Branding for province: is it useful? Study on branding communications of *Jateng Gayeng* in the Ganjar Pranowo's leadership

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Abstract

The Central Java Provincial Government launched the slogan and logo for the *Jateng Gayeng* but in practice it is not easy because of the different roles of the provincial government in the era of regional autonomy. While on the other hand, many regency/municipal already have their own branding. This research with a qualitative approach was conducted to examine the branding process of the Central Java Provincial government through the branding of *Jateng Gayeng*. A series of qualitative interviews with four key informants, focus group discussions attended by twelve regency/municipal government representatives, and document analysis were conducted to examine the processes involved in designing and implementing branding. The results showed that in branding *Jateng Gayeng*, the government of Central Java Province was more likely to use secondary communication in the form of logos and slogans. Communication with stakeholders is more likely to use an informative strategy than a collaborative one. The emergence of provincial branding in Central Java has useful and potential to strengthen district/city branding.

Keywords: *government communication, jateng gayeng, provincial branding, stakeholders.*

INTRODUCTION

Branding as a strategy to promote city or regional identity has been implemented by many local governments in Indonesia. City branding aims to increase regional competitiveness, usually represented by a tagline as shown by several cities, including: *Enjoy Jakarta* (Jakarta), *Solo the Spirit of Java* (Kota Solo), *Paris van Java* (Bandung),*The Sunrise of Java* (Banyuwangi), *Shinning Batu* (Batu), and *City of Music* (Ambon). In August 2015, Governor Ganjar Pranowo also launched brand *Jateng Gayeng* as the branding of Central Java Province *(Galih, 2015).* Branding is currently something to do obligatorily by each region that wants to improve its competitiveness, so that the potency owned can be utilized maximally (Kertajaya, 2005). Branding can also be defined as an attempt of building certain city or region's identity, not only corresponding to the marketing concept but also having certain unique characteristics (Pasquinelli, 2017). Regional Autonomy Monitoring Committee (Indonesian: *Komite Pemantau Pelaksanaan Otonomi Daerah* or KPPOD) (2013) states that regional marketing becomes a popular approach and an important instrument to strengthen regional economy and global competitiveness. A region marketed attractively will trigger new industrial and job opportunity growth dynamics. Eventually, regional income will increase as well, so that the local people's quality of life will be better.

In this case, brand *Jateng Gayeng* contains invitation and expression of the pride of Central Java's local spirit and atmosphere. The branding can be a strategy of reinforcing social capital for a sustainable regional development (Widianarko, 2016). Slogan *Jateng Gayeng* has deep meaning reflecting the character of Central Java people that are vigorous, courageous, sturdy, honest, friendly, pleasing, harmonious, and warm (Governor of Central Java's Decree about Branding *Jateng Gayeng* of Central Java Province, 2015). The slogan was selected by the judges of Mark Plus and Central Java branding team consisting of cultural observers, academicians, marketing practitioners, and other experts out of the result of competition held on June 18 – July 15, 2015 (Galih, 2015). The logo and the slogan are shown in the figure below:

Figure 1. Brand *Jateng Gayeng*

In practice, the regional marketing activity often focuses only on the arrangement of *brand name*, logo and *tagline*, thereby not integrated yet into regional planning. As a result, the regional marketing activity done only features slogan and is often criticized for wasting the regional income and expenditure (Indonesian: *Anggaran Pendapatan dan Belanja Daerah* or APBD), but people have not benefited directly from it (Rahmanto, 2015). It can be seen from the finding of previous studies conducted by the author focusing on the implementation of *city branding* in Solo City still leaving three basic problems (Rahmanto, 2012). In the next study, the author compared *city branding* strategy in three cities in Central Java: Solo, Semarang, and Pekalongan. The result of research showed that the *city branding* activities done by the three city governments in central Java emphasizes more on logo and slogan aspects (Rahmanto, 2015).

The government has been heavily criticized for placing branding only on logos and slogans to cover up local problems in an effort to create a positive image (Braun et al., 2014; Pasquinelli, 2010, Cleave, et.al., 2016); and often use branding as a panacea for various kinds of problems, without clear evidence of effectiveness (Ashworth, 2011). Kavaratzis & Hatch (2013) asserted that the elements and processes that make up a brand in fact have nothing to do with the visual strategy that currently absorbs most of the investment in place branding. In fact, more investment is needed in participation and dialogue with stakeholders. Eshuis & Edwards (2013) show that the democratic legitimacy of branding does not fully occur because in practice it often does not involve citizens or only limited participation. Lack of coordination and consensus often makes regional branding opposed by stakeholders. The commodifications made have indeed created a continuous contestation on branding practices. But when regional brands become a resource for political marketing rather than an inclusive representation of the diversity of city life and culture, branding fails to make the dimensions of cultural production visible (Dinardi, 2017). Therefore, Kavaratzis & Hatch (2013) say that regional branding is best understood as dialogue, debate, and contestation. Dialogue between stakeholders is necessary because brands are built from the 'raw material' of identity and identity emerges in conversations between stakeholders and what unites them.

Studies related to provincial branding have not been widely carried out, especially from the perspective of communication science. Previous research has focused more on city or destination branding. In relation to the branding of *Jateng Gayeng*, the researcher sees that there are several issues that surround and make this research urgent to be carried out: 1) Branding is carried out by

the provincial government even though the regency/municipal governments below also have their own branding; 2) Regency/ municipal governments have autonomy and authority to manage their own regions; 3) The consistency and sustainability of *Jateng Gayeng* branding implementation is less visible. From these conditions, this study aims to answer the questions: a) how is the process of branding *Jateng Gayeng* carried out by the provincial government of Central Java; b) how communication with stakeholders is carried out; and c) whether branding by the provincial government is relevant and necessary. The results of the current study are expected to be a lesson and reference for other provinces, especially in Indonesia, in practicing branding.

LITERATURE REVIEW

Provincial Branding

American Marketing Association (AMA) defines a brand as "a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors" (Kottler, 2000). Brand is an asset containing a product's advantage to be compete with others (Jones & Kim, 2011). Ries & Ries state that *branding* is the most important goal of marketing, as it is a glue binding a variety of marketing functions (Ries & Ries, 2001). Meanwhile, the goal of *branding communication* is to introduce a brand to the audience in order to grow higher awareness and retention (Zehir et al., 2011).

Brand communication plays a very important role in creating positive attitude among the audiences. Therefore, brand name may not be made haphazardly but with special formula in order to improve trust, self-confidence, and pride inside the audiences when the brand is mentioned (Zehir et al., 2011). In relation to marketing strategy, *branding* is very important not only in marketing product and service, but also functions in promoting a region (Kasapi & Cela, 2017) or called place branding, city branding, and destination branding.

Provincial branding is part of place branding which is generally defined as the implementation of creating a good image to market a city, region, or state (Harrison-Walker, 2013). Successful place branding strategy highly depends on the basic marketing of brand through a effective communication with *stakeholders* (Hankinson, 2004). In regional branding, there is a process to identify, to create,

and to promote certain image of a city making it good in the stakeholders' eyes, memorable, different from other cities, and unique (Wasesa, 2005).

In an increasingly competitive era, each region must carry out branding to promote and maximize its potential. Considering Kertajaya's argument, there are several reasons why each region should implement a city branding strategy: a) influencing the target market (investors or tourists); foster awareness and a sense of belonging internally; b) distinguish a city or region from others; c) explore uniqueness; d) instill a strong identity; and d) inviting or offering regional advantages to the target market (Kertajaya, 2005). Cities that develop positive brands have more success in attracting private sector investment than cities that do not engage in strategic branding activities. Likewise, cities that include regional partners when making branding considerations tend to involve more people and develop more brand equity when compared to cities that take a single-city approach (Thomas, et.al, 2021).

Branding can be seen as a communication policy and public policy at the same time, which is carried out by the government and is related to public affairs. Kavaratzis (2004) categorizes government communication in the context of branding can be seen as image communication involving three aspects (figure 1): first, primary communication covers the entire appearance of the city such as landscape, infrastructure, bureaucracy, and actions related to the region. Second, secondary communication refers to formal communication in marketing practices such as advertising promotion, public relations, graphic design, etc. Third, tertiary communication is related to word of mouth which is reinforced by competing media and communication beyond the control of marketers.

Branding Communication

Branding policy can be seen as a communication policy and a public policy all at once, as it is done by government and related to public affairs (Rahmanto, 2014). With regard to government, a strategy of promoting a region is a part of governmental communication (Rahmanto, 2012). Kavaratzis explains that governmental communication related to regional branding can be viewed as image communication involving three aspects: firstly, primary communication including all of city appearances like landscape, infrastructure, bureaucracy, and action pertaining to the region. In this case, *branding* involves the relationship between the parties to arrive at the image to be built. Secondly, secondary

communication refers to formal communication in marketing practice like advertising promotion, public relation, graphical design, etc. Thirdly, tertiary communication is related to *word of mouth* strengthened by competitor's media and communication out of the marketer's control.
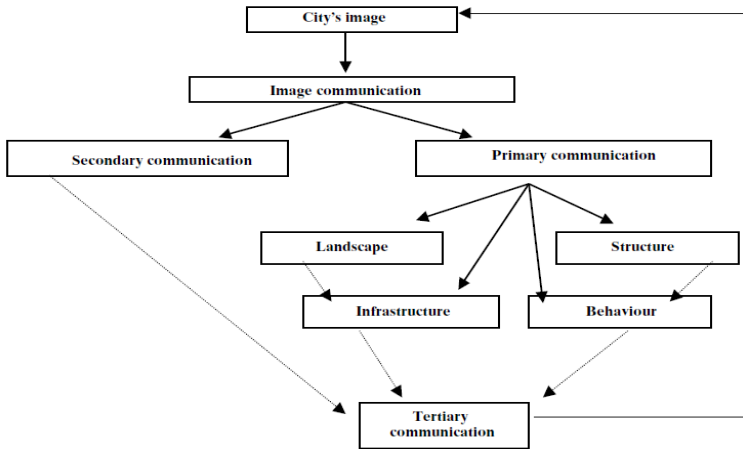

Figure 2. City Branding Communication Model (Kavaritzis, 2004:67)

In its implementation, the three forms of regional brand communication can generate a variety of creativity, for example in Japan there is the use of mascots for city branding which is part of the urban planning strategy (Soltani, et.al., 2018). Kumamon is the most successful regional mascot in Japan where using many promotional strategies, the local prefecture creates a unique Kumamon city brand and enhances the local image, thereby generating significant economic benefits. Likewise, the city of Xi'an, in China, is building imaginary cities using the popular social media platform TikTok. Xi'an defines its dual identity as a modern metropolis and a historic city. The image of the modern metropolis is characterized by the personification of Xi'an as a stylish, young, popular and international micro-celebrity; historic city image built through re-creation of the Great Tang dynasty and revitalization of local folk art (Wang & Feng, 2021)

However, the massive use of logos and slogans in regional branding has the potential to make it difficult for consumers to distinguish between regions. Song & Jeon (2018) show the excessive use of signs in local government slogans that convey information about local identity. A prominent slogan for a wide area can create a relatively unique identity, whereas a second-tier region tends to

simply emulate the success of other regions. This resulted in the failure of these regions to make a distinction in their respective brand identities.

In branding communication, it is also necessary to pay attention to the intended audience, because each audience segment has a different picture of the image of a region. For example, local people form their image mainly through nature (rivers, forests, hunting, etc.). While the version for outsiders is more directed at the image of the city, history and culture. Therefore, city branding for local residents can be very different from brands aimed at international audiences (Radina, 2016).

The tendency between state, province and city entities that have their own branding, many researchers tend to think of these three concepts as three different concepts that must be handled in various forms of strategy. Herstein (2011) argues that the process of state branding, city branding, and regional branding should be integrated. Using two dimensions: the geography of the country vs. the various ethnic groups in the country, Herstein created four types of positioning strategies that reflect the relationship between country branding, city branding and region branding. In the context of discussing the regional branding of provinces, the researcher makes an analogy between provinces and countries in the Herstein matrix (Table 1).

Table 1. Regional Branding Strategies

Four Type Positioning	Characteristics	Branding Stretgy
Heterogeneous–geography–multiethnicity culture	■ The region has a lot to offer in terms of landscapes ■ The region has a lot to offer in terms of cultural	"One package region deal" strategy—make the region brand more powerful than the city brand
Heterogeneous–geography–uniform–ethnicity culture	■ The region has a lot to offer in terms of landscapes ■ The region has no advantage in terms of cultural atmosphere	Make the region brand equal to the city (or cities) brand

Four Type Positioning		Characteristics	Branding Stretgy
Homogeneous–geography–multiethnicity culture	■	The region has no advantage in terms of landscapes	Make the sub-region brand more powerful than the region brand
	■	The region has a lot to offer in terms of cultural	
Homogeneous–geography–uniformity–ethnicity culture	■	The region has no advantage in terms of landscapes	Make the city brand more powerful than the region brand
	■	The region has no advantage in terms of cultural atmosphere	

Source: Adapted from Herstein (2011)

From the table above, it can be explained as follows: 1) If a province tends to be geographically heterogeneous and diverse in culture/ethnicity, regional brands must be strengthened, compared to city brands; 2) If a province tends to be geographically heterogeneous but uniform in culture/ethnicity, then regional brands and city brands can get an equally strong share; 3) If a province tends to be geographically homogeneous and culturally/ethnically diverse, then the sub-regional brand can be strengthened more than the regional brand; 4) If a province tends to be geographically heterogeneous but cultural/ethnic uniform, then the city brand must be stronger than the regional brand.

Regional or provincial branding is an important component in the implementation of regional development because in its implementation it applies a process of communication, cooperation, and coordination between regions. Implementation of regional branding activities in the context of communication (table 2) may include:

Table 2. Implementation of regional branding activities in the context of communication

INTERNAL COMMUNICATION	EXTERNAL COMMUNICATION
■ Build regional communication networks (administrative, business, community) ■ Continuous meeting with various themes ■ Fostering the flow of information ■ Regional (cultural) identity development and strengthening ■ Strengthening unity and togetherness	■ "Selling" the region as an area of economic growth according to the development vision ■ Popularize the region ■ Profiling the region with its own image

Source: Eberlee in Abdurrahman (2005: 134)

Morgan and Pritchard (2004) say that the brand development of a region involves five stages. The first stage is market investigation, analysis, and strategic recommendation; the second is brand identity; the third is brand launching to communicate vision; the fourth is brand implementation; and the last is monitoring and evaluation. In addition, a region's successful branding practice, according to Morgan & Pritchard, should conform to the following aspects: *well-funded*; *vision based on intensive research*; *care and discipline in communicating brand*; *partnership and alliance* and *forward looking, innovative and committed managers* (Morgan et al., 2004).

Branding and Stakeholder Communication

The implementation of regional branding policies is often faced with several obstacles due to lack of attention to plurality and one-way or top-down communication. Ideally, branding is more participatory and collaborative for the success of regional marketing efforts. To succeed in regional marketing, it is necessary to build cohesive cooperation between the community, business actors, and the government (Rahmanto, 2020). Interaction between stakeholders is critical to successful regional branding (Wagner & Peters, 2009). The higher stakeholder complexity in a city branding strategy distinguishes it from corporate marketing (Kavaratzis, 2009). Therefore, in the regional branding process,

effective dialogue communication with stakeholders is needed. Effective place branding in the opinion of Kavaratzis & Hatch (2013) is a process which at the same time expresses the culture of the place (expressing), leaves the impression that there are other people (impressing), reflects this impression on identity (mirorring), and reflects the changes that occur. brought back into the culture of the place (reflexing).

Cornellisen (2017) represents the level of communication with *stakeholders* from *informational strategy, persuasive strategy,* to *dialogue strategy.* The collaboration of three aspects can result in some effects: *awareness, understanding, involvement,* and *commitment.* Morsing & Schultz (2006) state that the communication framework for stakeholders can be approached using a variety of contextual and dynamic strategies from linear to interactive ones. In this case, the relationship between message sender and receiver needs commitment to involve stakeholders in sense-giving and sense-making processes. There are three types of relationship between stakeholders related to communication strategy: *informing, responding* and *involving.*

METHODS

Annas and Irwansyah (2016) explains that there are three approaches to study a region's branding: *production, appropriate studies,* and critical (Koswara, 2020). Production approach studies how a city's brand is made, managed, and communicated. *Appropriate studies* review how a brand is received and perceived by the audience. Meanwhile, critical approach emphasizes the impact of and the process of branding done on economic, social, and environmental condition surrounding the region. This research uses a production approach in the branding process of the province of Central Java. This study was a qualitative research aiming to describe a certain phenomenon in detail to build understanding and to help the author draw a conclusion (Creswell, 2016). This research design used was a case study method providing more accurate research evidence (Yin, 2014). In this research, the author aims to examine the *Jateng Gayeng* branding process of Central Java Provincial Government. The data of research was collected through interview, *focus discussion group* (FGD) and documents.

This research interview was conducted to four informants involved in the branding process of Central Java Province from the government, namely: of Regional Development Planning Agency (Indonesian: *Badan Perencanaan*

Pembangunan Daerah or Bappeda); Tourism Office; Informatics, Communication, and Public Relations Office; and Trade and Investment Office. Meanwhile, the Focus Group Discussion was attended by twelve informants as representatives of Regency/Municipal Governments. The informants of research were selected using information representativeness principle, so that the informants were selected because they meet the author's certain criteria or purposes by considering theoretical concept and empirical aspect (Daymon & Holloway, 2008; Pawito, 2007). The data of research were analyzed using an interactive model of analysis encompassing data collection, data reduction, data display, and conclusion drawing (Miles et al., 2014).

RESULTS AND DISCUSSION

Branding Formulation and Purpose

The *Jateng Gayeng* branding was created because historically, the Central Java government has never had a branding strategy, either a tagline or a special logo to promote the province. Central Java province has indeed had official logo based on local regulation and law, but does not contribute to building strong image. An idea to develop provincial branding was suggested by Ganjar Pranowo who had occupied the Governor of Central Java position at that time. The *branding* existing in Central Java province is made so far for certain event that when the event has been completed, the branding also vanished. That is why an idea of branding was initiated by Ganjar Pranowo to strengthen the Image of Central Java Province.

Branding planning is conducted by the Central Java provincial government through holding discussion and inviting a number of prominent figures including academicians, cultural observers, and other stakeholders. The discussion resulted in a consensus to make a brand becoming the typical characteristic of Central Java Province. Furthermore, Central Java Governor established an ad hoc team to plan the provincial branding headed by Regional Development Planning Agency (Indonesian: *Badan Perencanaan Pembangunan Daerah* or Bappeda) with Tourism Office and Economic Bureau being its member. Then, a consultant company heard the result of discussion and supported the branding plan and then sent a consultant to create branding that indicates the image of Central Java, to be the second opinion through a competition. The competition was won by Tonny Subagyo, a Depok Citizen, West Java, who designed logo and tagline of *JatengGayeng*.

In this case, slogan *Jateng Gayeng* was chosen because it is expected to represent Central Java people. *Jateng Gayeng* means cheering up, pleasing, and exciting. This slogan is expected to make Central Java people happy in building their region. The word *gayeng* is chosen to be slogan because it is considered close to Central Java people's daily life often saying this word in happy opportunity optimistically. This *Jateng Gayeng* slogan is expected to be the glue for the Central Java people to keep participating in developing and marketing Central Java. One of the informant who was also a public relations bureau official for the province of Central Java at that time stated:

> Gayeng contains the meaning of mutual cooperation, there is equality, there is longing or something that is hard to forget. And there are egalitarians. The public can easily convey their aspirations through social media to the governor. The engagement also shows that the state is present, whoever the people can be, can communicate with the state apparatus and leaders when they need information, need solutions, convey initiations. Then it fits. Gayeng represents a thing in the life of Central Java. Gayeng is an atmosphere where everyone and everyone else can take part. So in the context of politics, nation and state, that is what is called participation.

Jateng Gayeng **Brand Communication**

The communication strategy of brand *Jateng Gayeng* to market Central Java province is implemented in some ways: firstly, launching logo and slogan of *Jateng Gayeng* in the celebration of 65th anniversary of Central Java Province in 2015 held in Banyumas regency. Secondly, *branding Jateng Gayeng* was socialized through the media of the winner designing the logo and slogan. Furthermore, as the internal communication procedure, all task forces of regional government (Indonesian: *satuan kerja pemerintah daerah* or SKPD) in Central Java Province region were educated about the meaning and the function of brand *Jateng Gayeng*. Logo and slogan should be posted obligatorily on all communication media in public space in various occasions. The socialization of branding *Jateng Gayeng* was also conducted orally through various agenda held by local government. Then, brand *Jateng Gayeng* was introduced through merchandise considered as the most effective promoting medium. Merchandises containing logo *Jateng Gayeng* were often stuck to be identity and signifier becoming the typical characteristics and souvenir for those visiting Central Java region.

Socialization was also done through government's and stakeholders' social media that become a fairly effective communication media to introduce brand *Jateng Gayeng* to broader audience. Furthermore, the informant who handles the provincial public relations bureau stated that:

> Educate internally for the bureaucracy, that in fact the government apparatus is the servant of the people and is part of the internalization that we are paid by the people so as to eliminate exclusivity, as if the government is keeping a distance from the people. Gayeng is broader in communication style. Is this also an impact of the governor's communication style or not? Not know. That's to be expected then. Politicians, academics, corporations, community leaders, etc.

Referring to the Kavaratzis perspective, government communication related to the branding of an area involves three aspects: First, primary communication covers the entire appearance of the city such as landscapes, infrastructure, bureaucracy, and actions related to the territory. In this aspect, the Central Java Provincial Government uses more bureaucratic channels within the provincial government and works closely with local governments in each district/city to promote *Jateng Gayeng* branding. Provincial governments have limited space to communicate brands through landscape displays, landmarks or infrastructure. Moreover, *Jateng Gayeng* branding activity is not included in the official work program so it is not included in the work program nomenclature of the Central Java Provincial Government. In the aspect of secondary communication refers to communication through marketing and advertising promotions, public relations, graphic design, the Central Java provincial government emphasizes more on the application of logos and taglines to various media owned by the provincial government, including through merchandise. Representatives of the district/city government recommended that the brand be communicated more intensively to the public through the provincial government's social media. While the tertiary communication aspect is related to word of mouth which is strengthened by the media and competitor communication outside of marketing control is carried out, among others, by promoting *Jateng Gayeng* brand through mass media. This method is carried out, considering that the mass media are considered to have power, scope, and influence on the audience. Regarding this, an informant from the public relations bureau stated that:

> We also provide letters to stakeholders regarding *Jateng Gayeng* branding. If you feel you are part of Central Java, let's participate in this socialization

according to their respective scopes. For example, students who want to make merchandise containing the branding are welcome. And it turns out that making merchandise containing *Jateng gayeng* is also an effective tool to promote or socialize.

Likewise, in organizing the implementation of branding activities, it is not included in the provincial government program. Not formally formalized into the work program. According to the informant, not momentarily, but initiating and inspiring. Because in the socialization circular since it was stipulated, it does not say that the socialization of *Jateng Gayeng* will be carried out in a certain period of time as if this branding will disappear because it is stuck in the budget. Informant from Public Relations Burau said:

> We are not stuck on budget availability, but this is part of the fact that every activity has an icon with a Central Java branding. The governor wants to make *Jateng Gayeng* an inspirational icon, something that has an influence on enlightening behavior, not only in the bureaucratic order but also in people's lives. So that later whatever we do in Central Java, outsiders will say that Central Java people are friendly, and there is something that cannot be forgotten. So much more civilized. We are rational, if in Central Java and other regencies and cities it is formalized, the price of politics and bureaucracy is too expensive. When the change of leader can change again.

Collaboration with Stakeholders

Collaborating with stakeholders is one of important ways to do in a regional branding strategy. A successful regional branding strategy highly depends on an effective communication between government and *stakeholders* (Hankinson, 2004). Meanwhile, the Central Java provincial government collaborates with stakeholders in the strategy of *branding Jateng Gayeng* through coordinating with the governments at regency/municipal concerning *brand Jateng Gayeng*. The regional heads are invited to promote *brand Jateng Gayeng* in each activities, to participate in Annually Community Consultations on Development Planning (Indonesian: *musyawarah perencanaan pembangunan* or musrenbang) held by Central Java Provincial Government. In addition, logo *brand Jateng Gayeng* is always featured in all street banner and backdrop of events (figure 3) held in all regencies/municipals in Central Java Provincial region.

figure 3. *Jateng Gayeng* **logo on the backdrop**
(source: pmi.or.id, 2021)

Also, Central Java Provincial Government has invited some mass media leaders from *Suara Merdeka*, *Solopos*, *Harian Banyumas*, and both public and private radios and televisions to promote *branding Jateng Gayeng*. This measure is fairly effective in promoting *brand Jateng Gayeng* to the people, because each mass media has different audience base in different region. The next measure is to utilize Central Java Governor's program, *Ganjar Mengajar*, in educational institution.

Nevertheless, a number of informants have criticized the strategy of *branding Jateng Gayeng* for its less maximal performance. This critique is thrown to the Central Java Provincial Government that has not involved the communities in each region considered as contributing considerably to make the region's branding promotion successful, either directly to their members or through social media. The informants also recommend the strategy of *branding Jateng Gayeng* to be not only implemented in oral or symbolic communication, but also manifested into souvenir that can be gifts for the tourists visiting Central Java region. It needs collaboration between provincial government as stakeholders and tourism industry actor and micro-, small-, and medium-scale enterprises (MSMEs) in Central Java region. One of informant said:

> Jateng gayeng is indeed necessary, why? What point does contain gayeng element? Tourist destination or tourist attraction? Indeed we have not socialized Jateng Gayeng adequately. But, if there is an obligation, either moral or other, we will use the tagline.

Some of the informants stated that the branding of Central Java should come from the uniqueness and diversity of each district/city, not just a slogan that is forced to characterize a region. They saw that the *Jateng Gayeng* slogan was initiated and decided unilaterally by the Central Java Provincial Government, without involving stakeholders in the district/city area. A number of informants also admitted that they had not received official information about the application of the *Jateng Gayeng* branding, so they were considered not optimal. According to the informant, the branding of *Jateng Gayeng* has not been communicated properly by the provincial government to local governments in each district/city. This makes them unable to understand branding in detail, moreover, many districts/cities also have their own branding so it can lead to confusion. One informant from Bappeda Boyolali, for example, said:

> Districts that have their own branding can at least refer to the Central Java Province branding. This slogan for Central Java Gayeng is new, and districts branding already exists. The problem is that the Solo spirit of Java and the slogans of Boyolali Smiling have existed before, and each region has its own slogan.

Meanwhile, an informant from the Wonogiri Bappeda believes that the planning of the Central Java Gayeng branding still needs improvement, especially in relation to its aims and objectives. They concluded that perhaps many people in Central Java did not understand the meaning and philosophy of branding. In line with that, the Representative of Bappeda Sragen stated that the Central Java Gayeng branding has several weaknesses in terms of communication, because there is no clear direction from the Central Java Provincial Government to the district/city governments in an effort to promote the Gayeng Central Java branding. Moreover, each region has its own branding slogan, so that local governments often only attach the *Jateng Gayeng* brand logo to street banners or billboards, without verbally disseminating the brand to the public. The Central Java Gayeng brand is still not widely known, even among tourism activists and young people. An informant from Bappeda Sragen said:

> For young people as tourism ambassadors, when we first asked about Central Java, it was one of the basic ingredients, surely because it's about

tourism, tourism ambassadors should know but they don't know this (Jateng Gayeng) belongs to the Central Java provincial government. If they don't know it, later visitors to Central Java won't understand it either.

Furthermore, the informant said that an independent external evaluation was important to do to see the extent of the influence and function of the Central Java Gayeng brand in marketing the potential of Central Java Province. Most of the FGD participants agreed with the branding of Central Java Gayeng, but they gave notes for future improvements, such as there are still obstacles in the communication strategy and the need for evaluation of the branding process. The provincial government also needs to implement branding by breaking down brand activities to make it more functional. In summary, the results of the research above can be summarized in the matrix of the branding process as follows:

Tabel 3. Branding *Jateng Gayeng* **Process**

Branding Process	Data	Results
Formulation and Purpose	■ Never had a branding strategy before ■ Hope to be sustainable, not every event changes ■ Central Java Gayeng means encouraging, fun, and exciting ■ The aim is to become the glue for the people of Central Java.	Branding is intended to be a slogan for the people of Central Java in general (internal). Not specific for tourism purposes or attracting investors.

Branding Process	Data	Results
Communication Strategy	■ Letters to all local government work units (SKPD) in Central Java Province ■ Merchandise ■ Branding is not included in the program plan and is not limited to budget availability ■ Coordination of district/city government and Musrenbang ■ Cooperation with the mass media	The communication strategy implemented is not optimal according to the existing image communication model and tends to stop at the logo and tagline. The branding stage is also incomplete and unsustainable.
Stakeholders Collaboration	■ Inadequate communication and implementation ■ Provincial branding reflects the uniqueness and diversity of districts/cities ■ Unable to understand branding in detail, its meaning and philosophy ■ Breakdown the brand to make it more functional	Communication to stakeholders is very limited and formal. It is more informative in one direction, without collaborative efforts to make the brand successful.

Source: data processed by researchers (2019)

From the results of the research above, it can be seen that in image communication which involves three aspects of communication (Kavaratzis, 2004) it can be seen that *Jateng Gayeng* branding is more likely to use secondary communication even though the budget support is also limited. Meanwhile, primary communication such as the appearance of the city such as landscapes, infrastructure, bureaucracy, and actions related to the area is almost non-existent. So it can be understood that tertiary communication related to word of mouth also tends to be minimal, except at the beginning of brand launching. This makes it difficult for the *Jateng Gayeng* brand to exist even within its own

internal circle.

The Central Java provincial government is also more likely to place branding, especially only focusing on logos and slogans to create a positive image (Braun et al., 2014; Pasquinelli, 2010, Cleave, et.al., 2016). In fact, as stated by Kavaratzis & Hatch (2013), the government should not be trapped and stop at the visual branding strategy. The government also does not attempt to conduct an evaluation so that branding activities lack evidence of effectiveness (Ashworth, 2011). The purpose of doing provincial branding is more likely as an internal glue for the people of Central Java. However, it is not explained how the detailed implementation and how it relates to the target market of investors or tourists and how to offer regional advantages to the target market (Kertajaya, 2005). This is also related to the absence of market investigative analysis as the first stage in the regional branding process (Morgan, et.al 2004). The *Jateng Gayeng* also does not differentiate local, national or international audience segments, which as Radina's research (2016) each has a different image and preference for a region. From the aspect of communication with stakeholders, most of the informants expressed a lack of involvement in the branding process of *Jateng Gayeng*, this shows that the provincial government is more likely to use informative strategies (Cornellisen, 2017, Morsing & Schultz, 2006) but lacks collaborative dialogue with stakeholders in relation to branding.

Regarding the question of whether the provincial branding as carried out by the Central Java provincial government is relevant to do, even though there is already district/city branding, the researcher refers to the Herstein matrix (2011) which was modified to answer this question. From the matrix, it can be seen that the profile of Central Java province with the majority of the population is Javanese and is known as the center of Javanese culture, so it can be said that from the aspect of ethnic culture the province of Central Java tends to be homogeneous. Meanwhile, from the geographical aspect, Central Java Province tends to have diversity, for example, seen from the topographical conditions with low-lying beaches in the north, mountains with several active young mountains in the middle and limestone mountains in the south. Referring to the Herstein matrix, the condition of the province of Central Java is in accordance with the second proposition, namely: the province tends to be geographically heterogeneous but has uniform culture/ethnicity, so regional brands and city brands can get an equally strong share. Thus, the emergence of *Jateng Gayeng* branding can be said to be relevant and has the potential to strengthen the existing district/city branding. Of course, to achieve this, various

coordination and synergy steps are needed between the provincial, district/city governments and stakeholders in a more optimal manner.

CONCLUSION

The Central Java Provincial Government in the process of formulating and implementing *Jateng Gayeng* branding tends to use secondary communication in the form of logos and slogans to build differentiation, but uses less primary and tertiary communication. The absence of consistent implementation after launching the brand makes it difficult for the *Jateng Gayeng* brand to exist even within its own internal circles. The government also does not carry out evaluations so that branding activities lack evidence of effectiveness. The objective targeted by the provincial branding is not clear whether it is intended to target the target market of investors, tourists or for internal strengthening. There is no market investigation analysis as an important step in the regional branding process. From the aspect of communication with stakeholders, most of the informants conveyed the lack of involvement in the branding process of *Jateng Gayeng*, this shows that the provincial government is more likely to use informative strategies but is less likely to build collaborative dialogue with stakeholders in relation to the formulation and implementation of branding. Branding for Central Java Province as a province that tends to be geographically heterogeneous but has uniform culture and ethnicity, therefore regional brands and city brands can get the same strong share. Thus, the emergence of the Central Java Gayeng branding can be said to be relevant and can strengthen the existing district/city branding.

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