

Exploring and Measuring City Brand Personality in Small Cities

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Abstract—City branding strategy has received considerable interest since it play an important part in promoting city competitiveness and uniqueness. The purpose of this research is to analyse in more depth the dimensions of the City Brand Personality of three small cities in East Java Indonesia, as identified in previous research. Survey method was employed through questionnaires involving 360 residents in three cities to assess five dimensions of brand personality with a total of 42 personality traits from Aaker’s Brand Personality Dimensions and Traits represented the city. The result of the research using descriptive statistical analysis shows that the city branding communication used by the three different cities have similarities, in terms of involving the residents to participate in tourism activities, selecting tourism ambassadors, and actively conducting activities in the form of festivals and sports events to attract the tourists visitation to their area. In terms of brand personality dimensions, it was found that Batu city and Banyuwangi regency possessed characteristics of full excitement, while Surabaya city was considered full of competence. In addition, those cities were far from ruggedness. This examination of city brand personality as an application of city branding communication would extend the brand personality framework to city branding study.

Keywords—*brand personality; city branding; small city; Indonesia*

I. INTRODUCTION

American Marketing Association defines the brand as “a name, term, sign, symbol, or design, or combination of them intended to identify the goods or services of one seller or groups of sellers and to differentiate them from those of competitors” [1]. A strong brand is able to influence consumer mind, not only about products and services offered, but about how services are provided to consumers and how its influence on purchase decisions. Strong brands also have a unique position in the minds of customers [2]. In addition, strong brands are also able to attract consumer interest even though the quality of goods is the same as other products.

A country, nation, region or city also has the same brand position with a product brand called Place Branding or City Branding. City Branding or Place Branding began to emerge due to intense competition between cities and between countries around the world as competitiveness in improving the economy of the region. According to Anholt in Moilanen and

Rainisto, City Branding is the image management of a destination through strategic innovation and economic, social, commercial, cultural, and governmental coordination [3].

City Branding is defined as part of the concept of brand. The regional manager makes a name, logo or combination of these things to identify the potential of the region. It means that regional managers create a brand in accordance to the potential of their area through city branding. City branding as a new concept in developing the tourism potential has an important role in promoting tourism destination as an object of business. Indonesia as a country that has potential nature and culture tried to promote its tourism destination and adapt with the competition among other country in promoting their tourism destination with modern city branding concept. Seeing this condition, Indonesia which has many areas as tourism objects is begin to introduce its tourist area in various regions. Therefore, the government uses city branding to make the area easily recognized by tourists.

This is in line with Law Number 21 Year 1999 which is then enhanced by Law Number 32 Year 2004 regarding regional regulation which contains about regional autonomy. In accordance with the regulation, various regions began to explore the potential of the region owned. According to Chaerani, the strategy of increasing regional income through the tourism sector has also occurred in Indonesia since the enactment of regional autonomy [4]. Therefore, the aim of this paper is to determine to what extent the content of city branding tagline is linked to the city brand personality traits considered desirable by residents in three small cities in Indonesia.

Owing to the fact that cities are more and more using non-functional aspects of the brand in the branding process, the recognition of the level of using of desirable city brand personality traits (as a one component of its identity) in the process of creating a familiar image of place by their tagline appears to be an essential research area. The desire to capture the distinctions between the cities in terms of the level of relationship between tagline and the desired of the city brand personality traits, as well as to determine to what extent the various dimensions of brand personality are used in tagline were the additional impetus of this paper.

II. LITERATURE REVIEW

The literature analysis on city branding shows that there is a great heterogeneity in understanding “brand personality” concept resulting from different ways of conceptualizing this idea. Some scholars identify brand personality as brand image distinguishes it from other brands, while others narrow the brand personality understanding only to the set of non-functional characteristics of the product. Furthermore, there is a several researchers who identify the brand personality associated with the product (service) image for the user [5]. However, the most frequently quoted definition of the brand personality is proposed by Aaker, who states that the brand personality is “a set of attributes or personal characteristics associated with the brand” [6].

The issue of brand personality associated with the concept of identity is defined by Aaker as “the unique set of associations that brand managers want to create and maintain” [7]. From this managerial standpoint, a place brand exists only if it is the result of a branding process that can be defined as designing, planning and communicating a brand identity to build and manage the image of the city. Basically, branding is the primary transition process (beginning) of the city asset (identity) into a desirable picture [8]. Many authors have conceptualized the notion of identity as a multidimensional construct, in which the brand personality is a very important component, for example Aaker and Joachimsthaler identify the elements of brand identity from four perspectives including brand as product, brand as organization, brand as person, and brand as symbol [9]. This brand personality is important for image because it basically reflects the emotional side of this conceptual category includes both, emotional and cognitive aspects associated with the brand [10]. Therefore, identity refers to the sender, and it defines the organization's aspirations relating to how the brand will be perceived. In turn, the brand image refers to the importance it attaches to the product by the consumer. This is based on experience, impressions, and perceptions of functional, emotional and symbolic benefits of the brand, and portrayed by the recipient [10].

The literature shows that the brand image is embedded in hard and soft associations caused by product attributes (also places), where the former refers to material (e.g. functional or physical) properties, and the latter for tangible features. The brand personality is based on the “soft” (intangible) association, and includes the emotional side of the brand image [11]. Plummer defines the brand personality as a characteristic of the human attributed to the brand in order to facilitate communication of the physical elements and brand attributes in relation to the consumer [12]. Plummer further emphasizes that the brand personality must be considered from two perspectives: first - how the brand itself is in the environment (brand identity, the sender side), and second - what is the current social perception (brand image - the recipient side) [12].

Currently, cities around-the world are increasingly using marketing techniques in their philosophy and practices of administration and governmental. However, this transfer of marketing knowledge to the city's operational environment is faced with several challenges, mainly due to the specific nature

of the city in general, such as valuable assets in certain cities [13]. Many place (as well as cities) in the world offer the same products and the only way for them to survive in a competitive market is to develop a unique identity. Like product brands, place branding is a combination of place and added value, functional and non-functional characteristics [14]. According to Ahmad et al, today cities are interested in improving brand image and value by maintaining their competitive advantage [15].

Actually, cities increasingly use the functional and non-functional aspects of the brand in the branding process to identify the desired level of adoption by a city or the characteristics of the city brand's personality (as one element of its identity) in the process of building the image of the place, which it becomes an critical issue to explore. In this context, this study aims to determine the extent of strategic communication of tourism in three small cities in East Java, namely Batu City, Surabaya City, and Banyuwangi Regency which is perceived by the community through the brand personality dimension with their city branding respectively. The study also aims to capture the level of distinction between cities in terms of desirable traits of city personality, as well as to determine the extent to which the various dimensions of brand personality are used in strategic communication tourism of each Batu City, Surabaya City, and Banyuwangi Regency.

The results of this study are expected to contribute practically and academically. In practical terms, this research is generally intended to find the relevance of the brand's central concept for the city brand and to try where to offer a common brand personality approach to developing and managing the city's brand. In addition, this study is expected to contribute to the consideration of local governments to assess the appropriateness of specific branding to the city with the latest development of the application of product brand concepts and specific methods developed in this field as an alternative approach to city brands in order to promote their city better. For academic contribution, this research is expected as an insight in marketing management theory regarding the concept of brand personality which is applied especially to a city that already have city branding, beside as additional information for future researcher who is interested in similar study.

III. METHODOLOGY

This research uses descriptive research type. The approach taken is to use a qualitative approach. To answer the problem formulation, qualitative approach is done because basically this research is not intended for hypothesis testing. To clarify the qualitative nature of certain aspects of the city brand (especially when assessing the personality of a city), additional information through open questions is also made. Such an approach helps research to define and analyse a number of quantitative variables, which are placed in the context of qualitative research.

This research was conducted in Batu City, Surabaya City, and Banyuwangi Regency. The selection of the location is based on the consideration that Batu City, Surabaya City, and Banyuwangi Regency are areas that have the concept of City Branding, where Batu City is famous with the slogan “Kota

Wisata Batu (KWB)" or "Batu Tourism City" which is then changed into a more philosophical slogan "Shining Batu", Surabaya City with "Sparkling Surabaya" and Banyuwangi Regency known as "The Sunrise of Java". In addition, the City Branding is currently being heavily promoted to achieve imaging as a tourist city that has a broad impact on the image of the city. This study involves a total of 360 residents located in three cities with the allocation of 100 residents of Batu City, 140 residents of Surabaya City, and 120 residents of Banyuwangi Regency.

Qualitative questionnaires were developed based on Brand Personality Dimensions and Traits from Aaker, which were viewed from five dimensions consisting of Sincerity, Excitement, Competence, Sophistication and Ruggedness to evaluate city branding of Batu City. Based on literature review, 42 Brand Personality Dimensions and Traits from Aaker were assessed by the respondents to find the best matches in order to illustrate the brand dimensions and brand personality of the three cities selected as the object of the study [6]:

TABLE I. AAKER'S BRAND PERSONALITY DIMENSIONS AND TRAITS [6]

Sincerity	Excitement	Competence	Sophistication	Ruggedness
Down to Earth	Daring	Reliable	Upper Class	Outdoorsy
Family-Oriented	Trendy	Hardworking	Glamorous	Masculine
Small-Town	Exciting	Secure	Good looking	Western
Honest	Spirited	Intelligent	Charming	Tough
Sincere	Cool	Technical	Feminine	Rugged
Real	Young	Corporate	Smooth	
Wholesome	Imaginative	Successful		
Original	Unique	Leader		
Cheerful	Up to date	Confident		
Sentimental	Independent			
Friendly	Contemporary			

The qualitative data will be processed and presented using descriptive analysis presented in the distribution of frequency, mean, median and mode and also in the form of categorization and grouping based on adjectives desirable personality characteristics of the city brand, then assigning the adjective to the identified brand personality dimension by Aaker Sincerity, Excitement, Competence, Sophistication and Ruggedness from city branding Batu City, Surabaya City, and Banyuwangi Regency [6].

Qualitative analysis of the answers provided by the community is analysed using content analysis (including analysis of slogans from the city as well as marketing activities undertaken. Content analysis is a technique used in the analysis of texts of various types [16]. This method is useful in studies conducted in the social sciences, especially in areas related to advertising and promotion [17]. During the later stages, from the resulting list of desirable personality traits of the city brand, it was decided to assign the adjective to the brand personality dimension identified by Aaker namely sincerity, excitement, competence, sophistication, and rudeness [6]. In addition, the open questions collected in this study were analysed to confirm community responses and interpretations regarding the characteristics of urban brand personality. The data analysis procedure is subjective, based on the knowledge and intuition of the researcher, which should be treated as one of the limitations of the interpretation of the results obtained.

IV. RESULTS

This research involved a total of 360 residents located in three cities consist of 100 residents of Batu city, 140 residents of Surabaya city, and 120 residents of Banyuwangi regency with a various demographic characters and duration of domicile in their respective places. Residents in these three cities have various levels of education ranging from elementary, junior high, high school, undergraduate, and master degree, although the majority residents in the three cities are hold high school and bachelor degree level. For the age category distribution, the majority participants of the research are under 30 years old. The distribution of participants' gender between men and women in the three regions was also nearly equal. For the length of stay most have been domiciled for five years or more.

TABLE II. SOCIO DEMOGRAPHIC PROFILE OF RESEARCH INFORMANT

Descriptions	Batu City	Surabaya City	Banyuwangi Regency
Education level			
Elementary School	3	5	9
Junior High School	4	4	18
High School	40	58	64
Bachelor Degree	51	56	18
Master Degree	2	17	28
Total	100	140	120
Age			
< 30 years old	45	87	79
≥30 years old	55	53	41
Total	100	140	120
Gender			
Male	35	88	62
Female	65	52	58
Total	100	140	120
Length of stay			
<5 years	10	63	22
5 – 10 years	20	17	10
>10 years	70	60	88
Total	100	140	120

Strategic communication conducted by the manager of Batu City was in various ways, for those community, investors, as well as visitors or tourists. Although according to some researchers consider the communication of Batu City tourism has not quite maximized, but it can be considered relatively better than with other areas that have the same potential. This is evidenced by the continued flow of visitors from outside the region of Batu every day, every weekend, and every long holiday. Even in 2015 reached 3.5 million visitors come to Batu City. No wonder if on each day the rise of visitors and the traffic jams are often colouring every part of Batu City.

Strategic communication undertaken by the Batu City Government for community aims to give awareness regarding the importance of Tourism for the Batu city. Thus, the residents of Batu City participate in maintaining the existence of Batu city as a tourism city. This is evidenced by several interviews with residents that respond positively to all of the policies applied by the local government. Residents' responses were demonstrating in the form of support to maintain security stability and conduct activities that support tourism activities in Batu City.

On the other hand, strategic communication for the investors intends to provide easy access of permissions in

supporting tourism activities in Batu City. Therefore, many artificial tourist destinations such as Jatim Park 1, 2 and 3, Museum of Transportation, Batu Night Spectacular (BNS), Kusuma Agrowisata Park, and other destinations, as well as accommodation (infrastructure) such as hotels, guest houses and villas supported the development of tourism strategies of the city. As recorded, the number of hotel was gradually increase from about 473 in 2012 to 477 in 2013, and 500 hotels in 2014 for both starred hotels and non-starred hotels.

The communication strategy for tourists is by promoting that the city will provide security and comfortable place for them to visit. Not only the security, but also the availability of complete supported facilities and the distance between destinations that are not too far is an interesting strategy to attract potential visitors. This communication is done through various ways, both through the virtual world (web, and other social media), also by making leaflets, hold a Tourism and Cultural Events) on particular days. By doing strategic communication into the three parts of City Branding, Batu city with their tagline “Shinning Batu” can be recognized. This strategy cannot just rely on only one strategy that became the focus of communication. Therefore, integrated communication strategies cannot be separated from one another because they are interrelated.

Various kinds of strategic communication policy for the tourism sector were implemented in Surabaya. Although this region not focusing their area as tourist destination, Surabaya still considering by people Surabaya as a capital city of East Java province in which there are provincial government centres, business centres, education centres, and various centres of people activities. Therefore, Surabaya City Government should perform strategically in order to develop their tourism sector. Strategic communication for tourism sector was conducted by tourism ambassadors’ selection event for promoting Surabaya city. Another thing is to organize some art festivals in Surabaya as well as to invite the visitors in order to visit, not because there is intention to do business or government affairs and education. Not only that, the Government of Surabaya City is also implementing revamping of Spatial and Regional Planning, so that initially famous for slum area becomes a very interesting place to visit. These activities are realized with the addition of green spaces, cleaning times, ditches, and so on.

Similarly to Surabaya City and Batu City, Banyuwangi Regency also implements tourism strategic communication. This reason is because Banyuwangi Regency has many places to visit regarding tourism destination, considering the number of visitors or tourists increase every year. The objective of this strategy is very clear for obtaining a local income (PAD) greater from tourism sector. The activities were carried out by conducting a selection of Tourism Ambassadors of Banyuwangi Regency, which commonly known as "Jebeng-Thulik Election." The objective of this event is to promote tourism beyond the region. Another activity is to hold various festivals that are both traditional and modern, sports events, and so on. The goal is to bring tourists to Banyuwangi. The action was successful with the evidence of increasing number of tourists visiting both domestic tourists and foreign tourists.

Similar to the human, brand personality of a city is a benchmark that becomes a reference for someone to visit or even stay. Referring to Aakers [6] research on Brand Personality through City Branding is also measured by five dimensions including Sincerity, Excitement, Competence, Sophistication, and Ruggedness. In this research, finding was reported in aggregate and per region.

TABLE III. MEAN SCORE OF BRAND PERSONALITY DIMENSIONS FOR BATU CITY

No	Brand Personality Dimensions	Mean score
1	Sincerity	3.63
2	Excitement	3.95
3	Competence	3.69
4	Sophistication	3.49
5	Ruggedness	2.80

In this study shows that the Batu City brand image according the residents perceptions is full of excitement. The average value of this city brand personality dimension is 3.95. This proves that Batu City is a representative place for people to seek an atmosphere of joy. The excitement may not be available elsewhere other than Batu City.

Coming to Batu City is identical by eliminating the nausea of daily activities. The conditions that support this statement are the availability of various recreational facilities that are natural or artificial. Nature themes and playful are available. Also available complete accommodation ranging from the cheapest to the most expensive, as well as the atmosphere which is cool atmosphere because it is a mountainous region. This destination is not only for certain segments, but for all types of segments. Other support is in the form of friendly people and is open to anyone who enters the area for travel so visitors feel safe when visiting Batu City.

The lowest brand personality picture is that Batu City is full of roughness and full of western style. The average value is 2.8. This shows that Batu City is a city full of peace, safe, without any interference. The guarantee of a conducive atmosphere from various stakeholders that integrated makes it far from a rough impression. The people feels is a friendly atmosphere and intimacy between visitors and the community.

The average value of 3.63 represents personality Sincerity, 3.69 for Competence, and 3.49 for sophistication. This results show that Batu City is not left behind in the matter of competence and sophistication. Which means that the city should always being active in keeping up with existing developments so as not to miss out on everything. This city is having sincerity which is the main capital of tourism activities. Under these conditions, Batu City is indeed worth creating City Branding “Shining Batu”. This tagline integrated three difference sectors which are Agricultural Sector, Tourism Sector and Education Sector. This agriculture sector supports in food security as well as supporting tourism activities. The tourism sector is the main activity that can be relied upon in supporting the economy. Also the Education Sector as a provider of human resources to develop the two previous sectors.

Although initially predicted the majority answer from the people of Surabaya City implied that the city identical with rudeness. During this time, when talking about Surabaya City most of people always refer to a very tough city. Apparently, this personality characteristic was not so for the Surabaya residents. The description is as follows:

TABLE IV. MEAN SCORE OF BRAND PERSONALITY DIMENSIONS FOR SURABAYA CITY

No	Brand Personality Dimensions	Mean score
1	Sincerity	3.61
2	Excitement	3.93
3	Competence	3.94
4	Sophistication	3.55
5	Ruggedness	2.97

The most representative attribute by respondent of Surabaya City is a city which has Competence. Competence can be interpreted as a city that is able to accomplish manage any tasks provided. This is reasonable since Surabaya is the capital city of the province with very adequate facilities and is the second largest city in Indonesia. Education, business, tourism, government centres, jobs, transportation facilities, etc. are available with high quality. Not only that. Various achievements of Surabaya City at national and international level by the government, both new and old achievements, by the community individually and society individually. Achievement is as if more convincing that the city of Surabaya has the attribute Competence. The achievements include both national and international levels. The people of Surabaya City do not want to call the city as a city with a full of ruggedness. As for sincerity, Excitement, and Sophistication almost have the same average value. For about 3.61 for sincerity, 3.93 for the excitement, and 3.55 for sophistication.

For measuring Brand Personality of Banyuwangi Regency is using the similar Brand Personality measurement of Batu City and Surabaya City, which refers to Aaker’s dimensions of Brand Personality [6]. This dimensions consist of five dimensions including Sincerity, Excitement, Competence, Sophistication, and Ruggedness. This research reported the results in aggregate and per region.

TABLE V. MEAN SCORE OF BRAND PERSONALITY DIMENSIONS FOR BANYUWANGI REGENCY

No	Brand Personality Dimensions	Mean score
1	Sincerity	3.92
2	Excitement	4.01
3	Competence	3.95
4	Sophistication	3.51
5	Ruggedness	2.68

The most prominent thing to represent Brand Personality of Banyuwangi Regency is "Excitement" with an average rating of 4.01. Such condition describes and strengthens Banyuwangi Regency as one of the tourism destinations. The purpose of people recreation is looking for joy. Many tourism facilities in Banyuwangi Regency can be visited by tourists. Banyuwangi Regency has complete tourist destination from nature tourism, as well as artificial. Not only tourist attractions that have a

natural beauty, but there are also tourism cultural, and religious events. Visitors (tourists) just make the choice to find a joy atmosphere that chill according to the taste of each tourist. The condition of this place made Banyuwangi Regency become one of places that attract visitors to visit the city for short or long term. Since there are many places can be visited for one trip. Visitors simply choose beach tours, mountain tours, cultural tours, plantation tours, or agricultural tours. Not only natural, artificial tourist destination is also available. The tourist attractions in Banyuwangi are as follows: Alas Purwo National Park, Ijen crater, Grajagan Beach, Plengkung Beach, Rajegwesi Beach, Sukamade Beach, Trianggulasi Beach, Blimbingsari Beach, Red Island Beach, Watu Dodol Beach, Baluran National Park, Telaga Umbul Pule, Lider Waterfall, Kali Klatak, Pool Jatisono Swimming, Kancil Clumps, Wonorejo Waterfall, Plantation and Kalibendo Waterfall, Suruh Park Baths, Mirah Fantasia Waterboom and Bird Palace, Alam Indah Lestari (AIL) Rogojampi, Pancoran Rogojampi Tourist Park, and Osing Tourism Village. Although the highest average value of Banyuwangi Regency is Excitement, it does not mean the average value of any other brand personality is low. The average value of Sincerity from Banyuwangi Regency is 3.32, Competence 3.95, Sophistication 3.51, and Roughness 2.68. The highest value of joy, the lowest value is Roughness, which means the people of Banyuwangi Regency do not like to be called its territory as an area that is identical with rudeness.

When compared across the region, the area assessed by the residents has the impression of personality Sincerity is the most powerful is Banyuwangi with an average value of 3.92 and followed by the city of Batu that is 3.63 and the city of Surabaya 3.61. Further impressions of personality Excitement (joy) is the most powerful is Banyuwangi with an average value of 4.01 and followed by the city of Batu that is 3.95 and the city of Surabaya 3.93. For the Competence brand personality dimension (Competence), Banyuwangi regency is considered to have the highest average value which is 3.95 and followed by Surabaya that is 3.94 and Batu City is 3.69. In the case of Sophistication (Surabaya) sophisticated personality impression, the city of Surabaya is superior with an average value of 3.55 and followed by Banyuwangi that is 3.51 and Batu city is 3.49.

TABLE VI. MEAN SCORE OF BRAND PERSONALITY DIMENSIONS FOR EACH CITY

No	Brand Personality Dimensions	Batu City	Surabaya City	Banyuwangi Regency
1	Sincerity	3.63	3.61	3.92
2	Excitement	3.95	3.93	4.01
3	Competence	3.69	3.94	3.95
4	Sophistication	3.49	3.55	3.51
5	Ruggedness	2.8	2.97	2.68

Furthermore, for a negative personality impression of Ruggedness (Roughness) it is found that the three cities are of considerable value and can be significant if they are not responded well by the local government. The largest average value owned by Surabaya City is 2.97 and followed by the Batu City which is 2.8 and Banyuwangi Regency which 2.68.

The results of this study are in line with Biel's opinion that brand image is embedded in "hard" and "soft" associations caused by product attributes (in this case), where this refers to material (e.g., functional or physical) properties, and the latter for tangible features [11]. The brand personality is based on a "soft" (intangible) association, and includes the emotional side of the brand image. These results also indicate that brand personality can be attributed and associated as a characteristic of the human, in which the brand is used in order to facilitate communication of the physical elements and attributes of the brand itself in relation to the consumer [12].

The results of this study enrich the results of previous research on the use of the concept of brand personality, which is usually applied in the process of branding products into concepts that can be applied in various cities in the world. This research supports previous research by Emin Emirza and Seri [18] in Turkey, Głinska and Kilon [19] in Poland, Dickinger and Lalicic [20] in Switzerland. The measurement of the territorial brand personality is in line with Gorbaniuk's view, which can be used as a universal tool for measuring city/region/country imagery of certain associations related to territorial units, and thus, allowing a wider comparison of different objects [5].

V. CONCLUSION

From research results that have been described previously, this study came to the conclusion that strategic communication strategy undertaken by the three areas almost similar that is by giving awareness to the community about the importance of tourism sectors. Thus, the community participate in maintaining and supporting the existence of the tourism city. Besides, the other activities held are to conduct the selection of tourism ambassadors, and organize various festivals and sports events. This strategy proves that the three regions have succeeded in communicating to their community to support the government program which is self-infused into tourism city with city branding "Shinning Batu" for Batu City, "Sparkling Surabaya" for Surabaya City, and "The Sunrise of Java" for Banyuwangi Regency. Awareness to the community grows to participate in tourism activities by creating a conducive and safe atmosphere for tourists. Thus, people welfare in terms of their economic activities and local or regional income will also increase from the tourism sector.

The public perception about brand personality towards Batu City, Surabaya City, and Banyuwangi Regency is that Batu City and Banyuwangi Regency have characteristic full of excitement, while Surabaya City is a person full of Competence. In addition, residents agree that the three regions are far from ruggedness. This condition is in accordance with the vision, mission and goals of each region. Batu City and Banyuwangi Regency are tourism oriented, while Surabaya is not only have a vision as a tourism destination, but also establishes all communication strategic to manage its territory better.

In this research, the recommendation that can be given is that the community, government, and other stakeholders from the three regions (Batu City, Surabaya City and Banyuwangi Regency) should be able to maintain the brand personality that

has been attached to each region so that the tourists expectation of their visitation match with the reality obtained, namely to get a excitement atmosphere, comfortable and safe. Not only maintained, but the brand personality should be able to be developed in other positive ways, including Sincerity, Competence, Sophistication. This strategy should be done since basically the personality is mutually support one another so that the marketing communication strategic of tourism through City Branding become stronger in the minds of community in general and tourists in particular.

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