

The Role of Boundary Spanner In Maintaining the Sustainability of Padang City Branding

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ABSTRACT

The lack focus on brand positioning and brand identity in Indonesia, especially in creative industries based on local uniqueness, reflects a lack of development and competitiveness. This research critically evaluates the sustainable development of Padang City city branding with a focus on the role of leaders as boundary spanners in maintaining the sustainability of city branding and building brand awareness. Although required to create uniqueness, Padang City Branding is still influenced by the previous city branding development discourse, causing a lack of specifications and similarities with other cities in West Sumatra. Although the majority of the population is Muslim, the concept of halal tourism has not been created well. This study aims to understand the role of leaders in each institution as boundary spanners in maintaining the sustainability of city branding. As boundary spanners, leaders in each institution are considered central in maintaining the existence of city branding and building efficient policy networks. Observation-participating research methods using the Internet assist researchers in interacting with boundary spanners and understanding culture from the perspectives of its members. This research yields in-depth insights into the leader's key role as a boundary spanner in the context of Padang City city branding.

Keywords:

Boundary spanner, public relations, city branding, brand awareness, digital marketing.

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1. Introduction

The lack focus on brand positioning and brand identity in Indonesia, especially in creative industries (Andersen & Kragh, 2015) based on local uniqueness, reflects a lack of development and competitiveness. Its influence is felt in the regions as a product brand, and Indonesia as a corporate brand covering 33 provinces. Therefore, research on West Sumatra corporate brands involving 12 districts and 7 cities is important. The lack of clarity in national positioning has a significant impact on marketing and communication activities, especially in the context of destination branding.

The key to success in running destination branding is the ability to produce brand positioning and brand identity that is unique externally and internally. The experience of tourists in a tourist destination can affect destination branding (Taecharungroj, 2023). Destination branding lies in the ability to consider external conditions and competition while discovering internal uniqueness rooted in the local community. Changes in external consumer perspectives on products have helped change the concept of brand building (Nordin et al., 2023). However, although the West Sumatra

Government agreed to develop tourism as a halal tourism destination in 2016, the lack of prominence of rituals, history, and community behavior that refers to halal tourism requires more attention in branding.

In this context, the role of boundary spanners or leaders as boundary breakers becomes crucial. Effective leadership in each institution is central to maintaining the continuity of the existence of city branding, especially in the quality of their roles, functions, and authorities, as well as in developing policy networks and producing efficient information related to city branding. The use of social media, with the ever-increasing growth of active users, has become important for understanding the expression of communal group discourse and reinforcing the role of boundary spanners in driving brand positioning and brand identity.

City Branding: Strengths, Weaknesses, and Strengthening Strategies

Brands act as clear communicators about products, services, or other entities. When a brand is associated with a city, it must be able to clearly communicate the description of the city, the assets it has, and the reasons why the city deserves attention. This is so that locals and visitors can easily understand the image of the city.

Previous research found that the main weakness in branding Semarang City lies in the lack of in-depth research and benchmarking on the strength and uniqueness of this city compared to other cities. One of the factors that is considered to be the cause is the lack of thorough research on aspects that are the advantages and added value of Semarang City, which can have an impact on the formation of brands, logos, and slogans that do not reflect the essence of the city. This research argues that research and comparison with similar cities play a crucial role in designing branding elements, especially those related to the excellence, uniqueness, added value, and attractiveness of Semarang City.

In the context of city branding, the selection of slogans and logos has a crucial role, especially in paying attention to the target audience internationally. A logo is a visual brand identity that plays an important role in the success of a brand (Li et al., 2023). In an era of globalization, where competition between cities is global, it is important for a city to expand its marketing scope and appeal not only locally or nationally, but also internationally. The selection of the right slogan and logo can be an effective tool to attract attention and build a positive image in the eyes of a global audience. Brands help consumers express themselves (Japutra et al., 2018).

Understanding the city branding of a city involves a deep understanding of the expressions, perceptions of citizens, and the meaning of the elements that make up the city. The process of building or reinforcing a city's image becomes possible by identifying the specific elements that characterize the city, understanding the design process that already exists, capturing the relationships between the elements that make up the city, and understanding citizens' responses to narratives about the city. These five efforts are considered as an inseparable unity in shaping or enhancing the image of the existing city, ensuring that the identity of the city is reflected authentically and appealing to citizens and outsiders.

City Branding and Stakeholder Engagement

It is important in a city branding campaign involves cooperation between central and local governments. City branding is an important asset in promoting the values of the city (Ahn et al., 2016). A solid collaboration between the two can yield significant benefits in expanding as well as enriching a city's branding strategy. The central government can provide financial support, resources, and strategic direction to enhance the competitiveness of cities nationally and internationally. On the other hand, local governments bring a deep understanding of local characteristics, cultural uniqueness, and the potential and challenges possessed by the city. Through this close collaboration, an integrated branding strategy can be designed, including the selection of branding elements such as logos, slogans, and messages that reflect the identity of the city and attract the attention of the target audience. This cooperation also enables efficient resource management and implementation of branding campaigns with strong support from various parties.

The existence of formal institutions as intermediaries for cooperation between these sectors has a strategic role in overcoming funding limitations in city branding. The success of the campaign requires formal institutions as a forum for cooperation between the public, private sector, and

communities outside the city government. This institution plays an important role in creating effective collaboration to face funding limitations in city branding. Limited funds are often an obstacle in implementing a comprehensive branding strategy. Formal institutions can be a solution by garnering financial support from the private sector and the public to support branding campaigns. This collaboration not only expands funding sources, but also creates a sense of shared ownership of efforts to improve the city's image. Stakeholder involvement largely depends on their position as key decision makers in the branding process (Henninger et al., 2016).

Cooperation between the central government, local governments, the private sector, and communities in the context of city branding not only serves as a solution to overcome funding limitations, but also has other positive impacts. This collaboration can accelerate the realization of brand promises, namely promises or commitments regarding the identity and values that the city wants to convey through its branding strategy. Involving parties within the city (internal) (Casais & Monteiro, 2019; Golestaneh et al., 2022), such as residents, local businesses, and community institutions, in the implementation of branding strategies creates a sense of ownership of the brand (Ma et al., 2020). When people feel involved and have a role to play in building the image of the city, they will be more committed to supporting and maintaining the positive reputation that city branding wants to realize. Thus, this collaboration not only contributes to the funding aspect, but also strengthens the active involvement of the community in carrying out the city's branding strategy (de Jong et al., 2018).

Padang City has a logo that reflects its identity. The slogan "Realizing Padang City as a City of Education, Trade and Tourism that is Prosperous, Religious, and Cultured" reflects the vision and mission of the city government. The vision and mission of the Padang City Government to make Padang City a prosperous, religious, and cultured center of education, trade, and tourism requires a deep understanding of the role of leadership as a boundary spanner in formulating and implementing brand positioning and brand identity practices.

The Role of Media in City Branding

Digital marketing is the use of the internet as a technology that can connect two-way communication between companies and consumers. The development of internet technology, online information can influence consumer perception (Sun et al., 2023). Digital marketing facilitates sales promotion, such as the use of social media which is widely used by marketers. Likewise, Padang City Branding uses marketing through digital marketing so that the reach is wide and the cost is cheaper. The existence of social media is a means for consumers that can be used to disseminate information in the form of text, images, audio, and video with many parties both between companies to consumers or consumers in companies.

The development of technology can be used to develop the business world. One of them is marketing communication activities that require utilizing the digital era in mastering market share. The concept of digital marketing is to utilize a wide area of media such as television, radio, mobile devices to the Internet, where the media will provide infographics about various products marketed by the company, especially the emphasis on the brand of a good or service. Digital marketing is the most powerful means to skyrocket the brand of a product or service.

Digital marketing can reach all circles, anytime, in any way, and anywhere. Of course, it is far superior to conventional marketing which is limited in time, location, and user reach. This is reinforced previous research which states that there is an influence between online marketing campaigns and consumer habits in choosing an item or service.

Social media is the preferred media by the public. This is supported by the existence of cellular phones that provide features that are connected to the internet, so that anyone can access their social media quickly, easily, wherever they are. With the growing communication technology, information openness and information dissemination patterns have also changed. The production of information today can be carried out by non-institutionalized parties. This means that now anyone seems free to disseminate information without going through gatekeepers. It must begin to be realized that social media today can be said to have high enough control to influence the public because social media has considerable power to influence the public which sometimes cannot be done by an organization. In addition, technological advances can make information spread widely

and quickly so that people can find out various information about a product or service before potential consumers determine and buy these products.

Communication as one of the strategies in promoting city branding is carried out through various media (Adona, 2008, 2012, 2014). The role of online media is the main access in promoting the city with the information needed by the target audience for the city. The official government website is a one-stop service and representation of the city as well as a strong initial impression of the target audience towards the city. In addition, the government can also use popular social media, such as twitter, facebook, and you tube.

On the other hand, the use of websites and social media in government digital marketing is rarely known by tourists and potential investors because they get information, especially from those who have visited the city, social media managed by private parties, and netizens. This shows that social media facilitated by word of mouth has become a communication channel of city branding.

The Strategic Role of Boundary-Spanner in Building Coordination and Order in City Branding

In the context of city branding, the boundary-spanner role is very important. They are defined as individuals or institutions that are able to bridge interests in various divisions or institutions, both in intraorganizational and interorganizational relationships (Richter et al., 2006; Shi et al., 2023). Boundary spanners can use third parties to achieve their goals (Nordin et al., 2023). The effectiveness of boundary spanners depends on the expertise of city leaders in setting city goals (Keij & van Kranenburg, 2022). The main function of boundary-spanner is to establish a two-way communication system between the organization and the public to avoid isolation and harm to the reputation of the organization. Individuals or organizations that become boundary-spanners must have the ability to connect the organization with its external environment, be adaptive to change, and have dynamic capability.

The boundary-spanner role involves important tasks such as linking and coordinating, filtering information, gathering feedback, controlling outside information, determining external strategies and networks, and coordinating internal units (Chakkol et al., 2018). The innovation process in organizations requires coordination across units, and boundary-spanners ensure a smooth transition of ideas, factors of production, and information between units. They also play a key role in creating boundary-objects, which are connecting elements between units with multiple perspectives and interests (Ambrose et al., 2014). In the context of globalization, boundary-objects become important to ensure relevance in comparisons between countries.

The importance of boundary-spanner and boundary-object is not only limited to the organizational level such as firms (Yeniaras & Gölgeci, 2023), but also includes the country and industry level. Boundary-objects can be national rules, policies, contracts, or philosophies. Common understanding between the parties involved is very necessary to maintain boundary-object relevance. To create an optimal system of order, interactions between structures within a system, including binding regulations and regularities, need to be regulated through collective agreement.

The process of dyadic interaction between economic actors involving boundary-spanner can create effective boundary-objects, ensure the involvement and interconnectedness of institutions, and create balance in the interaction of units contained in a system (Colman & Rouzies, 2019; Nederhand et al., 2019). Case studies on boundary-spanner can be applied in response to communal discussions and governance policies in the context of city branding. Thus, the boundary-spanner role plays a strategic role in understanding and building effective communication in city branding.

However, it is not yet known to what extent leadership at the provincial, district, and city levels can be a boundary spanner in building unique and attention-grabbing local branding. There is still limited research on how leaders can be effective mediators between ritual and cultural aspects with desired branding messages. The purpose of this study is to determine the role of leaders in each institution as boundary spanners in maintaining the sustainability of city branding and building brand awareness. This research contributes to providing an understanding of the role of leaders as boundary spanners to ensure continuity of brand identity and positioning amid external changes and challenges.

2. Methods

Research is a qualitative method for understanding and exploring phenomena in deep and contextual contexts. The main focus of the study was on the interpretation of meanings, processes, and experiences experienced by participants. The qualitative method in this study relies on descriptive data collection, to explore a deep understanding of a topic. The use of subjective and interpretive views allows researchers to uncover complexity and variation in human experience. Qualitative data analysis is often performed inductively, allowing the discovery of new findings emerging from the data without first formulating them in detailed hypotheses. Qualitative methods are particularly useful in research contexts where researchers seek to explain social dynamics, abstract concepts, and subjective meanings from a participant's perspective.

This research data collection used Focused Group Discussion (FGD) and case studies. FGD is a qualitative method that involves focus group discussions to explore participants' views, understandings, and experiences on certain research topics. The FGD involves a group of participants, consisting of stakeholders selected based on characteristics relevant to the research. Here are some steps in data collection using FGDs. The FGD will discuss the following topics:

1. Communicating various regional potentials to the consumer market and outside investors.
2. Efforts to make the name of an area a strong brand name in the eyes of potential investors, tourists, and the public.
3. Efforts to place an area with a distinctive, clear, and sharp positioning in the eyes of the market and investors, in the midst of interregional competition.
4. Efforts to involve workers from the economic / creative industry sector.

The single case study in this study highlights the behavior of individuals/groups/events with important problems and the researcher himself is an instrument in the research to obtain comprehensive and detailed information about the role of boundary spanner in digital marketing and in building brand awareness, as well as maintaining the sustainability of Padang City Branding. Social media communal groups that also exist and talk about boundary spanners are research subjects that can provide information and data to meet the topic of city branding. On the other hand, social media communal groups in which boundary spanners also exist are also the object of research when conversational texts in communal groups in social media offend or evaluate the role of boundary spanners.

3. Results

This method explores the nature of boundary spanner's influence on efforts to build trust between stakeholders. The rigorous coding of the four transcribed interviews resulted in seven carefully derived themes and demonstrated their complexity. Each theme is important to understand the role of boundary spanners in maintaining the sustainability of city branding and building trust between stakeholders.

Leadership That Has a Common Vision

Boundary spanners recognize the need for leadership during the process of maintaining continuity of city branding, although awareness of the right time to lead and the extent to which that leadership is applied, varies by importance, type, and size of project.

Boundary spanners have the opportunity to be a resource and foster an environment conducive to openness and constructiveness. Boundary spanner, who works as an entrepreneur and provincial tourism activist, is the initiator and mobilizer of Tourism Villages who have won nominations for the 2023 Indonesian Tourism Village Award (Anugerah Desa Wisata Indonesia, ADWI). It is considered as the figure behind the success of his province in achieving the 5 best national villages with the TP2 Dewi Provincial Tourism Village Empowerment and Development Team.

As the initiator, he also seeks serious attention and budget allocation for the development of all tourism villages, including those that have not received awards or pioneer tourism villages. The serious attention and budget allocation is intended as an encouragement so that regional heads are serious about having a commitment to make tourism one of the priority sectors in improving the economy of the community and creative economy MSME actors in the regions. He hopes that the

local government has the same commitment to make tourism villages or nagari as economic pillars of the community and creative economy actors. Thus, in the future people will stay at homestays in villages or nagari owned by the community, shop for typical handicraft products, and nagari children will be absorbed to work in tourist village areas.

Participants also noted that a stakeholder must demonstrate a certain degree of autonomy, have independence, and be able to withstand conflict to enhance individual capacity in building relationships and gaining trust between stakeholders. Prioritizing experience visualization is necessary or prioritizing natural beauty is important, but the experience provided to tourists will determine whether they come back or introduce places they have visited. For this reason, it is necessary to prepare tourism for an area before it is promoted. You can't over-promote if the region isn't ready. If his destination is not ready, he does not dare to promote it, said participants imitating the words of stakeholders he met.

Impact Not Included in the Structure

The complexity inherent in maintaining the continuity of city branding can cause stakeholders to feel disengaged in the process. Stakeholders feel disengaged in research and benchmarking the strengths or advantages, values, and uniqueness of cities. As a result, brands, logos, or slogans are considered not to reflect or reflect the existence of the city.

As a result, the assumption arises, stakeholders involved in the collaborative process of establishing city branding set ground rules. Their institutions are also considered more strongly involved from the creation process to maintaining sustainability. Had the setting of these ground rules interviewees been involved early on, it would have been better thought to be better able to manage conflict in order to build stronger relationships that could generate long-term trust. The policy is also an anticipatory step so that dissatisfied parties do not divide or alienate other parties, thus hampering the collaboration process and its goals.

The city government agreed to develop tourism as halal tourism but Muslim rituals, history and behavior that refer to halal tourism or that should be highlighted in branding are not so found. The uniqueness of culture, rituals and community behavior is one of the more values that must be highlighted in branding.

In addition, boundary spanners actually emphasize the concept of wisdom-based tourism lokal_bukan the concept of tourism halal_karena consider that so far people often ignore local identity, which actually has sustainable tourism potential. Local wisdom is considered to have bright prospects to become a tourism icon, such as the use of local terms, typical of Minangkabau that can remind people of this area. Another reason, if this area wants to be remembered as a tourism area that leaves its own experience for tourists who come, it should not make the icons and culture of other countries as local tourist destinations. Why do we co-introduce icons of foreign countries, which are already well-known, and that will continue to benefit them? Participants mimicked.

Field Communicators Are Not Lecturers

Interviewees consistently stated that communicating a well-defined and factual message is essential so that communicants trust not only the success of a stakeholder's development, but the success of the collaborative process as a whole. Many participants emphasized the importance of transparency and simplicity in communicating with boundary spanners and the public. Engaging stakeholders using academic technical commentary is not only ineffective but also has the potential to discourage the interlocutor intellectually or marginalize them from the topic as well as hinder the two-way exchange of information. Once stakeholders have received the exchange of information, participants can assist others in identifying the real problem; Often a message is so complex that it has to be cut into smaller pieces. Only in this way can stakeholders cultivate trust and begin to understand the wants and needs of ordinary people in order to build trust.

Trusted Because It's Professional

For a message to be meaningful, stakeholders must not only understand what is being communicated, but also be willing to acknowledge and act on it. When study participants were asked about the importance of building relationships between stakeholders, their responses often centered on the importance of one-on-one conversations. Sharing messages in a more targeted and

individual way allows project managers the opportunity to clarify messages that contain potential conflicts, or provides a safe environment to share their perspectives. Interviewees noticed that stakeholders who connected with others more personally were more willing to take ownership of the issue and work toward common goals.

Professional boundary spanners clearly emphasize what the tourism sector aims at by utilizing city branding. If the goal is to increase the number of visitors, then the question is who, from where, and what motive? If the goal is an increase in length of stay then the question is where, why, and how? If the goal is to increase tourist spending, then the question is how much, for what, and how? If the goal is the number of tourism and creative economy businesses, then the question is number and quantity.

Respecting Local and Traditional Experiences

Trust can only develop when individuals are included early on in the engagement process and given opportunities to share knowledge, values, and beliefs. Failure to engage stakeholders and acknowledge cultures of difference fuels mistrust. To avoid such situations, participants stressed the need to provide various arrangements and opportunities for stakeholders to meet, be it formal or informal in nature to equalize a market-oriented frame of mind but take into account local and traditional knowledge, values and beliefs.

Tourism activists, including travel managers, need to have their opinions heard about a market-oriented mindset (foreign, archipelago, nomads, and local). Participants emphasized that incorporating local and traditional knowledge into the planning process will provide benefits to stakeholders as it fosters a sense of ownership and strengthens policy outcomes.

A framework that concerns "what we have" will provide opportunities for stakeholders to explore cultural tourism attractions (Ombilin Sawahlunto Coal Mine Heritage, halal tourism), natural tourism attractions (geoparks, agrotourism, geotourism, Mandeh and Mentawai Special Economic Zones); artificial tourism attractions and events (Meeting, Incentive, Convention, and Exhibition (MICE), Culinary, Creative Economy, and Events). Likewise, the framework of thinking motives for tourist visits (distinctive culture, good food, beautiful nature, social life, business, shopping, or attending events). Furthermore, entrepreneurs and tourism activists and the government also need to discuss destinations, marketing, industry, and institutions that must be developed.

Elasticity or inconsequential

The diversity of stakeholders in the collaborative process was seen by the interviewees as necessary and important for the sustainability and success of the policy of maintaining the sustainability of city branding. However, diversity can lead to misunderstandings and conflicts due to the variety of perceptions that exist.

Since the province established itself as the World's Best Halal Tourism Destination at the 2016 World Halal Tourism Award, Padang City is automatically synonymous with the city of Halal Tourism. Winning in the World's Best Halal Culinary Destination and World's Best Halal Destination categories motivated the Padang City Government and all stakeholders to build awareness that the city's tourism is time to rise and be on par with other regions in Indonesia. However, the fundamental problem faced in the development of tourism is the non-specificity of city branding of the city with other cities and districts in this province.

On the other hand, a good pattern and concept of halal tourism has not been created so there is no guarantee that this city holds the main principles and requirements of halal tourism even though the population is majority Muslim. Important factors for Muslim tourists may also be partially accommodated, such as halal labels, worship facilities and halal services. All of this actually creates opportunities for stakeholders to ask each other questions, share knowledge with others, and explain their perspectives.

Negative experiences with certain individuals or institutions have the potential to adversely affect the overall collaborative process and create paradoxical conditions. On the one hand, the city campaigns for halal tourism and on the other hand promotes local wisdom. For the provincial-level boundary spanner, who used to also lead Padang City, this is not a problem. Loyalty only to "halal branding" or "local branding" will only limit the number of tourists and investors.

A respondent revealed: since the beginning of the attitude of "*aji mumpung*" applied by city branding managers, especially for the tourism sector, starting from mass mobilization to get the most votes in the world halal tourism competition, and elasticity or inconsistency in determining and using city branding. Among the branding that has been used is "Padang Taste", "Padang your Motherland", and "Padang Halal Tourism".

4. Discussion

Strengthening branding in the form of urban landscaping, especially at city entrances, main corridors, and strategic areas of the city related to branding, can be one way that associates the city with branding made in one's mind. The results of the study "West Sumatra Marketing Communication Campaign Through Branding Communication: Analysis of Tourism Industry Creative Workers (2014-2015)" are: West Sumatra needs to reinvent and apply its city branding. A strong brand is one that can make and keep its promise to consumers; represent the characteristics and aspirations of the institution; make the institution different from competitors; creating an emotional connection with consumers; and be a guide to the institution and its members.

"The West Sumatra Regional Government has not succeeded in defining its regional brand clearly and promisingly. Existing brands are less able to promise something to the audience. Brand forming elements, such as logos and mottos that exist today are quite consistent with the history and competence of the region but do not promise anything to the audience, potential investors, and tourists. It is less clear that every touch on West Sumatra's products, services and human resources has met consistency, integrity, and reliability. Local government databases are updated but do not provide adequate information related to investors and tourism promotion. Brands that have been created by potential local governments are communicated by tourism players and tourism industry workers and tourists through word of mouth.

Activities carried out by local governments focus on improving relations with consumers relatively often, but not so adequately: communicating various regional potentials to consumer markets and outside investors; make the name of an area a strong brand name in the eyes of potential investors, tourists, and the general public, and place an area with a distinctive, clear, and sharp positioning in the eyes of the market and investors, in the midst of fairly tight interregional competition. In addition, it is also unclear to illustrate the consistency of the vision, mission, and goals of the local government with the brands they compile. Community involvement (horizontal branding) is still relatively less than vertical branding (advertising) in major tourism events. Focus group discussions and observations in the field prove that the participation of people from all walks of life to promote their regional branding has not been so visible. Community involvement (horizontal branding) is still relatively less than vertical branding (advertisements).

West Sumatran bureaucrats have not been able to explain the consequences of understanding regional brands. The products offered are mostly in the form of promises that do not correspond to reality. The local government managed to create a brand but failed to communicate it. Each slogan created has not been able to express the potential of their respective regions. West Sumatra regional marketing until the year of this research is still carried out conventionally. Regional efforts to sell its products were not well captured by investors. There are two factors that influence it, namely: the value of the product and the way it communicates the value of the product. The government is considered to have failed to build the value of the products it offers. Systematic and continuous marketing campaigns are expected to increase emotional relationships with intended consumers. Other factors that are external factors, can also hinder the effectiveness of marketing communications. Political, defense and security instability as well as infrastructure unpreparedness weaken local government efforts in branding communication. The central government can support regional marketing communication efforts by funding infrastructure development.

Halal tourism basically offers and promises everything that reflects Islamic values, from even the smallest things to the availability of Muslim-friendly services and facilities. The term halal tourism in literature generally refers to many terms including Islamic tourism, shari'ah tourism, halal travel, halal friendly tourism destinations, Muslim-friendly travel destinations, and halal lifestyle. If we draw the common thread of the whole term refers to one thing, namely the application of Islamic principles in general in all aspects offered in the halal tour package. Halal is an

achievement that gives full confidence that first it means "may", meaning that everything is not forbidden to do or enjoy, second, it means tranquility that is without any doubt about what you want to enjoy.

Therefore, when talking about halal tourism, here are some indicators of religious tourism in Islam are: (1) Cultural concepts in relation to Islamic tourism (Islamic cultural sites). (2) Tourism is synonymous with Muslims (subject to adherence to Islamic values), although it can be expanded to include non-Muslims. (3) Religious tourism (pilgrimages and visits to holy places throughout the Islamic world). (4) Islamic tourism: a tourism with a new moral dimension that is based on acceptable values, has an ethical dimension and has transcendental standards. (5) Islamic tourism:

In addition, tourism terminology can also be distinguished from concepts such as conventional tourism, religious tourism, and sharia / halal tourism. Previous research has suggested that boundary spanners are individual actors who go beyond their routines and engage in strategies to manage cross-border connections. These people serve as intermediaries within their organization in mediating knowledge between two or more separate teams or entities. Thus, internal connectedness and external connectedness are necessary but not sufficient conditions to perform the function of informational boundary ranges.

This leaves effective boundaries for those who are well connected to external information areas and who are also well connected internally, so as to disseminate new information and new ideas to their more locally oriented counterparts. Previous research has identified boundary ranges that are effective in helping companies to manage uncertainty caused by the introduction of new technologies, objectives, or resource and capability demands. Boundary spanners can reduce inefficiencies, misinterpretations and miscommunication, and empower goal realization through social support.

Previous research found that stretched boundaries should be actively encouraged and facilitated to maintain collaboration within complex organizations and with organizational stakeholders to reduce institutional boundaries. Boundary ranges can occur at different levels of analysis. Previous research has shown a boundary between an organization's work team and their internal or external environment. He concluded that team boundary ranges exist in multi-level systems, where boundary ranges can occur across levels to facilitate outcomes at each level: members, teams, and networks. This is very important because the design of the organization evolves to include levels that were previously outside.

The expertise of boundary setters in selecting, transmitting, and interpreting information derived from the environment determines, in part, the ability of organizations to meet these challenges and adapt to new demands and requirements. They seek to connect a company or subunit within that company with entities in its environment by selecting, transmitting, and interpreting information in a way that the organization can digest and combine. To achieve this, boundary makers must be able to understand or adopt the institutional logic espoused by collaborating entities within an organizational environment so that their own rules, norms, and routines match those of the collaborating entities. Simultaneously, delimiters must be able to reach others effectively, bridging formal and informal institutional gaps in the process. The role of boundary setters and their ability to deal with resistance caused by conflicts of institutional logic are critical to the success of the transformation process of companies in general.

5. Conclusion

This study aims to determine the role of leaders in each institution as boundary spanners in maintaining the sustainability of city branding and building brand awareness. "West Sumatra Marketing Communication Campaign Through Branding Communication: Analysis of Tourism Industry Creative Workers (2014-2015)", it can be concluded that strengthening city branding through landscaping, especially at city entrances, main corridors, and strategic areas, has great potential to associate the city with the desired branding. West Sumatra needs to update and re-implement its city branding. Research shows that a strong brand is one that can keep its promise to consumers, represent the characteristics and aspirations of the institution, and create an emotional connection with consumers. Unfortunately, the West Sumatra Regional Government has not succeeded in defining its regional brand clearly and promisingly. Existing brands are less able

to promise something to the audience and are not clear enough in communicating the potential of the region. Furthermore, community involvement in supporting regional branding is still relatively low, especially in the horizontal aspect of branding. Factors such as lack of consistency between the vision, mission, and goals of the local government and the brand composed, as well as failure to communicate brand promises to the public, are challenges that need to be overcome. Regional marketing is still conventional, and efforts to build product value and value communication are not optimal. External conditions such as political instability, defense and security, as well as unprepared infrastructure, also affect the effectiveness of regional marketing communications. In addition, the adoption of the concept of halal tourism as part of the marketing strategy still needs to be improved, taking into account Islamic values and community involvement. Overall, a thorough effort is needed to improve city branding, involve key stakeholders, establish clear communication, and adjust to internal and external dynamics.

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