



EVALUATION OF SMART BRANDING TANJUNGPINANG SMART CITY STRATEGY DEVELOPMENT: EMOTIONAL, FUNCTIONAL, AND SMARTNESS VALUE

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ABSTRACT

Tanjungpinang is one of 100 cities designated as Smart City pilot cities by the Government of the Republic of Indonesia. One of the strategies that the Tanjungpinang City Government must develop as part of this masterplan is a Smart Branding strategy that focuses on the image and brand of Tanjungpinang City. This research evaluates the development of Tanjungpinang City's Smart Branding strategy based on three core values: (1) Emotional, (2) Functional, and (3) Smartness according to the Grebosz-Krawczyk (2021) framework. The research is qualitative in nature, using a case study approach conducted in Tanjungpinang City, with data collection through interviews, observations, and literature reviews. After the data was collected, it was analyzed following the processes of reduction, display, and conclusion drawing. The results of the study indicate that the Smart Branding strategy for the city of Tanjungpinang follows three main strategies, namely (1) Smart Tourism & Seaport, (2) Tanjungpinang Investment Lounge, and (3) Smart Landmark, which are collectively outlined into 17 work programs. In terms of emotional value, cultural and thematic tourism activities are conducted to strengthen the city's image; however, the lack of direct community involvement is considered a possible improvement. In its development, the Tanjungpinang City Government must ensure that the utilization of ICT, interoperability, innovation, and sustainability can be achieved. This study ultimately identified weaknesses, namely a top-down approach and minimal community participation, which could potentially reduce community acceptance of the brand and lead to rejection. Therefore, this study recommends that the Tanjungpinang City Government strengthen community participation mechanisms, realign the use and application of technology with local needs, and ensure the appropriateness of economic, social, and environmental objectives to ensure the strength of Tanjungpinang City's Smart Branding identity.

Keywords: Evaluation, smart branding, Smart City, Tanjungpinang

1. INTRODUCTION

Tanjungpinang is one of the 100 cities that has been designated by the government of Indonesia as a Smart City pilot city. Since its appointment, Tanjungpinang has made various efforts to ensure the realization of this goal (Damayanti, 2024). The underlying cause of this motive is because of the status that a Smart City could have. By being pinned as Smart City, it could be understood that the city of Tanjungpinang has been able to utilize its human resourced and technologies to improve regional development that leads to the welfare of its citizens and residents (Angelidou, 2014).

To ensure that Tanjungpinang could achieve that status as one of these 100 cities, a strategy is deemed necessary for the design and implementation of Tanjungpinang City's transformation. In the case of Tanjungpinang, this was done with the preparation of Tanjungpinang Smart City Master Plan. The development of the Smart City Master Plan is carried out in stages which can generally be divided into three phases. The three phases of strategy development are contained in three books, namely: (1) Tanjungpinang City Smart City Strategy Analysis Book, (2) Tanjungpinang City Smart City Executive Summary Book, and (3) Tanjungpinang City Smart City Master Plan (Tim Teknis Smart City Kota Tanjungpinang, 2019c, 2019a, 2019b).

Supports to develop these three books come from Indonesian Government itself that specifically were carried out by the Ministry of Communication and Information Technology. One of these supports came as a guidebook titled "Buku Panduan Penyusunan Masterplan Smart City 2017: Gerakan Menuju 100 Smart City". This book specifically reviews the background of smart city development and the development progress of smart cities in Indonesia. This book also reviews the framework of smart city concept which is expected to provide an overview that can be used by each region to develop their very own smart city concept (Subkhan et al., 2017).

This smart city concept framework that is adopted by the Government of Indonesia is claimed to have been developed by various domestic think tanks that reviews other relevant framework of Smart Cities while also considering the contextual aspects that is felt in Indonesia. This framework consists of six dimensions that is necessary to be considered by Cities Government in developing a good smart city concept. The six smart cit dimensions include (1) Smart Bureaucratic Governance (Smart Governance), (2) Smart Regional Marketing (smart branding), (3) Smart Regional Economy (Smart Economy), (4) Smart Living Environment (Smart Living), (5) Smart Community Environment (Smart Society), and (6) Smart Environmental Sustainability (Smart Environment) (Subkhan et al., 2017).

One of these dimensions which will be discussed in this paper is smart branding. Smart branding is defined as an innovation undertaken by local governments to

market their regions so as to have a positive result to increase regional attractiveness and competitiveness. This is done by specifically developing the three main elements of the region, namely tourism, business, and appearance (the face of the region). The relationship between these three aspects is that by organizing the face of the city and marketing the potential of the region through tourism and business aspects, it will lead to increased competitiveness of the region (Subkhan et al., 2017).

This approach in understanding smart branding is not entirely wrong given that smart branding as an important dimension of smart city development has recently been seen as an important aspect. This is due to the growing importance of a city's ability to increase competitiveness, investment, tourists, and skilled residents to ultimately create a city with an attractive image (Ma, 2021). Unfortunately, there are often errors in planning and developing of a smart branding that led to ineffective smart branding activities. This error is attributed to limited understanding of smart brand and organizational issues (Moilanen, 2015).

Smart branding could be understood as a city branding concept that also involves technology and innovation elements to highlight the smart aspects of the city (Trinchini, Kolodii, Goncharova, & Baggio, 2019). Therefore, it is important to emphasize the process of the development of city branding itself to make sure that it could communicate that info. Smart branding development that didn't take into account their own identities and elements may risk to produce a branding strategy that doesn't match or even contradict the identity of the city itself.

Developing an appropriate city branding strategy is generally done by highlighting the characteristics of a city. This is usually done by highlighting the cultural and physical aspects of a city through various tourism activities, local culture, unique and iconic architecture, and various historical heritages (Gönüllüoğlu & Arslan Selçuk, 2024). In the case of developing a smart branding strategy that emphasizes the use of innovation technology, elements that is highlighted also expand towards aspects that showcase the smartness of the city. Grebosz-Krawczyk, (2021) categorizes all these aspects into three dimensions of value, namely: (1) Emotional Value, which is an intangible aspect that include cultural aspect and is closely related to the history of the city's development, (2) Functional Value, a more tangible aspect which is a physical aspect and is closely related to structure, infrastructure, business, industry, and urban landscape, and (3) Smartness Value, which shows the intelligence of the city that is carried out based on the concept of Smart City dimensions proposed by Giffinger et al., (2007).

Currently, Tanjungpinang City continues to develop the conception and implementation of its smart city strategies. In the smart branding dimension, this is done by carrying out three main strategies carried out through 17 work programs. The three main strategies are categorized as: (1) Development of Tanjungpinang Integrated Smart Tourism and Seaport, (2) Development of the Tanjungpinang Investment Lounge Platform, and (3) Construction of Smart

Landmarks that integrate coworking spaces, public areas, green buildings, and education centers (Tim Teknis Smart City Kota Tanjungpinang, 2019).

An in-depth evaluation related to the planning and development of Tanjungpinang is necessary considering how important these strategies and work program can affect the smart branding identity and in more general the success of Tanjungpinang Smart City. This paper has the objective to evaluate how Tanjungpinang develop their smart branding strategies and whether an emotional, functional, and smartness aspect is considered. This paper hoped that the result of this study will be able to provide suggestions and input that can increase the effectiveness of Smart Branding planning in Tanjungpinang City.

2. RESEARCH METHOD

This research was conducted qualitatively with a case study approach with the aim of evaluating the planning and development of smart city smart branding strategies in Tanjungpinang City based on its emotional, functional and intelligence values. Research of this nature is quite common to evaluate branding strategies in various contexts of application (Eugenio-Vela et al., 2020; Gapp & Merrilees, 2006). In the development of place branding strategies this type of research has been used to explore the successes and shortcomings of various branding strategies (Eugenio-Vela et al., 2020; Lindstedt, 2015).

Timeline of this research was conducted were in June-July 2024 and exclusively focused in Tanjungpinang City. The research was conducted by targeting informants who are believed to have sufficient authority, credibility and knowledge related to the planning and implementation of Smart Branding in Tanjungpinang City. Snowball technique is also implemented to acquire the best quality of data. By the end of the research, five informants had been determined, with only three institutional informants are willing to provide an answer. Unwillingness to answer was caused by various factors such as busy schedules, other work urgencies, and limited research time. Although the number of informants is significantly lowered, all the data that could provide necessary context have been provided by other informants. The three informants who were willing to be interviewed can be seen in table 1 below.

Tabel 1 list of Informant

Informant Institution	Peran Informant Role in Smart City Development
Tanjungpinang City Government	An institution that comprehensively organizes and oversees the development of Tanjungpinang City's Smart City.
Communication and Informatics Office of Tanjungpinang City	An institution that oversees the development of Smart City Kota Tanjungpinang and plays an active role in the implementation of the Smart City smart branding concept.
Regional Development Planning Agency of Tanjungpinang City	Institutions that play an active role in the planning and implementation of smart branding Tanjungpinang Smart City

Data acquisition was conducted through semi-structured interviews. The interview questions were structured with the strategic development model framework for smart city branding with the aim of exploring the city's readiness in pursuing emotional, functional, and clever aspects in branding Tanjungpinang City (Grebosz-Krawczyk, 2021). In addition, observation and literature review were also conducted based on documents of Smart City planning and implementation in Tanjungpinang City such as the Tanjungpinang City Smart City masterplan document, Regional Medium-Term Development Plan (RPJMD) and Regional Long-Term Development Plan (RPJPD), as well as the institution's strategic plan. After the data is collected, it will be analyzed through a process of data reduction, data display, and conclusion drawing drawing (Miller & Yang, 2008). The data is analyzed using the smart city branding framework proposed by Grebosz-Krawczyk (2021) by qualitatively assessing the fulfillment of each of Tanjungpinang City's smart city branding values based on emotional, functional, and smartness values.

3. RESULT AND ANALYSIS

Government of Tanjungpinang city has developed three strategies to fulfill their smart branding dimensions. These three strategies were then redeveloped into 17 work programs, each of which was prepared to achieve the targets of the predetermined sub-pillars. The relationship between these sub pillars, strategies, and work program can be seen in table 2.

Tabel 2 Sub Pilar, Strategy, and Work Program of Tanjungpinang Smart Branding

Sub-pillar dimension	Strategy	Work Program
Tourism Branding	Development of Tanjungpinang Integrated Smart Tourism and Seaport	1) Development and Review of the Regional Tourism Master Plan.
		2) Digital tourism promotion and rebranding of tourist destinations.
		3) Digital tourism promotion, cooperation, and rebranding of thematic tourism event development through the dragon boat race festival, tanjungpinang art festival, tanjungpinang history city tour, tanjungpinang jazz festival, eco-tourism park, cruiseship, and culinary festival.
		4) training for tourism business actors (tour guides, accommodation providers, MSMEs at destination locations, Village Governments)
		5) Regional cooperation in package tourism services
		6) Development of the Tanjungpinang e-Tourism information system,
		7) Development of Thematic Villages

Sub-pillar dimension	Strategy	Work Program
Bussines Branding	Development of the Tanjungpinang Investment Lounge Platform	<ol style="list-style-type: none"> 1) Development of the Tanjungpinang Investment Lounge forum 2) Development of the Tanjungpinang Investment Portal, 3) Increased implementation of investment promotion, 4) Formulation of supporting regulations for public services in the context of licensing special services in the use of Online Single Submission (OSS), 5) Development of supporting infrastructure for Online Single Submission, 6) Dissemination and capacity building of Online Single Submission service officers
City Appearance Branding	Construction of Smart Landmarks that integrate coworking spaces, public areas, green buildings, and education centers	<ol style="list-style-type: none"> 1) Tanjungpinang Landmark Development, 2) Restoration and Preservation of Cultural Heritage Buildings, 3) Development of City Decoration, 4) Green Building Development

The development of this work program began with the formulation of Tanjungpinang smart city framework. This framework contains an analysis of current conditions and future needs that can be used to determine the direction and readiness of the implementation of Smart City. As part of the analysis, the planning process takes into account the Medium-Term Regional Development Plan (RPJMD) and the Long-Term Regional Development Plan (RPJPD), which generally address strategic issues, key performance indicators, vision, mission, objectives, and targets, as well as the policy direction and strategies of the City of Tanjungpinang.

As a result of developing this conceptual framework and considering the RPJMD of Tanjungpinang City for the years 2018-2023, Tanjungpinang City Government subsequently established a vision for Tanjungpinang Smart City. The vision adopted by the Tanjungpinang City Government is "Tanjungpinang Smart, Heritage City, and Investment." This vision signifies the hope that Tanjungpinang City will become a city capable of elaborating and fulfilling every dimension of a Smart City while upholding cultural aspects and optimizing its maritime, tourism, and trade potential.

This Tanjungpinang Smart City vision then became the guideline for developing the objectives and strategies of the smart branding dimension of Tanjungpinang City. This vision also indirectly serves as the brand identity of Tanjungpinang City. Ahn et al., (2016) state that a city's vision is a crucial component in ensuring that a brand's identity can be felt. However, effective urban branding also requires the perspective and collaboration of various stakeholders.

Regarding these stakeholders, in the conception of the Tanjungpinang Smart City vision, as well as the strategies and work programs of the Tanjungpinang City Government, 130 institutions, both public and private, are involved. These institutions have been given a special mandate as the Tanjungpinang Smart City Council. As the Tanjungpinang Smart City Council, these institutions are tasked with providing input, guidance, or directly drafting the Tanjungpinang Smart City plan (Walikota Tanjungpinang, 2019).

Grebosz-Krawczyk (2021), states that there are three aspects/values that must be fulfilled to produce a good smart branding strategy. These three values are emotional value, functional value, and smartness value. Emotional value is a cultural value that emphasizes residents' feelings toward their city. Unlike emotional value, functional value is practical and structural in nature, emphasizing how a city can be used by its residents. Finally, smartness value is related to the smart city aspect, which demonstrates innovation in everyday life within a city (Grebosz-Krawczyk & Zakrzewska-Bielawska, 2024).

In the smart branding planning for Tanjungpinang Smart City, the emotional value approach is implemented through cultural aspects embedded in the Tourism Branding work program, which includes thematic tourism festivals and thematic neighborhoods. Additionally, the City Appearance Branding work program can also be linked to the emotional value framework established by the Tanjungpinang City Government. This connection is evident in the development of Tanjungpinang City landmarks, the preservation and restoration of various cultural heritage buildings, and the development of city decorations that support the implementation of thematic tourism.

The development of thematic tourism activities and thematic neighborhoods is aimed at enhancing the tourism appeal of Tanjungpinang City. This is done by emphasizing the cultural charm of Tanjungpinang City, which is dominated by Malay and Chinese cultures (Anggraeni, 2017). For example, the Dragon Boat Festival is a festival that highlights the influence of Chinese culture in Tanjungpinang City, which is considered to have a positive impact on the city's tourism economy (Rahayu, 2018). In addition to tourism activities that highlight the cultural charm of Tanjungpinang City, the Tanjungpinang City Government also conducts tourism activities that emphasize more modern creative aspects. These tourism activities are carried out through music festivals, art events, and the development of eco-tourism parks. All these activities aim to attract domestic and international tourists by creating an attractive city image.

Tourism activities that target cultural and creative charms can have a positive impact on the appeal and image of a city. From a cultural tourism perspective, this is because tourist attractions with strong cultural identities can increase tourist immersion and satisfaction, which ultimately strengthens the image of the city (P. Yang, Liu, Xiong, Run, & Junaidi, 2025). Meanwhile, tourism activities that focus more on modern creative aspects increase tourist appeal through festivals that

attract both domestic and foreign tourists. In addition, these activities also improve the quality of local economic life and give the community a “sense of ownership and pride” that can shape and enrich the image of a city (Yürük, Akyol, & Şimşek, 2017).

Tourist attractions that adopt modern creative concepts emphasize contemporary creative performances. Music festivals, for example, are part of modern creative tourism attractions that feature various musical performances. Music festivals like those found in the city of Oporto, Portugal, present various types of music such as: Alternative, Blues, Rock, Indie, and Electronic across different time periods. These music festivals are believed to have positively impacted the city's economy annually and fostered a sense of community among local residents (Liberato, Costa, Liberato, & Ribeiro, 2020).

Another form of tourism with a modern creative concept is the development of thematic parks. Thematic parks are a collection of attractions and entertainment centered around a specific theme in a particular location. Thematic parks differ from other types of parks in that they target specific groups of tourists, such as children, adults, or teenagers. From a tourism perspective, thematic parks as tourist destinations have a positive impact on the economy and identity of a city. For example, the development of a thematic park in Tashkent, Uzbekistan, has attracted many international tourists who wish to experience water activities in an open space, ultimately shaping the image of the location (Mannopova, Abdusamatov, Boymurodov, Ismoilov, & Mamatquziyev, 2022). Another example is related to the development of thematic parks in China, which shows a flow of tourists coming at certain times to enjoy the thematic parks, thereby contributing to an increase in the number of tourists, although this is still significantly debated (Y. Yang, 2016).

The development of landmarks and city decorations can also be an important aspect of developing a region's identity. Attractive city architecture can become a landmark that serves as its own brand, communicating the city's vision (Muratovski, 2012). However, the development of landmarks can also pose issues if they do not align with the city's culture. This can be seen in the example of the Mega Project landmark development in Hong Kong, which was forced to be canceled due to its top-down approach and failure to consider the culture of the community (Lui, 2008).

Overall, tourism attraction development activities that rely on cultural and modern creative aspects are considered capable of fulfilling the emotional value aspect of an urban image. However, weaknesses can be found in this strategy implemented by the Tanjungpinang City Government. By definition, emotional value emphasizes the feelings of the community to create an image that can be felt by visitors (Grebosz-Krawczyk & Zakrzewska-Bielawska, 2024). This highlights the minimal community involvement found in the development of this tourism program. The development of the work program involves various stakeholders,

but unfortunately, it does not directly involve representatives from the general public. This can lead to a mismatch between the program and the image created by stakeholders and the general public. Insch & Stuart (2015) state that there are four factors that drive the rejection of a brand by the public, namely: (1) lack of or no awareness of the brand, (2) lack of or no identification with the brand, (3) public disagreement with government policies, and (4) cynicism arising from the lack of community involvement in the development of the city brand. These factors, which result from the lack of community involvement in brand formation, will eliminate the community's emotional value towards the brand, which in turn will also reduce the tourism appeal of an area (Casais & Poço, 2023).

Functional value is a value that is practical, structural, and related to how a city can be used by its residents (Grebosz-Krawczyk & Zakrzewska-Bielawska, 2024).. In terms of functional value, the branding approach adopted by the City Government of Tanjungpinang can be divided into two main categories. These two categories are tourism planning and development, which includes programs under the tourism branding category, and investment planning and development, which includes programs under the business branding category. Tourism planning and development consists of work programs (1) formulation of a regional tourism master plan, (2) digital tourism promotion, (3) training for tourism business actors (tour guides, accommodation providers, MSMEs in destination locations, village governments), and (4) regional cooperation in package tourism services. This categorization is based on the role of each work program in developing tourism that can be functionally utilized by tourists and residents. The development of a regional tourism master plan serves as a framework for tourism program development, while promotion is conducted to provide easy access to information needed by tourists. Meanwhile, training and collaboration are carried out to facilitate access for tourists to utilize available tourism products and services.

In terms of business branding, the work programs in this category can be grouped based on their functional value as planning and investment development. Similar to the previous grouping, this grouping is based on the role of each work program. The work programs in this group are: (1) Development of the Tanjungpinang Investment Lounge forum as a meeting place for the Mayor, local government officials, business actors or investors, academics, and community leaders, (2) Development of the Tanjungpinang investment portal, enhancement of investment promotion activities, and (3) Formulation of supporting regulations for public services in the context of implementing special licensing procedures under the Online Single Submission (OSS) system. The development of the Tanjungpinang Investment Lounge forum is intended to facilitate investment in the city of Tanjungpinang. The same applies to the development of the investment portal. Investment promotion activities and the formulation of regulations are then utilized to support the aforementioned work programs.

Planning and developing tourism, especially tourism that is located in and involves various urban aspects, is a multifunctional endeavor. Tourism that combines urban aspects with its tourist attractions can attract various types of tourists, ultimately increase local revenue and cause the area to adapt to the needs and desires of tourists (Carlisle, Johansen, & Kunc, 2016). Such tourism planning and development is currently being pursued by the Tanjungpinang City Government. However, the Tanjungpinang City Government should remain cautious in developing tourism planning and development programs.

The planning and development of tourism in Tanjungpinang City must consider and prioritize the impact and function of tourism development on the residents and not merely seek to attract tourists. Hasty tourism development that does not consider socio-environmental impacts can lead to high living costs in the area and the unsustainability of the urban environment (Pinto da Silva, Brandão, & Sousa, 2019). Furthermore, if tourism development is carried out without considering its function for the surrounding population, tourism will cause negative perceptions that will ultimately reduce the population's trust in the government (Afthanorhan, Awang, & Fazella, 2017). If this is not managed, these negative perceptions will ultimately lead to a conflict between the city's brand identity and the values felt by its residents.

A similar situation can also be found in the planning and development of businesses by the Tanjungpinang City Government. Good investment can ensure that a city's brand development activities run smoothly and have a significant impact on brand equity and regional income. This is because investment activities require a long-term commitment to the city and its various programs with the ultimate goal of increasing investment assets (Crass, Czarnitzki, & Toole, 2019). However, investments must be made with consideration of the long-term benefits and impacts that will be felt by the city's residents.

Urban investment planning and development activities that do not consider the benefits for residents can cause various issues in the future. Similar to tourism planning and development, investment planning and development can cause social inequality and a decrease in civil society involvement. Social inequality can occur if investment strategies only focus on financial gains without considering social benefits. Investments that only target financial goals without involving the community in smart city development can neglect the needs of marginalized communities, ultimately leading to polarization and exclusion. This polarization and exclusion will eventually exacerbate social inequality (Anguelovski et al., 2018; Chen et al., 2022).

Another aspect that may arise from urban investment planning and development that does not consider its residents is environmental damage and inequality. Similar to tourism planning and development, investments that are not carefully considered can damage the environment (To dkk., 2019). This environmental damage can also ultimately create environmental inequality, a

condition where certain parties have access to open green spaces while others do not. Such conditions can even cause adverse health effects for vulnerable groups ((Li dkk., 2023). All of these conditions will ultimately reduce public trust in the government and hinder the formation of a good city brand.

The final value to be evaluated in this study is the intelligence value. The intelligence value is a value that indicates the use and application of technology by the city based on the concept of the Smart City dimension. The Tanjungpinang City Government has adopted an approach based on this value through the following programs: (1) Development of the Tanjungpinang e-Tourism information system, (2) Development of the Tanjungpinang investment portal, (3) Development of the Online Single Submission (OSS) portal, and (4) Construction of Green Buildings.

The use of smart technology in smart city development can be found in various examples around the world. The most common application of smart technology is the use of the Internet of Things (IoT) to collect data as a basis for accurate and real-time decision-making. This can be seen in the implementation of the Smart City Pilot program in China, which has been implemented in over 2,080 cities, as well as in cities like New York and San Francisco in the United States. In Indonesia itself, this can be found in several cities that have successfully implemented Smart City initiatives, such as Jakarta, Bandung, Makassar, Surabaya, Semarang, Yogyakarta, Denpasar, and Banyuwangi (Pamudji, 2023).

Other applications of smart technology in smart city development include green technology and Industry 4.0. Industry 4.0 is implemented by integrating cloud computing systems and big data analysis into its operations (Safiullin dkk., 2019). Meanwhile, cities with green technology typically focus on building environmental sustainability. This is achieved by directly addressing environmental issues such as pollution, waste management, and carbon footprints (Almalki dkk., 2023).

Although this implementation serves as a concrete example of technology utilization demonstrating a city's intelligence, several aspects must be fulfilled to ensure that technology can fully showcase its intelligence. The first aspect that must be fulfilled is prioritizing information and communication technology (ICT) as the primary foundation of technology. The use of ICT as the foundation for technology development has proven to assist in resource management and facilitate city development in Smart Cities (Tyagi & Bhushan, 2023). The second aspect that must be fulfilled is the existence of operational standards for use and interoperability capabilities that ensure that technology can be used and utilize data from other systems, ensuring optimal technology utilization (Lai dkk., 2020). The third aspect is a focus on innovation that emphasizes specific goals that can benefit society and the city (Noori dkk., 2020). The fourth aspect is upholding collaboration that supports the involvement of various parties (Marchesani & Ceci, 2025) The fifth aspect is having a comprehensive and holistic service model. This model means that technology provides full and comprehensive services that can be used by the community for their needs. The final aspect is focusing on

sustainability and efficiency, which enables cost reduction and minimizes negative impacts on the environment (Komninos dkk., 2022).

Based on this information, it is imperative for the Tanjungpinang City Government to develop technology that encompasses all aspects of intelligence. Technology development must prioritize how the city can meet the needs of its citizens and directly improve the standard of living of the general public (Okafor dkk., 2021). The Tanjungpinang City Government, which is still developing its technology, can ensure that this is achieved by the city to ensure that smart city branding can be realized.

In general, the City of Tanjungpinang has developed a smart city branding strategy quite well and has indirectly considered various aspects of the city's emotional, functional, and smart values. This can be seen from the systematic implementation of various stages of place branding in the development of strategies and work programs by the City Government of Tanjungpinang (Gemilang dkk., 2025). However, a weakness can be identified in the lack of active community involvement in the development of the Tanjungpinang City brand. This is concerning as it may result in insufficient community support in shaping the city's image and risks leading to a city brand that contradicts what has been established by the government (Casais & Poço, 2023). The Tanjungpinang City Government should also develop Smart Branding work programs that prioritize their functions for the city's community, in addition to investors and tourists. The social, economic, and environmental impacts of various Smart Branding and Smart City work programs must also be considered to ensure continued support for the brand and work programs established by the government.

4. CONCLUSION

The Tanjungpinang City Government has developed three strategies to achieve the success of smart branding dimension of smart city. The three strategies are then divided into 17 work programs, each of which has different targets. Of the 17 work programs, it was found that the value of the smart branding dimensions carried by Grebosz-Krawczyk (2021) was still not fully achieved which could hinder the formation of a strong Tanjungpinang City brand. This weakness can be found from the lack of involvement and mainly top-down development of work programs. This in turns risk in an identity that is not being accepted and supported by the public. In terms of smartness value, the use of technology can still be developed again to ensure that it is in accordance with the aspects of intelligence and in accordance with the needs of the community. This research provides advice to the Tanjungpinang City Government to review the planning of the Tanjungpinang City Smart Branding along with the city identity raised by ensuring community involvement and also the use of appropriate technology. The community should be actively involved in every process of developing the

Tanjungpinang City brand and the use of technology should be done by considering its usefulness for the community. In addition, it will be the best for Tanjungpinang City Government to assess the social, economic and environmental impacts and objectives to ensure full support from the city community. This support will be an important asset for the City's branding to be fully accepted and reflected by the community.

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