CITY BRANDING SHIFT ANALYSIS
(CASE STUDY: MADIUN CITY)

Luthfi Widad Erdiana, Slamet
Faculty of Economics, Universitas Islam Negeri Maulana Malik Ibrahim Malang
Jl. Gajayana No.50, Dinoyo, Malang City, East Java, 65144, Indonesia
19510090@student.uin-malang.ac.id

ABSTRACT
This study aims to reveal the process of shifting city branding that occurred in Madiun City. The research method used is descriptive qualitative. This study utilized two types of data, namely primary data obtained through non-participant observation in the City of Madiun and interviews with the Tourism Sector of the Department of Culture, Tourism, Youth and Sports of the City of Madiun and stakeholders in the City of Madiun. Meanwhile, secondary data was obtained from studies of government documents and data from the Central Bureau of Statistics. The data analysis technique used is the Miles & Huberman Interactive Model data analysis by testing the validity of the data using technical triangulation, source triangulation and member checking.

Keywords: City Branding, Shift, City of Madiun.

INTRODUCTION

Since the implementation of a decentralized government system through Law of the Republic of Indonesia Number 22 of 1999 concerning Regional Government, each region/city has the authority to regulate its own government on the basis of regional autonomy.(Hikmawan & Maulida, 2019). Regions/cities are competing to promote their regions to increase regional income through visitors and investors who come(Cvijanović et al., 2018). Regions, cities, provinces, and even countries are competing to do branding so that they can get benefits and profits from it(Hall, 1969). Implementing city branding is one of the strategic plans that can be implemented to support economic and tourism improvements in an area/city(Luthfi & Widyaningrat, 2018). The application of city branding makes a city known because it is different from other cities (Kasapi & Cela, 2017). City branding is taken from local wisdom, local wisdom has a very high philosophical value(Djakfar, 2017).

One of the cities in Indonesia that has implemented a city branding strategy is Madiun City. Madiun is a city in East Java that has many famous nicknames. The general public is familiar with calling this city as the City of Brem, the City of Pecel, the City of Sepur, the City of Girls and the Charismatic City as things that are unique to this city. However, the Madiun City government actually implemented a new city branding that was different from the previously known nicknames, namely "Madiun the City of Warriors". Embedding a good reputation in a city or region enhances a positive image and builds a special place in the minds of tourists(Braun et al., 2013). With so many nicknames and a shift in city branding from "Madiun the Charismatic City" to "Madiun the Warrior City" this makes the image of Madiun City not strong in the minds of the public and tourists. So this study aims to analyze the process of shifting city branding that occurred in Madiun City.

LITERATURE REVIEW

City branding is the initial process of introducing regional potential by creating a strong positioning in the mind of the target market or target visitors (Yuli, 2011). City branding is the process of forming a city's identity so that it has a selling point like a product (Anholt, 2003). As a product, city branding also includes icons, slogans, exhibitions and other promotional media (Adona & Mafrudoh, 2017). In addition, the application of city branding is carried out to create a positive image of the city to create a sense of comfort to live in (Nurjaman, 2022). With a positive image, city branding helps to promote a city so that it is

known by the public and tourists through the uniqueness and superiority of other cities or regions. (Merrilees et al., 2009). City branding also offers the concept of selling local industrial and tourism products to tourists to gain economic benefits (Prideaux et al., 2006). City branding takes the competitive advantage of a city which consists of geographical aspects, agricultural aspects and tourism aspects (Miladiyah & Slamet, 2014). With city branding, a city can strengthen its competitive advantage thereby creating an increased attractiveness for investment and tourists in the city (Paganoni, 2012).

Brands that are formed in the minds of consumers or tourists influence purchasing decisions (Ningsih & Vania, 2022). A good image that is formed in city branding will influence the decision to visit a city, this has been studied in a good brand reputation that can influence the decision to buy a brand (Saputra & Putri, 2022). The equity of a brand is simultaneously influenced by integrated marketing communication (Rahayu, 2014).

METHODS

This research was conducted in Madiun City, East Java, Indonesia. This city is a city that has many nicknames and has changed its city branding several times. In a product or service, changing branding or re-branding that is often done will actually weaken the product's positioning and image in the market. To find out how the process that Madiun City goes through in the shift in city branding that often occurs, this research was conducted using a qualitative approach with a case study approach. Case study research is used to comprehensively examine individuals or phenomena (Nury & Prajawati, 2022). Qualitative research is usually done in researching research conducted in natural environments (Munir & Masyhuri, 2021). Research data obtained from primary and secondary sources. Primary data obtained through interviews with informants and non-participant observation. Meanwhile, secondary data was obtained through copies of Mayor's Regulations, Regional Regulations, and data from the Central Bureau of Statistics.

The informants of this study are the Tourism Sector of the City of Madiun Culture, Tourism, Youth and Sports Office and Madiun City stakeholders, namely academics, community leaders, and the press in Madiun City. Informants were selected based on people or groups who have authority and are involved in changing city branding in Madiun City. Data analysis was carried out in four stages, namely data collection, data reduction, data presentation, and drawing conclusions. Data collection is the process of collecting data to support research conducted through interviews, observation, and documentation. Data reduction is the stage of selecting and classifying from the raw data, only data that is able to answer the research focus is selected. Furthermore, the data is presented descriptively by describing the research findings in detail and thoroughly. The last is drawing conclusions based on research findings.

RESULTS

Based on observations it was found that: *"City Branding City of Madiun is currently "Madiun City of Warriors".* Through observation and documentation studies, it was found that the previous city branding of Madiun City was: *"Madiun the Charismatic City"*. An interview with one of the academics in Madiun City said: *"This depends on the leadership, because the branding depends on the leadership."* (Informant_2)

In line with Informant_2, the Madiun City Tourism Sector also stated the same thing:
> *"That's right, because actually the branding of the City of Madiun itself follows the vision and mission of each regional head. So, city branding follows the name of the regional medium-term development plan (RPJMD), so that is the elaboration of the performance of the mayor's vision and mission. So, the process for becoming branding goes through one name, Musrenbang RPJM. Now that is branded as a "City of Warrior" like that, so it comes out of the Musrenbang, then after the Musrenbang the RPJM is drafted at Bapedda, from Bapedda the results will be brought to the DPRD, after that it is approved at the DPRD called the Regional*

Regulation RPJMD because it is signed by the executive and legislative.After being ratified, the RPJM will be implemented annually through the work plan of each SKPD." (Informant_1)

Similar to the previous informants, the people of Madiun City also explained something similar: *"Actually, the city branding program is based on each mayoral period." (*Informant_4)

Based on the data obtained, it is clear that the change in city branding experienced by the City of Madiun follows a change in regional leadership. Even so, the policy of changing city branding still involves stakeholders in its implementation. This can be seen from the statement of one informant as follows:

"Initially there was no discussion as branding. (However) for discussing policies we are always involved in city activities, especially in the context of maintaining Kamtibmas." (Informant_5)

This statement is reinforced by a statement from one of the residents as follows:

"I have participated in youth organizations too, right, when it comes to development, we usually invite the Musrenbang deliberations. Everyone is gathered, from community leaders, youth, and officials, what is the suggestion for development?"(Informant_4)

In line with the previous statement, another informant also stated the following:

"So all college sat together, with the mayor and his deputy, all of them were invited to the discussion." (Informant_2)

This process of stakeholder participation is justified by the Madiun City Tourism Sector in its following statement:

"So actually every development planning process that ends in a branding, there's a triple helix, right? So the government, universities, and the community or business actors, including community leaders, related stakeholders. To explore the local wisdom, explore its market value from elements of the community or business actors, then if you want to explore the theory, right from the university." (Informant_1)

DISCUSSION

A shift in city branding is a normal thing that happens in a city because city branding is based on a vision and mission which also changes following the change in leadership in the city. This condition has been understood by city stakeholders and in its implementation also includes stakeholders. Decision making by top leaders is also contained in structural theory(Nawawi & Hadari, 1993), which states that structurally clear decision making is carried out by leaders who occupy the highest structure in an organization. From this it can be seen that based on the government structure, the Mayor of Madiun has the highest authority in establishing the vision, mission and city branding, so that changes to city branding initiated directly by the Mayor of Madiun are in accordance with decision-making procedures within the scope of city government.

Based on strategic management theory(David, 2007), the process of shifting city branding in Madiun City consists of three stages, namely strategy formulation, strategy implementation, and strategy assessment. The strategy formulation in the process of shifting city branding in Madiun City begins with the preparation of a vision and mission which includes establishing city branding, identifying regional potentials and weaknesses, and setting long-term goals. In the process of formulating this strategy, the Madiun City Government has the authority to formulate its strategic plan in the form of the RPJM (Medium Term Development Plan). After that the second stage is implementing the strategy by discussing the RPJM together with stakeholders in the Musrenbang (Development Planning Meeting) to receive suggestions and input and absorb the aspirations of various stakeholders in the City of Madiun. The RPJM (Medium Term

Development Plan) that has passed the Musrenbang stage is then submitted to Bappeda, after which Bappeda is then brought to the DPRD to be ratified and signed by the legislature and the executive. After being ratified, the RPJM becomes the RPJMD Regional Regulation (Regional Regulation of the Regional Medium Term Development Plan) which contains a work plan to be carried out by each SKPD (Regional Work Unit) as a direction to achieve development goals. The last is a strategic assessment, in this case the evaluation of development and implementation of policies that are held by the city government with stakeholders which are held regularly. After being ratified, the RPJM becomes the RPJMD Regional Regulation (Regional Regulation of the Regional Medium Term Development Plan) which contains a work plan to be carried out by each SKPD (Regional Work Unit) as a direction to achieve development goals. The last is a strategic assessment, in this case the evaluation of development and implementation of policies that are held by the city government with stakeholders which are held regularly. After being ratified, the RPJM becomes the RPJMD Regional Regulation (Regional Regulation of the Regional Medium Term Development Plan) which contains a work plan to be carried out by each SKPD (Regional Work Unit) as a direction to achieve development goals. The last is a strategic assessment, in this case the evaluation of development and implementation of policies that are held by the city government with stakeholders which are held regularly.

The process of implementing the city branding shift in Madiun City also involves stakeholders, namely the government, academics, and the community/business actors.(Kavaratzis, 2009)stated that city branding is a complex system beyond product and service branding because it involves stakeholders from various fields. Through this research, it is known that in implementing the city branding strategy stakeholders are also involved in decision making. In the process of shifting city branding, the City of Madiun uses the concept of the triple helix stakeholder initiated by(Etzkowitz & Leydesdorff, 1995)is a combination of cooperation between three stakeholders, namely the government, academia, and the community including business and industry players. The government's role in the process of shifting city branding in Madiun City is as a regulator as well as a controller. The role of the regulator can be seen in the authority in planning and initiating changes to city branding which will be carried out through the formulation of the government's vision and mission as outlined in the RPJMD (Regional Medium Term Development Plan). In addition, the role of the Madiun City Government in supervising the implementation of the city branding policy is to accept and listen to the aspirations of other stakeholders in the Musrenbang (Development Planning Consultation) or hold regular meetings with communities or social organizations in the City of Madiun.

The role of academics in the changes to city branding carried out in the City of Madiun is as a drafter of ideas raised from an academic point of view in accordance with their respective scientific fields. In the process of shifting city branding to "Madiun Kota Pendekar", apart from listening to the aspirations of local academics, the City Government is also working with a martial arts professor from Yogyakarta State University. The role of the community and business actors in the implementation of city branding set in Madiun City is as actors who run the wheels of the economy and feel the benefits of the policies set. The community in this city branding policy is also involved in Musrenbang meetings so that the government can find out the wishes and needs of the community for the city branding shift policy which also includes development plans. Another theory that states about stakeholders is the Pentahelix ABCGM, namely Academics, Business, Community, Government, and Media(Muhammad., 2017). Thus city branding is a complex policy that needs to involve many parties and is not only carried out and implemented by local governments, but also involves stakeholders from various groups. The concept of stakeholders in shifting city branding involves at least three stakeholders, namely government, academics and the general public including business owners.

CONCLUSION

The shift in city branding in Madiun City was initiated by the elected regional head/mayor so that a shift in city branding occurs every time the regional head/mayor changes. The

process of shifting city branding in Madiun City starts from the stage of formulating the vision and mission, preparing the RPJMD, Musrenbang with stakeholders, after which it is approved by the legislative and executive bodies. The formulation is carried out by regional heads as top management in city government, but in its implementation stakeholders consisting of government, academics and the community including business actors are also involved.

LIMITATIONS

This research has the limitation of only examining the process of shifting city branding in Madiun City. Meanwhile, there are other cities that have also experienced a shift in city branding. To strengthen the findings in this study, further research is expected to examine other cities to enrich research findings.

REFERENCES

Adona, F., & Mafrudoh, L. (2017). City Branding: Tourism Marketing Strategy City of Padang. 28(Ictgtd 2016), 320–324. https://doi.org/10.2991/ictgtd-16.2017.61

Anholt, S. (2003). Brand New Justice: The Upside of Global Branding. Butterworth-Heinemann.

Braun, E., Kavaratzis, M., & Zenker, S. (2013). My City - My Brand: The Different Roles of Residents in Place Branding. Journal of Place Management and Development, 6(1), 18–28. https://doi.org/10.1108/17538331311306087

Cvijanović, D., Simić, N., & Vukotić, S. (2018). Creating a state brand: A brand and branding Serbia. Economics, 64(2), 43–54. https://doi.org/10.5937/economica1802043c

David, FR (2007). Strategic Management Concepts and Cases. Prentice Hall. https://doi.org/10.2307/j.ctt1t891zp.14

Djakfar, M. (2017). Halal Tourism and Local Wisdom: Potential, Innovation, and Action. UIN Maliki Press.

Etzkowitz, H., & Leydesdorff, L. (1995). The Triple Helix-University-Industry-Government Relations: A Laboratory For Knowledge Based Economic Development. Easst Review, 14(1), 14–19.

Hall, ET (1969). The Hidden Dimensions. In Anchor (Vol. 4, Issue 1). Anchor Books.

Hikmawan, R., & Maulida, RA (2019). The Urgency of City Branding in Paradiplomacy: A Case Study of Serang Regency. Mandalas, 2(2), 247–263.

Kasapi, I., & Cela, A. (2017). Destination Branding: A Review of the City Branding Literature. Mediterranean Journal of Social Sciences, 8(4), 129–142. https://doi.org/10.1515/mjss-2017-0012

Kavaratzis, M. (2009). Cities and their brands: Lessons from corporate branding. Place Branding and Public Diplomacy, 5(1), 26–37. https://doi.org/10.1057/pb.2008.3

Luthfi, A., & Widyaningrat, AI (2018). The concept of city branding is an approach of "the city brand hexagon" in the formation of city identity. National Seminar on Management and Business, 3(2013), 315–323. https://jurnal.unej.ac.id/index.php/prosiding/article/view/9178

Merrilees, B., Miller, D., & Herington, C. (2009). Antecedents of residents' city brand attitudes. Journal of Business Research, 62(3), 362–367. https://doi.org/10.1016/j.jbusres.2008.05.011

Miladiyah, UR, & Slamet, S. (2014). Competitive Advantage Strategy to Build City Branding Batu City as a Tourism City. Iqtishoduna, 10(2), 89–98.

Muhammad., D. (2017). Halal Tourism with a Multidimensional Perspective: A Roadmap Toward Halal Academic & Industrial Development in Indonesia. Halal Tourism, 45–135, 238.

Munir, M., & Masyhuri, M. (2021). The Strategy of Trade In The Halal Food Industry In Jember. IQTISHODUNA: Journal of Islamic Economics, 10(1), 35. https://doi.org/10.36835/iqtishoduna.v10i1.902

Nawawi, H., & Hadari, MM (1993). Effective Leadership. Gadjah Mada UniversityPress.

Ningsih, NR, & Vania, A. (2022). Enrichment: Journal of Management The Influence Of Brand Image And Personal Branding On The Purchase Decision Of Menantea

Products In The City Of Malang, East Java. Enrichment: Journal of Management, 12(4).

Nurjaman, K. (2022). Digital Marketing Strategy in Promoting the City's Brand. International Journal Publishing INFLUENCE: International Journal of Science Review, 4(2), 2022. https://influence-journal.com/index.php/influence/index

Nury, HR, & Prajawati, MI (2022). Financial Technology Peer to Peer Lending. Syntax Literate: Indonesian Scientific Journal, 7(5), 6363–6373. https://www.jurnal.syntaxliterate.co.id/index.php/syntax-literate/article/view/7175

Paganoni, MC (2012). City Branding and Social Inclusion in the Glocal City. Mobilities, 7(1), 13–31. https://doi.org/10.1080/17450101.2012.631809

Prideaux, B., Laws, E., & Moscardo, G. (2006). Managing Tourism and Hospitality Services (Theory and International Applications). CABI. https://www.google.co.id/books/edition/Managing_Tourism_and_Hospitality_Servic e/BTGt2fvYVXUC?hl=en&gbpv=0

Rahayu, YS (2014). The Effect of Integrated Marketing Communication on Brand Equity of Islamic Banking in Malang City. El Dinar, 1(02), 115–129. https://doi.org/10.18860/ed.v1i02.2520

Saputra, R., & Putri, KAS (2022). The Role of Price, Product Quality and Brand Image on Repeat Purchase Decisions on Bear Brand Dairy Products in Malang City. E-Qien Journal of Economics and Business, 9(2), 261–269. https://stiemuttaqien.ac.id/ojs/index.php/OJS/article/view/407

Yuli, A. (2011). City Branding as a Tourism Development Strategy From a Brand Legal Aspect. QISTI Scientific Journal of Law, 5(1)(1), 50–68.