Global Busan City Brand Image Development Strategy
- SWOT/AHP analysis -*

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Abstract

Purpose – An empirical analysis of various opinions of experts to build Busan's global city image. Based on this, we provide strategy establishment metrics using opportunities, strengths, and threats to build Busan's global city image.

Research design, data and methodology – SWOT-AHP analysis are used in terms of methodology, and this study is based on experts' reviews and answers. In addition, AHP analysis is performed based on SWOT analysis to derive the result values for important priority factors.

Result – As a result of the prioritization of SWOT-AHP results, a matrix of strategic development directions for Busan city brand building can be presented. As a result of the composite weighting, the factors related to opportunity were ranked as important. In addition, matrices on SO strategy, ST strategy, WO strategy, and WT strategy were derived.

Conclusion – This study is an interdisciplinary study from the economic aspect, international management and international marketing aspect, administrative aspect, and architectural engineering aspect. Through this, the image of a global city of Busan that can overcome COVID-19 and cope with the 4th industry in the future will be built, and Busan will be able to build a global international city image by commercially attracting the 2030 World Expo.

Keywords : Environmental Change, Global Image, Technological Innovation, Pusan Area

JEL Classification Code: G38, O1, O33, G18

1. Introduction

Currently, the Busan area has a population decrease [the number of people who have peaked at 3.89 million in 1995, and the phenomenon of absolute population decline begins to appear, to around 3.43 million in 2020] and an increase in the unemployment rate (Daily Leaders Economy, 2021) is shown. To overcome the local community problems faced by the Busan region, this study will contribute to the construction of an image for the second port city of Busan to continuously grow into a global city by providing macro-response measures according to the global branding of the Busan city image. In particular, the sharp drop in consumers and tourists due to the global COVID-19 pandemic has had a huge economic impact on Busan. Therefore, this study is judged to be an important research field that fosters the landmark image and soft power that Busan can continuously grow through non-face-to-face, even in the global black swan situation.

In order to survive in a non-face-to-face situation academically, the SWOT-AHP analysis method can provide scientific and logical support as it can reconstruct the global city image of Busan, identify the priorities of important factors, and provide an important strategy establishment matrix in combination.

In particular, it is possible to create a new consumption market through the use of Korea's ICT industry and online access using virtual/augmented reality in the construction of the global image of Busan city. Metaverse is a compound word of 'meta' meaning processing and abstraction and 'Universe' meaning the real world, meaning a three-dimensional virtual world. As a more advanced concept than the existing virtual reality term, it provides an opportunity to actively utilize the virtual world, such as the web and the Internet, absorbed into the real world. This is a study that provides opportunities for the development of local industries that will help build an ecosystem of related industries such as ICT. The spread of the metaverse concept and the participation of related companies requires the use of a systematic platform that can be conveniently accepted by consumers, such as design thinking, and active administrative innovation of local governments.

The purpose of this study is to help build a global Busan city brand image for Busan to take a bigger leap in the rapidly changing economic order in the context of the COVID-19 pandemic. In order to build Busan's global city brand image, first, identify the internal strengths and weaknesses of the city's brand image, and identify external opportunities and threats. SWOT analysis is performed to identify basic verification factors. In addition, the purpose of this study is to provide a strategy establishment matrix for the brand image of Busan by combining AHP (Analytic Hierarchy Process), a hierarchical method for identifying detailed factors of SWOT analysis identified through literature research and experts.

2. Theoretical Discussion

A review of the major domestic prior studies for this study is as follows. Choi and Won Joo (2011) study how people discriminately perceive the stimuli of city brand slogans and symbols and based on the types of subjective perceptions formed through these perceptions, a strategic exploratory study for city brand construction was conducted. Lee and Lee (2012) empirically presented a differentiated new method of enhancing the competitiveness of urban tourism through "the effect of city image on visit satisfaction and behavioral intentions according to urban tourism behavior types." Kim (2010) Urban By studying marketing and image determinants by city size, the creation of differentiated city images by region was empirically presented.

Kim and Kim (2011) attempted an empirical analysis of which city brand image factors have a great influence on the theme of the city in "The Effect of Urban Brand Image on Urban Theme." Kim and Boosung (2010) studied urban tourism development by enhancing the city image, emphasizing the use of local resources and citizens' awareness of participation. Kim (2003) discussed the theoretical background of the urban marketing plan and marketing formation strategy using Gimpo City as an example. Kang (2006) discussed the theoretical basis of sustainable urban image formation and presented a conceptual framework for urban sustainable image marketing. As for related overseas studies, some studies broadly grafted Kotler's (2002) marketing theory, and Donald (2001)'s study on competitiveness and life in urban areas. In addition, there are overseas studies by Wheeler (1999) but mainly studies on settlement conditions in cities (Kang, 2006).

There are many old papers on domestic and foreign academic research trends, and in particular, convergence and complex research on the construction of city brand image in the new normal environment or the COVID-19 pandemic considering the current situation is very necessary. Therefore, it is important to derive future research results under the metaverse that combines ICT with existing urban image-related research.

The research goals of this study are summarized as follows. First, the effect of building a global Busan city brand image is presented. Second, we present a new normal regional industrial development strategy under the COVID-19

pandemic. Third, we present the empirical scientific and academic brand image strategy matrix of Busan city through SWOT-AHP analysis.

3. Methodology

It will provide objectivity and logical science of related research by conducting SWOT analysis based on the important variables of previous studies and examining the priorities of important factors for relevant experts and scholars in the Busan area through AHP. SWOT-AHP analysis is one of the analysis methods for deriving strategic priority process alternatives while compensating for mutual shortcomings by combining qualitative aspect SWOT analysis and quantitative aspect AHP analysis.

Kurttila et al. (2000) and Kangas et al. (2001) suggest that SWOT analysis has limitations such as difficulty in quantitative measurement, lack of objectivity in generating the corresponding factor, and lack of prioritization. In order to overcome the limitations of SWOT analysis, SWOT-AHP analysis, which combines SWOT analysis and AHP analysis, has emerged (Jin, et al, 2020).

The matrix formula related to AHP is as follows (Saaty, T. L., 1980)

$$A = [a_{ij}] = \begin{pmatrix} w_1/w_1 & w_1/w_2 & \dots & w_1/w_n \\ w_2/w_1 & w_2/w_2 & \dots & w_2/w_n \\ \vdots & \vdots & \dots & \vdots \\ w_n/w_1 & w_n/w_2 & \dots & w_n/w_n \end{pmatrix} \dots \text{(formula 1)},$$

$$a_{ij}^* = \sqrt[N]{a_{ij}^1 \times a_{ij}^2 \times \dots a_{ij}^N} \dots \text{(formula 2)},$$

$$CR = \frac{CI}{RI} \dots \text{(formula 3)},$$

$$CI = \frac{\lambda_{max} - n}{n-1} \dots \text{(formula 4)}$$

Based on the existing studies of Lee, Jun, Lee (2019), Hyun, Rui, and Lee (2019), Hwang and Lee (2017) and literature studies related to city image, SWOT factors, and sub-factors are shown in <Table 1> as a pilot.

Table 1: SWOT-AHP Factors of Busan City Brand Image

Top Goal	Tier 1 factors	Tier 2 factors	Theoretical background
Busan city Strengthening global competitiveness of brand image	Use of Strength (S)	clean marine resources (S1)	Lee, Jun, Lee(2019); Hyun, Rui and Lee(2019); Choi(2011); Kim, B. S.(2010)
		rich history and traditions (S2)	
		Busan movie image projection (S3)	
		Port and logistics linkage development (S4)	
	Overcome Weakness (W)	Brand power/image development ability (W1)	Lee, Jun, Lee(2019); Hyun, Rui and Lee(2019); Hwang and Lee (2017); Kim, Hoon(2010); Kim, Inn (2003); Kang(2006)
		Enhancement of city image marketing ability (W2)	
		Global representative image development (W3)	
		Government regulation and policy support (W4)	

	Use of Opportunities (O)	Hallyu K-frenzy (O1)	Lee, Jun, Lee(2019); Hyun, Rui and Lee(2019); Lee and Lee(2012)
		The 4th Industry and Smart City Development (O2)	
		Increased demand for high-quality city visits (O3)	
		Increase in tourism and medical demand (O4)	
	Overcoming Threats (T)	Overcoming innovative development of competitive cities (T1)	Lee, Jun, Lee(2019); Christensen et al.(2019); Hyun, Rui and Lee(2019); Kim, Hoon (2010); Kim, Inn(2003); Kang (2006)
		Overcoming intensifying competition for global city image (T2)	
		Overcoming marine pollution and chaotic development (T3)	
		Overcoming economic downturn and decrease in visitors (T4)	

Based on the SWOT-AHP analysis results, the opinions of experts are quantitatively analyzed through AHP to prioritize Busan's global city image by enhancing its strengths, overcoming its weaknesses, actively developing opportunities, and overcoming threats. Based on this, the strategic development direction matrix for Busan city brand building can be suggested. In other words, the matrix on SO strategy, ST strategy, WO strategy, and WT strategy will be derived and used as objective data to enhance the competitiveness of the Busan city brand.

4. SWOT-AHP Analysis

4.1. SWOT-AHP Analysis Results

The subjects of the survey were Busan experts. The questionnaire consisted of items for estimating the importance of tier 1 factors and the importance of tier 2 factors by composing each detailed factor on a 9 (-, +) point scale. The survey method was distributed through E-mail. A total of 22 questionnaires were collected, and 8 questionnaires with an acceptable level of consistency with a CR value of 0.2

Table 2: Demographic characteristics

Division		Frequency	%
years of service	less than 5 years	3	37.5
	More than 5 years - less than 10 years	3	37.5
	More than 10 years - less than 15 years	1	12.5
	15 years Over	1	12.5
	Total	8	100.0
Title	assistant professors	6	75.0
	Experts (Other)	2	25.0
	Total	8	100.0

4.1.1. Tier 1 factor evaluation result (Use of Strength, Overcome Weakness, Use of Opportunities, Overcoming Threats)
As shown in <Table 3>, the evaluation items of Tier 1 factors for strengthening the competitiveness of the global city brand image in Busan are composed of 4 items: Use of Strength, Overcome Weakness, Use of Opportunities, and Overcome Weakness to derive Importance (weight). The importance of the four items of the tier 1 factor was in the order of Use of Opportunities (0.517), Use of Strength (0.247), Overcoming Threats (0.134), and Overcome Weakness (0.102). The CR value was 0.006, indicating that the reliability of the survey was secured.

Table 3: Results of importance of 1st tier factors

	Use of Strength	Overcome Weakness	Use of Opportunities	Overcoming Threats
Use of Strength	1.000	2.482	0.544	1.567
Overcome Weakness	0.403	1.000	0.198	0.784
Use of Opportunities	1.840	5.053	1.000	4.441
Overcoming Threats	0.638	1.275	0.225	1.000
Importance (weight)	0.247	0.102	0.517	0.134
	λmax = 4.016 CI = 0.005 CR = 0.006			

4.1.2. Tier 2 factor evaluation result

As shown in <Table 4>, the evaluation items of Use of Strength are 4 items of clean marine resources (S1), rich history and traditions (S2), Busan movie image projection (S3), and Port and logistics linkage development (S4). It was constructed and the importance was derived. The importance was shown in the order of S4, S3, S1, and S2. The CR value was 0.049, indicating that the reliability of the survey was secured.

Table 4: Results of Importance of Use of Strength for Global Brand Image of Busan City

	clean marine resources (S1)	rich history and traditions (S2)	Busan movie image projection (S3)	Port and logistics linkage development (S4)
clean marine resources (S1)	1.000	2.488	0.981	0.367
rich history and traditions (S2)	0.402	1.000	0.546	0.389
Busan movie image projection (S3)	1.019	1.830	1.000	0.989
Port and logistics linkage development (S4)	2.723	2.573	1.011	1.000
Importance (weight)	0.230	0.125	0.268	0.376
	λmax = 4.133 CI = 0.044 CR = 0.049			

As shown in <Table 5>, the evaluation items of Overcome Weakness are 4, Brand power/image development ability (W1), Enhancement of city image marketing ability (W2 Global representative image development (W3), and Government regulation and policy support (W4). It was composed of items and the importance was derived. In order of importance, W3, W2, W4, and W1 were shown. The CR value was 0.014, indicating that the reliability of the survey was secured.

Table 5: Result of Importance of Overcome Weakness of Global Busan City Brand Image

	Brand power/image development ability (W1)	Enhancement of city image marketing ability (W2)	Global representative image development (W3)	Government regulation and policy support (W4)
Brand power/image development ability (W1)	1.000	0.813	0.615	0.792
Enhancement of city image	1.230	1.000	1.172	0.879

marketing ability (W2)				
Global representative image development (W3)	1.627	0.853	1.000	1.392
Government regulation and policy support (W4)	1.263	1.137	0.719	1.000
Importance (weight)	0.195	0.264	0.292	0.249
	λmax = 4.037 CI = 0.012 CR = 0.014			

As shown in <Table 6>, the four evaluation items for Use of Opportunities are Hallyu K-frenzy (O1), The 4th Industry and Smart City Development (O2), Increased demand for high-quality city visits (O3), Increase in tourism, and The importance was derived by composing the evaluation items of medical demand (O4). The importance was shown in the order of O4, O3, O2, and O1. The CR value was 0.001, indicating that the reliability of the survey was secured.

Table 6: Result of Importance of Global Busan City Brand Image Opportunity Development

	Hallyu K-frenzy (O1)	The 4th Industry and Smart City Development (O2)	Increased demand for high-quality city visits (O3)	Increase in tourism and medical demand (O4)
Hallyu K-frenzy (O1)	1.000	0.889	0.781	0.665
The 4th Industry and Smart City Development (O2)	1.125	1.000	0.943	0.811
Increased demand for high-quality city visits (O3)	1.280	1.061	1.000	0.771
Increase in tourism and medical demand (O4)	1.504	1.233	1.297	1.000
Importance (weight)	0.204	0.238	0.250	0.308
	λmax = 4.002 CI = 0.001 CR = 0.001			

As shown in <Table 7>, the four evaluation items of Overcoming Threats are Overcoming innovative development of competitive cities (T1), Overcoming intensifying competition for global city image (T2), Overcoming marine pollution and chaotic development (T3), Overcoming economic downturn and decrease, the importance was derived by composing the evaluation items of in visitors (T4). The importance was shown in the order of T2, T4, T1, and T2. The CR value was 0.006, indicating that the reliability of the survey was secured.

Table 7: Global Busan City Brand Image Overcoming Threats Importance Results

	Overcoming innovative development of competitive cities (T1)	Overcoming intensifying competition for global city image (T2)	Overcoming marine pollution and chaotic development (T3)	Overcoming economic downturn and decrease in visitors (T4)
Overcoming innovative development of competitive cities (T1)	1.000	0.774	1.517	0.626
Overcoming intensifying competition for global city image (T2)	1.292	1.000	1.980	1.230
Overcoming marine pollution and chaotic development (T3)	0.659	0.505	1.000	0.523

Overcoming economic downturn and decrease in visitors (T4)	1.599	0.813	1.914	1.000
Importance (weight)	0.223	0.320	0.155	0.302
	λmax = 4.016 CI = 0.005 CR = 0.006			

<Table 8> shows the results of the comprehensive analysis of importance through compound weights. Experts recognized the opportunity toleration of Increase in tourism and medical demand as the most important. Next, experts selected Increased demand for high-quality city visits. In addition, it can be seen that the Use of Opportunities for The 4th Industry and Smart City Development and Hallyu K-frenzy were relatively high.

Table 8: Results of comprehensive analysis of importance through compound weights

Tier 1 factors	CR	importance	Tier 2 factors	CR	importance	compound weight	Rank
Use of Strength	0.006	0.247	clean marine resources (S1)	0.049	0.230	0.057	7
			rich history and traditions (S2)		0.125	0.031	10
			Busan movie image projection (S3)		0.268	0.066	6
			Port and logistics linkage development (S4)		0.376	0.093	5
Overcoming Weakness		0.102	Brand power/image development ability (W1)	0.014	0.195	0.020	16
			Enhancement of city image marketing ability (W2)		0.264	0.027	13
			Global representative image development (W3)		0.292	0.030	12
			Government regulation and policy support (W4)		0.249	0.025	14
Use of Opportunities		0.517	Hallyu K-frenzy (O1)	0.001	0.204	0.105	4
			The 4th Industry and Smart City Development (O2)		0.238	0.123	3
			Increased demand for high-quality city visits (O3)		0.250	0.129	2
			Increase in tourism and medical demand (O4)		0.308	0.159	1
Overcoming Threats		0.134	Overcoming innovative development of competitive cities (T1)	0.006	0.223	0.030	11
			Overcoming intensifying competition for global city image (T2)		0.320	0.043	8
			Overcoming marine pollution and chaotic development (T3)		0.155	0.021	15
			Overcoming economic downturn and decrease in visitors (T4)		0.302	0.040	9
Total		1.000					

4.2. Global Busan City Image Building Strategy Matrix

4.2.1. S-O (Strength -Opportunity) strategy
   Port and logistics linkage development (S4), It is necessary to utilize the advantageous strength of Busan to implement a SO strategy based on opportunities for an increase in tourism and medical demand (O4).

4.2.2. W-O (Weakness- Opportunity) strategy
   Through global representative image development (W3), a WO strategy for overcoming Busan's weaknesses and overcoming weaknesses and utilizing opportunities according to an increase in tourism and medical demand (O4) can be suggested.

4.2.3. S-T (Strength-Threat) strategy
   Port and logistics linkage development (S4), Busan's strength, and overcoming intensifying competition for global city image (T2) can present the ST strategy.

4.2.4. W-T (Weakness-Threat) strategy
   A WT strategy is needed for overcoming the weakness of Busan's city image through global representative image development (W3) and for overcoming intensifying competition for global city image (T2) in other countries.

4.3. Opinions on building an interdisciplinary global city image of Busan

   In terms of international management, Busan City's global brand image construction is presented as follows. In the future, even after the COVID-19 crisis, people's lives will become a big trend with personal and small tastes if people's lives are not face-to-face.   In Korea, 'ZEPETO' operated by Naver Jet is attracting attention. In order to build and promote the brand image of Busan city, just as companies use Roblox, Fortnite, and ZEPETO of Metaverse to reach new generations and expand the market in various ways, through partnerships with various companies related to global management, It will be necessary to build a metaverse global Busan.
   From an administrative point of view, the following are the matters related to building a global brand image in Busan. First, it is the construction of a new airport in Gadeokdo. In March 2021, the 'Special Act for the Construction of Gadeokdo New Airport' was promulgated and will be implemented in September. Gadeokdo New Airport is highly likely to serve as an economic airport that serves as an international logistics hub for Busan. If the new airport, Busan port, and railroad combine to function as a Busan-type integrated logistics hub, it is expected to enhance the image of Busan as an international city as well as economic development in Busan, Ulsan, and Gyeongnam (Buul-gyeong). Although tourism travel has decreased due to the current COVID-19, an increase in tourists and overseas travel can be expected after the development of vaccines and therapeutics in the future. At this time, if it is possible to operate long-distance routes such as the United States and Europe and at the same time have an airport in Busan that operates 24 hours, it is predicted that the global brand image of the city will continue to be strengthened. Second, the establishment of a megacity in the southeast area. The southeast mega-city means the construction of an ultra-wide city that unites the 8 million living zones and economic zones of Seoul. If a megacity in the southeast area is built, it is expected that it will become a new growth axis for Korea along with the metropolitan area. (https://www.donga.com/news/Inter/article/all/20200504/100907367/1)
   From the perspective of urban architecture, there are the following opinions regarding the establishment of a global brand image for Busan city. Skyscrapers also play the role of symbolizing a city or a country, and Korea is a very active country in the construction of skyscrapers to the extent that the number of completed skyscrapers is within the top 5 in the world. Buildings adjacent to rivers or the sea are evaluated as relatively high in value compared to buildings located inland due to their excellent viewing rights and landmark characteristics. Busan is a large city facing the marine environment, and the demand for this type of building is steadily increasing. Due to this influence, according to the standards (50 stories or more or 200 meters or more) defined in the 'Special Act on Disaster Management for High-Rise and Underground Complex Buildings', Busan is the nation's highest concentration of skyscrapers. Busan, the maritime capital of Northeast Asia, is considered a famous tourist destination in Korea for its landmark skyscrapers and various types of marine structures that harmonize with the beautiful seascape. In order to build a Busan city brand image, a strategic approach is needed to use and preserve the natural environment including the ocean, to build sustainable infrastructure, and to actively utilize landmark buildings.

5. Conclusion

It can provide a brand strategy establishment matrix for resolving Busan local (society) problems by building a brand image of a new sustainable global Busan city in response to the continuous decrease in the population of Busan and the increase in the unemployment rate. In addition, it will be a study that has a great economic effect on a practical and academic level in building a global city brand image of a mature Busan that can hold events such as the World Expo.

The concept of a city is evolving as various complex fields such as economy, politics, society, and culture are carried out centering on the city. In addition, local governments are making great efforts to build a city brand image. In order to build a city brand image, above all, it is necessary to discover the identity of the differentiated Busan city brand image and to establish a competitive image of Busan city related to the 4th industry. The environment of extreme uncertainty and the development of 4th industrial technology require convergence, complex and creative ideas. Therefore, it is judged that Busan's development plan to create a global city brand image will be effective in preventing employment and population outflow throughout the Busan area through the construction of metaverse and landmark images. This will provide important implications in terms of sustainability innovation, market creation innovation, and efficiency innovation, especially by Clayton M Christensen, Efosa Ojomo, and Karen Dillon (2019).

Through this study, the effect of building the brand image of Busan city according to the global pandemic can be seen focusing on the short-term, mid-to-long-term, and the influence of the global city brand image. As a limitation of the study, first, there are limitations of samples and limitations of generalization. In future research projects, it will be necessary to apply a methodology that can be generalized through large-scale sampling. In addition, it will be necessary to utilize and search for control variables or missing variables among the suggested SWOT factors.

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