ATLANTIS
PRESS

Analysis of the City Branding Process 'Taste of Padang' as the West Sumatera Tourism Destination Brand

Thamrin[1], Muhammad Rauf Hidayat[2]

[1,2] *Universitas Negeri Padang, Padang, Indonesia*
Email: thamrin@fe.unp.ac.id

ABSTRACT

The purpose of this study was to determine the process and background of the forming of city branding in West Sumatra, namely 'Taste of Padang'.. This type of research is descriptive causative. This research was conducted in West Sumatera Province. The research was done in 2019. Researchers generate facts and findings through interviews and studies of documents related to the brand 'Taste of Padang'. The results of the study show that city branding 'Taste of Padang' isa sub-brand of 'Wonderful Indonesia' initiated by the Ministry of Tourism of the Republic of Indonesia. As a realization, FGD was held to establish a West Sumatra tourism destination brand by the West Sumatra Tourism Department. To become a sub-brand of 'Wonderful Indonesia' in the FGD process the establishment of the brand 'Taste of Padang' only focuses on the logo and tagline.

Keywords: *City Branding, Tourism Brand Destinations, Taste of Padang, West Sumatra Tourism Office, FGD, West Sumatra*

1. INTRODUCTION

In the current era of globalization, it cannot be denied that the competition of the cities that are increasingly fierce. The cities that are competing with each other to compete for the seek of attention, investment, visitors, buyers, events, and hobbies. This situation has created another level of the situation where the competition is no longer between the city to its neighbor or opposite cities, but the existing competitors are from other parts of the world. technological advances and market deregulation is the main reason here. Even small cities can be confronted by competitors located on other continents.

To be able to deal with globalization, a city needs to have branded as the direction of development of the city as a global context, not only just a local context. Cities around the world need to express their uniqueness of characteristics, economic set, cultural and political goals about differentiating themselves from other regions and competing well to attract resources, tourists, and residents (Kavaratzis&Ashwort, 2006).

Therefore, every region needs a strong brand to face global demands. Local governments who realize the importance of the value of their regional brands have to build a brand for their region based on the potential and positioning of the target region. Some regions in Indonesia that have started branding their cities such as "Semarang Enchantment Asia", "Kulonprogo The Jewel of Java", "Enjoy Jakarta", "Solo, The Spirit of Java", "Special Jogja", and others.

To build a city branding, West Sumatra has strong potential from the tourism sector. This is based on the natural landscape which is geographically located at 3º 50 'LS - 1º 20' LU 98º

and 10 '- 102º 10' E, which makes this area a beautiful landscape with mountains, valleys, lakes, waterfalls, and any other natural resources. Passed by the Bukit Barisan mountains that stretch along the West Sumatra area provide a landscape of highlands and lowlands. Also, it is located on the edge of the Indian Ocean making this area have sea and beach tourism. Not only spoiled by the wealth of its natural landscape, but the West Sumatra region also welcomes tourists who visit with thick cultural characteristics.

With the tourism potential of West Sumatra, in November 2017 the West Sumatra provincial government officially launched the "Taste of Padang" tourism destination branding, which was the result of a Focus Group Discussion (FGD) led by a branding consultant from the Indonesian Ministry of Tourism SinggihSantoso with the title discussion "Formulation of the Branding Destination Strategy for West Sumatra", which was held in the Grand Inna Muara Hotel Padang hall.

Figure 1. Logo of the West Sumatra tourism destination "Taste of Padang"
Source: Brand Destination design manual for Padang area (2017)

The Deputy Governor of West Sumatra NasrulAbit and the head of the tourism agency have determined that the "Taste of Padang" branding is legal and deserves to be applied in various tourism sectors. However, branding "Taste of Padang" is not necessarily immediately accepted by the people of West Sumatra. Although the "Taste of Padang" branding has been formalized by the government and the tourism office, there are still parties who have not

agreed with the use of the word Padang because they do not yet represent as a whole part of West Sumatra.

So, the problem is how the West Sumatra government can establish the "Taste of Padang" branding as a representation of West Sumatra tourism. If you review West Sumatra tourist destinations not only in the city of Padang. However, there are many more tourist destinations that are scattered throughout the regencies/cities in West Sumatra. And the use of "Taste of Padang" will only make tourists get to know Padang. Therefore, researchers want to find out and analyze how the process of forming the "Taste of Padang" tourism destination brand in marketing West Sumatra tourism, as well as the background of the brand's formation.

1.1. Brand

According to Kotler & Keller (2012), a brand is a name, term, sign, symbol or design or a combination of these aspects intended to identify goods and services from the seller or a group of sellers to distinguish them from competitors.

According to Philip Kotler (2008: 3), a product is anything that can be offered to the market to be able to attract the attention of consumers, can be used by consumers, obtained, or consumed to satisfy their needs or desires. Whereas a brand is an advantage of a product because it has dimensions that differentiate products from other products created to meet the same needs. Products can be distinguished in terms of rational as well as emotional, symbolic elements that have no form.

1.2. Branding

According to Wheeler (2009: 6) branding is a regular process that is used to build awareness and increase customer loyalty. Branding is an activity that aims to seize every opportunity to show why someone has to choose a certain brand over another. The strong reasons for the need for branding are to lead, win the competition, and

give workers the best equipment to reach customers.

According to Egan (2007: 80) says that branding is not just putting a symbol or name on the product to give the identity of the maker, but the brand is a collection of attributes that have meaning, a story, and a product association.

1.3. Brand Objective

According to Anholt (2009: 74), defining brand goals is important for regional managers to maintain people's awareness of an area continuously. It can be further explained that the brand is intended for several things, namely: (a) Differentiate products from competitors, (b) Increase awareness and recognition so that it makes a product easier to remember all the time by potential consumers, (c) Creating a positive image of a product that makes people care about marketing messages and so consumers are interested in making a purchase, (d) Give a strong identity to a product.

1.4. Brand Positioning

According to Anholt (2009: 75) Brand positioning is an effort to understand what the target audience thinks about a product and guarantee to place it in the most positive position in the minds of consumers compared to competitors. Brand positioning can ensure the target audience understands what strengths are highlighted by a product, what are its strengths, and where are the strengths of competitors.

1.5. Brand Identity

According to Susanto &Wijanarko (2004: 80), Brand identity is a set of unique brand associations, created by brand strategists. These associations reflect the brand's position and are promises to customers given by members of the organization. Brand identity will help strengthen relationships between brands and customers through the preposition of values involving

functional benefits, emotional benefits, or self-expression.

1.6. Brand Image

According to Kotler & Armstrong (2001: 225), brand image is a belief about a particular brand. Images or associations represent perceptions that can reflect objective reality or not. The image formed from the association is the basis for buying decisions and even brand loyalty from consumers.

1.7. City Branding

According to Anholt (2006), city branding is an effort made by the government to create an identity of a place, region, then promote it to the public, both internal public and external public. Marketing is a process that can be used to achieve various goals set by the city.

According to Prophet (2006), states that city branding is very important. The main reason is to stimulate economic growth. But there are also several other reasons, namely: (a) Shifting the perception of a place that experiences a bad image of the relevant internal and external constitutions, (b) Creating the same vision for the potential future of the city and the communities within it, (c) Provides consistent place representation, (d) Increase the position and awareness of a place at the local, regional, and global levels, (e) Releasing unfavorable stereotypes somewhere and making them more attractive.

1.8. The Process of City Branding

According to the Prophet, In the CEOs for Cities - Branding Your City (2006), the 8 step process in building the brand name of a city/city was put forward, namely:

1.8.1. *Define clear goals*

In this case, each planner must find out what the city branding project is trying to achieve. What specific results to look for from brand strategy development. These questions must be stated at the beginning of the branding strategy of the place.

1.8.2. *Understand the intended audience*

Several questions can be asked in determining which audiences to target in a city or city branding, namely: What is the socioeconomic structure of the intended audience? What are their perceptions and attitudes toward the city? What do they need from the city? Can the city meet those needs? If so, how?

1.8.3. *Identifying the current regional brand image*

Several questions can be used to gain insight (deep understanding) on the benefits and associations that audiences have with a city. The questions asked to define the city's brand image are as follows: What associations are connected with the city? Has the image of the city changed from time to time? What is the real personality of the city? What visual delusions can arise if you think of the city? The ultimate goal is to understand how the intended audience receives an area today so that the gap between the current condition of the city and the desired condition can be known. This gap must be closed by the city branding process.

1.8.4. *Manage aspirational brand identity*

Aspirational brand identity consists of associations that want to be built and in the future will be considered as associations that are trusted and adhered to by the public/residents of a region. it's about how the public sees their city in the future and what benefits they want to get. This must influence business affairs and community decisions in it for the future. Brand identity must last within the same period of time. To help find an aspirational brand identity, there are several questions that can be asked to find answers, namely: What is the desired city position? What kind of association is desired when people think of the city? What is the ideal personality for the city? And what kind of experience do you want from that city?

1.8.5. *Establish Positioning*

Positioning means the transition from the city's current brand image to its aspirational identity. The most important thing is positioning the promises or benefits that a city wants to keep in the minds of the targeted audience. Positioning is different from brand identity, where the difference lies in the positioning time frame that is more climbing, less aspirational and more credible for short-term goals, focus on providing certain benefits to the audience, and positioning is very important to control communication, outlining key benefits and proof points. Questions that can be asked to determine city positioning are: What are the main benefits provided by the city? What evidence can support this benefit?

1.8.6. *Creating a value proposition to prioritize the targeted segment*

If the positioning is clear, it is important to take concrete actions for each targeted audience. Specifically, what is the meaning of positioning to the audience and what are the key messages that must be communicated to influence their perception? Several messages can be applied to all audiences. But it's also important to be specific to the message details that are designed for individuals. This process makes the strategy more tangible and helps organizations present a coherent story.

1.8.7. *Execute Brand Strategy*

In building a brand-based marketing plan, it is important to think at what point the targeted

audience will come in contact with the brand. Every interaction or point of contact with the intended audience is an opportunity to enhance or even dishonor the brand. At the point of contact, it would be better to include a broad spectrum of elements such as physical elements, airports, road signs, advertisements, brochures, websites, events, media, and even the attitudes of residents.

1.8.8. Measure success

The relationship between business and brand strategy becomes evident as the return of investment, positive economic, social, and political impacts are always measured from time to time. There are three principles in measuring brand success in city / regional branding strategies, namely: (1) Oversee the success of branding efforts with key audiences, (2) Measuring the effectiveness of branding and marketing activities over time, (3) Measuring brand effects on business by measuring brand units together with units of community and economic development.
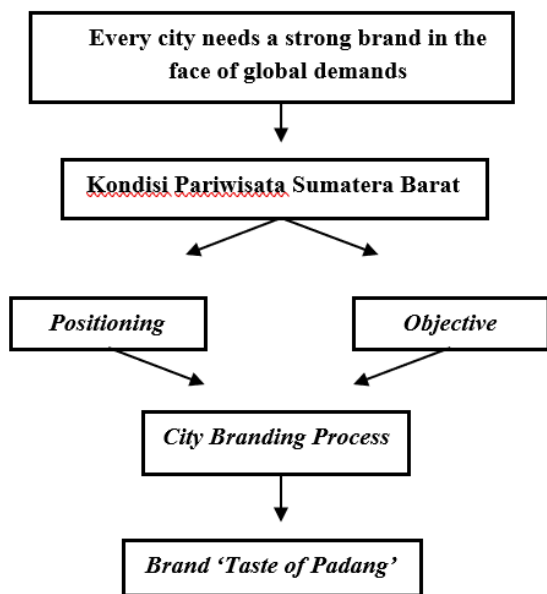

Figure 2. The Framework

2. METHODS

The research method used in this study is qualitative. The data source used in this study is the research data obtained through two data sources, namely primary and secondary data. The primary data source in this study was interviews with informants involved in the formation of branding strategies. Secondary data used for this study the authors get from various news and documentation about the city branding "Taste of Padang" which is spread in various online media, television, radio, and print.

Data collection techniques in this study used open-ended interview and observation data collection techniques. In this study, the observations made by the author aim to see evidence of activities during the city branding process "Taste of Padang", the individuals involved in it (both the community, event organizers, local government or investors) and the behaviors that appear as well as the meaning of various series of "Taste of Padang" branding activities based on the perspective of the individuals involved in it.

The variable in this study is the city branding process with the following dimensions: (1) Define the goal, (2) Understand the audience you want to target, (3) Identification of the city's previous brand image, (4) A brand identity that you want to be formed, (5) Positioning, (6) Value proposition. The data analysis technique in this research is making explanations, namely analyzing data by making explanations (explanations) about the case in question, namely the city branding process "Taste of Padang". The data validity testing technique that researchers use is data source triangulation. According to Bungin (2011), this triangulation is done by comparing and checking both the degree of trust of information obtained through time and different ways in the qualitative method being carried out.

3. RESULT AND DISCUSSION

3.1. Research result

3.1.1. Background of the tagline 'Taste of Padang'

To maximize its regional tourism, West Sumatra has undertaken various improvements in the tourism sector, ranging from improving existing facilities at tourist destinations to forming a West Sumatra city branding. The formation of branding for tourist destinations in West Sumatra has begun since the end of 2017 and has begun to be published in early 2018.

Tourism Sector Development Becomes One of the Focus of the Government of West Sumatra. The Governor and Deputy Governor of the Selected West Sumatra Province in the 2016-2021 period have set the Vision of the Province of West Sumatra in 2016-2021 namely "The realization of Madani and Prosperous West Sumatra". The relationship with tourism development and the creative economy lie in Mission 4, namely "improving community economy based on a resilient, productive, and regionally and globally competitive, by optimizing the utilization of the potential of regional development resources", one of which is to make West Sumatra the main destination for tourism-based religion and culture. While the intended target of mission 4 is to increase tourist arrivals from the archipelago and foreign countries.

Vision and Mission of the West Sumatra Tourism Office 2017-2021. Based on the vision and mission of the West Sumatra Tourism Office 2017-2021, the creation of city branding is contained in the 3rd mission on the fourth policy point were to realize the development of West Sumatra tourism marketing policy is created for the creation of branding for West Sumatra.

Taste of Padang Is the Result of Cooperation between the West Sumatra Tourism Office and the Indonesian Ministry of Tourist making the West Sumatra tourism brand is a collaboration of the West Sumatra Tourism Office with the Ministry of Tourism of the Republic of Indonesia.

The West Sumatra Tourism Office submitted a request for branding to the Indonesian Ministry of Tourism in line with the branding program of 15 leading destinations in Indonesia held by the Republic of Indonesia Ministry of Tourism and Tourism. As a first step in establishing the branding ministry of tourism of the Republic of Indonesia, sending a consultant to bridge between the government of West Sumatra and the ministry of tourism. To give birth to the branding of the West Sumatra region, an FGD was held which was useful for gathering opinions from various parties who would be involved in the tourism realm of West Sumatra.

3.1.2. City Branding Formation Process

The process of the birth of the tourism brand "Taste of Padang" has been through several FGDs conducted by consultants and directed by the ministry tourism, FGD was conducted in two places Padang and Bukittinggi. The FGD involved pentahelik elements consisting of government, industry players, academics, journalists, and the community/community leaders involved. Then after holding the FGD for up to 10 discussions until the brand 'Taste of Padang' was born to the present one.

Based on the framework of the research that the researcher compiled, the analysis of the birth process of the West Sumatra tourism brand will be broken down into six predetermined dimensions, namely:

3.1.2.1. Define the goal

The use of city branding 'Taste of Padang' as an aspect that can promote the area of West Sumatra by Anholt's theory (2006) where, city branding is an effort made by the government to create the identity of a place, region, then promote it to the public, both internal and internal public external public. Marketing is a

process that can be used to achieve various goals set by the city. And it was stated by branding consultant Amar Ma'ruf that "Taste of Padang" is a conquest of the wealth of the West Sumatra region so that it is easy to remember and interesting.

"West Sumatra has a wealth of customs and culture and natural beauty. All of that must be reduced to a "branding" in the form of simple phrases that are easy to remember and interesting, while also describing the superiority of West Sumatra tourism. "

Besides, the 'Taste of Padang' which is a sub-brand of 'Wonderful Indonesia' is an effort to increase awareness of the West Sumatra region among foreign tourists.

"The position of the Padang Destination Brand, in this case, is as a sub-brand that will strengthen the position and image of" Wonderful Indonesia "which specifically aims to promote the destination of Padang and its surroundings, and the province of West Sumatra in general, as an effort to improve the image of the destination and awareness among foreign tourists; related to the target of increasing the number of foreign tourists visiting the destination."

Researchers concluded that the purpose of the birth of the city branding 'Taste of Padang' was solely aimed at introducing tourism in the West Sumatra region to tourists which would have an impact on improving the regional economy. It was based on the vision and mission compiled by the West Sumatra Tourism Office and also with a focus on adding tourists who came to visit West Sumatra.

3.1.2.2. Understand the intended audience

In the city branding process 'Taste of Padang', the drafting team focused the message of the brand on tourists from outside West Sumatra and foreign tourists. This encourages the branding consultant team to refer more to the image that will be received by foreign and foreign tourists. Based on the explanation of the selection team's

branding consultant 'Padang will sell more to foreign tourists. And also the consultant team put more emphasis on surveys conducted in the international tourism industry.

"The brand name Padang was chosen because of the marketing side, the term 'Padang' is more popular among foreign countries compared to Minangkabau / Minang and West Sumatra. The word 'Padang' does not mean the city of Padang but rather as a 'Flagship Product' based on Culture Destination which in the perception of tourists can represent various tourist attractions in West Sumatra. In this case, the word Padang is a locomotive for the development of tourism in West Sumatra. "

The same statement was also conveyed by a lecturer at the Faculty of Economics, Padang State University, OkkiTrinanda, who said that people outside West Sumatra were more familiar with Padang than the names of other cities in West Sumatra.

"... For us West Sumatra people, the word Padang does not represent West Sumatra, because I am a Bukittinggi, I do not want to be called a Padang, for example, Payakumbuh people, certainly do not want to be called Padang people. But if we go outside West Sumatra, to Jakarta, for example, do you know people? I certainly answered from Padang. Because people outside West Sumatera know more about Padang than Bukittinggi or Payakumbuh ".

From this statement, the targeted audience has a perception that West Sumatra is 'Padang', and the perception that the word 'Padang' is used as a locomotive in the development of West Sumatra tourism. The word "Padang" is used because it already has a representation of the West Sumatra area for tourists from outside the area.

The researcher concluded that to understand the audiences targeted by the West Sumatra tourism office, a focus group discussion was conducted to understand the aspirations of the audience where they better understood the area of West Sumatra as 'Padang' and the phrase was judged to be strong in representing West

Sumatra tourism destinations. The option of the word 'Padang' in the city branding is already compatible with the perceptions that already exist in the minds of the audience to be targeted about the West Sumatra region, where they better understand the West Sumatra area as 'Padang'. Although the brand does not appear to represent the West Sumatra area as a whole because of the word 'Padang', is the word which stated to represent the West Sumatra region to the intended audience of the archipelago and foreign tourists based on surveys to the opinion polls that have been carried out by the branding consultants from the Ministry RI Tourism.

3.1.2.3. Identify the current city brand

A destination will be easier to sell with branding, after which imaging is done through advertising in the media or held directly. Different from other regions in Indonesia that already have their destination brands and have existed for a long time, the West Sumatra area does not yet have an official destination brand to become the face of tourism. However, several brands have been tried to be introduced by the West Sumatra tourism office, but the brand has not yet officially become the face of West Sumatra tourism destinations. This was stated by Riza Chandra in response to brand planning for the West Sumatra tourist destination.

"... before we have tried to float several West Sumatra brands, before we thought they had floated the Serenity of Minangkabau brand, then it was just floated but not yet a West Sumatra brand."

As explained in the background of the birth of 'Taste of Padang', that the city branding of West Sumatra was born from a program organized by the Ministry of Tourism of the Republic of Indonesia which aims to do branding in several regions in Indonesia. In the program, the participating regions are allowed to create a tourist destination for their respective regions, but it must be following the brand 'Wonderful Indonesia'.

To become a sub-brand of 'Wonderful Indonesia' the value of the resulting brand must be the same as the master brand and the visual must be in line, but each region still has the freedom to determine the characteristics of the region. To get these characteristics, the FGD conducted to find out what associations are suitable for West Sumatra tourism destinations so that the city branding 'Taste of Padang' was created.

3.1.2.4. Manage aspirational brand identity

Informing the city branding 'Taste of Padang' the identity of West Sumatra was represented by choosing the word Taste of Padang as the tagline and 'The shape of the roof called Bagonjong' as the logo. The word 'Taste' was chosen because the area of West Sumatra is known for its worldwide culinary namely rendang, then elaborated so that the word 'Taste' was chosen as a taste of tourism in West Sumatra. This was stated by Riza Chandra as Head of Marketing and Branding of the West Sumatra Tourism Office.

"In the selection of taste, studied in West Sumatra is more dominant in tourism in what field, previously there were about 20 proposals and finally the word taste was chosen which is identical to taste because West Sumatra is famous for the most delicious cuisine in the world, Rendang, we look for words that include as a whole until finally chosen the word taste. So the taste in question is not a flavor of rendang but of the overall tourism of West Sumatra which involves all five senses."

In determining the name of the brand is based on a survey that has been conducted by a branding consultant obtained the result that the word 'Padang' had the highest percentage to represent the area of West Sumatra.

"... Then the word "Padang" most refer to West Sumatra with a percentage of 75 percent compared to Minangkabau (19 percent) and West Sumatra (9 percent)."

Evidenced by the choice of the phrase 'Padang' which has become a regional association of West Sumatra in the minds of tourists who are outside the area of West Sumatra. This was stated by Riza Chandra regarding the reason for choosing the word 'Padang'.

"Then why is Padang, what is meant by Padang here is not the city of Padang with administrative boundaries, let us say that when West Sumatra comes out, the people of West Sumatra must be known as Padang people, when in search engines the word Padang appears more than West Sumatra or West Sumatra, far more familiar with outsiders and indeed this is intended for people outside of West Sumatra not for the West Sumatra."

In addition, withdrawing aspirations is also based on existing associations of foreign tourists by a branding consultant team that is emphasized on foreign tourists.

"... The" Taste of Padang "tagline was chosen based on the results of a survey of perceptions of the international tourism industry and international tourism experts, as well as gathering aspirations from local stakeholders; who have received commitments from stakeholders and stakeholders in the area "

Furthermore, in choosing the logo with the visual 'The shape of the roof called Bagonjong' also selected based on a survey that has been conducted by the branding consultant on the audience to be targeted by the brand.

"The logo is also based on a survey that we used in which the most famous Gadang house was found to represent West Sumatra with a percentage of 85 percent compared to Jam Gadang (9 percent) and rendang (6 percent)."

An aspirational brand selection, the researchers concluded that the 'Taste of Padang' tagline and visuals on the logo put forward more associations in the minds of the audience targeted by the West Sumatra tourism service, namely tourists outside the West Sumatra region and foreign tourists. This is evidenced by the choice of the word 'Padang' which is more

familiar among tourists outside West Sumatra and foreign tourists. The choice of identity is under the statement expressed by Susanto &Wijanarko (2004) that brand identity must look attractive to those who see it. These characteristics are not what is created by the creator, but what can be realized for the wishes of consumers. This all depends on the individual consumer, the environment they are in, and what is written through the brand itself.

3.1.2.5. Establish positioning

Positioning to be conveyed by the region of West Sumatra, namely tourism in the area of West Sumatra can be felt by the five senses that enter the memory of tourists. It was explained again in the Padang City tourist destination branding handbook that the 'Taste of Padang' was positioned as a phrase that could represent the nature of West Sumatra that had been embedded in the minds of tourists that the word 'Padang' had described the landscape of West Sumatra. And the use of 'Taste' is a word that brings tourists into the natural beauty of West Sumatra.

"Taste of Padang not only means" taste "limited to the tongue or culinary, but also other tastes that enter the memory of tourists - through the other five senses such as eyes, nose, ears, which as a whole creates a charm that enters into the" taste hearts "of tourists who come and visit West Sumatra."

It was stated by Riza Chandra that the selection of the tagline 'Taste of Padang' makes tourists who come to the West Sumatra area can feel the wealth owned by the West Sumatra region with all five senses owned. This is based on the superiority of the West Sumatra region, which has a well-known culinary until West Sumatra exits. Culinary is a differentiator of West Sumatra from other regions, therefore the taste of Padang becomes the positioning of West Sumatra tourist destination brands.

Associated with the statement of Kertajaya (2005) that positioning is a promise given to

consumers, not only can enjoy the culinary tourists who come to travel to West Sumatra can enjoy with the five senses of natural and cultural wealth owned by West Sumatra.

"So the taste in question is not a flavor of rendang but from the overall tourism of West Sumatra which involves all five senses."

West Sumatra tourism is positioned to have a taste that can be felt by tourists, this is moving from the uniqueness of tourism in West Sumatra that has been known for its culinary. Culinary was chosen because this is what distinguishes the West Sumatra region from other regions.

With the use of the word 'Taste' in the West Sumatra tourism brand tagline positioning the West Sumatra region into an area that has a variety of wealth that can be felt by the five senses and with the use of the word 'Padang' represents the natural wealth of West Sumatra to prospective tourists who will come to Sumatra West. The choice of the word 'Padang' which represents West Sumatra is following Egan's statement (2007: 96) which explains positioning is the process of creating a perception in the minds of consumers about the nature of the company and its products in competition. And the word 'Padang' contained in the tagline becomes a competitive locomotive for West Sumatra tourism.

3.1.2.6. Creating a value proposition

In the 'Taste of Padang' branding, the targeted segment is tourists who are outside the West Sumatra area and that causes the use of the word 'Padang' in the 'Taste of Padang' tagline. The word was chosen because it is considered to represent the area of West Sumatra and is more familiar in the minds of the targeted audience.

"... Padang is more likely to appear than West Sumatra or West Sumatra is much more familiar to outsiders and indeed it is intended for people outside West Sumatra not for the West Sumatra."

The selection of this preposition was returned to the 'Wonderful Indonesia' master brand aimed at imaging Indonesian tourism in foreign markets. And the brand 'Taste of Padang' becomes a brand that will strengthen the image of 'Wonderful Indonesia' as an effort to increase awareness among foreign tourists.

"Wonderful Indonesia is an Indonesian tourism master brand that also functions as an identity that portrays Indonesian tourism in foreign markets. The position of the Padang Brand Destination, in this case, is as a sub-brand that will strengthen the position and image of "Wonderful Indonesia" which specifically aims to promote the destination of Padang and its surroundings, and the province of West Sumatra in general, as an effort to improve the image of the destination and awareness among foreign tourists; related to the target of increasing the number of foreign tourists visiting the destination."

Researchers concluded that the value to be conveyed in the brand 'Taste of Padang' is the value that is already in the minds of the public about the area of West Sumatra. The word 'Padang' has been perceived by tourists from outside the region as the area of West Sumatra and has become a picture of the wealth of tourism in West Sumatra.

3.2. *Discussion*

3.2.1. *Taste of Padang Is Produced By Agreement Through Focus Group Discussion*

In the formulation of the city branding of the West Sumatra government represented by the West Sumatra Tourism Office held a Focus Group Discussion (FGD) to attract aspirations in the birth of the West Sumatra tourist destination brand.

According to Hennink (2014), Focus group discussion (FGD) is a method that is included in qualitative research, the key of this method is to focus on a specific issue consisting of a group of people involved in interactive discussions.

This method can be described as an interactive discussion between six to eight participants led by a moderator and focused on a specific issue. As stated by Fern in Hennink (2014), the important purpose of an FGD is to identify the range of perspectives of the topics studied and to gain an understanding of the issues from the participants' views. An FGD can produce 70% of issues similar to conduct in-depth interviews with the same number of people. Where an FGD can produce data with a wide range in a fast time.

The FGD method carried out by the West Sumatra Province Tourism Office discusses specifically what brand is suitable for West Sumatra tourism identity. Riza Chandra stated that the FGD was attended by Penta helix elements consisting of local governments, tourism industry players, academics, journalists, and communities/community leaders in West Sumatra.

"The process of the birth of branding is done through several FGDs carried out by consultants directed by the Ministry of Tourism, conducted by FGDs in two locations Padang and Bukittinggi. The FGD involved pentahelik elements consisting of government, industry players, academics, journalists, and the community/community leaders involved."

Participants who participated in the FGD came from similar backgrounds who were involved in mutual tourism in West Sumatra. It serves to produce more detailed data and discuss more focus on West Sumatra tourism. It is also based on the experiences of the participants regarding West Sumatra tourism.

Hennink (2014) stated that the FGD consisted of homogeneous participants or with the same characteristics, the homogeneity of a group could be identified from the socio-cultural background or level of experience of the topics discussed. The similarity in the background will encourage better data quality.

The FGD is functioned to attract an understanding of the formulation of the West Sumatra tourist destination branding, this is in accordance with the statement of Hennink (2014) where one of the functions of the FGD is to get an understanding of a process by observing how participants discuss an issue or determine a strategy for a policy.

In the FGD Brand 'Taste of Padang' is directed to be part of the 'Wonderful Indonesia' Brand. The branding consultant named Amar Ma'ruf stated that the position of the West Sumatra destination brand became a sub-brand of the Indonesian tourism brand which is 'Wonderful Indonesia'.

"So this brand of" Taste of Padang "departs from the brand" Wonderful Indonesia "which is an Indonesian tourism master brand which also functions as an identity that portrays Indonesian tourism in foreign markets."

From the statement, the West Sumatra tourist destination brand 'Taste of Padang' aims to strengthen the 'Wonderful Indonesia' brand that already has broad targets for foreign countries.

"The position of the Padang Destination Brand, in this case, is as a sub-brand that aims to strengthen the position and image of 'Wonderful Indonesia' which specifically aims to promote the destination of Padang and its surroundings, and the province of West Sumatra in general, the use of this brand is an effort to improve the image of destinations and awareness among foreign tourists related to the target of increasing the number of foreign tourist visits to destinations. "

The brand 'Taste of Padang' has a function to increase the attention of foreign tourists listed in the objectives to be achieved by the West Sumatra Tourism Office contained in the 2017-2021 Strategic Plan (Renstra), namely, increasing tourist arrivals from the archipelago and foreign tourists to West Sumatra. The statement of purpose is contained in the third mission in the 2017-2021 Strategic Plan guidelines. He added that with this function the West Sumatra tourist destination brand must follow aspects owned by 'Wonderful Indonesia'

so that the resulting brand is in a family brand together with 'Wonderful Indonesia'.

"In connection with the foregoing, the 'Taste of Padang' logo was compiled using the maximum extent possible of the assets owned by 'Wonderful Indonesia' as a brand master; so we get the same family brand. So indirectly the brand 'Taste of Padang' must follow aspects that also exist in the 'Wonderful Indonesia' as a brand master, so in this case, we only look for identities that are relevant to the West Sumatra region such as logos and taglines that will be used later.".

In detail, it was revealed by Riza Chandra that there was an agreement that to be a sub-brand of 'Wonderful Indonesia' the resulting brand had to meet several categories. He stated that the visual detail produced by the West Sumatra destination brand must be in accordance with 'Wonderful Indonesia'. From this statement, the West Sumatra government was only given the authority to determine the identity of the logo and tagline.

"To become a sub-brand of the brand" Pesona Indonesia ", there are several categories that must be met. First, colors must not run away from Indonesian charm brands, they must be used in five colors: green, orange, purple, blue, and magenta in Indonesian charm. Second, the font must match the writing in Wonderful Indonesia, the font is a separate font called silica."

This makes the formation of this identity not fully carried out by the regional government of West Sumatra and the values contained in the brand are not entirely originating in the West Sumatra region because there is already an agreement to follow the master brand 'Wonderful Indonesia. The above statement explains that the West Sumatra regional tourism brand 'Taste of Padang' is a sub-brand of the parent brand Wonderful Indonesia. According to Edge & Milligan (2009: 192), A sub-brand is a component that is controlled by the parent brand. In its application, the sub-brand has its own rules in standard operating procedures, but

overall the main rules are controlled by the parent brand. This set of rules must be fulfilled by the brand 'Taste of Padang' in its application for being a tourist destination brand in West Sumatra.

Researchers add that this causes limitations in expressing the identity that is already owned by West Sumatra. Due to being a sub-brand of 'Wonderful Indonesia' the expression in making the 'Taste of Padang' brand cannot be freely built by local governments because it is bound by the brand master 'Wonderful Indonesia'.

In the formulation of the brand 'Taste of Padang' is also based on the philosophy not far from the brand 'Wonderful Indonesia' in terms of shape shapes used and colors. This also caused the great identity of the West Sumatra region not to be exposed, especially the Minangkabau culture, namely the black, red, and yellow colors applied to the 'Marawa' flag. Marawa is the flag of the greatness of the West Sumatra region, which at every important event in the West Sumatra area must use the flag.

Where in the process of forming the brand 'Taste of Padang', the local government only has the authority to express the logo and tagline that is realized in the FGD to get aspirations from elements involved in tourism in the West Sumatra region.

Figure 3. Marawa covering the Gadang clock
Source: Nulis.co.id

According to Zenker& Braun (2014: 4), place brands are a network of associations in the minds of consumers based on the visual appearance, verbal, and expression of habits in places that are

manifested in a purpose, communication, values, and culture in general of the stakeholders and overall design of the place. This place brand is produced through a branding process, where all the features of the city are reduced to the essence of a brand that is easy to remember and makes an impression for consumers. Based on the statement there is an aspect that does not appear too much in the tourist destination brand 'Taste of Padang', namely the absence of the habitual expressions of the West Sumatra area in the aspect of color selection, because Marawa is the great flag of West Sumatra.

3.2.2. *The process of the 'Taste of Padang' tagline*

The discussion begins with the selection of phrases that are suitable for use in the tourism brand in West Sumatra. During the discussion, the consultant presented the results of the research that had been obtained and the word 'Padang' occupies the top position with a percentage of 75%.

"We survey what identities can represent the area of West Sumatra, there are some words that can be used as the identity of West Sumatra and we do a survey, then the word 'Padang' most refers to West Sumatra with a percentage of 75 percent compared to Minangkabau (19 percent) and West Sumatra (9 percent). Dozens of proposed slogans such as bancak ',' Padang the Soul of Minang ',' Soul of Padang ',' Saluang ',' BundoKanduang 'and' Taste of Padang Culture of Minang ', then cone continuously until finally, one remains "

Branding consultants added again that the word 'Padang' is also more popular among foreign tourists compared to 'Minang', it is also based on surveys that have been conducted on international tourism experts and also from local stakeholders.

"The brand name Padang was chosen because of the marketing side, the term Padang is more popular among foreign countries when compared to Minangkabau / Minang and West Sumatra. The word

Padang does not mean the City of Padang but rather as a Flagship Product, culture-based destination, which in the perception of tourists can represent the various tourist attractions in West Sumatra. "

The choice of the word 'Padang' is considered to be able to sell the West Sumatra area to foreign tourists where by using the word 'Padang' it can describe the area of West Sumatra. The word 'Padang' is used as a flagship because it has a high level of popularity in the minds of foreign and regional tourists.

"In this case, the word 'Padang' is a locomotive for the development of tourism in West Sumatra. The Taste of Padang tagline was chosen based on the results of a survey of perceptions of the international tourism industry and international tourism experts, as well as gathering the aspirations of local stakeholders who have received commitments from stakeholders and stakeholders in the region. "

Previously obtained the brand 'Taste of Padang Culture of Minang' but there are regional representatives who do not agree with the tagline. One of the parties who did not agree with the initial brand alternatives was the Mentawai District, as stated by the Mentawai Regent YudasSabaggalet

"Mentawai is indeed part of West Sumatra, but it is not part of the Minangkabau culture".

After the discussion, a middle ground can be taken again so that it can be accepted by representatives of the Mentawai region, explained by Riza Chandra.

"In the formulation, there were several discussions about why the taste of Padang phrase appeared, at first the phrase" Taste of Padang Culture of Minang "was formed, why was Minangkabau has chosen but our brother in Mentawai was rather difficult to accept the word because Mentawai was not Minangkabau. We try to take various aspirations to form a brand, and finally, we choose the phrase Padang at this time, ... "

This causes the word 'Culture of Minang' which is in the first alternative tagline to be

removed so that only the phrase 'Taste of Padang' is left.

In choosing the word 'Padang', the researcher draws several points as the reasons for the choice of words: (1) The word 'Padang' gets the highest percentage of opinion polls conducted by consultants so that 'Padang' is used as a flagship to represent West Sumatra, (2) The word 'Padang' is more familiar to tourists from outside West Sumatra, (3) The city of Padang is the main access for tourists from outside the area to access West Sumatra.

3.2.3. *Bagonjong Roof Selected as Logo Visualization on 'Taste of Padang'*

The branding consultant explained that the visual use of the 'Bagonjong roof' can represent the area of West Sumatra with the highest percentage compared to other West Sumatra icons. He also stated that the use of visuals ultimately also utilizes formations that will resemble visuals on the brand 'Wonderful Indonesia'.

"Taste of Padang uses the assets owned by Wonderful Indonesia as much as possible, including the formation of tendrils on Wonderful Indonesia which is transformed in the form of a visual logo in the form of 'Bagonjong roof' which represents 'Minangkabau Culture', the logo is also based on a survey that we use where it is found that most of the RumahGadang houses represent West Sumatra with a percentage of 85 percent compared to Jam Gadang (9 percent) and rendang (6 percent). "

To become a sub-brand of 'Wonderful Indonesia' the 'Taste of Padang' brand is visually required to resemble the master brand, which has the same color and tendrils that resemble the brand 'Wonderful Indonesia'.

Figure 4. Logo of the Taste of Padang sub-brand
Source: Padang Destinastion Brand Destinastion design manual (2017)

Expressed by branding consultant Amar Makruf, the philosophy in the 'Taste of Padang' logo is based on the tendrils of 'Indonesian Enchantment' which is transformed in the form of a visual logo in the form of 'Bagonjong Roof' which represents 'Minangkabau Culture'. It was stated by Riza Chandra that the logo with the shape of the "bagonjong" roof had been approved by all Regencies / Cities.

"... it was based on the consideration of criteria after research by consultants finally appeared for the custom house logo and was accepted by all districts and cities"

The brand consultant added that the use of the 'Bagonjong' roof was visually very powerful to represent the 'Minangkabau Culture'.

"The visual logo was developed from the formation of the 'Bagonjong Roof' from the traditional Minangkabau traditional house - which is visually very powerful to represent the 'Minangkabau Culture'."

'Bagonjong roof' is an identity from the West Sumatra region which is the roof of a traditional Minangkabau house. Besides, the 'Bagonjong Roof' is also used by all government agencies in West Sumatra, so it becomes a strong reason to be the face of West Sumatra tourism.

In the 'Taste of Padang' brand the logo and color used have its philosophy that still refers to the master brand 'Pesona Indonesia'. Each color

in the logo has its meaning in representing the natural wealth and culture of West Sumatra.

Figure 5. Colour Spectrum in the 'Taste of Padang' Logo

Source: Brand Destination design manual for Padang area (2017)

These colors have their philosophy that refers to the master brand 'Pesona Indonesia'. The color represents the characteristics of the region and its culture. Based on the Padang destination brand design guide (2017), it is explained that as much as possible using the assets owned by 'Pesona Indonesia, including a color scheme consisting of five thematic wonder experiences, which as a whole illustrates the diversity of tourist attractions owned by the destination West Sumatra.

Green (natural wonders) is the essence of pleasure that opens the eyes of the natural beauty of West Sumatra, which consists of beaches, lakes, waterfalls, valleys/canyons; which as a whole expresses the natural wealth owned by West Sumatra. Purple (sensory wonders) is the essence of experience related to the five senses. This is in accordance with the tagline "Taste of Padang" which has a philosophy that the diversity and charm of West Sumatra tourism in the form of natural and cultural wealth that can be felt through the senses of sight, hearing, The 'Taste of Padang' Brand is Positioned for Foreign Tourists in West Sumatra

Creating a West Sumatra tourism brand is a realization of the vision and mission that has been set by the West Sumatra Tourism Office for the 2017-2021 period. The creation of branding is embodied in the third mission of developing West Sumatra tourism marketing to increase domestic and foreign tourist arrivals. To achieve

the mission objectives, one of the policies set by the West Sumatra Dispar is creating a West Sumatra tourism branding. Based on this, West Sumatra Dispar indeed focuses on making a brand for tourists who come from outside the West Sumatra area.

The positioning set for the brand 'Taste of Padang' is based on an image that is already attached to the minds of the intended audience about the West Sumatra region. This was stated by Riza Chandra that the word 'Taste' was chosen based on the tourism of West Sumatra which is already famous for its culinary. Based on this statement the word taste is associated with West Sumatra tourism until positioning is obtained, that tourists can experience West Sumatra tourism both natural, cultural, and culinary wealth with its five senses. Related to this is in accordance with the statement of Kertajaya (2005) that positioning is a promise given to prospective consumers, with the tagline 'Taste of Padang' in West Sumatra region promises that tourists who come can feel the tourism of West Sumatra with its five senses.

To get the attention of tourists who come from outside the West Sumatra region, an identity that has become an association of tourists from outside West Sumatra is drawn from the West Sumatra region. By the statement expressed by Susanto (2004) regarding identity in building a brand, an identity that is built based on perceptions that are already in the minds of consumers about something. This underlies the choice of the words 'Padang' and 'Roof Gonjong' as visuals on the brand 'Taste of Padang' which has been carried out by a branding consultant from the Indonesian Ministry of Tourism. Based on the concept of Susanto &Wijanarko (2004), the selection of identity in the brand 'Taste of Padang' can already represent the area of West Sumatra in the audience to be targeted namely the archipelago and foreign tourists.

Although the brand seems to focus only on one city in the West Sumatra area, Padang, from the perspective of tourists from outside the West

Sumatra region, the word can create associations about the West Sumatra region.

4. CONCLUSIONS

4.1. Conlusion

The background of the birth of the city branding 'Taste of Padang' originated from the desire of the regional government of West Sumatra to have its brand. Coinciding with that the Ministry of Tourism of the Republic of Indonesia has a program to encourage each region to have its tourist destination brand. At that time the Ministry of Tourism had made 10 brands for several destinations in Indonesia, after completing 10 brands the Ministry of Tourism had plans to add 5 more regions to be branding. In response to this, the West Sumatra Regional Government submitted an application for branding at a West Sumatra tourist destination. The request produced positive results in which the West Sumatra region was chosen to be one of the areas to be branding by the Ministry of Tourism.

In the branding program organized by the Ministry of Tourism, the tourism destination brand that was born must be based on the Indonesian tourism brand 'Wonderful Indonesia'. As a sub-brand of 'Wonderful Indonesia,' the values contained in the 'Taste of Padang' brand are equated with the values found in the 'Wonderful Indonesia' master brand. Therefore the West Sumatra government is only given the authority to determine the logo and tagline that will be displayed on the resulting brand.

To get the regional identity that will be represented at city branding, an FGD was held to gather the aspirations of the people of West Sumatra. The community elements that were included in the FGD were pentahelix elements consisting of the government, tourism industry players, academics, journalists, and community leaders. The process of forming city branding is focused on the assessment of the tagline phrases that will be displayed on the West Sumatra tourist destination brand where at this stage there are parties who submit a counter because assessing the phrase used does not represent West Sumatra. Whereas the logo selection has been agreed by the majority of parties involved.

The researcher concludes that the city branding process 'Taste of Padang' only deals with making logos and taglines, which are a small part of the overall city branding process.

4.2. Suggestion

There is a change in concept from city branding to citizen branding where an area that belongs together can be represented by the unanimous aspirations of the entire population. So that in the process of designing and implementing it will involve all elements of society.

For those who feel that they are involved in the tourism industry in West Sumatra, they should provide their aspirations as well as possible and effectively by following a program that has been facilitated by the government. This will have a positive impact if there are inputs that are considered important and can be channeled properly.

It would be better if the local government understood that the city branding was not only limited to the logo and tagline but how it could create a shared spirit to realize the established city branding. It would be better if when the city branding 'Taste of Padang' was launched, activation was carried out on platforms close to the audience that exposed the culture and wealth in West Sumatra. This is needed because until now the culture and wealth have started to fade. With the 'Taste of Padang' brand, it is hoped that the young generation in West Sumatra will be given a role to preserve the culture that has existed for a long time in West Sumatra and to revive traditions that have been eroded by the times.

Researchers hope that the application of this brand can evoke a philosophy that is well known in West Sumatra, namely 'Adaik Basandi Syarak, Syarak Basandi Kitabullah'.

REFERENCES

Anholt, Simon. 2009. *Handbook on Tourism Destination Branding*. Spanyol : World Tourism Organization.

Anwar, Emil. Interview. 2019. *Interview Penerapan 'Taste of Padang'.*

Astuti, Widiana. P., & Kusumawati, Andriani. 2018. Upaya Pemasaran Pariwisata Ponorogo Melalui City Branding dalam Meningkatkan Kunjungan Wisatawan. Jurnal Administrasi Bisnis Universitas Brawijaya, 55(1), 48-58

Budiharsono, Sugeng. 2015. *Pengembangan Ekonomi Lokal dan Daerah Untuk Meningkatkan Daya Saing Daerah*. Bogor.

Brandt, Caline. 2011. *City Branding : A Brand Concept Map Analisis Of A University Town.* Vol.7,1(2), 50-63

Braun, Erick. 2012. *Putting City Branding Into Practice.* Vol.19,4(2), 257-267

Bungin, Burhan. 2011. *Penelitian Kualitatif: Komunikasi, Ekonomi, Kebijakan Publik dan Ilmu Sosial Lainnya (Edisi Kedua)*. Jakarta: Kencana Prenada Media Group.

CEO's for Cities. 2006. *Branding Your City*. Chicago: Prophet

Chandra, Riza. Interview. 2019. *Interview Penerapan 'Taste of Padang'.*

Drewniany, Bonnie L,. A. Jerome Jewler. 2011. *Creative Strategy in Advertising*. Wadsworth: Cengage Learning.

Edge, John & Milligan, Andy. (2009). Don't Mess With The Logo. Edinburgh: Pearson Education Limited an Imprint of Prentice Hall

Hankinson, G. 2007. "*The Management of Destination Mereks: Five Guiding Principles Based on Recent Development in Corporate Branding Theory*" Journal of Merek Management. Vol 14 No. 3.

Herdiansyah, Haris. 2011. *Metodologi Penelitian Kualitatif Untuk Ilmu-Ilmu Sosial (cetakan kedua)*. Jakarta: Salemba Humanika.

Jannah, B., Arifin, Z., & Kusumawati, A. 2014. Pengaruh City Branding dan City Image Terhadap Keputusan Berkunjung Wisatawan ke Banyuwangi. Jurnal Administrasi Bisnis Universitas Brawijaya, 17(1), 1-7

Kavaratzis, Mihalis. 2004. *From City marketing to City Branding; Towards A Theoritical Framework from Developing City Mereks*.Place Branding, Vol 1, No. 1.

Kartajaya, Hermawan. 2004. *Positioning, Diferensiasi, dan Brand*. Jakarta: PT. Gramedia Pustaka Utama.

Keller, Kevin Lane. (2013). Strategic Brand Management: Building, Measuring, and Managing Brand Equity. Harlow: Pearson Education Limited. Fourth Edition

Moilanen, Teemu, Rainisto. 2009. *How to Brand Nations, Cities and Destinations, A Planning Book for Place Branding*. USA: Palgrave Maemillan.

Pace, R. Wayne & Fules, Don F. 2006.*Komunikasi Organisasi : Strategi Meningkatkan Kinerja Perusahaan.*Trans. Deddy MulyanaBandung : PT. Remaja Rosdakarya.

PT. Dua Tiga Empat Konsultan. 2017. *Buku Pedoman Brand Destination Kawasan Padang.*

Silalahi, Ulber. 2010. *Metode Penelitian Sosial*. Bandung: PT Refika Aditama.

Susanto, A.B & Wijanarko, Himawan. 2004. *Power Branding : Membangun Merek Unggul dan Organisasi Pendukungnya.*Jakarta : PT. Mizan Publika.

Purwanty, Lily.,& Lukito, Yulianty R.D. 2014. Analisis Pengaruh City Branding Kota Batam Terhadap Brand Attitude. Jurnal Manajemen Universitas Internasional Batam, 14(1), 61-80

Putra, R.T., Putri, Y.R., & Malau, Ruth M.U. 2016. Strategi City Branding Kota Balikpapan dalam Meningkatkan Minat Wisatawan.E-Prosiding of management Universitas Telkom, 3(3), 3866-3873.

Temporal, paul. 2001. Branding di Asia, Penciptaan, Pembangunan, dan Manajemen Merek Asia Untuk Pasar Globe. Batam: Interaksa.

Tjiptono, F. 2005. *Brand Management and Strategy.*Yogyakarta : Andi.

Wahyudi, M.D., & Ratnasari, A. 2016. Analisis City Branding Jogja Istimewa dalam Memasarkan Daerah Yogyakarta. Prosiding Management Komunikasi Universitas Islam Bandung, 2(2), 441-447.

Yin, Robert K. 1989.*Case Study Research Design and Methods*. Washington: COSMOS Corporation.