



The Role of Stakeholders in the City Branding Policy “Madiun Karismatik” Madiun City Government

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Abstract

Conducting branding is now increasingly needed in government management. The main purpose of city branding is to bring out the regional identity and place a certain positioning of the area in order to compete with other regions. For a city branding strategy to be successful, it must involve various stakeholders in the city / region. City stakeholders are defined through the ABCGM concept, namely Academics, Business Sector, Communities, Government, and Media. Madiun City as one of the developing cities in the western part of East Java Province also develops city branding as a way to increase regional competitiveness in front of other regions. Madiun Charismatic was chosen to be the tagline for the city branding of Madiun. This study aims to determine the role of internal stakeholders of Madiun city in implementing the city branding strategy of Madiun City. The research method used is a case study method and uses data collection techniques through interviews, observation, and document searches. The results showed that the internal stakeholders of the city of Madiun have different roles in supporting this city branding policy. The involvement of the five internal stakeholders of the city of Madiun in this city branding program also complements one stakeholder with another so that it has a positive effect on the development of the city of Madiun.

Keywords: *City Branding; Madiun Charismatic; Stakeholder*

Introduction

City branding is a marketing and public relations concept that is applied in marketing an area. City branding has been implemented in various big cities as a way to bring out regional identities and place a particular positioning of the area in order to compete with other regions. Giving a certain label / brand to an area is in order to instill a certain perception of the area in the mind of a person or audience. For example, New York is perceived as contemporary, rich and individualistic, Paris is perceived as aristocratic and fashionable and Berlin is perceived as versatile, artistic and dynamic (Ochkovskaya, 2016).

The main objective of city branding is to promote the city and achieve differentiation. Theoretically, talking about city branding can be seen from 4 points of view. First, city branding can be seen as a product brand. This is when the city is seen as a product and therefore can be sold. Second, city

branding as a destination brand, which is when a city is considered an identity that has a marketable geographical position. The third is a social brand, which is when the city represents a particular community and the fourth is an interest brand when a city represents a particular group with clear interests (Monteiro, 2016; Pompe, 2017).

A city branding strategy in order to be successful must involve various stakeholders. Stakeholder is any group inside or outside the company / organization that has a role in determining the success of a company / organization. In general, stakeholders can be grouped into two parts, namely internal stakeholders and external stakeholders (Kasali, 2006).

The existence of stakeholders, especially internal stakeholders, is very important in the city branding policy process. This is because internal stakeholders are the ones who directly face the consequences of the city branding policy. If the city branding policy is aimed at attracting tourists to an area, the internal stakeholders will deal directly with the tourists in the field and tourists will get a picture of the city / region from the interactions with these internal stakeholders. If the city branding policy is aimed at attracting investors to invest in the city / region, the investors will surely intersect with the internal stakeholders of the city / region and will get a picture of their potential investment from interactions with these internal stakeholders.

One of the successful implementation of city branding is through internal stakeholder management. An important part of building a city branding strategy is to pay attention to and accommodate the needs of these internal stakeholders consisting of local business actors, government and residents (Kemp et al, 2012).

Madiun City is one of the regions in the western part of East Java Province. The city of Madiun is known by various names, such as the village of a fighter, the city of girls (trade, education and services), the city of pecel and so on. The development of the city of Madiun in the last 10 years has progressed rapidly and has become the main city in the western part of East Java province. With the background of increasing the tourism sector in the city of Madiun, the Madiun City Government set the tagline "Madiun Charismatic" as the city branding for the city of Madiun in 2018. This policy was then strengthened by the implementation of a socialization strategy and legal formal strengthening through the stipulation of Mayor Regulation number 52 years 2018 regarding the City Branding Logo and Tagline of Madiun City. This article will describe the role of internal stakeholders in Madiun city in implementing the Madiun Charismatic city branding policy.

Literature Review

1. City Branding Madiun City

Charismatic Madiun is the tagline chosen by the city of Madiun as a city branding to be conveyed to the public. This brand originated from the premise that Madiun City is currently focusing on developing the character of Human Resources. The big idea is to want to regenerate Madiun as a city that is brave, confident and charismatic. With the Madiun Charismatic tagline, and followed by other promotional media activations, it is hoped that a new brand for the city of Madiun will be more integral and able to represent all the advantages and potentials of the city of Madiun.

The determination of the City branding of Madiun City will rely on a clear cultural, economic and historical side. From a cultural perspective, it was found that the Madiun people were brave, confident, and charismatic. One of the spirits raised by the people of Madiun is 'trengginas', or as a synonym, agile or agile. From a historical perspective, the culture of the Madiun people has very strong martial arts roots, we can see from the various pencak silat schools that exist all over Madiun City.

Making events with the theme of Madiun's cultural roots, from silat arts, local wisdom, as well as the existing religious side, has the potential to strengthen and introduce Madiun city branding in the eyes of the general public.

From an economic perspective, it is necessary to develop the human resources (Human Resources) of Madiun City. The growth of human resources through the attitude, expertise and character of Madiun's superior and confident people will be implemented with a focus on working in the tourism fields, which is the target of city branding communication. The activation of Madiun city branding is further strengthened in the management of events on a national and international scale. Thus, Madiun City can attract investors and exchange other economic opportunities, and be able to compete with the economies of cities in Indonesia.

The tagline and logo for the city branding of Madiun City, namely Madiun Charismatic, is shown in the image below:

Figure 1: City branding tagline and logo for Madiun City



source : www.madiunkota.go.id

2. Internal Stakeholder

There are different types of stakeholder definitions. Freeman (in Fontaine et al, 2006) defines stakeholders as:

"Any group or individual who can affect or is affected by the achievement of the organization's objectives."

Madiun's internal stakeholders are illustrated through the Pentahelix ABCGM model, namely Academics, Business Sector, Communities, Government, Media. The Penta Helix element was originally a Triple Helix element consisting of Academics, Business Sector, Government. Then it developed again into the Quadruple Helix with the addition of one more element, namely the Civil Society (Communities) which accommodates people's perspectives. Developed again with the addition of one more element, namely the media so that the model changed to Penta Helix (Satari, 2016).

Internal stakeholders through the ABGM pentahelix model can represent internal elements in the city of Madiun. The internal stakeholders as per the pentahelix ABGM model are as follows:

a) Academics

Academics are educational activists (*civitas akademika*) who are highly educated. In Madiun city, there are several universities in which there are many academics.

b) Business Sector

Local business actors are the pillars and foundation of the economy for a region. In the midst of the current world economic slowdown, Indonesia, especially with its Micro, Small and Medium Enterprises (UMKM) sector, continues to appear as a savior so that its role and contribution must be further enhanced.

On the one hand, UMKM become important stakeholders who are always considered and become an important factor in every Regional Government policy. In Madiun City, special attention is also given to the development of UMKM as one of the foundations for the economy in Madiun City. The implementation of the Madiun Charismatic city branding is also part of increasing the competitiveness of Madiun city in the midst of competition between regions and ultimately having a positive effect on the development of local businesses or UMKM in Madiun City.

c) Communities

Community is part of community groups that carry out activities in collaboration and have the same goals. The current community is not only in a certain job that generates material benefits, but many communities are engaged because they have the same hobby and interest in something.

The Community Information Group (KIM) is a community that is one of the internal stakeholders in Madiun City which has a very important role in every development policy in Madiun City.

The existence of a Community Information Group must at least be able to invite the public to the first level, namely the public is aware of information. People who are aware of information will increase the competitiveness of society itself in front of the public, because currently information is something very important and vital. Keeping people away from information means keeping people away from progress.

d) Government

Regional Government is defined as the administration of government affairs by the Regional Government (executive) and the Regional People's Representative Council (legislative) according to the principle of autonomy and duty of assistance with the broadest possible autonomy principle in the system and principles of the Unitary State of the Republic of Indonesia as referred to in the Constitution of the Republic of Indonesia. Indonesia 1945. In the context of this research, the regional government to be studied is the DPRD as a partner of the Regional Government in the development process in the city of Madiun.

e) Media

The press has a very vital role in democracy, including in its relationship with local governments. The press as an independent entity has several functions including the function of providing education, information and entertainment.

In the context of city branding in Madiun City, the role of the press as an internal stakeholder is also very vital in disseminating the concept of city branding to the public. The Madiun City Government will automatically involve the press in every policy, including this city branding policy.

Methods

The research approach used in this research is descriptive qualitative with a case study research strategy. Research with a case study is a research conducted intensively, in detail, and in depth on an organization, institution or a particular phenomenon. Judging from the area, case study research only covers a very narrow area or subject. However, in terms of the nature of the research, the case study research discusses something more deeply (Yin, 2013).

The study was conducted in March-June 2020, using primary and secondary data. In this study, primary data were obtained directly from the field through a process of observation and in-depth interviews with informants. Meanwhile, secondary data were obtained from literature, scientific journals and websites relevant to this study.

Result and Discussion

The results showed that the internal stakeholders in the city of Madiun gave a role to the city branding policy made by the Madiun City Government. However, the roles of each internal stakeholder vary according to the authority of each internal stakeholder group.

In the academic stakeholder group, this stakeholder group is involved in the initial process of city branding formulation in Madiun City. The process of formulating the Madiun Charismatic tagline and logo was carried out through several stages where academics became the central point in this formulation, starting from exploring ideas, both through the historical literature of Madiun City and through interviews with figures in the city of Madiun, formulation of ideas to socialization to figures. and the people of Madiun City to get input regarding the city branding idea.

In the stakeholder group of business actors, the role of support for this policy is demonstrated through the role of participating in socializing the logo and tagline for city branding of Madiun City. The socialization is carried out through the inclusion of logos and taglines on the means of product marketing socialization carried out by business stakeholder groups. Socialization means can be online or offline.

While the role of community stakeholders, support for this policy is carried out through the active role of the community to actively participate in disseminating the Madiun Charismatic logo and tagline to the community. Socialization is carried out through social media and through offline means such as citizen meetings, banners, billboards and so on.

Government stakeholders, especially in the legislature, are supporting this city branding policy as long as it does not get off the track of the Regional Medium Term Development Plan (RPJMD). The legislature has 3 functions, namely budget, supervision and legislation to support city branding policies through these 3 functions.

Lastly, media stakeholders have a role in supporting the city branding policy through media coverage as a form of socialization support for this policy. The news in the media is of course adjusted to the policies of each editor.

In general, the involvement of the five stakeholders of Madiun city in this city branding program also complements one stakeholder with another. There is interaction between stakeholders that makes the communication strategy for this city branding program even more massive and reaching a broad coverage. The interactions that occur between stakeholders are not mutually contradictory, but complement each other so that nothing counterproductive happens in the field.

The involvement of internal stakeholders in the policies of the Madiun City Government, especially the city branding policy, has made the socialization of Madiun city branding even more massive to the public. This certainly has a positive effect on the development of the city of Madiun where the city of Madiun will be increasingly known by the logo and tagline of Madiun Charismatic as the city branding of Madiun city.

Conclusion

The city branding policy carried out by the Madiun City Government has received support from internal stakeholders of the city of Madiun. This support from internal stakeholders provides added value and makes the Madiun City Government's policies more beneficial for the community. Even though the support and roles of each internal stakeholder are different, all of these roles ultimately make this city branding policy more optimal in its implementation.

The support of internal stakeholders for a local government policy also provides an overview of a mutual relationship between local governments and stakeholders in the area. Stakeholders are no longer positioned as policy objects, but also as subjects of a policy.

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