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**INTERNATIONAL CONFERENCE ON
INDONESIAN SOCIAL AND POLITICAL
ENQUIRIES 2016**

'LOCALIZING GLOBALIZATION'

PROCEEDINGS

NO. 1 VOL.1 TAHUN 2016

NO. ISSN 2541-5964

Organized By:



Supported By:





PROCEEDINGS

INTERNATIONAL CONFERENCE ON INDONESIAN
SOCIAL AND POLITICAL ENQUIRIES 2016:
LOCALIZING GLOBALIZATION

2016

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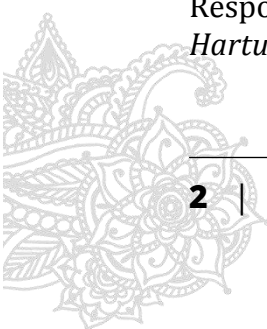
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MORE THAN JUST A LOGO, BRANDING AND THE PROBLEM OF IMPERFECT POLICY: LOCATING PEOPLE'S VOICE IN THE NEWLY IMPLEMENTED BRANDING OF *JOGJA ISTIMEWA*

June Cahyaningtyas, Sri Issundari, Asep Saepudin¹

Abstract

This paper attempts to elucidate what makes a good branding effective by highlighting two important functions of branding as a marketing strategy in a globally interconnected world and a vision of development in delivering prosperity for the people. Using survey questionnaire, interviews, and focus group discussion, the research investigated how a place is perceived and how branding is implemented. Taking the case of Daerah Istimewa Yogyakarta, Indonesia, with its newly implemented branding, Jogja Istimewa, and highlighting the paramount of people's voice, the paper shows that the branding Jogja Istimewa has not been able to deliver the two functions effectively due to its excessive orientation to high capital investment as well as the haphazard policy which leads to dispute of the real target of the branding itself. Based on the research taken, the paper concludes that excluding the people in the process only turns a branding into a cheesy slogan, baseless, as it is isolated from its own context.

Keywords: branding, policy, Jogja Istimewa, Indonesia

Introduction

This research is stemmed from the assumption that understanding public perception upon a place is the first step towards building positive and competitive image of a place. Branding, which is currently believed to be the prime instrument in implementing the strategy of marketing (Caldwell and Freire, 2004) is more and more commonly practiced in many countries, regions, and cities. Brand becomes the option because, following the success of product branding, such as Marlboro, Levi's, and Coca Cola, it can give differentiation in the mind of the consumers among similar products or services in competition. Places in the world are currently branding themselves as

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interesting destinations for tourism, investment, business, and working. Branding is used by many places around the world to reinstate its identity and to promote its potentials.

While branding is believed to be the panacea for this tightening competition, there is a gap between how it is implemented in developed and developing countries. In Southeast Asia, for instance, leading countries like Malaysia, Singapore, or large cities such as Kuala Lumpur have successfully developed their brand identities through taglines such as 'The Truly Asia' (Malaysia), 'Uniquely Singapore' (Singapore), and 'City of the Future' (Kuala Lumpur). In Indonesia, although the same effort has been conducted in several cities, including Bali ('Shanti, Shanti, Shanti'), Jakarta ('Enjoy Jakarta'), Solo ('The Spirit of Java'), Semarang ('The Beauty of Asia'), and Yogyakarta ('Jogja Istimewa'), but the degree of successfulness is highly debatable. At the outset, these places are attempting to show their unique characteristics and create particular image in the mind of the people in order to distinguish themselves from their competitors. But eventually, aside from the tagline, there is almost no consecutive policy practice aligning with the brand.

A good branding is indicated by its effectiveness in delivering the message about a place's identity, but relations between identity and image in either theory or practice do not always walk in harmony. Place identity does not always correlate the idea which is about to be promoted by the place itself through branding. It happens because the variety of image association, which is linked to a place without any significant association which is referred to as its strength. Differences between what is to develop for the public and what is perceived by the public become one of the main reasons which substantiate the needs to research perception, especially how public perceive a place and what kind of aspiration that comes along with that perception. By understanding how a place is perceived by the public, the foundation of a place identity through branding could be more solid because it is built bottom up.

In developing countries like Indonesia, most development policies are decided through top down approach. These policies are dominated by developmental interests which is real and short-term oriented, that is to generate economic growth through inviting large investment. In the Island of Java, for instance, the strategy for inviting



investment is directed for economic services, while in the outer islands the strategy for inviting investment is directed for extractive industries or agribusiness. While the strategy is proven to be effective in generating hard cash instantly, this top down policy is considered weak for being unable to deliver long term and equal benefits, socially and environmentally. The collapse of social carrying capacity is indicated from the uneven distribution of welfare among people in urban and rural areas, the loss of land and other local properties, which dampen people's life into circles of poverty and even leads to the social economic imbalance, while the wreckage of ecological carrying capacity is due to the change in land use.

Special region of Yogyakarta is chosen as the place of study because it is one of the main tourist destinations in Indonesia after Bali, Jakarta, and Surakarta (Yuli, 2011, p. 51). Many have associated the successfulness of tourism in Yogyakarta with its richness in culture and history (Nuryanti, 2000). In reality, Yogyakarta is famous not only as a tourist destination, but also as the centre of education in Indonesia. Moreover, after being stricken by an earthquake in 2006 and volcanic eruption in 2010, Yogyakarta becomes famous for its volcanic resources. With the many potentials and associations attributed, the provincial government in March 2015 socialized the brand image of *Jogja Istimewa* to promote the region as an attractive economic site in Asia in terms of trade, tourism, and investment. The expression of *Jogja Istimewa* refers to the distinctive, exceptional Yogyakarta.

Although socialization of *Jogja Istimewa* appears to be more extensive compared with the previous brand, *Never Ending Asia*, the government in the provincial and the regency levels do not seem to have clear reference to manage their potential resources and marketing strategies within the framework of place branding. On surface, branding *Jogja Istimewa* is seemingly successful as anybody can see massive employment of the slogan in all government offices, public spaces, and in various promotional products and media which have associations with Yogyakarta. At bottom, dissent voices intensifies and manifested in cityscapes, twitter, and song lyrics, showing people's protest against government policy which are regarded as being not pro-poor, thus raising sustainability issue in a brand-based development policy of Yogyakarta.



In the past three years the speed of urbanization and the increasing capital investment and infrastructure development to a more service industry and urban-entertainment orientation are evident in Yogyakarta. This condition, in contrary to the image of Yogyakarta as a cultural and historical city, poses a great risk to the maintenance of the local culture and to down grade Yogyakarta rich historical context. At the same instance, the mushrooming of malls and supermalls, hotels, apartments and/or condominium at either the down town or the upper part of Sleman regency, which is known for its protected area due to its function as water catchment area, will eventually influence the social and ecological carrying capacity (Putra and Baier, 2008; Munawar, 2007; König, et al., 2010).

The paper attempts to question what makes a good branding effective by weighing the way in which branding *Jogja Istimewa* has truly represented the identity of Yogyakarta and directing the path of the development in Yogyakarta to people's expectation. By inserting the voice of the people as the vocal point of the analysis, this paper argues that a good and effective place branding serves two important functions, namely a marketing strategy to attract tourist, trader, investor, and creative talents, as well as a vision of development in delivering prosperity for the people.

Literature Review

The concept of place branding is not a new concept, but neither a long one. Place branding has been becoming one of the communication strategies exerted to build an expected image about a place or a location based on its uniqueness, which marks its difference. Although branding was initially employed as a marketing strategy for a product and a company, it is currently adopted by various organizations and/or places, which envision its importance as a comprehensive promotional strategy (Kavaratzis, 2009). Place branding becomes guidance for comparative advantage that a nation or a region or a city could claim for winning in a global competition. Along with the increasing competition between places in the world is the urgency to manage its reputation. Reputation for a place defines how public perceive the many aspects that define the place. Perception influences how people think about a place and decide to make it a destination to visit, to invest, or to study.



An image of a place can be discerned from its specific geography, history, proclamation, art and music, public figure, and other influential markers that can be analogized as the paramount product of a company (Gertner, 2007). In order to brand itself, a place needs an integrated communication policy or a framework to coordinate functions, which support its designated image. This image should be consistent and easy to remember so as to demarcate from other similar places. An effective place branding is not only good for tourism or business promotion, but also for creating an ecosystem of branding inclusive of all supporting components. Therefore, a place brand should be able to reflect the unity of an image of its own community, own land, own culture, own polity, and other characteristics that construct a place.

Much discussion has been done on the way place branding could and should be materialized in order to be effective (Rainisto, 2003; Caldwell and Freire, 2004), but a little elaboration was made on the impact people have to a brand, most of which are focusing on their importance as stakeholder (Sevin, 2014; Beckmann and Zenker, 2012). Sevin (2014), for instance, analyzed the trending topic among twitter users for the formulation of Define-Measure-Visualize (DMV) Model, whereas Beckmann and Zenker (2012) explained the importance of multi stakeholders' perception to figure out a place's core associations and to build target group-specific place brand architecture. Less other research, like Mommaas (2002) paid attention to the risks of applying the branding technique to a place because, unlike product, it normally does not have coherence due to its diversity. Given its rational, economic-oriented dimension, branding may overlook the many facets of the society, endanger social cohesion, expose social inequality, and eventually weaken social trust. In view of this danger, Mommaas (2002) recommended a social re-orientation in place branding.

Combining Beckmann and Zenker's idea with Mommaa's concern on the importance of people's perception and the social aspect of branding, respectively, this paper seeks out the actual inclusion of people in place branding. Following Sevin, the paper uses twitter message which is circulated among the residents (the in-groups) as a final observance to multi stakeholders' take on a place's image and identity. Using a single case study in a developing country, the paper aimed at a ground-based study of



branding hence fill in the gaps of the existing research that is mostly theoretical and conceptual.

Method

Three stages of data collection were conducted for different types of group. First, survey questionnaire and interview with purposive sampling were conducted for both the in and out-group. Here, sample of respondent were selected among tourist (both local and international), school and university students, residents who works in formal and informal sectors, and tourism service operator. Data collected from respondents (tourist, school and university students, native and nonnative residents, and tourism service operators) at this stage was meant to identify stakeholders' perceptions of Yogyakarta and the way this image fits with the notion of *Jogja Istimewa*. Second, previous data were verified with government bodies, professional associations, and other interest groups through focus group discussion. This stage sought to find out the effort made by the government in facilitating the expectancies of the society concerning their perceptive identity of Yogyakarta and the hindrance faced by the government in managing the identity. This stage aims to compare the way each government and non-governmental bodies make out their part in implementing the branding as well as to contrast each and every one's take on a number of issue at hand prompted by the respondents and the interviewee of the previous stage. Lastly, the findings were corroborated with the readings of the twitter message circulated among the in-groups for interpretation.

Result

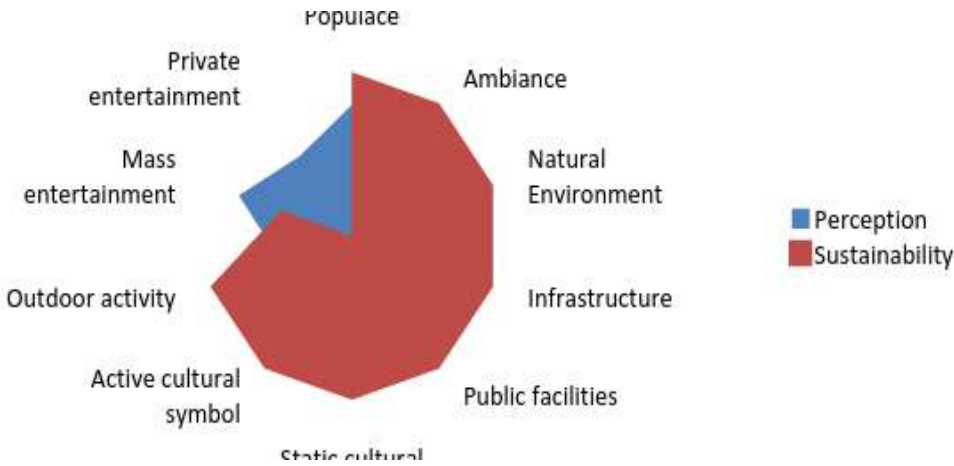
Data collected from survey questionnaire and interview indicates a gap between perception and experience they have of Yogyakarta. Perceptual attribute that builds the image of Yogyakarta is categorized into 10 components, all of which set the attributes of sustainable city, thus must be met in order to create sustainable economy. These tenth attributes are populace, ambiance, natural environment, municipal infrastructure, static cultural symbol, active cultural symbol, outdoor activity, mass entertainment, and private entertainment. Despite some issues arising in almost all the



attributes, the main problem lies on urban infrastructure, such as poor access to public transportation, low quality of infrastructure maintenance, poor quality of cleanliness and hygiene, and street orderliness. In addition, higher orientation towards mass entertainment than private entertainment in tourism sector is prone to environmental damage and social relations in the long term. It happens because tourism development is oriented towards attracting large quantity of incoming tourists, instead of building rich quality of local experience. In detail, relations between the tenth attributes and their degree of sustainability for regional development can be seen in the following graphic.

Graphic 1

Attributes of Perception that Builds the Branding of Yogyakarta and the Degree of Sustainability for Regional Development



Source: survey questionnaire and interview

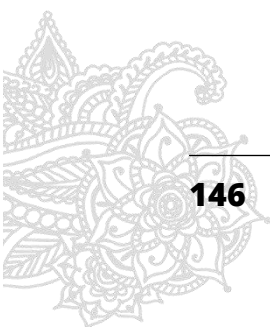
To verify the data, a focus group discussion was held and was attended by some government offices within Yogyakarta province and professional association in tourism and hospitality services. From the discussion taken, it was known that re-branding *Jogja Istimewa* was only seen as marketing strategy for tourism industry, not yet projected as a strategic policy of development in need of coherence among inter-governmental agencies. Apart from the plan of creating Tourism Promotion Board, which encompasses the four residencies in Yogyakarta province, for instance, there is no attempt to have a policy coordinating body which functions to align the policy of various agencies from the top to the bottom level.



Thus far, effort to minimize the problem of inconsistency between the slogan *Jogja Istimewa* and its implementation was made by socialization with government offices, schools, and other respected bodies about the meaning and the strategy implied by the tagline of *Jogja Istimewa*. The mail circulated from the governor which instructs the use of logo and slogan *Jogja Istimewa* in all government offices, schools, signposts in public infrastructures and places, and products, has made socialization easier and seemingly effective. Yet, branding cannot be followed up by merely socialization in a one-way direction, from the top to the bottom. The launching and the institutionalization of branding must be followed with visionary and policy coordination from the governor, comprehensive development planning in the provincial level, policy implementation by all sectors of government in the province and the regencies, up until its evaluation.

Analysis

Since March 2015, the provincial government of Yogyakarta has socialized branding *Jogja Istimewa*, in place of the old branding *Jogja Never Ending Asia*. Unlike the previous brand, the socialization of the new logo and slogan of *Jogja Istimewa* seems to be conducted deliberately and properly. The indication comes from the ruling for all government offices to place at the entryway a banderole that shows the logo and the slogan of *Jogja Istimewa*. What is more, these logo and slogan are massively adapted into various uniforms, outfits, bags, brochures, letterheads, stickers, and other conventional media promotions, expanded by diverse stakeholders from multitudinous sectors. Seeing how well-received the socialization is, the new branding seems to be more attuned to the aspiration of the people of Yogyakarta, especially about how they perceived their place.



Picture 1

Logo and Slogan *Jogja Istimewa*



Source: <http://jogjaistimewa.co/press-release-launching-branding-jogja-istimewa/>

As an idea, place branding is a vision for development en route, hence re-branding *Jogja Istimewa* should also reflect the new vision of Yogyakarta in facing an unprecedented future. Yet, some phenomena show how the idea and the philosophical meaning behind *Jogja Istimewa* have become redundant due to the challenges it faces from both within and outside. Challenge from outside comes from naughty investors that aim to maximize the profit at the expense of cost borne by other parties involved. Challenge from within comes from many elements in the society who think that the launching of *Jogja Istimewa* and the inauguration of citizen branding are too expensive and put away the urgency of the problems currently faced by the society. Many believed that government fails to detect these problems, let alone to find out the way to solve them. Poverty eradication, poor quality education, threat against unity in diversity, environmental degradation, permit disparagement, etc. are only few problems to mention.

Using the hashtag #JogjaOraDidol and #JogjaAsat, netizens are boisterous in twitter, critiquing the lameness of the government in dealing with public issues. #JogjaOraDidol is citizen's action in response to the bulldozing of culturally conserved buildings and the selling of hectares of land to contractors for real estate, hotels, malls, and apartments by violating the rights of the surrounding community to groundwater and land use access. This massive development of hotels, malls, and apartments eventually widens the social economic gap between the locals and the entrants. #JogjaOraDidol pictures the urban development which is dried from creativity due to its economic growth orientation while degrading the social relations between its own



people and the environment that supplies their needs. #JogjaAsat is citizen's action in response to the drying of groundwater because of the massive development of hotels and malls in Yogyakarta. #JogjaAsat critiques government policy that calls upon the values of fairness, the widening of the social economic gap, and the scarcity of the living sources of the people.

#JogjaOraDidol and #JogjaAsat are reprimands from the people to their political leaders: mayors, governors, legislatures, and all the apparatus of regional government; a call to give back their mandatory so as to push them to work responsibly, transparently, democratically, and properly stand for people's livelihood and for the sustainability of living environment. Not only in social media, the admonition is also shown in murals, banderoles, and posters of various activities conducted to educate the public about the rights belong to them. The hashtag becomes the language of protests voiced by the people who care about the undivided life of Yogyakarta.

The phenomenon in Yogyakarta elucidates how the expected image of Yogyakarta does not align with the message that flows from the day-to-day reality in society. This is because the claim as is formulated in the branding is not grounded in policy outcomes. Without much support from government, branding will only function as cosmetics to make up an outward appearance of a place. The phenomenon that goes on in Yogyakarta shows how re-branding has not been seen as a unified vision between policy maker in all governmental level. Re-branding has not been seen as consolidated action between governmental and private actors altogether.

In addition, following Hankinson's (2007) explanation about the five pillars of an efficient place brand, namely (a) a strong and visionary leadership, (b) organizational culture with brand-orientation, (c) coordination within department and collaboration between departments, (d) consistent communication between stakeholders, and (e) strong and mutual partnership, the class actions would not prevail had all these principles observed. As people express their misgiving through class action, they are basically question the legitimacy of the branding *Jogja Istimewa*.

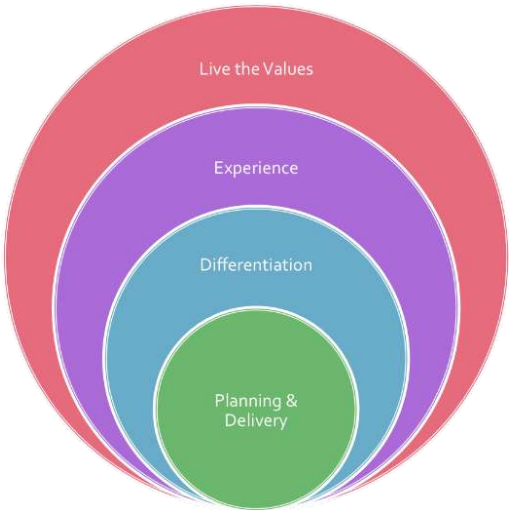
In theory, a place's reassertion of its identity through place branding should be able to deliver advantage, which is all-inclusive. This advantage is supposed to be gained because place branding propounds rendition and experiences to its target market of a



place, while at the same instance gives direction to the planning and policy making concerning how a place shall be operated, cooperated with, and developed. Keeping this in mind, a place branding is supposed to give clarity upon potential target market, investor, service/facility operator, and consumers.

In practice, an effective place branding should be able to deliver message to various audiences. For the government, a sound place branding will lay foundation for development vision and inputs for political (decision making) process. For investor, a good place branding will give a hint to the customers about the kind of experience and values they can attain. For the operator, a marketable place branding will be able to reach the market and the customers that are targeted in the first place for market differentiation. As for the developer, a prospective place branding must be able to send an in-depth message to communicate with potential market and business partners.

Graph 2
Stenghtening of Regional Identity Model



Graph 2 outlines the sequences for a place branding to work effectively. Starting from *planning and delivery*, a logo, slogan, or philosophy that binds the visual imageries of a place is formulated. Then, a strategy for strengthening a place is developed, not only to socialize the already launched brand, but also to build *differentiation*, to show a place’s uniqueness or comparative advantage so as to attract talented and skillful human resources as well as empower the people. *Experience* means target that wants to achieve through differentiation. *Live the values* highlights the importance of keeping policy



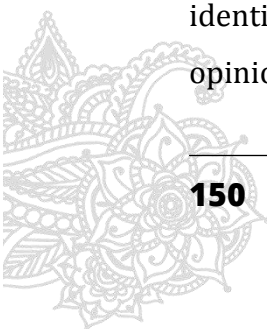
consistencies on track as well as maintaining attitudes and habits well attuned to the basic values which build the image of the place.

In Yogyakarta context, the process of planning and delivery has been conducted through the re-branding of *Jogja Istimewa*. In the level of differentiation, implementing the spirit of *Jogja Istimewa* must champion local initiatives while keeping the collaborative functions of the government and non-government sectors as the mainstay. Several activities that have been held routinely as cultural event include traditional rituals (such as *Sekaten*, *Padusan*) and contemporary (such as Yogyakarta Art Festival, Yogyakarta Fashion Week, Jogja Biannual Art) must be enacted as one of the insignia of Yogyakarta's uniqueness. Other than that, government bodies must be encouraged to formulate the uniqueness of Yogyakarta as a place so that more and more actors will contribute to the buildup of a strong image of *Jogja Istimewa*. The research and development of epiphytic plants (such as *gayam*), the empowerment of forest communities (such as Jati Mega in Kali Biru) and tourist villages also have strategic functions in supporting the actual experience of a distinctive Jogja. Keeping communities and living environment as the first and foremost essential elements in building a place image will create a robust collaboration for a sustainable and attainable place branding.

Conclusion

All kinds of branding, including place branding, highlights the importance of visual elements of brand. However, more than merely introducing logo and slogans, branding includes a larger activity and policy intervention aimed at directing a sound and visible brand. A sound and visible brand is indicated from its articulation in the policy outputs of all government bodies coherent with the promise that a brand deliver. An effective brand is thus indicated from how various stakeholders team up in numerous developmental projects and strive for the actualization of branding.

Based on the elaboration given above, the effort to communicate a place brand necessitates the understanding of how the place is identified or associated with by the public, thereupon specific target market to opt. While it is evident that only the strongest identity and association that should be used for as a place's identity, differences of opinions arising from variegated groups in society will help guiding public preferences



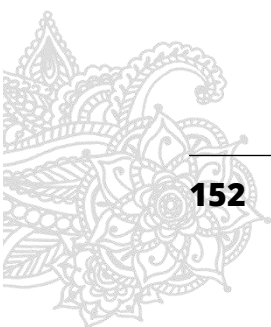
for policy making process. As a marketing communication, brand is not naturally roll in, but instead engineered prudently by the coordination of cross-sector, inter-agencies, government bodies as well as participation of private actors and engagement of people and the communities.

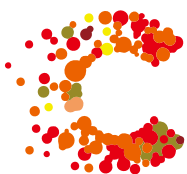
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