

Government-Initiated City Branding: A Case of Sapta Cita In Cianjur, West Java, Indonesia.

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Abstract— Cianjur as one of the districts in West Java is carrying out various activities under the framework of city branding namely *Sapta Cita*. This research focuses on the packaging of *Sapta Cita* as the Cianjur government strategy as well as flagship program for establishing city branding. The purpose of this study is to analyze: (1) stakeholder perceptions on the flagship program *Sapta Cita*; (2) the advantages, weaknesses, challenges and packaging opportunities of *Sapta Cita*; (3) messages in programs in *Sapta Cita* (4) *Sapta Cipta* Action Plan. The method used in this study are surveys and in-depth interviews involving the millennial generation in general, and other stakeholder groups. This study finds that: (1) millennial generations generally know of Cianjur tourist attractions; (2) *Sapta Cita* points toward various of potentials in Cianjur that can be developed into robust city identity; (3) Cianjur's jargon *Jago* is the core message in Cianjur's branding, and; (4) *Sapta Cita* as flagship program is carried out through the "seven-goal" program.

Keywords—*strategy, city branding, government programs*

I. INTRODUCTION

Giving a city a brand is needed to provide identity for the city. With the identity, the city will have its own characteristics that are ideally not owned by other cities. Cities that do not have uniqueness will not be remembered, have no differentiation and will not be able to compete with other cities. With a strong brand, a city can "sell itself" and open wider employment opportunities, both through tourism excellence (culinary, tourism, handicrafts, cultural arts), as a center of education, as well as industrial excellence that has the potential to attract domestic and foreign investors country. The impact will affect the increase in Regional Original Income (PAD) and the welfare of citizens. Consumer behavior experts and ethnographic studies, Amalia Maulana states that strong brands have three important components, namely *relevant*, where brands must match the needs and desires of consumers or stakeholders. Brands must also be *distinctive*, namely being able to highlight their uniqueness that is different from their competitors. Third, the brand must be *consistent*, the brand must be able to optimize and manage the uniqueness that is "sold" so that it will always be etched in the minds of consumers [1].

The process of creating a brand in a region is not a simple process that can be done in a short time. A comprehensive understanding of the dynamics of a city is needed which is created from interactions between the

community, government, industry, migrants and other stakeholders. Mapping stakeholders is important to know and explore perceptions, expectations, feelings of belonging and responsibility for the sustainability and development of the city. Besides that the potential of the city from the side of natural resources and culture of the local community must also be explored, before finally being able to establish a uniqueness that can be processed to become a brand of a city. Based on observations, Cianjur Regency has not optimized the potential of its regional superior products to elevate the city's image and build a positive city branding. Cianjur as one of the districts that began to stretch after being abandoned by its permanent settlement, since the Jakarta toll road access was opened, requires a strong city identity, so that it becomes an attraction for anyone to stop by. The field of education has become a lot of territory since the onset of regional autonomy, also the depletion of natural resources, which is usually the country's main income. Cianjur has *Sapta Cita*, as a goal to be achieved by citizens and the local government, in the context of development.

The purpose of this study was to find out and analyze the packaging of the superior program of the Cianjur Regency government "*Sapta Cita*" as a strategy for establishing the city branding of Cianjur Regency. Based on the description of the background, the formulation of the problem in this study is as follows: How is the packaging of the superior program of the Cianjur Regency government "*Sapta Cita*" as a strategy of establishing the city brand of Cianjur Regency?. The formulation of the problem is identified as follows:

1. What is the stakeholder's perception of the flagship program "*Sapta Cita*"?
2. How to map the advantages, disadvantages, challenges and packaging opportunities of "*Sapta Cita*" as a city branding strategy in Cianjur Regency?
3. How is the alternative message of communication in the city branding strategy of Cianjur Regency through the packaging of the flagship program "*Sapta Cita*"?

What is the alternative of the superior program action plan packaging "*Sapta Cita*"?

II. LITERATURE REVIEW

A. City Branding Communication Model

The process of brand creation cannot be separated from communication activities related to multi-dimensional attributes such as functional, emotional, relational and strategic elements, as stated by Louro and Cunha above. Regarding how the brand communication process for a city, Michail Kavaratzis introduced a model, namely the *City Branding Communication Model* as follows [2]. In this model Kavaratzis presents communication activities that shape the image of the city. There are three sources of communication according to this model:

1. Primary Communication

- It is the effect of communication created by the physical characteristics of the city which consists of:
- *Landscape*, such as city design, architecture, green space and public areas for city people.
- *Infrastructure*, which is related to access and facilities provided by a city such as public transportation, highways, airports, cultural centers and so on.
- *Organization*, related to the role and authority of local government in public policy.
- *Behavior*, related to unique things that attract the city both for locals, tourists and investors.

2. Secondary Communication

Marketing communication activities that highlight the uniqueness and attractiveness of the city, including the selection of communication techniques such as advertising, brochures, marketing public relations activities, organizing *events* and so on.

3. Tertiary Communication

Word of mouth promotional activities delivered by individuals who have a positive attitude towards the city and convey it to others on their own volition.

This study will adopt the above model as a reference for analyzing the communication process in the formation of *city branding* for Cianjur district [3].

B. Multilateral Symmetrical Communication Model of City Branding

Bicakci and Genel in their article entitled *A Theoretical Approach for Sustainable Communication in City Branding* developed a more comprehensive communication model with an emphasis on interaction among stakeholders. According to this model, stakeholders in a city interact with one another directly or indirectly. The process and results of this interaction are multilateral and will form a certain image of a city [4]

Bicakci and G divide stakeholders into two groups, namely: the Image Carrier (X) group and the Organic Stakeholder group (Y). Group X is the carrier of the city image, such as tourists, migrants, investors, local residents, campus academics, schools, non-profit organizations and

others. Group X will directly and indirectly communicate and share point of views, experiences and expectations with other parties regarding the city where they are active. In other words, group X represents the brand of a city. Group Y is an institution or organization formed and representing the government. This group of Y through various activities represents the interests of the city, such as the local government, mayors, regents and government service institutions.

These two groups interact with each other and the results affect the formation of city brands. In an effort to form a positive city brand and in accordance with the uniqueness of a city, the role of the *local communication department* is very great for creating and managing city brands. In the Indonesian context, the local communication department is a public relations or public communication institution assigned by the government to manage city brands [5].

C. Approach Integrated in City Ranger

The creation and management of city brands requires integrated efforts. Regarding this matter [6] argues the need to adopt the concept of *corporate branding* to manage the brand of a city through an integrated approach to eight city elements:

1. Vision and Strategy: Clarity regarding the development and future of the city.
2. Internal Culture: All efforts must be oriented to the management and development of city brands and those activities must be internally entrenched.
3. Local Communities: Prioritize and involve local residents, entrepreneurs and business people in developing city brands.
4. Synergy: Strive for agreement and support from all relevant stakeholders in order to develop the city brand.
5. Infrastructure: Prepare adequate standard infrastructure in accordance with the city brand that has been proclaimed.
6. City landscape: Prepare the city landscape according to the city brand that has been proclaimed.
7. Opportunities: Good urban infrastructure and landscape can be a stimulus and attraction for stakeholders (migrants, tourists, business people, locals).

Communication: City brands are communicated strategically and sustainably to stick to the minds of stakeholders and become a strong identity of a city.

D. SWOT Analysis

The initial formulation of the strategy is done by analyzing your situation. Situation analysis requires company leaders to think strategically to find compatibility between external opportunities and internal forces, besides paying attention to external threats and internal weakness, SWOT is an acronym for company Strengths, Weakness,

Opportunities. [7]. So, the SWOT analysis is used to identify the company's distinctive competence, namely the specific expertise and sources of excellence that the company has to take on various opportunities, with a level of risk that can be overcome.

III. METHODS

The method used in this study are survey and in-depth interviews conducted in the millennial generation and other stakeholder groups such as community leaders, communities, visitors to tourist attractions, officials at the Cianjur Tourism and Sports Agency, Cianjur Bappeda officials, and Cianjur Public Relations Officer.

IV. DISCUSSION

A. Stakeholder perceptions on the flagship program *Sapta Cita*.

Based on the results of a survey conducted on 39 millennial people who had visited a tourist attraction in Cianjur Regency, they were generally aware of tourist attractions in the respondent's environment. Top three Cianjur tourist destinations, such as: Kota Bunga, Cipanas, and Cibodas. The survey results of the Cianjur millennial tourist interest are presented as follows:

- a. Cognitive aspects .In general, the millennial generation knows tourist attractions in Cianjur, both natural tourism (84.6%) and types of tourism in Cianjur (61.5%) . The Cianjur tourism program is generally unknown to the respondent, where a 7.75 only respondents who determines i government programs related to tourism, especially local government tourism policy which is generally not known millennial generation. The government's flagship programs, have not been fully socialized to this generation, by looking at a little knowledge, namely 10.3% of the flagship programs of Cianjur in order to strengthen the city's identity.
- b. Affection aspects. The affective aspects of the respondents who came from this millennial generation, most liked tourism in Cianjur (79.5. Responden considered that Cianjur tourism still needed to be promoted even better (97.4%), with a note that improvements were needed especially related to infrastructure and service to tourists (89.8%). Respondents also considered that Cian jur tourism must be a city superiority (87.2%).

Behavioral Aspects. Based on the survey results, respondents were loyal visitors, of which 84.6% more than once visited the same tourist destination. Most of the respondents (64.1%) visited Cianjur tourist attractions to enjoy the scenery..

B. *The Advantages, Weaknesses, Challenges and Opportunities Packaging of Sapta Cita.*

Based on the results of in-interview , it can be seen the strengths, weaknesses, opportunities and challenges to build the identity of the Republic of Indonesia, as follows:

a. Power:

1. The government's commitment to focus on developing the tourism sector
2. The key message of tourism development is the city's identity
3. Strengthen the role of the field of communication in managing tourism events and tourism promotion
4. Support from central and provincial governments for Cianjur tourism development
5. Implementation of Sapta Cita which has begun to run in certain circles.

b. Weakness:

1. The lack of media managed as an effort to improve coordination and certification of Cianjur tourism messages.
2. Lack of communication resources that professional to maintain relationships with stakeholders
3. Media content that is still dominated by news that has an eremonial fat
4. Lack of communication crisis handling simulations to measure the skills of crisis communication teams
5. The implementation of Sapta Cita is still in a limited circle, so it still needs socialization.

c. Opportunity:

1. The variety of potential possessed by Cianjur that can be developed into a city identity.
2. Reviving the past glories of Cianjur agricultural products, for example: Cianjur Rice.
3. The existence of key partners at the central and provincial levels to jointly develop wonderful Indonesia.
4. A generation of local millennials who love tourism in Cianjur
5. Great natural tourism potential.

d. Challenge:

1. Sapta Cita implementation is limited by the availability of funds
2. Unmanaged media in a segmentative manner
3. The pattern of relationship with the media, press, bolger & vloger has not been maximized.
4. Development of destinations and local cultural values that are still not exposed
5. There are still people who are reluctant to city brandings.

C. *Cianjur's jargon Jago is the core message in Cianjur's Branding.*

Cianjur Jago is a brand from Cianjur. Cianjur Jago still causes pros and cons in the community, because of the Sugih Mukti slogan. Actually Sugih Mukti is a regional symbol that is not related to Cianjur Jago. Cianjur Jago is a branding effort which is a policy of the Regent , so that Cianjur can be widely known. Cianjur Jago is associated with one of Cianjur's superior animals, pelung chicken. Pelung chicken center at Warung Kondang.

Rooster was synonymous with strong, great, and advanced. So good at here is actually spirit, so that in working always be enthusiastic. Roosters are always considered to be able to win, always winners. This is actually similar to the inspiration of West Java Champion. Cianjur Jago was born first. So far, Cianjur Jago has made Cianjur known faster. The Cianjur Service cars are branding with Cianjur Jago. Around 260 villages in Cianjur have also become part of Cianjur Jago's socialization, as well as in schools.

Previously the jargon used was: Cianjur Besemi, Clean Cianjur and Imprint. The regent now appoints Cianjur Jago, which stands for Honest, Trustworthy, Nimble and Optimistic. So as an encouragement, said Jago. Spirit to build Cianjur, not just build tourism.

As stated by the Public Relations Section of Cianjur, that "Jago is spirit. Cianjur's branding is fast known. How to sell Cianjur to be more known." Apart from lack of socialization, there are also those who do not accept Cianjur Jago who is politically opposed to the elected Regent, or arguably opposition.

The main message "Cianjur Jago" is indeed well known, especially in the State Civil Apparatus environment in the West Java region. So in official meetings often called by the group "Cianjur Jago". Even today, the tourism ministry is also interested in the Cianjur Jago Festival.

With the case of the Regent of Cianjur, Cianjur Jago's jargon began to wear off, and there were some who turned it into "Cianjur". This is politically challenging, where jargon is only valid during the period of the Bupati holding authority in the government. Although in general the word "Jago" is indeed expected to make Cianjur Jago in all fields.

D. Sapta Cita as flagship program is carried out through the "seven goal" program.

Sapta Cita, Cianjur Regency, includes: 7 development priorities, 7 cultural programs, 7 religious movement programs, and 7 agribusiness and tourism programs. The Sapta Cita program is still being echoed, such as: 7 Cultural Programs (Ngaos, Mamaos, Maenpo, Tanginas, Tatanen, Someah, and Sauyunan, and 7 Religious Movement Programs (Prayers in congregation / congregation prayer 5 times, Asr Ngaji (memorizing al-quran), Loving orphans, anti-immoral Cianjur, I like sodaqoh, Caring for the poor, Realizing the village of akhlakul kharimah).

Implementation of the seven development programs is related to political, namely: development destination tour and personal branding of public official.

(1) Political Aspects in Developmpnet Destination Tour Cianjur.

In the implementation of Sapta Cita related to tourism, it cannot be separated from the political aspect. Judging from the Indonesian political system, where the implementation of regional elections is held to get leaders at the top level of local government, the development of tourist destinations in Cianjur cannot be separated from the role of the community to participate politically, such as in the Regent elections or support for certain parties, for example: Destinations Cikomoy Valley. Political agreements can

determine the willingness of the Regent to form a new tourist destination. Political support is important, even though there are currently no funds being disbursed to develop a tourist destination based on political agreement. Regional communities, often need legitimacy, and there is pride when tourist destinations in the area close to the community, inaugurated by the number 1 in the city. The inauguration became a symbol of government support for the efforts made by the community. These ceremonial forms are important, as part of the legitimacy of the intended destination, can be marketed and fixed.

Given the many elements inherent in the development of tourist destinations, policies are only politically the first step. The development of its own tourist destination, submitted to the community. The local government must motivate and look for local heroes who are willing and consciously willing to develop tourism conscious groups proclaimed by the government.

(2) Personal Branding Offering Public Sticky with City Branding Cianjur.

With the onset of regional autonomy and direct regional elections with simultaneous regional elections, individuals who want public office in the region strive to build their own brand. The strength of a personal brand is important as an effort to show self-excellence, to look unique, to be a leader, and to have a superior personality. The branding base of a public official in Cianjur is shown by building its brand as follows:

1. Public officials want to have distinctive characteristics, which focus on certain strengths and accomplishments, namely by promoting the jargon of "Cianjur Jago" which was conceived to show the future achievements when Cianjur is under its authority.
2. Public officials want to be considered as a decent figure to be a leader by prioritizing the jargon of "Cianjur Jago", which shows his desire to make Cianjur great, superior, and champion.
3. Public officials want to be regarded as a figure who has a good personality, for example with IRM (Poor People's Incentive), who wants to serve as a servant and help the community, by creating an incentive scheme for the lower classes of society.
4. Public officials want to be regarded as someone who adheres to values and has ideas that benefit the community by promoting "seven-goal" programs, namely seven cultural programs, seven religious programs, and seven development programs, as well as seven agribusiness and tourism programs. The Sapta Cita program is still being echoed, such as: 7 Cultural Programs (Ngaos, Mamaos, Maenpo, Tanginas, Tatanen, Someah, and) Sauyunan, and 7 Religious Movement Programs (Prayers in congregation / congregation prayer 5 times, Ashar recitation (memorizing the

Koran), Loving orphans, Cianjur anti-immoral, I like sodaqoh, Caring for the poor, Realizing the village of akhlakul kharimah civilization).

Given the importance of personal branding in the imaging era, it does make the branding process related to one interest with other interests. In the results of this research, there appears to be a city branding interest as an effort to develop the Cianjur region, on the other hand there is a personal branding interest as a public official. Both of the brand's interests are integrated in Cianjur's city branding.

It cannot be denied, from the results of this city branding, Cianjur is more structured infrastructure, because there is a special image that is carried, where the main parks are lined with Cianjur Jago, even to street lights. The Cianjur Jago theme, felt in various corners of the city of Cianjur. The monuments that were built also wanted to give the impression of a culinary commodity owned by Cianjur, such as: Tauco, Cianjur chicken porridge, etc. In addition, statues that have cultural values are displayed in the middle and corners of the city, such as the Statue of the Empty Horse. It's just that, aesthetic factors still need to learn from famous artists, so that the symbols that have been built can be enjoyed longer by tourists.

V. CONCLUSION

1. Millennials who have visited tourism objects in Cianjur Regency, generally know tourist attractions in the respondent's environment. Top three Cianjur tourist destinations, such as: Kota Bunga, Cipanas, and Cibodas.
2. Cianjur needs a strong city identity, which can affect the economic, social and cultural community.
3. Cianjur Jago is a branding effort which is a policy of the Regent, so that Cianjur can be widely known. Cianjur Jago is associated with one of Cianjur's superior animals, pelung chicken. Pelung chicken center at Warung Kondang. Rooster is synonymous with strong, great, and advanced. So good at here is actually spirit, so that in working always be enthusiastic. Roosters are always considered to be able to win, always winners.
4. Action Plan for Packaging the "Sapta Cita" Superior Program is carried out through the "seven-goal" program. Sapta Cita, Cianjur Regency, includes: 7 development priorities, 7 cultural programs, 7 religious movement programs, and 7

agribusiness and tourism programs. Packaging programs are tied to the political commitment and personal branding needs of public officials.

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