or Bandung Sea of Fire emerged on 24 March 1946, many government buildings were destroyed and burnt. After that, Bandung development was started from the beginning, directed on the infrastructure and facilities development.

After the independence of Indonesia, Bandung has become a capital city of West Java Province. The acceleration of infrastructure and facilities development in Bandung was being visible that

Bandung then was determined as the host of Asian-African Conference. To welcome the international scale event, many improvements were done such as hotels, roads, train stations, and other supporting infrastructure and facilities. On 18-24 April 1955, the first Asian-African conference was held in Bandung, at Merdeka Building or formerly, Concordia Society Building. The conference was attended by twenty-nine countries representatives from Asia and Africa to promote cooperation in economy and culture and to against colonialism and neocolonialism from United States, Uni Sovyet or other imperialism countries. The conference resulted in ten points of declaration called The Declaration of Bandung.

In 2009, Bandung government has formulated a vision and positioned the city as a Service City with Dignity. Government wants to optimize Bandung's potentials in coping with globalization especially focuses on services as one of promising sector in Bandung's economic. To attain this vision, several policies in economic, environment, social, and institutional are more reinforced (Soemardi, 2006).

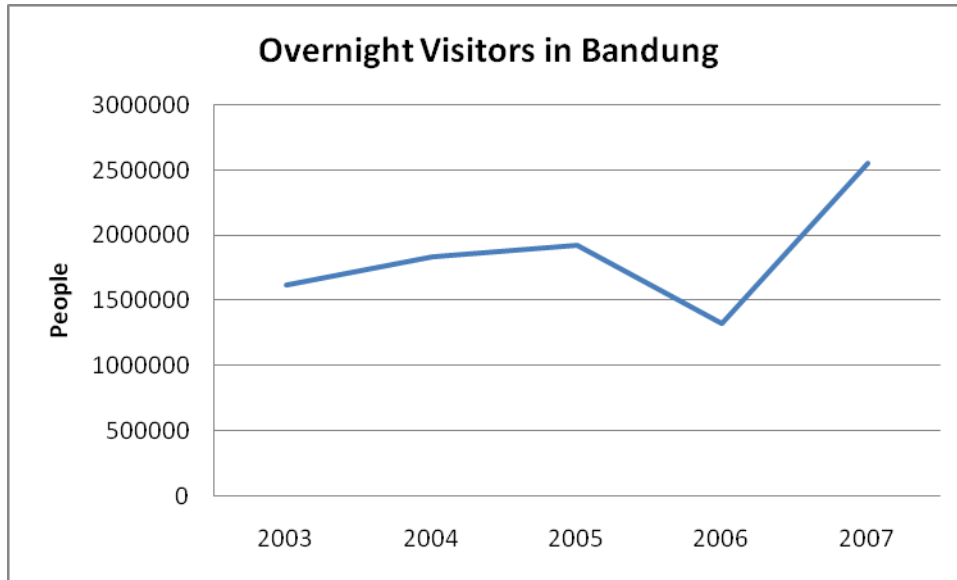
### **3.2. Bandung competitive identity**

#### *Tourism*

Bandung has been a favorable destination for visitors both domestic and foreign. Tourism in Bandung comprises various objects and forms, namely natural objects and man-made objects. Because of the geographical location of Bandung which is surrounded by hills and mountains, natural attraction is one of major destinations for tourism. Natural object tourism like Dago Pakar, Tangkuban Perahu, and Kawah Putih are some amazing places for those who like beautiful scenery and non-artificial objects. The most popular place is Lembang area with Mount of Tangkuban Perahu. Tangkuban Perahu lies in 30 km in the north Bandung, Lembang. It is a volcanic mountain with 2,084 meters height with hot water source mixed with sulphur in the foothills. It is called Tangkuban Perahu because the mountain is like upside-down boat. Dago Pakar or the Great Forest Park lies in the north side of Bandung where there are pine trees, calliandra, and bamboo dominating the forest. It is located in 6 km from Juanda, the main street near ITB. There are also resorts and villas surrounding to stay there. The latter one is Kawah Putih or White Crater in Ciwidey, the South area of Bandung, about 46 km from Bandung. In 1987, Kawah Putih was officially become tourism object in West Java, famous for its bright water and white sand (Suherman, 2009). By considering its location, natural landscape and socio culture, Bandung has been appointed as "*Tirai Seni Indonesia ke Dunia*" or the world window for Indonesian cultural arts by Directorate General of Indonesian Tourism in 1996 (Maryani, 2006).

According to Bandung Statistics Bureau, the number of overnight visitors in Bandung, mostly on weekends and holidays, increased per year both domestic and foreign visitors. In 2007, the

overnight visitors were about 2.5 million people, meanwhile the day visitors reached 7.5 million up to 10 million people per year (Bandung tourism statistics, 2008) with less than 1 million foreign tourists. Comparing to Jakarta, tourism promotion in Jakarta can attract domestic tourists in Jakarta about 99 million people per year and the rate of foreign tourists is increased 24.83% in 2008 than in previous year (disbudpar.go.id). Meanwhile, in a whole West Java Province, the number of tourists come to this province is only 21 million people in 2008 (Indonesia.go.id). It shows that Bandung tourism has not reached its optimum number in tourism sector regarding many tourism objects which make people come.

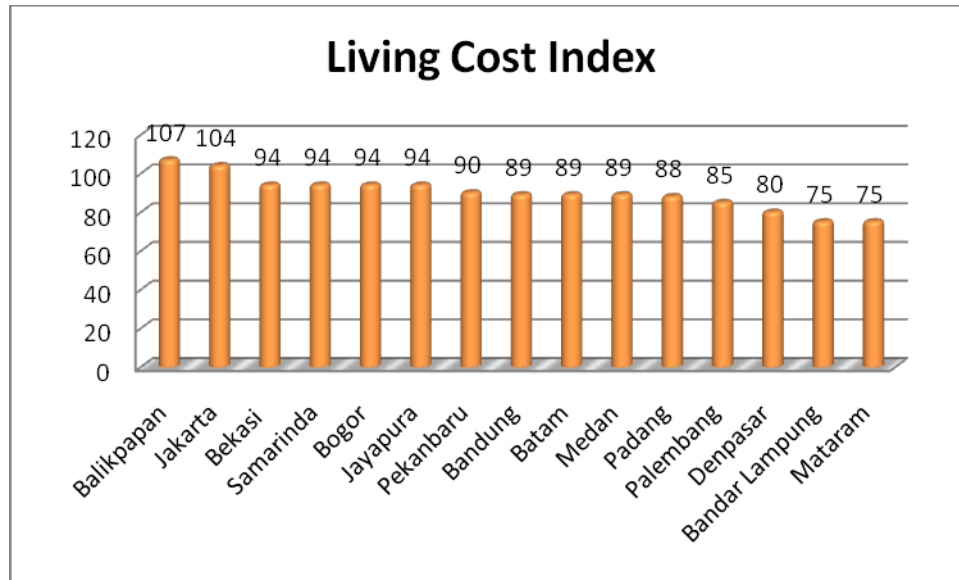


Graph 3.2 Number of overnight visitors in Bandung

*Source: Bandung Statistic, 2008*

Among several regions in Bandung, Dago area is one of the preferred destinations for people going to Bandung. Its strategic place in the middle of the city, a variety of shopping centers, and restaurants along the road create Dago the main area to be visited by tourists. Shopping tourism is an attractive option for visitors because visitors can enjoy shopping with convenient and exciting atmosphere of the shopping area. Namely Cihampelas street which is famous for the fashionable jeans, it can be a tremendous Bandung competitiveness to the world (Hutagalung and Nugraha, 2008).

According to Living Cost Survey 2008 (Statistics Central Bureau, 2008), among Indonesian cities, the highest cost of living city is Balikpapan followed by Jakarta, Bekasi, Samarinda, Bogor, Jayapura, and Pekanbaru meanwhile Bandung is the 8<sup>th</sup> rank in the index of cost of living in Indonesia. With relatively low cost of living, Bandung enhances its added value as the destination for studying, leisure, and stay. However, the purchasing power of Bandung people is relatively low. In 2009, the index of purchasing power in Bandung is 65.22.

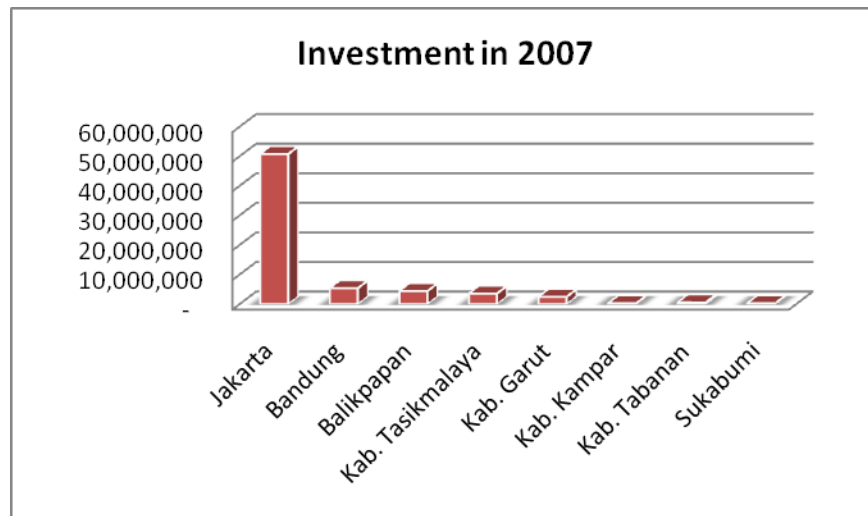


Graph 3.3 Living Cost Index

*Source: Mercer, 2009*

Bandung is also rich for culinary variants. Various types of traditional foods and drinks are the advantage of Bandung competitiveness. Traditional culinary could be a potential high value for Bandung to attract tourists both domestic and foreign to visit Bandung, particularly for those who are looking for culinary tourism. The opulence of culinary in Bandung can trigger Bandung's brand which gives a new color for visitors with culinary-oriented shopping from outside Bandung as one of options that Bandung offered. People having ever visited Bandung and enjoyed the various culinary in that city could socialize their experience consciously as Winfield-Pfefferkorn (2005) said, through word-of-mouth action. By that way, the diversity and prosperity of Bandung culinary can be spread over verbally through their stories and make people always want to travel to Bandung for many times and visitors will be increased to prove what they heard.

## Investment



Graph 3.4 Investment in some Indonesia cities

*Source: Indonesia statistic, 2007*

In the graph above the city of Jakarta is a city with the largest investment mostly for infrastructure. Investment in Jakarta shapes the economic growth rate in Jakarta which is very fast and competitive since it is influenced by the position of Jakarta as the administrative center and capital city of Indonesia. Meanwhile, Bandung has very much lower investment as the capital city of a province. The number of investment highly affects the economic development of Bandung, because it has a multiplier effect especially for investment in infrastructure. This is due to unavailability of clear direction of investment climate that is accordance with the characteristics of the city of Bandung. Moreover, the factor of services, accessibility, and business climate are not well socialized that Bandung prepared to be the preferred investment region.

### *Brands*

In 1990s, Cihampelas Street was famous for local designers of denim clothing that make the street well known as a 'street of jeans' (Poerbo, 2006). The most famous brand is Lea Jeans that originally comes from Bandung. Lea Jeans was launched in 1973 in Singapore and campaigned as United States product to trigger its brand image. In 1978 this denim clothes was brought to Indonesia and becomes one of the main players in denim industry with 45 counters spreading over Indonesia. If government highly supports this local product to enhance its quality and expand the market, this brand can generate Bandung potentials in jeans clothing field compete with other jeans factory in the world.



## *Culture*

Bandung culture can be significantly competitive identity for Bandung, since it brings its uniqueness, attractions, and performance that compete in international scale, namely in arts and performance, sport teams, and so forth. In sport field, Bandung has qualified athletes and sport team, namely PERSIB the Bandung soccer team, Taufik Hidayat the international badminton player who won the gold medal at Summer Olympics in 2004, and professional hockey player, Richie Regehr who was born in Bandung.

Bandung with its Sundanese cultural assets has been very well known not only by people outside West Java, but also by foreign tourists. Many kinds of interesting arts such as wayang golek, angklung, Jaipong dance, and other cultural arts draw curiosity of visitors. One of the most popular traditional musical instruments, i.e. angklung has been performed by an angklung-player choir in many countries. Art and music galleries spread out in Bandung to conserve Indonesian culture, especially the Sundanese culture.



Figure 3.6 Angklung orchestra in Hamburg

*Source: Ministry of Foreign Affairs' site (deplu.go.id)*

Considering Bandung as the center of creativity with long historical development of creative culture (Soemardi, 2006), Bandung has various types of arts booming nowadays. Types of art in Bandung are very diverse ranging from musical, theater, puppetry, and folk performances, dance, painting, and arts. Night life in Bandung is also an attractiveness that Bandung can demonstrate. It can be seen mostly in Dago Street especially on weekends. Along Dago Street often becomes area that performs live music every Saturday night from popular Indonesian or international bands. Once in a year, this street is held city event named Dago Festival that shows various performing arts, like traditional arts and performance, music and entertainment, and other performance. Creativity in Bandung results in many creative culture which is mostly initiated by

the youngsters. Some streets which are famous for their creativities are Juanda Street and Cihampelas Street.

Bandung has also series of creative culture events named Helarfest held every year since 2008. This event is hosted by more than thirty creative communities in many fields, such as music, film, arts, technology, design, architecture, and so forth in local and even global scale. This festival is the biggest city-wide festival in South East Asia (*helarfest.com*), thus makes Bandung the forefront of emerging creative city in Asia (*helarfest.com*).

As a city inhabited by 46% of young generation under age 40, like mostly in Indonesia cities, namely Jakarta 54%, Medan 47%, and Yogyakarta 46%, and also center of higher education as well, creative industries in Bandung grow rapidly. Within this promising opportunities, British council devoted Bandung as one of “Creative Cities” in Asia and Pacific (*bandung.go.id*).

In order to introduce Bandung to the world community, Local government of Bandung in cooperation with British Council and other local forums or associations based on community, namely Bandung Creative City Forum, and Bandung Event Forum, held Bandung Creative Month throughout August 2008. This event consists of 25 concurrently international creative events (*helarfest.com*).

Many businesses of creative industries from countries such as Taiwan, Thailand, Singapore, India, Britain and Australia join the event. Through this event, it is expected that Bandung will have economically beneficiaries linked with other creative industries city around the world.

Previously, in international summit of cities which based on creative industries as economic growth in Yokohama Japan late July 2007, Bandung was awarded as a pilot project of creative industries in East Asia. This pointing of Bandung as pilot project is not without any reasons. In the last ten years, creative industries in this city have shown significant growth and influence youngster life style in other cities. This symptom had become a point of interest for many businesses in creative industries especially for Indonesia. It is expected Bandung will spread the spirit of creative industries for other cities in Indonesia and Asia.



Figure 3.7 Bandung icon as creative city

Source: *helarfest.com*

### *People*

City branding relies on the attitude and behavior of urban population to the changes emerges there. City branding cannot be done in a flash. Deeming a city identity involves how the people behave, a successful city branding does depend on its people, consistency and continuity of the implementation.

Bandung people or so called Sundanese are known for their friendliness and are easy going people. They have welcome attitude to the outsiders. Friendly culture of Bandung people has its own attractiveness for making the outsiders feel welcomed. Friendliness, the hospitality of Bandung society combined with beautiful natural panorama of Priangan Region is the charm of this city.

Culture pluralism makes most Bandung youngsters and teenagers more open minded in adapting on changes outside and collaborating the changes into unique and creative activities and things. This creativity has emerged so fast since 1980s that creative city is embedded as a new image in Bandung (Soemardi, 2006).

### **3.3. Bandung City**

#### *The Place*

Geographically, Bandung is relatively close to Jakarta, the capital city of Indonesia. It makes Bandung be able to steadily develop in various fields of development activities. In national context, the city of Bandung has strategic position and role. In Regulation Government No. 47 Year 1997 on Spatial Planning National Territory (*RTRWN*), Bandung is defined as one of the National Events Centre (*PKN*) together with 14 other cities. Additionally in *RTRWN*, Bandung and some parts of Bandung Regency regions defined as the competitive areas of Bandung Basin and its surroundings with key sectors on industry, agriculture crops, tourism, and plantation.

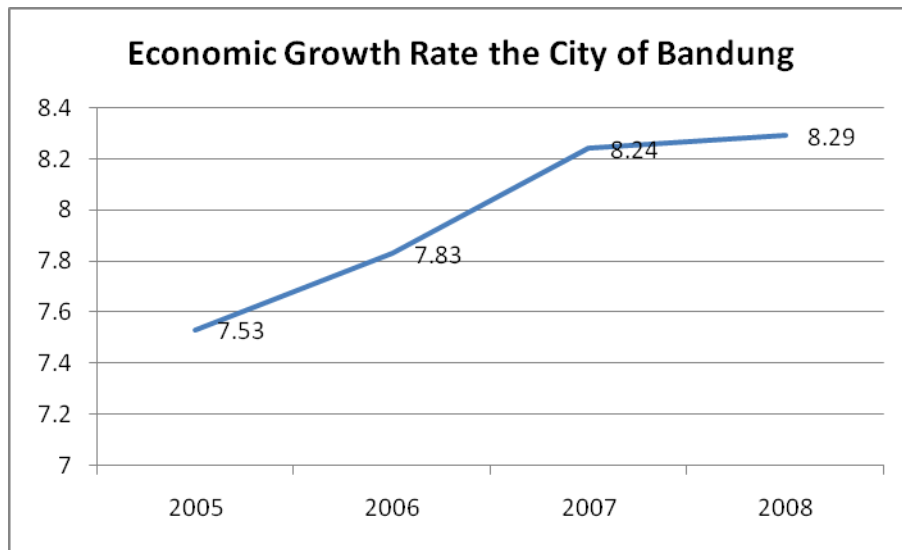
Bandung is placed at the 26<sup>th</sup> position of 40 Asia's Best Cities by Asiaweek Magazine and was given a predicate as one of ten world cities of art deco by Globetrotter in 2001 since it has a collection of art deco buildings, such as Preanger Hotel, Homann Hotel, and Merdeka Building (Kompas, 24 April 2005). Moreover, according to UNESCO, Bandung can be compared with other Art Deco cities such as Miami Beach and Santa Barbara in the USA and Asmara in Eritrea (*whc.unesco.org*). Bandung was also participated in the second Regional Meeting on Modern Heritage for Asia and the Pacific in 2003. The meeting was organized by the World Heritage Centre and was held in Chardigarh (India) (*whc.unesco.org*).

#### *The Potential*

Bandung's potential rests on its economics especially from its creative industries. Bandung is also known for its education since high schools and top universities make Bandung a choice to get qualified education.

a. Economics

GDP per capita based on constant price is increased from IDR 19,874,813 in 2004 to IDR 21,370,696 in 2005 which means the economic growth rate is 7.53% higher per year. In 2007 the economic growth rate of Bandung reached 8.24% and in 2008 it reaches 8.29. This enhancement becomes a basic to predict that real income of Bandung tends to go up steadily in 20 years ahead.



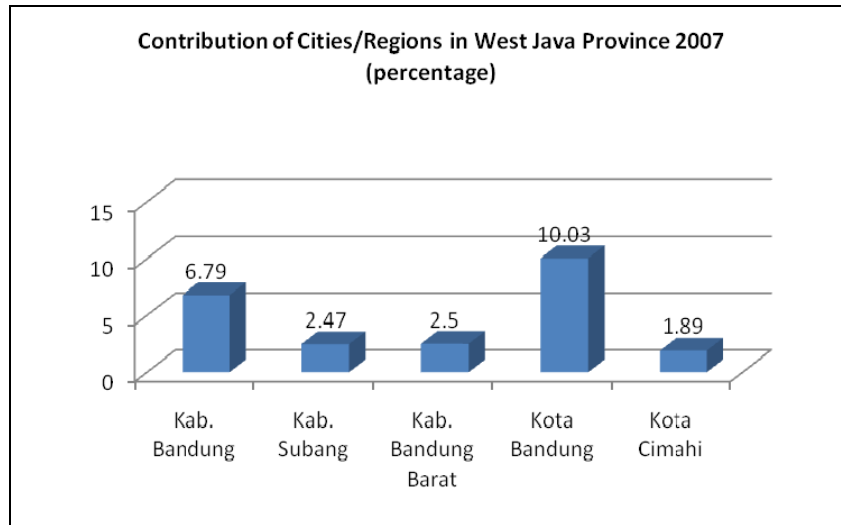
Graph 3.5 Economic Growth Rate of Bandung

Source: Bandung Bureau Statistics, 2009

Being one of potential cities in West Java Province was proved by its Regional GDP. In 1997, GDP Bandung was estimated 8.99% of total GDP of West Java Province. Among other cities in West Java Province, Bandung Metropolitan has a significant role for the economy of the province. It reached 10% contribution to the economics of West Java Province in 2007 (RTRW Kota Bandung).

It shows that Bandung has an adequate importance of West Java economic development overall. Sectors that contribute greatly to GDP Bandung are trade, hotels, and restaurants. In the period of 1999-2004, service sector has the biggest contribution in Bandung economics, i.e. 50.9%, followed by manufacturing industries 30.6% and utility sector 18.1%. In 2007, those sectors achieve 33.65% and the industrial sector 31.16%. Bandung economic characteristic is marked with the image of Bandung as a tourist destination, shopping tourism and natural tourism objects which trigger Bandung economic performance (RKPD, 2006).

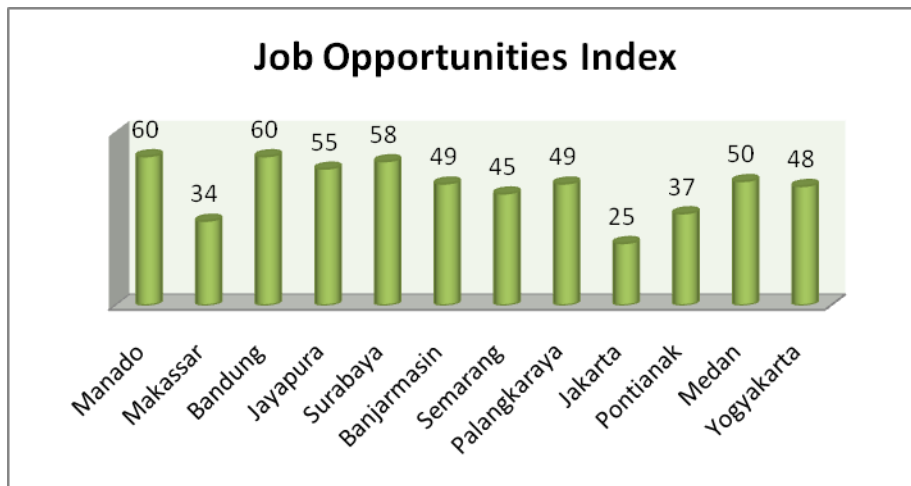
If we take a look at the graph below, it indicates that Bandung is an important city with great contribution for economic activities in the scale of West Java province as well as of national scale. That means the city of Bandung turns out to be one of the economic growth centers and has many economic activities which link to the surrounding regions. As the center of growth which rests on trading and manufacturing, Bandung is also seen as the destination for job seekers from outside Bandung.



Graph 3.6 Contribution of Cities or Regions in West Java Province's Economic 2007

Source: West Java Province Statistics, 2007

The existing condition above is quite similar to how people perceive of Bandung economic, especially to find job opportunities in Bandung. In IPA's survey, about 60% of Bandung people find job opportunities in Bandung is quite high.



Graph 3.7 People Perception Index of Job Opportunities in Bandung

Source: IPA, 2009

Based on citizen's opinion, job opportunities is high in Bandung. Small and household industries emerged from creative activities considered as contributing factors. Compared to Jakarta, Jakarta citizens think their city has not provided enough job opportunities for them even it is the lowest one among other big cities. It indicates that high economic activities, which lead to higher job opportunities, do not always produce the high rate of job creation to absorb work forces created from high rate of population growth.

b. Educational opportunities

A huge interest and attention of people to the educational sector can be seen more or less from the educational institutions in this city. Until before 1925, there were 178 schools, namely Gouvernements Hogere Burgerschool, Gouvernements Lyceum in Jaarbeursterrein, Christelijk Lyceum, Sint Angela" in Merdikaweg, Gouvernements Muloschool, Gouvernements Europese Lagere School, and so forth (Kunto, 1984, p. 186-188). In the early 1920s, many technical secondary schools were opened in Bandung, followed by the establishment of a tertiary educational institution later known as Institute of Technology Bandung (ITB) on July 3, 1920. Besides ITB, there are eleven other public universities and institutes as well as more than 50 private universities that offer undergraduate and postgraduate education in many disciplines.

For education opportunities, Bandung is one of cities in Indonesia having qualified high schools, colleges and universities as well as Jakarta, including several high qualified universities of international standing. According to Bandung Statistical Bureau (2006), prestigious schools and universities are concentrated in Bandung reaching at least units consists of 1807 schools and 140 universities. Professional schools with specialty in sciences, technology, and tourism, e.g. Bandung Institute of Technology, Telkom Institute of Technology, and NHI tourism school, become the preference in choosing high quality schools in Indonesia. The stable and convenient environment supported by the low living cost will be factors that Bandung is chosen as the most preferred choice to continue study for mostly students outside Bandung.

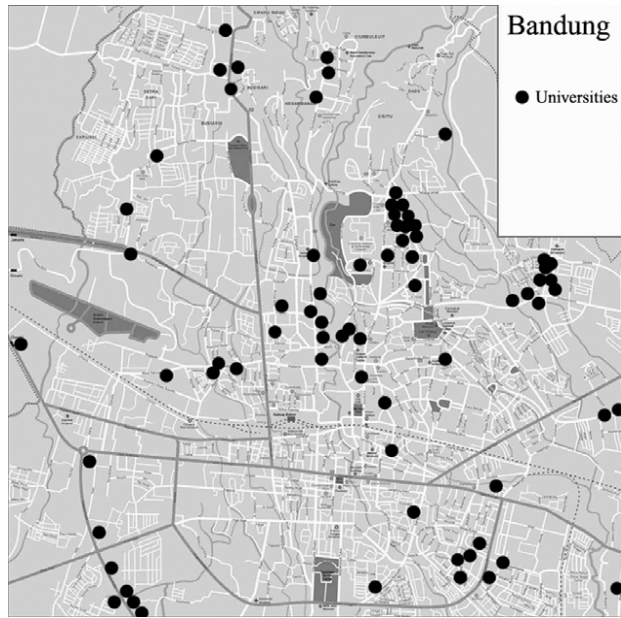
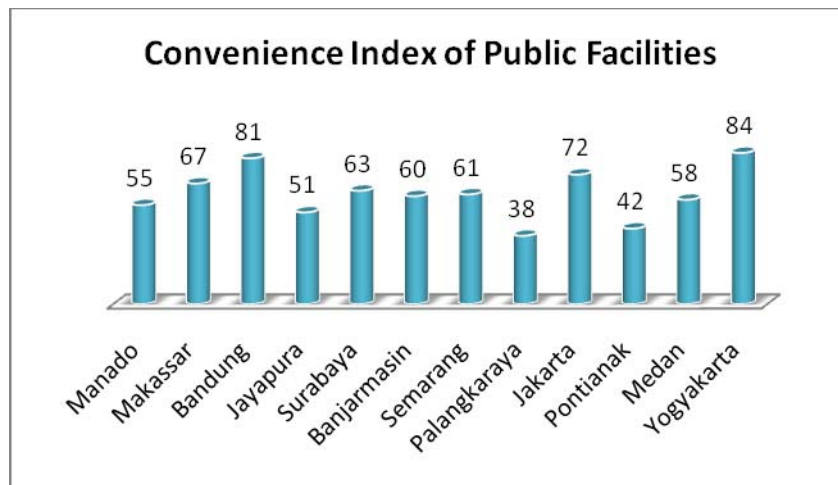


Figure 3.8 Map of some high schools and universities in Bandung

Source: Soemardi, 2006

Regarding to population rate and many education-seekers come to Bandung, government should think to add more capacity or quantities of high schools even though in a survey by IAP (2009) shows that Bandung people rates the education facilities in Bandung is sufficient at present. The variables to measure convenience index of public facilities above include the education, healthy, and recreation facilities. In that graphic, Bandung situated at the top level for its people who said that public facilities in Bandung is convenient and sufficient, both the quality and quantity.



Graph 3.8 Convenience Index of Public Facilities

Source: IPA, 2009

## *The Pulse*

Bandung has much vibrancy that makes this city alive and attractive, namely its cultures, events, fashions, culinary, and some creative activities just as Eliot, 2001 points out “*The excellent and innovative Bandung City Council are encouraging visitors to see more of real city life.*” (Indonesia Handbook, 2001, p.135). Mostly Bandung is popular for the weekenders from Jakarta, Tangerang, Bogor, and other cities nearby for lots of reasons. According to Bandung Development Master Plan (1997/1998), visitors’ activities in Bandung comprise main activities and supporting activities. Main activities of visitors in Bandung are city sight, particular attractiveness of architecture of buildings and monuments, and MICE and the supporting activities are entertainment, night life and theatres, and shopping. Mostly foreign visitors in Bandung come from the neighborhood countries such as Malaysia, Singapore, and Brunei Darussalam, but there are also visitors from European countries such as Germany and The Netherlands and from some Middle East countries (*Disbudpar Jawa Barat, West Java Tourism Department, 2005*).

Bandung has powerful assets towards city branding, such as beautiful views, historical attractions, gastronomic experience includes culinary, shopping and so forth. As a city with gorgeous sceneries, Bandung has so many natural objects that can be destinations like Ciater Resorts area, Tangkuban Perahu Crater, White Crater, and many more. Some people prefer to stay in a cool climate in some highland places in Bandung, some of them are interested in shopping since they can find many factory outlets with cheaper prices spread over Bandung, and so forth. Bandung has also become culinary target for people who are eager to taste any kind of local food or international food.

According to research by Maryani and Logayah (2007), even though Bandung has a charm as shopping tourism, Bandung’s architectures are gorgeous and highly reasonable to visit. The most favorable building among the others is Merdeka Building in Asia Afrika Street. Besides its interesting history and activities in the building, visitors also find the easy facilities and infrastructure to go there.

If we take a look at the development of Bandung in 1990s, we see that Bandung was following the global trend at that time. Music and lifestyle, two different things that cannot be separated has influenced considerably in fashion development of Bandung’s youngsters. In 1970s, Bandung has been so adaptive to the world music development, thus in 1990s the youngsters explore their own music and fashions and make them commodities and lifestyle.

Night life is very popular in the heart of Bandung such as at the main streets, namely Juanda Street and Cihampelas Street. Many young people go out and spend their time until night to see performances, attractions and live music that become vibrancy for both insiders and outsiders to spend their time at restaurants, theatres, bars, and other places that offer attractive things as their own magnetisms.



### *The Prerequisites*

If we look at some basic qualities of a city in Bandung, we can say that Bandung has sufficient prerequisites, namely transportation and other basic facilities. Some basic facilities in Bandung are sufficient for Bandung as the metropolitan city in the present albeit some of them should be managed well and considerably to be prepared in serving wider global communities.

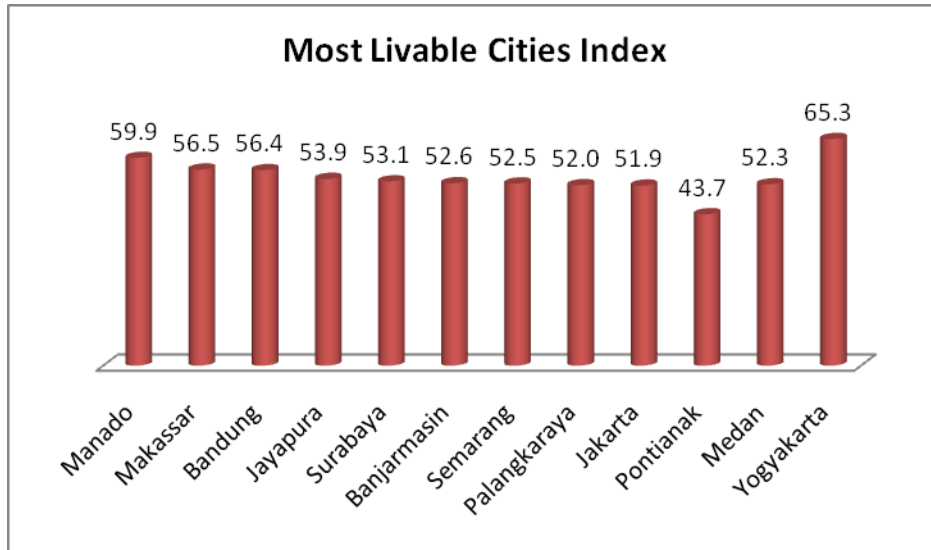
Transportation facilities and infrastructure are significant for visitors in Bandung which includes a system of highway transportation, railway, and air transportation. There are four highways towards Bandung from Jakarta, namely Cipularang toll road, Puncak route, Purwakarta route, and Subang route. Cipularang toll road contributes significantly to the access to Bandung, especially from Jakarta which usually takes 5 hours into 2 hours through Cipularang. This relatively short time becomes the prompt point for people enjoying their weekends in Bandung. It is supported also by the fly over Pasopati that simplify the access to area of Dago and Riau Street. Meanwhile Bandung can be assessed as well through the main provincial road. Travel pattern in Bandung indicates that the movement of residents from outside Bandung to the internal regions is great enough. This is due to the number of workers in Bandung live outside Bandung. Meanwhile for travel patterns within Bandung generally are elevated by the residential areas to downtown Bandung as the activity center. Besides that, Bandung has two railway stations, *Bandung Stasiun Hall* and *Kiaracondong*. They serve routes to other regions such as Jakarta, Surabaya, Yogyakarta, and Semarang.

As one of the most important cities in Indonesia, Bandung has relatively complete public facilities. Besides busses and trains, people can also go to Bandung by plane. Bandung has Husein Sastranegara International Airport that serves flights to several big cities in Indonesia such as Batam, Surabaya, Yogyakarta, Medan, and Denpasar, and also international flights to Kuala Lumpur and Singapore. This international flight makes visitors easier to go to Bandung. The problem that mostly emerged lies on the insufficient of mass transportation. It can result on inefficiency to the activities movement in Bandung in the future. Insufficient mass transportation system in Bandung emerges its own problem due to the numbers of private vehicles use. It impacts on traffic congestion in some main roads. However, public transportation in Bandung is still convenient for Bandung people according to a survey of Indonesian Most Livable City Index done by IPA (Indonesian Planners Association) in 2009.

*Most Livable City Index* is an index showing the convenience level of people in living, staying, and doing activities from many aspects of city live. The survey was held by asking 100 respondents in every city, i.e. twelve big cities in Indonesia, namely Medan, Jakarta, Bandung, Yogyakarta, Semarang, Surabaya, Banjarmasin, Palangkaraya, Pontianak, Sulawesi Utara, Sulawesi Selatan dan Jayapura, using 7 main urban variables: physical, environmental quality, transportation or accessibilities, facilities, utilities, economics, and social. From the survey, it will be identified the convenience of people regarding to the quality of the city. According to that survey, it is known that the average value (mean) of convenience index is 54.17, with the highest

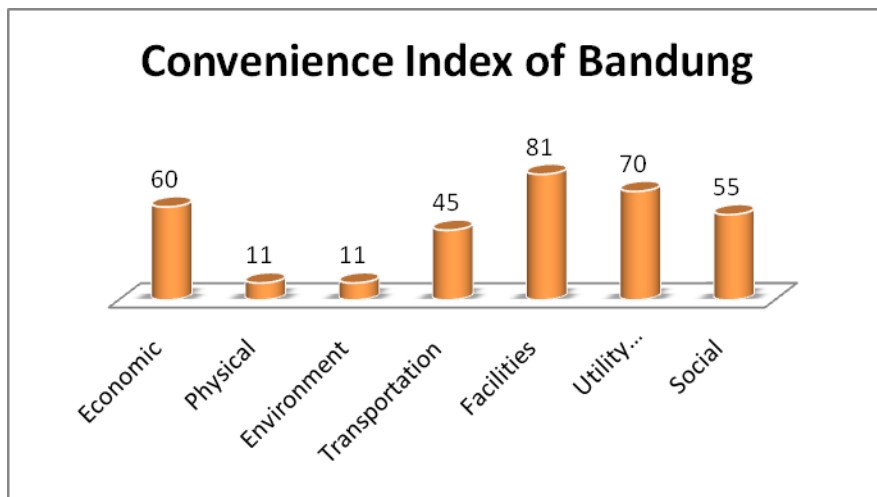
convenience level of perception is Yogyakarta which is equal to 65.34 and the lowest level of convenience is Pontianak with 43.65.

This figure shows perception index of convenience in twelve biggest Indonesian cities which put Yogyakarta as the most convenient city among all, while Bandung is in the fourth rank.



Graph 3.9 Most Livable Cities Index

Source: IPA (Indonesian Planner Association), 2009



Graph 3.10 Index of Convenience

Source: IPA (Indonesian Planner Association), 2009

In the survey, it shows that Bandung people feel satisfied and comfortable with public facilities such telecommunication network, education and health facilities, electricity, and other utility infrastructure. Meanwhile, transportation in Bandung does not get good satisfaction from the citizens. Furthermore, green open space and spatial plan also need to be more concerned since

Bandung people see the quality of spatial plan, green open space, the environment quality, and the maintenance of historical buildings in Bandung are low. Such a case is the increasing of pollution rate in this city which have affected Bandung climate. The quality of fresh air becomes decreasing might affected by the increasing rate of vehicles which reaches 12% per year (Bandung development plan, 2009-2013). Moreover, the densely traffic especially on weekends decreases the convenience of this city which is different from Bandung in 1970s. These conditions are also spurred by the increasing number of population as of birth rate and high migration and urbanization, with various activities and objectives ranging from education, trade, offices, and tourisms.

### 3.4. Image on Bandung over time

During the development, Bandung has been popular until now with its catchy slogan, i.e. *Parijs van Java, Mooi Bandoeng, Bandoeng Vooruit*, and more chic attributes in colonialism era. Bandung is such a good example of typical city of a colonial product. The attribute of colonial city should have embedded in this city since physically, there are many colonial heritages still exist in Bandung. Parks like Taman Maluku (*Molukkenpark*), Tamansari Zoo (*Jubileumpark*), Taman Ganesa (*Ijzermanpark*), dan Taman Lalu Lintas (*Insulindepark*) have been there since that era. In these parks, the Netherlanders enjoy living in Bandung. ‘*God Almighty first planted a garden; and, indeed, it is the purest of human pleasures*’ (Francis Bacon, an English philosopher).

#### *Bandung Parijs van Java and some branding efforts*



Figure 3.9 Braga street in 1968

One of the charming areas in Bandung is Braga, which the Dutch called it *De meest Europeesche Winkelstraat van Indie* or the most famous shopping centers in the Netherlands Indies (Kunto, 2008) which sold world class merchandisers of fashions and automotives (Hutagalung and Nugraha, 2008). Afterwards in 1930, Thomas Karsten built Bandung with the concept of ‘A Garden City’ which more parks and open space that mostly refer to typical European city concept ([bandungtempodulu.com](http://bandungtempodulu.com)). With the new lifestyle emerged in Bandung, hotel, café and other

shopping malls were built to serve people coming from any regions in Bandung. There is also a theatre with extravagant facilities and a number one entertainment from Europe was held in Societeit Concordia, a club of the wealthy Dutch established in 1879, with a theatre and a large ballroom for them enjoying their lives especially on weekends in Bandung. Savoy Homan and Preanger Hotel with art deco style are the perfect choice for accommodation, near Braga Street

which is full of exclusively European shops. In the period of 1900 until 1930s, in Braga Street there were also shops and boutiques of fashions which mostly were taken from Paris, France which is a fashion centre of the world until now. The Europeans felt so comfortable to live in Bandung which was then given a predicate 'Parijs van Java'.

Initially, there was a private organization named *Bandoeng Voorruit* (Bandung Forward) which became partners of Bandung municipality in 1920. They have succeeded in managing, building, organizing and improving Bandung in such a way that Bandung obtained Parijs van Java nickname (Kunto, 2008). More specifically, *Bandoeng Voorruit* selected areas of development in kinds of efforts such as exploring and developing tourism in the area of Bandung and its surroundings, restructuring and artistically decorating Bandung as a tourist destination, attracting as many tourists to come to the Parijs van Java, Bandung, in addition to promote Bandung as the ideal city for retirees Europeans. Parijs van Java has an annual calendar of interesting events that could attract people's interest from outside Bandung to come enjoying the city.



Figure 3.10 Advertisements

Source: [bandungtempodulu.com](http://bandungtempodulu.com)

realize the nuances of Paris reached its peak during 1920-1930 when the first annual carnival Jaarbeurs in 1920 was promoted to go abroad. This event was initiated by the mayor B. Coops, and Bandung Voorruit. Since 1920, in every June to July, there was a party called *Jaarbeurs* or Annual Event performing attraction of cultural arts festival and of industrial and agricultural products from all over regions and visited by people from other regions and also from abroad.

In that period, Bandung was known as a fashion center as well. At that time in Braga, there were various fashion shops including fashion store, Au Bon Marche, owned by a French in

Consistent with the name "Bandung Forward", the private organization tried to promote tourism sector by exploring tourism objects. Bandung Forward successfully built a highway through the Crater of Tangkuban Perahu. This organization provided facilities and convenience for tourists to visit tourist attractions around Bandung and Priangan, such as lakes, waterfalls, panoramic views, historical heritage, resorts, and the others. Moreover, it organized trips up the mountain and through the jungle as well.

Bandung's efforts to



Figure 3.11 Bandoeng Voorruit

Source: [bandungtempodulu.com](http://bandungtempodulu.com)

specialization on selling the latest fashion from France (Hutagalung and Nugraha, 2008). Various methods were also used to introduce Bandung broadly. In 1933, Bandoeng Vooruit published a monthly magazine called “Mooi Bandoeng” as supporting endorsement. Mooi Bandoeng Magazine had been published and deployed in major cities throughout the Netherlands East Indies into the Netherlands (Hutagalung, 2008, in aleut.wordpress.com). In the first launching edition of this magazine, there was a statement of the Mayor of Bandung, Wolzogen Kuhr, *“Nederlanders, waarom terug naar Europa? Blijft in Indie! Zij zijn die vertrokken Reeds, com en terug in Bandoeng vestigt U!”* (Dutch people, why did you go back to Europe? Stay in Indonesia! For those who were back to the Netherlands, come back and stay in Bandung!). This exciting magazine had been published until 1941. During that time, the magazine was really full of coverage, reports, stories, and photos of Bandung. To make people more curious and then come to Bandung, this magazine showed perceptions of people who have been to Bandung as well. For example, a letter by a British couple, W. Finnimore, said, *“Bandoeng is specially in favoured in having close at hand and ease of access, many beauty spots of natural marvels rarely to met with anywhere else in the world within so small an area”*. The magazine often gave postcard with Bandung view as bonus even also sold the post card separately in attractive packages.

One of the key success factors for tourism development is promotion. Realizing the importance of promotion in an effort to attract tourists, Burgemeester (the Mayor) of Bandung, N. Beets in 1937 involved society to campaign potential tourist attractions existed in Bandung.

Recently, Parijs van Java slogan is still used but changed in a name of ‘Paris van Java’, albeit it is only a name of a shopping area and a resort in Bandung. The slogan has been an image of Bandung as a benchmark of fashion industries both in national and international scale. With that slogan, Bandung stands itself as a fashion and mode setter in Indonesia. Bandung also gets its image as the shopping city because of its well-known place as factory outlets. These outlets attract people to come for shopping, to get various kinds of high quality fashions with various prices. This makes Bandung has attractive power for investors and tourists to get activities in this city (Hutagalung and Nugraha, 2008).



Figure 3.12 Paris Van Java shopping area

### *Bandung the Art Deco City and its story*

Bandung city is one of cities in the world that has quite potential and attractive historical sites that can be developed as city identity and city brand. The beginning of Bandung modern architecture was featuring mix of Western and Eastern culture which by historians was called Indo-European architecture. Art Deco architecture has a firm and rigid geometric decorative

characteristics in line with the works of Dutch architects from the Amsterdam School. Specifically, there are two mainstreams of Art Deco architecture in Bandung, i.e. Decorative Art Deco with decorative arts and Streamline Art Deco. According to Iskandar (2007), Bandung has so rich cultural heritage that makes Bandung be categorized as one of three cities in Asia with various Art-Deco collection in Asia. The other two cities are Shanghai and Bombay.

There are lots of historical sites still remained in Bandung which have art deco style inherited from colonialism era. Preanger Hotel and Homann Hotel are the most elite hotels in Bandung in colonialism era with remarkable architecture and art-deco style in Indonesia. Originally, Grand Preanger Hotel is a guest house with *Indische Empire Stijl* built in 1889 for the landlords visiting Bandung. In 1928, this hotel was reconstructed by Wolff Schoemaker with Art Deco style. Preanger Hotel has decorative pattern known as geometric deco by Wolf Schoemaker, Homann Hotel was designed by AF Aalbers with minimalist concept of art deco style. Homann was established in 1880 and becomes one of the first generation hotels in Bandung with various guests include famous movie stars like Charlie Chaplin and the America's Sweetheart actress, Mary Pickford, have ever stayed in this hotel. The arrival of Charlie Chaplin and Mary Pickford and their staying in Homan Hotel was such a big promotion for the hotel (Kunto, 1989).

The old buildings of colonial relics' existence imply the development of modern architectural design in Indonesia. At such times, the Dutch architect brings European's colors in Indonesia; therefore the existence of these buildings is also a big influence for today's modern architecture (Putrie, 2008). The evidence of European's colors is the similar construction systems used in Netherlands' architecture. In addition, the old buildings are part of the community in their daily life, where the face of colonial architecture involved in coloring the city, which became the identity of the city. Gedung Sate or Sate Building is one of the most famous buildings in Bandung. Gedung Sate with the skewers ornaments on its central tower has long been a landmark of Bandung. It has been famous all over Indonesia. It was established in 1920 as *Gouvernement Bedrijven* or a central government office of West Java Province.

The other interesting building is Merdeka Building which becomes a prestigious symbol for Bandung lifestyle designed by Wolff Schoemaker. Since 19th century, this building has been a club house for elite European, namely Societeit Concordia. After the Independence Day, Soekarno change the name of Societeit Concordia with Merdeka Building which means 'building of freedom' and becomes a place for Asian-African Conference in 1955. Societeit Concordia itself was moved to Ciumbuleuit in 1957, and in 1958 the name was changed into 'Country Club Concordia'. Now, the building is named with Indonesian name '*Balai Pertemuan Bumi Sangkuriang*'. Papak Building was initially functioned as a director office of cinchona tree. In the end of 19th century, cinchona has been cultivated in a large scale that make Hindia Belanda was noted as the biggest producer in the world. More than 90% of cinchona is from Bandung. Since 1906, Papak building has functioned as 'balai kota' or city hall at the time Bandung gets its municipality status. Pendopo Kabupaten or district pavilion is a symbol of the establishment of

the city of Bandung. Pendopo Kabupaten is the first building constructed for the central government activity of Bandung District. Villa Isola is one of the symbols of unique architecture in Bandung. In the early 20th century, Bandung was full of architects who devote their creations optimally. Bandung becomes architecture laboratory for the Dutch architect maestro.

Experimental creations of the architects produce unique and peculiar buildings as we can see in Villa Isola. This villa was ordered by a rich man named DW Berretty to the maestro of architecture at that time, Wolff Schoemaker within six months, October 1931-March 1933. Now, this villa has been functioned as the office of University head of UPI Bandung.

Most of those historical sites are famous for the art-deco style inherited from colonialism era. It makes Bandung one of the complete architecture laboratories that Henri Maclaine Pont designed a number of buildings in Bandung such a modern architectural movement by modernizing indigenous architecture (Prijetomo in *When West Meets East: One Century of Architecture in Indonesia (1890s-1990s)*).

Bandung stores history for Indonesian people because it has potentials to become attractiveness of culture heritage, i.e. colonial historical sites with high value of prestige and of olden times. Many historical monuments and buildings in Bandung have their own magnetism for visitors. Periodically, the number of visitors in Bandung is steadily increased every year (Bandung Tourism statistics, 2006). Albeit the visitors do not fully have a specific plan to visit heritage sites, they still enjoy the sites when going through the streets in Bandung, Braga Street for instance. The beautiful buildings will be kept in their memories and will be brought when they come back to their original cities.

The buildings with strong historical value are a huge capital for Bandung potentials in branding. Government can specify the target visitors who come to Bandung for those buildings. Government should consider that the buildings are remained few. According to the research executed by Bandung Heritage Society, in 1970s, there were 2,500 colonial architecture buildings in Bandung; in 1990s they were only 495 old buildings with only 206 colonial architectures. However, since 1992, there has been an act No. 5/1992 about heritage conservation (*Martana, Pikiran Rakyat newspaper, 9 July 2003*). The success of preserving historic buildings and objects becomes more visible in Bandung. Realizing the buildings and most traditional houses are full of unique colonial attributes, currently investors use them as a means to get more visitors by utilizing them in any forms such as changing the traditional European houses into cafes, factory outlets, or functioning the historical buildings into educational functions, museums, exhibition places, and some sorts but still keep the buildings in their original forms.

## **Chapter IV**

### **The Analysis of the Preparedness of Bandung Towards City Branding**

Looking at history of Bandung, it is interesting to figure out how people perceived the city and how Bandung was promoted in the past. Finding city's competitive identity and city brand index is essential as well in order to take a wider picture of the existing condition of Bandung at present. Thus, this chapter will analyze all elements of branding, which has been described in the previous chapter in order to find steps and possibilities to establish Bandung city branding. To begin with, the next essential parts are determining objectives of branding and target customers of branding Bandung. Then the discussion will come to explore the strengths of the city and collaborative strategy to gain the city branding successfully. In this chapter, those parts are analyzed based on (1) existing condition and empirical aspects elaborated in chapter three as the basic data for the preparation of Bandung towards city branding; and (2) the theoretical framework in chapter two as the framework of study. The analysis will be divided into two main categories. At the beginning, this chapter explores some notions in branding Bandung by defining firstly the importance, objectives, targets of branding, and some ways in branding Bandung, and secondly components of branding Bandung and some possible brands. Next, it goes to the analysis of the preparedness of Bandung towards city branding.

#### ***4.1. Branding Bandung***

Some criteria are required to depict a character and attractive power of a city that inspire people to come and stay in the city. To shape a positive image of Bandung, concrete figures and advantages of Bandung supported by city's assets and strengths are necessary distinctively defined from other cities. Some assets of Bandung can be categorized as culture and convenience. Bandung culture includes historically attractions and nature, arts, culinary, shopping, and some sorts, and convenience includes affordable living cost, cool climate, and supporting infrastructure. Some advantages that can be a differentiation of Bandung compared to other cities are the location closed to Jakarta the capital city of Indonesia, some predicates already embedded in Bandung such as tourism and culinary city, known as a center of education in Indonesia, and creativity and the cordiality of Bandung people.

In creating city branding Bandung, ways executed in this thesis are determining importance, objectives, and targets of branding, identifying potentials, building vision, positioning and basic perception of the city, and recommending collaborative strategy with the team. First things to find out in city branding are the objective of branding Bandung, and the target customers of branding Bandung. Both are significantly needed to get to the next steps, identifying potentials



and basic perception of the city which according to Kavartzis & Ashworth (2005), there are three brand components, namely brand identity, brand positioning, and brand image. Built environment, planning, advertisements, events, and some sorts which rely more on social identity, culture, and history are some ways to get some components in branding Bandung.

## **Importance, objectives, branding targets, and some ways of branding Bandung**

### *Why does Bandung need a brand?*

Bandung should have a special treatment to blow up the competitive advantages and potentials owned by the city. Having a brand is one of ways in making people keep in mind, aware, know, and trust in this city. Thus, Bandung's brand is designed for some reasons:

- To help target customers understand the city's specialties, what is expected from the city as a place to live, work, study, visit, and do business since huge potentials in Bandung should be known all over Indonesia and the world;
- To create a better perception and a more positive attitude about this city and ensure as many sectors of the city as possible are aware and believe in Bandung brand;
- To communicate consistently with local, regional, national, and international in a distinctive way to shape people's perception and give positive contribution to the city's future.

### *Objectives of branding Bandung*

Determining objectives of branding a city is very important for more focusing into the next step. The city of Bandung seeks to meet several objectives with its city branding as follows:

- a. attracting more private investors to Bandung, attracting inward investments both domestic and foreign;
- b. presenting Bandung as a major tourism destination in Indonesia, optimizing all resources available to enhance quality of the city to have a competitive advantages;
- c. attracting specific user groups to Bandung, such as tourists, primary organizations and corporations to support the finance and human resources; persuading people to come more frequent to Bandung and become ambassadors of the city;
- d. increasing purchasing power amongst Bandung residents, increasing Bandung economic and job opportunities;
- e. building a positive image of Bandung amongst inhabitants, in Indonesia and abroad, and developing a pride and sense of belongings of Bandung.

### *Targets of branding Bandung*

Target of branding is determined based on the advantages that the city will have branding and the number of potential markets who are attracted by these advantages. The advantages are known from competitive identity and objectives that have been elaborated earlier. Target groups of branding are categorized into (1) internal consisting of the citizens, the business and the tourists, and (2) external group consisting of such potential newcomers, businesses and tourists (Jensen, 2009). Following are some potential target customers for Bandung city branding:

#### a. Residents

The first and most important target customers of branding Bandung are residents. Residents are keys to open the gate of branding this city. Local people and residents should be proud of Bandung, the city where they live in. They can also potentially become ambassadors for their city through their positive image building of Bandung such as their hospitality, friendliness, and their pride of Bandung culture, arts, life style, and some sorts. To get this thing done, government should have more concerned in providing residents' needs and demands, such as providing wider job opportunities, enhancing living quality by improving some basic qualities, infrastructure, and facilities.

#### b. Visitors and tourists

Such fundamental targets of branding Bandung, both Indonesian and foreign visitors and tourists can be categorized into various types of visitors namely the historical, architectural and natural object seekers as well as culinary and shopping visitors. Having interesting historical and architectural buildings associated with the historical city, Bandung offered many options for tourism activities to be enjoyed in Bandung. These potentials can be exploited very well in introducing the city of Bandung as a unique historical city as one of the characteristics of Bandung which have survived from time to time. In tourism promotion, it takes strong promotional efforts in attracting more visitors who have an interest in visiting historic sites and natural objects. It is also important to enhance the role of heritage as part of the cultural element of Bandung. This not only benefits in terms of its history, but might also have positive impact on conservation of historical heritage in Bandung. Visitors to the purposes of history can also embrace the educational circles, such as routine activities of schools to visit the historic tourist attraction, ranging from elementary school, high schools, to students and scholars.

Considering as well Bandung's potentials in culinary and shopping tourism and number of visitors in Bandung for specific purposes as such hunting for culinary and shopping area, then this market segment could be targeted as specific-purpose visitors, namely culinary and shopping tourism. Tourism sites should be growing persuaded for forming mind to the brand all the way through individuals' experience and resolving visitors to return exploring Bandung.

#### c. Investors

Attracting investors as a target customer aims to enhance domestic and foreign investment that is useful to improve the competitiveness and the marketability of a city. Investment is the main target of city branding, especially since the investment has not been so high in Bandung until recent time. Fundamental issue that needs higher consideration is less socialization of Bandung as a preferable region for investment. With so many potentials that could be developed, the government must be able to attract investors by improving the investment climate becomes more conducive, clear and firm rules, mutually beneficial cooperation, and a stable political atmosphere. Superior and major investment being a worthy target in branding are in the field of infrastructure and business.

### *Some ways of branding Bandung*

#### a. the built environment

Bandung character is the visual personality that defines a city shaped by many things such as the built environment. Bandung character was formed also by the history, especially seen in historic architecture in downtown, the public buildings, and city landmarks. Preservation of historic heritage assets became very important to Bandung because it is part of Bandung character and image must be preserved and become the urban development standards. All architectural buildings in the city of Bandung contribute to the identity and image of Bandung to the world. A positive image and brand identity for the city of Bandung represents the value and quality of people who lived in the city and who expect to visit, live and work in Bandung. Aesthetic appeal of the city embedded in city branding will also contribute to the economic growth of Bandung in purpose to get a better quality of life for community and a broad opportunity in business and investment for investors.

#### b. planning, urban redevelopment, and administering long term change

Braga is one of regions in Bandung that has been known in international community since centuries as the most beautiful areas owned Bandung City. However, conditions of Braga only functioned as a place of entertainment, which has removed the beauty. Realizing the potentials of Braga, government thus restored Braga Street as the center of Bandung by developing Braga City Walk (BCW) Braga, revitalizing the region by building hotels, apartments, commercial facilities, parking facilities and an open plaza, and maintaining environmental aspects around Braga. This kind of concrete action is one of urban redevelopment for this area. The aim is to bring back Braga with positive original image at the past to support branding Bandung.

#### c. advertising through any kinds of media, namely audio-visual, website, printed media, displays

Advertising is an investment in growing, generating opportunities, positioning a brand and reaching thousands of potential clients. It needs to recognize new opportunities brought through advertising can influence a short-term target. Attractive information communicating through

advertisement will trigger positive image of Bandung. As what was done by the past, this kind of advertisement was used to promote Bandung to get people desire to visit the city. All advertising instruments stimulate branding efforts such as printed media, audio-visual media, internet, and some sorts.

d. exhibitions or events

In addition, heritage tours, sports tournaments and trade shows strengthen branding Bandung. Strategic improvements to the physical appearance of Bandung will have a significant impact on perceptions of identity and image. Bandung government can cooperate with some groups or communities in Bandung such as Helarfest, one of Bandung creative community. There are series of cultural events held by Helarfest such as music, film, art, architecture, traditional culture, environment, and so on. This can be seen as modalities of encouraging city branding.

### **Components of branding Bandung and some possible brands**

#### *Brand identity*

A city should come up with a distinguished identity that is converted into city's characters to form a position and values of the city. City identity can be seen from several things including the culture, historic buildings or buildings that save the history that became the pride of a city. The location or position of the city, land use, and architecture could also be deemed as a city identity. Identity can also be identified by certain characteristics possessed of a place or region formed unintentionally and even systemically and coordinated plan such as city vision.

Identity of a brand reflects what owners want their city brand to be perceived by public; therefore identity of the brand can be firstly looked at the vision of the city (Urde: 1999 p.126). In development plan, government situated Bandung as 'a service city with dignity'. Dignity means the city has its own values and strong cultural characters which the society is proud of. In becoming a service city, Bandung can give optimum benefits and significance to the society as a whole, residents, outsiders, and investors. This kind of values will be socialized and delivered to the stakeholders to gain the best performance of Bandung for living, visiting, and investing.

#### *Brand positioning*

After defining the brand identity, positioning of the brand has to be clear since brand positioning should be able to communicate to target customers. According to Bandung Spatial Plan, positioning Bandung in the level of national was stated as the Centre of National Activity meaning that the city functions in serving events and activities of provincial scale, national scale, and international scale. Such a spacious positioning, Bandung bears a heavy load of development that exceeds the capacity and optimal capacity of Bandung as a growing region. To some extents, it directly affects the performance of Bandung and branding programs to the city. At the same time, Bandung is now experiencing tremendous environmental changes rapidly, whether is

triggered by changes within the country related to flow of democracy and regional autonomy or global level changes, i.e. globalization, free trade, and the soaring flow of information in science and technology. Consequently, Bandung is prosecuted to respond to the challenges by making some changes. Looking ahead, Bandung requires a sharper focus of development to strengthen economic growth and business dynamics that improves quality of life for residents, enhances the competitiveness of cities as well as maintains natural capacity for the development. Focusing on development is significantly needed to contribute and support the preparation of city branding Bandung that theoretically should meet communication channels drawn in competitive identity hexagon by Anholt, the theory used in this thesis.

Moreover to get the strategic position of Bandung, the position has to be able to cope with some competitive aspects. Consequently, empirical finding analysis regarding the positions engaged in relevancy for branding is needed. Looking at the economic position of Bandung as a capital city of a province, Bandung is consistent with its standing as a capital city of West Java Province. Within the province, Bandung is in the front line of West Java Province’s economic by contributing the biggest proportion of province’s economic growth (West Java Province Statistics, 2007). According to Living Cost Survey held by Indonesia Statistics Central Bureau in 2008, Bandung is placed on 8th place in a hierarchy of the most expensive living cost amongst twelve biggest Indonesian cities.

Positioning platform can be made in accordance with the survey of Most Livable Cities in Indonesia and Bandung competitive identity to help find brand position of Bandung.

Table 4.1 Positioning platform

<b>Target customers</b>	<b>Bandung strengths</b>	<b>Bandung weakness</b>
<b>Residents</b>	Public facilities	Congestion
	Creativity	Spatial plan
	Job opportunities	Green open space
	Affordable living cost	
<b>Visitors</b>	Culture and arts	Old buildings
	architecture	maintenance
	natural objects	Pollution
	climate	Campaign
<b>Investors</b>	Wide opportunity for investment	Investment regulations

From the platform, Bandung can be positioned as a city with abounding culture, arts, entertainment, natural objects and creativity. Otherwise, the positioning statement of branding Bandung as follows:

*“Bandung is a prominent tourism destination characterized by amazing landscapes, natural objects, architecture, creative community and flourishing opportunity”*

#### ***4.2. Image of Bandung and some possible brands***

Having positioning statement, the next step is building brand image of Bandung as a way of perceiving the brand which considers image of Bandung both in the past and in the present era. This thesis tries to understand and use the history of Bandung image in the past as a basic perspective in figure out the image expected today for city branding.

Image Bandung in the past, especially in colonialism era, was so impressive to mostly European staying and visiting Bandung. Those images are green, comfortable, and beautiful since in that era many European spend their time just to enjoy the greenery, scenery, and landscapes of Bandung. In this case we can see that green open space can enhance community economic stability by attracting tourists and other business opportunities. People will enjoy life and hang out activities with more time along the green line, offices and apartments in a wooded area and many people will stay with higher price and a longer time. The activities carried out in offices that have a comfortable ambience and convenient surroundings area will provide high productivity.

Table 4.2 Competitive Identity related to City Brand Index of Bandung

CI/CBI	Place	Potential	Pulse	Prerequisites
<b>Tourism</b>	Strategic location, close distance to Jakarta	Various kinds of tourism objects, beautiful scenery, architectural and historical buildings	Performing arts, live music, culinary, factory outlets and shopping centers	Transportation, open space, fresh air, clean water
<b>Brands</b>	Not prominent enough in international scale	Potential local products, local soccer team	-	Government financial support, marketing support
<b>Investment</b>	Centre of National Activities	Increasing economic growth, the biggest contribution for the province's economic, huge population	-	Infrastructure in road, MRT, information and technology
<b>Culture</b>	-	Sundanese culture, arts and performance	-	Facilities for performing Bandung culture
<b>People</b>	-	Creative, friendly, open mind, young people, talented athletes, musicians,	more space for creative community	High schools and universities, education facilities to support human resources, English use

The table concludes components in competitive identity as communication channels related to city brand index as how customers desire the city should meet.

Table 4.3 Bandung's Strengths and Weaknesses in the past and in the present

Bandung image	In the past	In the present
<b>Strengths</b>	Parks Cleanliness Tourism advertising Ambassadors Fresh air Authenticity Beauty landscapes, scenery	Fashions Creative Class Culinary Natural objects Strategic location Education Beauty landscapes, scenery
<b>Weaknesses</b>	Education facilities Infrastructure Investment Human resources	Reduced Parks Infrastructure Low investment Low tourism advertising Congestion Pollution Problems in waste management

Recently, According to Perception Index of Convenience in the survey of Most Livable Cities by IPA showed Bandung image in society's perceptions as a whole is above the average. However, Bandung has not been able yet to become the highest ranked for the Most Livable Cities, because there are some important elements that deserve government attention as standard and poor infrastructure, spatial plan, green open space, and so forth. For example, to lift the identity of the city of Bandung as a city of education that invites a lot of immigrants from various regions and grow a variety of other regional associations, the government can organize events that bring together the various associations with a variety of topics that stimulate cooperation between them, ranging from inter-arts performance area, the game students' academic achievement among regions, the workshop deal with the problems (from physical to social) around the neighborhood students. On the other advantage, Bandung's reputation as tourist attractions, shopping, cuisine, and fashion center as an impact on the growth of creative industries which supported the emerge and availability of various resources pushes Bandung have a tremendous attraction for tourists and investors to do the activities in the city of Bandung. Therefore the positive images of Bandung nowadays that can be built are vibrant, progressive, energetic, and youthful, meanwhile



the negative image of Bandung is also emerged as polluted, and congested. City branding aims to create a positive image of a city from the negative one. Thus, how the negative image of Bandung as polluted and congested city can be cracked by the willingness of government to overcome the problem through a wider city plan.

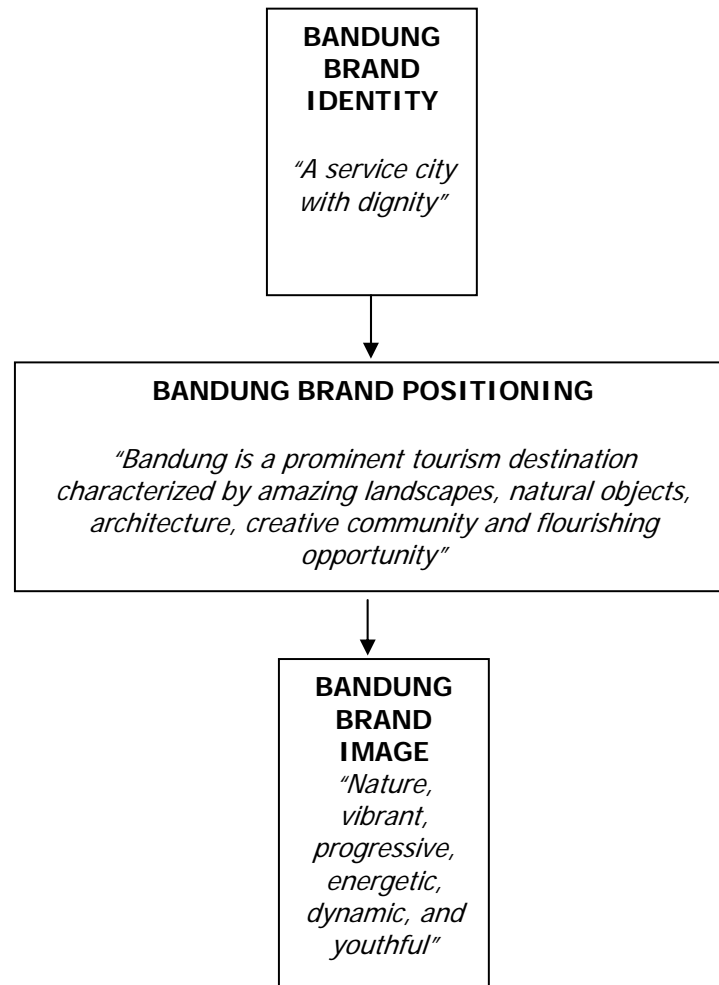


Figure 4.1 Bandung Brand components

#### *Some possible brands*

Identifying brand identity, brand positioning, and brand image, then there are some specific brands might develop for different markets.

The first brand for Bandung is ‘a creative city’. Looking at what booms nowadays in Bandung, a wide selection of creative works in the field of music, film, art, architecture, media, design, technology, traditional culture & heritage, and environment, creativity can trigger Bandung’s

performance especially in economics and human development. Programmes that will be proposed in positioning Bandung brand as a creative city are:

- a. Annual schedule of Bandung Festival that will be arranged as a big event performing Bandung culture and arts, culinary, performance, and any kinds of activities nuances Bandung.
- b. A training program of empowering creativity in local entrepreneurship. Facilitate creative community in several ways to develop creative programs
- c. Creating or highlighting an icon for Bandung. Bandung has already had icons and landmarks albeit they are not really visible and attractive much for the visitors. To come to the more attractive icon, it can be chosen from one of landmarks in Bandung or make a new icon which is located in a strategic location, in the center of Bandung or in the entrance gate of Bandung for instance. The icon can also be a highlighted art work like what Bandung has had for the icon of creative city but it is not enough showing the name of Bandung since it is abbreviated “.bdg”. The purpose of the icon is to stimulate people to visit Bandung and bring a new fresh image of Bandung.

Second, the city will brand Bandung as a ‘historical city’. Identifying Bandung as a city with physical historical values where historic events have taken place. Involvement and public awareness to the building or a place as such is the result of history associated with it. A building or place is considered not only as material evidence of historical stories about a society but as a place for collective memory of a The historical buildings in Bandung can be used as the historic landmarks for this city such as in the area of Asia-Africa street with Asia-Africa Monuments, Merdeka Building, and so forth.

Some programmes that will be proposed here are:

- a. Annual schedule of Bandung historical spots visit. The curriculum of elementary school must include a city excursion visiting Bandung to make every Indonesian child come to Bandung to learn the history directly through visiting the old buildings, museums, and some sorts. Related to the definition and the existing empirical conditions, some educational tourism activities can be placed in Bandung especially for students as a way to get them know the history and understand it in their mind. In the context of market segmentation based on demographic aspects, especially students of elementary and junior high school on the range 6-15 years old have unique characteristics because this generation was born in the middle of modern world with rapid flow of information and technology.
- b. Program of Bandung historical exhibitions. Introducing Bandung through historical landmarks miniature, booklets, souvenirs, and some sorts.

Some activities like doing regional festivals, executing exhibition in the scale of local, regional, national, and international might help creating society’s awareness of brand Bandung.

### ***4.3. Preparedness of Bandung city branding***

Bandung has an impressive image at the past which appears from the image at the past and proved by considerable foreigners who visit and stay in Bandung. In this case, how to rebuild the image that is already embedded in Bandung as the city with numerous advantages that Bandung has in order to gain the positive image in the present. Deeming some aspects in city branding components, there are some perspectives to be discussed to analyze preparedness of branding Bandung. Some notions related to Bandung city branding namely competitive identity, city brand index, and creative class in Bandung that should be supported and improved as follows.

#### *Competitive identity*

Competitive identity in Bandung is such a huge potential that could be more explored and maintained. For instance, Bandung has advantages as a cultural destination since it has a strong culture of Sundanese and enormous particular architectural buildings from colonialism era. Sundanese culture as the original culture of Bandung and art deco architectural styles in colonialism era enrich the culture of Bandung that both are strongly embedded and well-known in Bandung people and characterized Bandung. One of the advantages of Bandung can be seen from the number of tourism objects that can be enjoyed by visitors and tourists. However, looking at the data of tourists who visit Bandung, the visitor rate is not well significant from year to year. Domestic tourists in Bandung amounted to 10 million people per year ([disbudpar.go.id](http://disbudpar.go.id)), while foreign tourists amounted to only 1 million people. The figure was still low in significance for a city with the size and status as Bandung has. Compared to Jakarta, the increasing rate of tourists in 2008 is 24.83%, much over than the previous year, whereas Bandung is about 10 times lower than Jakarta in numbers. It can be seen as an indicator that the campaign to attract visitors is more intensive and pertinent in Jakarta than in Bandung. Bandung somehow lost in attracting tourists to visit Bandung albeit it has various remarkable tourism objects. If we take a closer look at Bandung history, in the colonial period Bandung government, cooperating with private organization, had sort of efforts in promoting Bandung abroad. The result achieved can be seen from increasing number of foreign visitors who wanted to see, visit, and even stay in Bandung as they were interested in the promotion both in printed media and through word-of-mouth advertisement from other people who experienced visiting the city. Currently, the promotion of Bandung was less audible. It can be measured from the data showing visitors or tourists in Bandung not so varied, namely visitors are mostly from nearby cities such as Jakarta and other regions surrounding Bandung, meanwhile foreign visitors are mostly from Malaysia.

#### *City Brand Index*

Components in measuring city brand are presence, potential, pulse, place, people and the prerequisites (Anholt, 2006). Looking at these components, in fact the components should be analyzed as the prominent component as fundamental stimulating city brand, namely the prerequisites. Physically, the city of Bandung lies in a strategic location and in a highland with cool tropical climate which means the climate is cool enough for tropical climate cities, yet warm

enough for temperate and cold climate cities such as European cities. This should be a competitive advantage for Bandung.

In historical perspective, Bandung has been functioned as a resort town that now the function has changed to support Bandung as a capital city of the province and be one of the metropolitan cities. Various physical structure and infrastructure had been built following the various demands and striving to support the development activities of the town. Physical infrastructures are built starting from the infrastructure and facilities of government services, education, research, trade, financial institutions up to other support facilities such as drainage channels, roads and other facilities and infrastructure. However, the condition of the physical development of Bandung has not shown sufficient regularity yet to support the physical achievement of the city. These conditions are spurred by the increasing number of population as of birth rate and high migration and urbanization, with various activities and objectives ranging from education, trade, offices, and tourisms. High population density that is equal to 138 inhabitants per hectare and 1.59% population growth rate, regarded as one of the causes of imbalance of corresponding to infrastructure services and utilities of the city.

In terms of infrastructure and utilities of the city, Bandung nowadays gets an imbalance between the public sector provisions and the dynamics of activities in the city, thus the level of service has not been optimal. One of the main factors in decreasing the image of the city of Bandung is transportation. Heavy traffic flow and traffic congestion levels become a serious problem in preparedness for branding Bandung. Moreover, the poor quality of the environment factors namely air pollution and traffic jam can affect the quality of inhabitants' life. Traffic density is getting higher especially on every weekend that makes Bandung less comfortable.

Concerning the problems, in the short term, in preparing city branding Bandung requires a drastic change in policy direction to ensure the future of Bandung when city branding is ready to be launched. Restraining flow of environmental damage, some planning in environmental issues are considerably required, such as immediately rehabilitating urban green space, reducing air and water pollution, and adding more public spaces. Acceleration of infrastructure development is important and urgent to overcome bottlenecks traffic congestion especially in Braga Street and Juanda Street. City's transportation infrastructure might be focused on the mass rapid transportation (MRT) based on highway and railway.

### *Creative class*

Amid the competition within the era of globalization, Bandung is required to have competitiveness as requirements in branding and a striving power to increase economic growth. The growth of creative industries initiated by creativity by Bandung youngsters is very promising since it could become the locomotive for economic growth at macro level, but it must be acknowledged that Bandung has so much economic potential yet still untapped and has not utilized optimally. In terms of creativity, the people of Bandung show a new relationship pattern with public spaces in Bandung, namely various activities and celebrations conducted on the main streets, i.e. Dago Street, Cihampelas Street, and other streets. Those streets become a public

place which then individuals use the spaces to express their creativities and enjoy others' creativities. Mostly, many music performances are sponsored by a clothing company which then developed well and started to have economic power. This phenomenon has to be more concerned by government that the emerging and development of clothing industries in Bandung in fact trigger the development of new small industries which are based on creativity as well. Creative class does not merely emerge because of some reasons of regional or national economic condition, but it emerges as the creative people want to live in that region, thus they can win global competition resulting high economic outcomes in the form of innovations (Florida, 2004). In Indonesia, especially in Bandung, creative class started from the existing potentials, the basic culture of Bandung people that come up with their potentials named creativity. The matter is many creative communities in society have not been promoted to industry and encourage the economy. The problem is the local industry has not been empowered and supported enough in terms of funding, trainings and workshops, and other supporting resources. Therefore, this creative community tries to find more conducive place to express their creativity even outside their region. In this case, how to make creative people stay in their own region has to be a government's agenda and can be stated in branding objectives.

Basically, Bandung can be claimed as the city that has a lot of potential and has already prepared to respond the economic wave through branding. Talented youths, the number of colleges and the best schools owned, ease of access to technology, and the characteristics of a friendly society and an open-minded to the differences and changes, the rise of the creativity that was driven by the youth are the hallmarks of Bandung compared to other cities in Indonesia. Those flourishing phenomena can be seen as the advantages of Bandung that strengthen the elements for branding Bandung that has to be well treated to overcome the constraints.

### **Collaborative strategy**

Bandung needs support from government and various relevant stakeholders to be able to explore all of the benefits of Bandung in order to prepare the city facing a global world. Brand building program in collaborative way involves experts from multi disciplines, society to accommodate opinions and aspiration, and other relevant stakeholders. Practically, to realize Bandung city branding that matches the characteristics of Bandung, collaboration with various parties, the collaboration of private and public parties for instance are able to implement city branding for a long term. The city government became the main actor in this effort, supported by experts from NGOs, financial supporters, capital owners, branding consultant as well as society who are important to understand to support branding campaign and programs. With such this synergy of relevant stakeholders, Bandung is expected to have a brand which is successful to gain the objectives.

The figure below tries to look how a collaborative strategy among stakeholders in city branding Bandung. All stakeholders are responsible for making a good coordination, cooperation, and in such a way that they involve in their fields to support city branding.

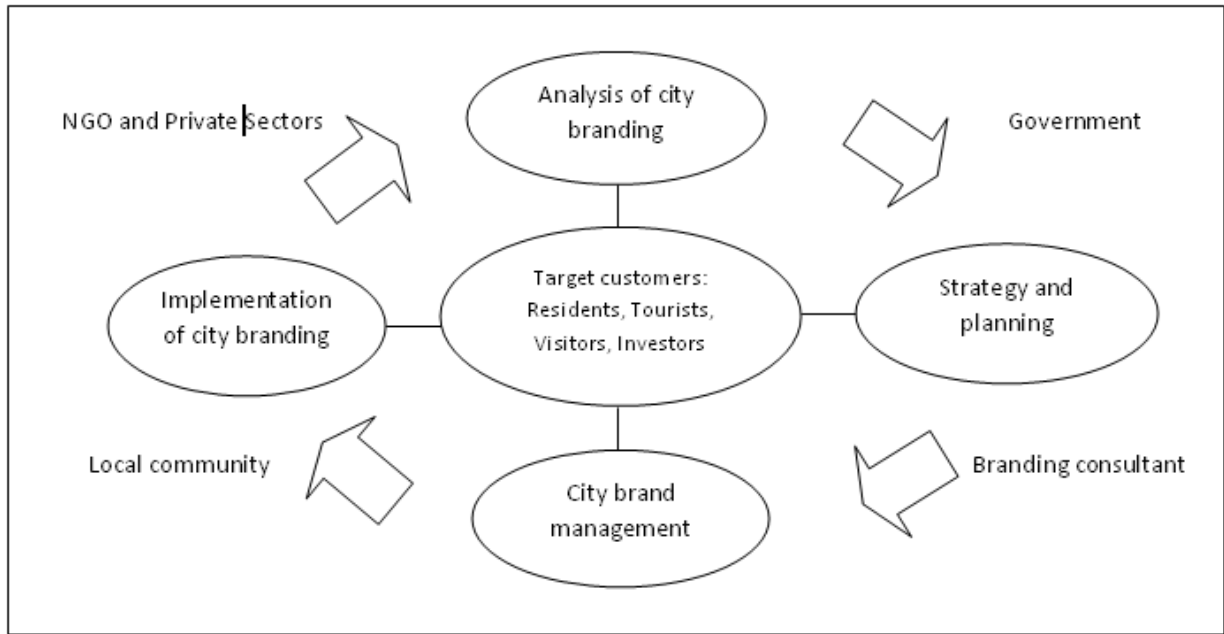


Figure 4.2 Collaborative framework of city branding

### Implications for planning policy

In terms of the preparedness of Bandung doing city branding, it needs a more directed policy in urban planning. The main issue emerges that should be followed up then is whether urban planning policy has heading for the preparedness of Bandung city branding. When a city branding is done or will be done, whether or not the planning including regulations related to the elements of city branding, namely tourism, investment, infrastructure, human resources, and so on has been a considered things in enhancing Bandung preparedness towards city branding? Analyzing the empirical aspects in Bandung, this thesis finds that the vision of the city as ‘a service city with dignity’ has resulted an urban planning policy that sufficiently supports the vision, albeit it still needs more consideration. Bandung development plan has comprises many elements in city branding. However, the matter being highly consideration in this thesis is the need of seeing city branding from the perspectives of target customers. It means that what customers desire, expect, yearn from the city. This kind of demands can be a guideline to put that into Bandung development plan. For instance, the image of Bandung in the past is Bandung with many green parks spreading over the city which is then called Bandung the flower city. Fresh and unpolluted air is kind of what people wants the city should be as it was in the past. Further, Bandung Parijs van Java with its famous Braga street means that the street should be as it was in the past, namely clean, many events held, and so on. Otherwise, the city is known for its natural tourism objects. Accessibility towards the places can be enhanced more by building facilities and infrastructure which resulted in better services for visitors or tourists. In additional, accessibility

from outside Bandung either from other Indonesia cities or from abroad needs a considerable attention in planning.

This kind of practical idea needs to be accommodated to the policies that props up city branding efforts. The most fundamental thinking in this thesis is to understand city branding, it needs an integrated plan. It cannot stand alone without interdependency one another. City branding requires having forethought as a basic for the preparedness of Bandung towards city branding. This thesis needs further analysis and research to implement the idea into policy discourses in terms of contributing to city branding efforts in Bandung.

## **Chapter V**

### **Conclusion and Theoretical Reflection**

#### **Conclusion**

To encounter some major problems, namely economic crisis and regional autonomy policy in Indonesia cities including Bandung, governments try to generate the economic growth by many ways. One of the ways is city branding. City branding as one of the ways for city encountering globalization challenge has become an essential action in government planning. Looking at some literatures, a survey of Most Livable Cities done by Indonesian Planner Association in 2009, history and statistical data, this thesis tries to analyze the preparedness of Bandung towards city branding.

Bandung current condition associating with several components in a competitive identity as communication channels shows that Bandung has a potential base that can notably support branding Bandung. Prerequisites including basic facilities and infrastructure of a city are of importance in city branding. With a sufficient infrastructure of information and technology, the existence of the universities of international achievement, relatively low rate of cost of living, numerous potentials in creativity, fashions, and culinary, Bandung should be able to look ahead at plan implementation for Bandung development in more global world. Image of Bandung in the past and the government's efforts ever being through at that time was still more or less inherited in image Bandung at present. The image is seen from the use of icon Parijs Van Java Bandung on one of shopping area in Bandung, Bandung unique culture such as Angklung which becomes the traditional music that is performed in many countries and be one of ambassadors in branding Bandung, and ancient buildings from colonialism era that has specific art deco architecture. They all are kinds of tools to impress people to come to Bandung.

Taking a deeper sight at city brand index as indicator to measure city brand, Bandung might be ready for supporting the position of Bandung as 'a service city with dignity' if physical infrastructure is more concerned and the spatial plan is more deemed. It cannot be neglected that transportation system is one of vital infrastructure to prop up city branding, especially if the city has been a backbone for provincial economic growth such Bandung for West Java Province. Further, in national scale Bandung has a position as one of the centers of the National Activities which must also hold several public events from outside Bandung. The preparedness of facilities and physical infrastructure of the city, especially the road infrastructure is of a great need to be tackled to prepare Bandung towards city branding.

Concerning all elements in city branding, Bandung government still has time to prepare the city doing city branding in the near future. Bandung will be ready with a plan of development that strengthens the branding of Bandung. Branding Bandung should be able to communicate clearly what kind of Bandung, anything they had, and why it deserves world attention. Thus, anyone



who travels to the city of Bandung, or Bandung residents, can explain in brief the city's image and automatically keep the positive image of the city in their memory.

Residents or city communities play an important role in city branding as ambassadors within the city. City branding highly depends on the attitude and behavior of people's behavior to the changes existed. City branding cannot be done in such a quick way. City identity comes from every single aspect in a city, for instance, community behavior, history of the city, and the values of city belongings. Further, a successful city branding depends on its people, consistency and continuity of the implementation of Bandung's unique identity expected to be a unifying element of the city. Branding that is built up collectively and by community-based program involves all parties, government, private sectors, non formal organizations, and community. Thus, if government has a strong willingness to attract target customers in city branding in a significant way, with the promise made in branding Bandung, i.e. all the comfort and uniqueness of the city, then there are a lot of city branding elements in Bandung that should be improved. City branding requires willingness from the key actors in city branding and mutual efforts from various parties to actualize city branding. Further, some ways in branding including socialization must be implemented by all stakeholders, both central and local government, private sector and investors, as well as by the community itself. Thus, the competitiveness of Bandung City will be increasing in line with the improving image of Bandung.

### **Theoretical Reflection**

- (1) In theory proposed by Simon Anholt, there are six communication channels that should be linked one another, namely Tourism, Brands, Policy, People, Culture, and Investment. Looking at a city like Bandung, it does not need to see policy as one of key factors of city branding since policy is mostly related to a nation, not a city.
- (2) This thesis found that creative class is kind of important factors for city branding. Creative community is such an anchor to make a city attractive and more alive.
- (3) Image in the past should be looked more seriously to get city identity. It can also be seen as a learning tool from the past to find the original image of the city and to see how a city is promoted to get people come.

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