

COLLABORATIVE MARKETING MANAGEMENT IN BUILDING A SUSTAINABLE KARAWANG CITY BRANDING

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Abstract—*The long-term goal of this research is to study collaborative marketing management in building a sustainable city branding in Karawang Regency to encourage the achievement of the Karawang Regency's vision and mission. Specific target of research is that Karawang Regency has the right city branding in accordance with the advantages of its competitiveness. This research is expected to contribute practically, creatively and innovatively, to increase the competitiveness of Karawang Regency so that it can have the advantage of being a sustainable city branding. The study was conducted using a single case study qualitative method, namely; collect, present, analyze, triangulate and test validity and make conclusions and suggestions. Research locus in Karawang Regency. Unit of stakeholder research respondents who have interests in each region. The results showed that collaborative marketing management in building city branding was still not optimal. In general, collaboration marketing management is directed through invest, torism and trade has not been directed to the achievement of MDG acceleration and vision and mission. City branding has not been concretely and firmly oriented into the city branding pattern of hexagon which includes presence, potential, place, pulse, people and prerequisite, as it is not yet optimal in developing sustainable tourism industry. The marketing and promotion of tourism destinations is also still not integrated, directed, and measurable in accordance with the objectives, targets and targets of tourism development that have been determined. The strength and potential of the agricultural and industrial sectors become valuable capital. This has caused the city branding of Karawang Regency to not be concretely concrete for an increase in the icon of a city that becomes an attraction and strength.*

Keywords—*collaborative marketing management, city branding.*

I. INTRODUCTION

One manifestation of the implementation of city branding, several regional government heads began to offer the potential of their respective regions as an effort to increase Regional Original Income and is widely expected to improve welfare for the community. It is undeniable that the success of a region developing its potential depends on the integrated marketing activities it does. At the international level, marketing programs carried out through branding from a country have been carried out in an effort to strengthen their identities and at the same time are used as a means to promote existing potential. Some examples of countries in Asia that have had country branding include Malaysia with "The Truly Asia", Singapore with "Uniquely Singapore", Kuala Lumpur with "City of the Future".

Later, the government in this country seems to be open to branding. The Ministry of Culture and Tourism launched in 2008 branding "Visit Indonesia with the logo of the Garuda Bird silhouette. Then launched Wonderful Indonesia. This branding has also been followed by several regions in Indonesia, including Bali with "Shanti, Shanti, Shanti", Yogyakarta with "Jogja Never Ending Asia", Surakarta with "Solo The Spirit of Java", Central Java with "Passion Strength Heritage", DKI Jakarta with "Enjoy Jakarta", Manado, which had been successful as the host of the World Ocean Conference, spread "Sail Bunaken in collaboration with the Ministry of Maritime Affairs and Fisheries and the Indonesian Navy" and no exception to the Karawang regency known as "Goyang Karawang". Karawang as a city has very much potential, namely as a metropolis that has a fairly thick custom and culture. But often under the shadow of other cities in the vicinity such as Bekasi and Jakarta which are metropolitan cities, and therefore tourists often find it better to visit both places, with more diverse and more interesting travel offers. Moreover, Karawang as a buffer city of the capital of Jakarta and entered the strategic area of development in the Bodebekkarpur area (Bogor Depok Karawang Purwakarta). When considering the era before regional autonomy, actually several regions including Karawang Regency have made their own regional branding. Such

as Karawang with "Rice Barn", Solo with "Berseri Solo", Banjarnegara with "Gilar-Gilar" and so on.

But whether or not because the identity only includes a narrow space around cleanliness, health, prosperity and the like; which was created to support the acquisition of the Adipura award from the central government, slowly but surely the branding is increasingly fading. A branding should not only show the identity of the city in general. Precisely with branding it is expected that ideally it will arouse curiosity to get to know more from the relevant region. And in its continuity it will help the process of better communication with external parties.

However, if we look at the city branding steps that have been taken, in general it seems to be more difficult to aim at tourism development, especially attracting tourists. In fact, city branding should also be able to bring investment and increase trade in the city. Most regions and cities / regencies in Indonesia, including Kabupaten Karawang, are only limited to promotion, have not raised a unique and emotional side. Still limited to making booklets, brochures, and not yet highlight the unique advantages of their respective regions. Identification identities are only the logo of the city's identity and have not included a commercial and emotional identity intended to attract investment. The city branding efforts that have been carried out by various regions / cities so far have not been emphasized in the potential and superiority of the region clearly. Many cities / regions do not highlight their main advantages and instead want to sell many products. This makes a lot of slogans which are considered as the foundation of city branding in a city that is not focused on one advantage. While maybe these advantages can have a great opportunity to become the initial foundation to build the potential and superiority of the area.

The government can also empower the potential of small industries with large numbers and types. This condition needs to be followed by government policy by implementing a policy of regional autonomy which has the consequence that each region needs to improve self-help and self-help in the development of the region. Herein lies the role of all parties in building a city branding of a city. Collaborative marketing management in building sustainable city branding is one variant of partnership (partnership) and becomes a relationship that involves the distribution of power, work, support and / or information to achieve common goals and / or mutually benefit all stakeholders, including collaboration with other nearby cities such as Subang, Purwakarta and Bekasi. Stakeholders are one that plays a strategic role in encouraging the acceleration of community development. With a number of advantages it has such as human resources, established institutional devices, and dynamic capabilities in encouraging economic growth in a region, all stakeholders can act as agents of development, which help support regional development activities as well as

being agents controlling every existing management policy and process.

The big question is how is collaborative marketing management in building a sustainable Karawang city branding? The problem identification in this study has not been maximized by the application of collaborative marketing management in building a sustainable Karawang city branding.

II. LITERATURE REVIEW

A. *Collaboration Marketing Management*

In the construction of a public facility in Indonesia (whatever the form of the facility, both physical and imaging), it should be remembered that the community plays an important role in it. The principle of our democracy which states that all forms of development decisions are from the people, by the people and for the people must be truly upheld. The community needs to know, about the development plan that will be carried out - whether the development process carried out will provide benefits or vice versa.

Similarly, building a city branding in an area. When referring to a good development decision-making process, it is necessary to have openness in the process of development decisions taken. Planning is done to find out whether the branding is in accordance with the local characteristics of the city itself. The option of choosing city branding as one of the choices to improve the regional economy should not be one form of 'jargon rhetoric', which in turn becomes blurred in its implementation. It should be borne in mind that the importance of people's legitimacy over state development is specifically contained in the 1945 Constitution and stated in article 33 paragraph 2: "Production branches are important for the state and which affect the livelihood of many people controlled by the state". As well as in paragraph 3: "Earth and water and the natural wealth contained in them are controlled by the state and used for the greatest prosperity of the people". And paragraph 4: "The national economy is carried out based on economic democracy with the principle of togetherness, efficiency, justice, sustainability, environmental insight, independence, and by maintaining a balance of progress and unity of the national economy".

From the article, it was explained that the notion of state ownership rights has legitimacy if it is subordinated to the interests of human rights of its citizens. So that the interests of the people or people's rights, especially in terms of access to the earth, water and natural resources contained therein must be used as the main means and final destination of state ownership rights.

Thus if the process of building a city brand is considered to be an option to improve the city economy, of course good cooperation is needed from various parties. So that later the development process carried out

will provide prosperity to the people in accordance with the principles of togetherness, efficiency with justice, sustainability, environmental insight, independence, and by maintaining a balance of progress and unity of the national economy.

B. City Branding

"Sprawl" is a common occurrence in big cities in developing countries and after leaving colonialism, the layout of a city is poorly managed. Changes in the city's physical space, changes in land use are not carried out comprehensively so that many elements of the city are not used optimally. Along with the improvement of community education and also the awareness of urban society towards the elements that are owned by the city that can be utilized for the welfare of the community's economy, the city branding slogan appears which is usually formulated to become an image of the city.

City in the literal sense is "City", which is a place to do comfortable activities, and a stage / theater to present themselves with each other with a sense of pride. Richard F (2007) also states that urban culture refers to the importance of a creative society, so it is very clear that a city lives and can be a brand if all actors in the city have a sense of creativity in managing the elements owned by the city. Brand can be interpreted as a symbol, logo or brand that is attached to an area or city that has an attraction and is recognized by the wider community. So city branding is a city image that has special characteristics that can be explained and identified and is sustainable.

In the era of regional autonomy, increasing the competitiveness of a region becomes very important. Areas that are not highly competitive will be left behind from other regions. In the context of marketing, regions that want to advance and win competition must succeed in applying global standards, have regional perspectives and become champions at the local level. An area must be determined to be different from other regions. Different because of good economic performance, great government capacity, more efficiency, adequate infrastructure and a conducive and dynamic business climate. How to communicate something different to the wider community, especially those who are the target market? The main key, of course, is to formulate a brand from that area.

As with any product / service in general, a brand is an identity as well as a differentiator from other products and certainly applies to a city. Therefore, the importance of formulating a city branding so that a city can truly be distinguished from other regions as one of the strategies to gain competitive advantage at the local, regional and even international levels. Every city must involve all its stakeholders so that it will make the brand formula more relevant because the potential that is seeded is reviewed from various aspects widely, at least valued by the people themselves so that they will take responsibility in making it happen.

III. METHODS

The type of descriptive qualitative research used is in the form of research with a case study method or approach. Research concentrates intensively on a particular object that studies it as a case. Case study data can be obtained from all parties concerned, in other words the data in this study were collected from various sources to analyze the application of the concept of collaborative marketing management to find measures: city performance from a socio-economic macro perspective and the involvement of all stakeholders involved through marketing performance.

The study was conducted by collecting data obtained from literature studies, facts finding, field surveys and also interviews and focus group discussions with several stakeholders in Karawang district. Literature studies are conducted to find out how city branding can be done comprehensively and simultaneously. Surveys and facts finding were conducted to find out the actual situation of the city that was used as the object of study, interviews were conducted to obtain input on economic activities carried out and also the opinions of stakeholders on supporting and the role of Regional Governments as providers / enablers, both of which could be done in place, the perpetrator's community and the right time. After getting the results of the Focus Group Discussion process, it is necessary to conduct in-depth interviews on the questions posed at the FGD by considering some of the characteristics of the respondent, namely the place of birth, whether in Karawang Regency or outside Karawang and how long it will be to stay in Karawang.

IV. RESULTS AND DISCUSSION

The vision of Karawang Regency 2016-2021 is: "Karawang that is Independent, Advanced, Fair and Prosperous". The vision of Karawang Regency in the 2005-2025 long-term development plan is "Agriculture and Industry-Based Prosperous Karawang".

A. Independent

It means a productive, innovative, adaptive attitude and condition of the community towards the development of science and technology, and optimizing the potential of the region and exploring the sources of regional income by sticking to local culture and culture.

B. Advanced

Means that the Human Resources of Karawang Regency have achieved high quality with a high level of prosperity accompanied by a solid system and political and legal institutions

C. Fair

Means there are no restrictions / discrimination in any form, both between individuals, genders, and regions

D. Prosperous

Means that the basic needs of the Karawang Regency community can be fulfilled so that it gives meaning and importance to other regions.

The acceleration of achievement of MDG's Karawang Regency shows a pattern of multi stakeholders in order to support the achievement of the on going Karawang Regency vision and mission 2016-2021. The pattern of multi stakeholders can be achieved if the Karawang regency's vision and mission are outlined and outlined through the Bupati's policy by implementing an activity-based program with the involvement of multi stakeholders. Achieving MDG's target with paradigm activity based and involving multi stakeholders is integrated with all Service Device Organizations in Karawang Regency. The pattern of multi stakeholders must also be shown by the commitment of all levels of government, target communities, local NGOs / NGOs, local universities, private sector / business world and other parties.

In general, the collaboration marketing management process in determining city branding is directed at 3 regional potentials namely investment with target groups of investors, tourism or tourism with groups of domestic and foreign tourists and trade or trade with target groups of traders. These three things are often packaged as Invest, Tourism and Trade.

First, investment, is very necessary in the era of regional autonomy as it is today. Every city must be able to show its area as a strategic, safe, inexpensive investment, complete and not bureaucratic infrastructure. Simplifying bureaucracy in licensing such as one-stop integrated services or better known as one stop service is a regional effort to attract potential investors. If city branding is successful in attracting investors, it will certainly have a positive impact on the regional economy such as the availability of jobs, the existence of a portion of regional taxes and retributions and various derivatives of these positive impacts.

Second, is tourism. Tourism potential for each region is certainly not the same but that makes the area a tourist attraction because the area has unique or special characteristics such as tradition and culture, natural conditions, social systems, agricultural systems, special foods and so on. So the region must be able to develop the basic value of tourism potential in order to have tourist attractions so that tourists have an interest in visiting them.

Third, is trade. The occurrence of trade between regions or even between countries because a region or country has a comparative advantage in producing products / services related to costs, technology or resources. With the increase in trade flows, it will increase the economic turnover of a region. In several regions trade and sales centers have been formed which portray as producer regions that have comparative

advantages. With imaging as a center of sales and trade, it is expected to form a strong image to encourage the transaction process.

The key to building a city branding in a region is to increase public participation in development more thoroughly (collaboration marketing management). Community participation in development is only possible if development is decentralized to the extent possible at the community level. That is, development planning must start from the bottom, although it must also pay attention to macro boundaries and targets, both national macro, sectoral macro, and regional macro. Decision making in the development process that concerns the community must of course be based on the node closest to the community.

This is where all stakeholders in the city become parties that facilitate the effort to develop the city branding in Karawang Regency. As the heart of information and business people who provide support for economic growth as well as a catalyst for policies taken by the government concerned, as well as controlling the sustainability of efforts to build city branding as a joint activity between the government and society.

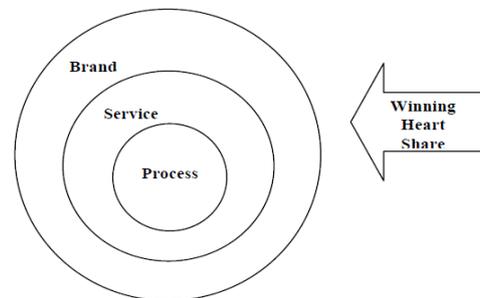


Fig. 1. Stage of Execute Value (Source: MarkPlus Basics, 2009)

According to Anholt (2007: 58) there are six aspects to find out whether city branding has an impact by using City Branding Hexagon. Anholt (2007: 58)



Fig. 2. City Branding Hexagon (Source: Anholt (2007: 58))

1) Presence

This aspect of attendance is used to measure city branding of a city based on the international status of a city. Karawang is directed to become one of the gateways (gateway city) for development in the western

part of Indonesia as a buffer for the Indonesian Capital City. Also known as a warehouse for rice and national food barns and remains a prima donna in providing food controversies both at provincial and national scale.

Karawang currently also serves as an investment destination for international companies such as Japan, Malaysia, Taiwan, Korea, China and other European countries. This reinforces the existence of Karawang as an industrial city. The total value of national-scale investment PMA / PMDN in 2015 has already reached Rp. 25.454 trillion and continues to increase.

2) *Potential*

This potential aspect is used to measure city branding of a city based on economic and educational opportunities in an area. Karawang seeks to realize economic independence by moving strategic sectors of the domestic economy. Realizing a competitive, quality and rational community economy driven by the agricultural and industrial sectors by efforts to increase people's income appropriately which is driven by the agricultural and industrial sectors supported by the trade and services sector as a function of the industrial sector by utilizing natural wealth and location benefits as a comparative advantage into a sustainable competitive advantage that is built in a regulatory framework and a conducive business climate accompanied by cultural development efforts and a healthy and balanced consumption pattern. Regional competitiveness is the ability of the regional economy to achieve a high and sustainable level of prosperity growth by remaining open to competition from other adjacent districts. The competitiveness aspect of the region is based on regional economic capacity, regional facilities or infrastructure, the climate of infestation and human resources. However, due to limited data, data can only be displayed on aspects of regional competitiveness focusing on regional economic capabilities. Karawang's current economic growth rate has reached 4.62% with oil and gas and 5.01% without oil and gas (Source: BPS Karawang).

3) *Place*

The place aspect is used to measure city branding from an area based on people's perceptions of the physical aspects of each region in terms of climate, environmental cleanliness and how the city spatial layout. Karawang Regency has a tropical climate, has a season similar to the area in the Regency of the North Java Coast in general, namely the dry season and the rainy season with an average temperature ranging from 26.80 Celsius to 27.70 Celsius. The potential of water resources in Karawang Regency consists of surface water resources (rivers, lakes and reservoirs) and groundwater. The slope in Karawang Regency is mostly flat, which is 80.44% of the land area. Karawang Regency based on geological conditions is an area that is relatively safe from earthquake, although it has resistance from several potential disasters such as: flooding (urban areas along the river), rob on the sea

coast, landslides (Pangkalan, Tegalwaru) and tornadoes in some sub-district. The Regency also pays attention to the Strategic Environment to ensure that the principles of sustainable development have become the basis and integrated in the development of a region and the achievement of Sustainable Development Goals (SDGs).

4) *Pulse*

This aspect is used to measure city branding from a city based on the perception that there are interesting things in a city, whether it's an activity or an event that is able to fill leisure time or can attract visitors. The number of tourist visits to Karawang in 2014 reached 428,895 people, an increase from 2013 which only reached 419,628 people (Source: Disbudpar Karawang). Tourism infrastructure and facilities in tourism objects are still not standard, especially for tourist objects and attractions in the Tourist Area. The existence of objects and tourist attractions in each destination has not been integrated into West Java tourism travel patterns. The approach to tourism development is still not explicitly oriented into the pattern of sustainable development of the tourism industry. The marketing and promotion efforts of tourist destinations are still not integrated, directed, and measurable in accordance with the objectives, targets and targets of tourism development that have been set.

5) *People*

This aspect is used to measure the city branding of a city based on how friendly the local population is, what communities are in the community and how the area is able to provide a sense of security for visitors. Availability of tourist information services, especially in train stations, terminals, hotels and main tourist area nodes does not yet exist. The conditions for managing security and safety in tourism activities are still minimal and not evenly distributed in every tourist destination. The ability and professionalism of HR in the tourism sector is still limited and uneven, especially for workers who are in the position of service providers. The development of local ODTW (Tourist Attraction Object) in Kabupaten Karawang to attract tourists is not optimal; Promotion of tourism activities is not optimal; The lack of optimal relationship between tourism business partners with local entrepreneurs and outside investors; Development of tourist destination facilities and infrastructure is not optimal; The absence of tour packages that sell tourist attraction in Karawang Regency; Public awareness and concern for the maintenance of tourist facilities and infrastructure is still lacking. Management of potential tourism destinations is not yet good and professional.

6) *Prerequisite*

This aspect is used to measure the city branding of a city based on how the quality in a city, whether the city is satisfactory, has standard public facilities such as schools, hospitals, transportation and sports facilities.

Tourism and tourism potential in Karawang Regency include:

a) *Cultural tourism object in the form of:*

- *Site*
- *Cultural Heritage Area*

b) *Historical tourism objects, in the form of monumental historical places related to the struggle of the people of Karawang Regency to win independence from Japanese and Dutch colonizers.*

c) *Tirta tourism object in the form of artificial lakes and swimming pools*

d) *Natural tourism objects in the form of mountains and beaches*

e) *Religious tourism objects in the form of places of worship*

f) *Culinary tourism objects, in the form of Karawang specialties*

As a whole, there are 32 tourism objects, consisting of 21 artificial attractions and 13 natural attractions. Besides that, a number of supporting infrastructure for tourism are available, including 10 star hotels and 19 non-star hotels.

V. CONCLUSION

With potential and excellence in the agriculture, tourism and education sectors, Batu City can have a strong identity as a tourist city. The implementation of City Branding has been carried out and fulfills three main sectors, namely agriculture, tourism and education. City Branding is not just a promotional tool. But also as a unifier and binder of all parties dealing with Batu tourism in order to further improve the quality of services or products in attracting foreign tourists to be able to visit. City Branding is also used as a standard reference for all products or services provided in order to compete at the international level. The impact of the implementation of city branding is to create new tourist attractions that reflect the characteristics of the brand namely agro-tourism natural attractions. The newly built nature tourism certainly received a positive response from foreign tourists who came, as evidenced by the large number of foreign tourists who come today. Besides that with the city branding, people can have a clear standardization on the management and marketing of tourist attractions so that all work together in increasing popularity.

VI. RECOMMENDATION

Based on the conclusions obtained from this study, the researcher gave several suggestions, namely:

1. The need for city branding in Karawang Regency is appropriate and more widespread to all stakeholders and can be mutually synergized between the government, the business world and the community.

2. The implementation of the city branding strategy using the rice brand which is characteristic of Karawang Regency as a rice barn feels still attached.
2. Make innovations in tourist locations and a safe and comfortable harbor place so that it becomes an attraction for tourists.

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