

Factors Inhibiting The Implementation Of Jeneponto Smart Branding Program

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Abstract

City branding is used as a standard for whether a city is known or not. City branding has an important role in shaping the face of a city so that it can be better known by the public, attracting tourist visits and also investors. The research method used is a qualitative method. Data collection techniques use in-depth interviews, observations, and documentation studies. Meanwhile, data analysis techniques use data reduction, data presentation, verification, and drawing conclusions. The results showed that the road map of the JSB program as well as the long, medium and short term terms of reference were well structured, but because the program was long term and demanded changes in people's behavior and did not directly or immediately benefit the community (target groups).) tend to be more difficult to implement. It takes a long time to measure the output degree of change. Compliance and responsiveness, measurement of awareness and responsiveness can be taken from the One Stop Service program, in this case the Jeneponto Regency DPMPTSP as the implementer. The Responsiveness variable includes indicators: procedures, requirements, costs and time for obtaining permits and handling complaints. Of the five indicators, the procedures, costs, processing time and handling of complaints went well, but the requirements needed to be simplified.

Keywords: Public Policy, Program Implementation, City Branding.

Introduction

In Indonesia the concept of City Branding is becoming known and practiced by various regions. This is mainly driven by the growing awareness of the importance of regional branding and the success stories of branding strategies in cities such as Yogyakarta, Solo, Bali, and Bandung. A city or region that can be referred to as a smart city has also been able to integrate information and communication technology in governance processes and government operations. This integration leads to increased efficiency, dissemination of information and improvement of service quality, to empowerment and the achievement of community welfare to a certain level.

City branding is interesting to be researched and used as a benchmark for whether a city is known

or not because city branding has an important role in shaping a city's brand so that it is better known by the public, and attracts tourists and investors [1] [2] [3].

Anholt [4] defines city branding as image management of a destination through strategic innovation and coordination of economic, commercial, social, cultural, and government regulations. City branding has evolved into various approaches. There are several discussions about city branding from various scientific fields. The theoretical framework of place branding which focuses on efforts to market the city [5]. City branding can be said as a strategy of a country or region to create a strong positioning in the minds of the target market, like positioning a product or service, so that the country and region can be widely known throughout the world [6].

Based on the definition of city branding above, City branding can be interpreted as a process of forming a city brand or an area to be known by the target market (investors, tourists, talents, events) of the city by using icons, slogans, exhibitions, and a good position, in various forms of promotional media. A city branding is not just a slogan or promotional campaign, but a picture of thoughts, feelings, associations and expectations that come from a person's mind when that person sees or hears a name, logo, service product, event, or various symbols and designs that describe the characteristics of the product or service is poured in the form of a brand.

City branding is a form of marketing that promotes a positive image of a tourist destination in order to influence the decision of tourists to visit [7]. The purpose of branding a city is to increase competitiveness and provide a more specific image that is able to distinguish the city from other cities [8].

A city needs to create an identity that attracts various parties in the face of competition between cities in order to attract resources, investment or tourists. It is proven that cities such as Manchester, Lyon, Detroit, Shanghai, Dublin and San Francisco are able to attract existing companies and make investments both domestic and foreign, so there is a difference between these cities and competitors [9]. The success of implementing the city branding strategy of these cities cannot be separated from the role of the government, investors, tourism industry players, as well as the local community itself.

According to Braun in [10] there are four roles of local residents in the city branding process, namely, firstly residents as the target group, secondly residents as an integrated part of the place brand, where they are an integrated part of the brand of a place. The three residents act as ambassadors for place brands, where residents indirectly participate in helping to spread information about their city by word of mouth so that the government will be greatly helped by this. Fourth, namely residents as citizens, where the implementation of a brand of a place requires a balance between the city's brand and the support of the local community [10].

In Europe, competition among big cities has increased over the last decade [11]. Apart from

Europe, other countries such as Australia, Canada, Japan, UK, Spain, France, Italy, and New Zealand have successfully promoted themselves, by demonstrating their authenticity and geographical diversity to create a brand that is attractive and capable of transmitting important characteristics of culture, community, and natural resources owned [12].

The application of the City Branding concept by the regions is in line with the direction of the national policy as stated in the 2015-2019 RPJMN, Policy Directions and Development Strategies to realize a competitive smart city based on local culture by developing the economy and building city branding; providing infrastructure and public services with information and communication technology; and building community capacities that are innovative, creative and productive [13].

In 2018, Jeneponto Regency became one of the other regencies/cities that participated in the Movement towards 100 Smart Cities. The Jeneponto Regency Government implemented a Memorandum of Understanding (MoU) with CCSN (Citiasia Center for Smart Nation). As a form of local government commitment in supporting national development to realize a Smart Nation assembled from Smart Cities, the Jeneponto Regency Government accelerated development with the concept of using information technology to developing Jeneponto Smart City. The dimensions of the Smart City that are the priority for change include bureaucratic governance (Smart Governance), residential areas (Smart Living), the community environment (Smart Society), and environmental care (Smart Environment). The name of the program is Jeneponto Smart Branding which is designed to answer the challenges of regional development by focusing on integrated planning that includes three dimensions, namely tourism, business and city appearance.

Starting from the challenges of implementing a smart city, it is necessary to conduct a study of policy implementation because implementation after a policy has been established is complex and determines the results of policy achievement. Administrative bodies that are responsible for policy implementation are not solely influenced by many other factors that influence policy implementation which ultimately determine policy achievement

outcomes. And many cases of the failure of policy implementation or policy implementation successfully implemented according to the program but failed to achieve the objectives of the policy itself [14].

The Jeneponto Smart Branding program is a cross-sectoral program including economy, tourism and the face of the city. The Office of Investment, One Stop Service, Jeneponto Regency is the leading sector in this program. The conditions and development order to be realized at the end of the 2018-2023 leadership period is an increase in the economy to achieve an increase in the quality of life of the community (prosperous) at a good and sustainable level through careful mapping and empowerment of regional potentials (especially superior potential) so that they have value. high competitiveness at the regional and domestic levels. Nevertheless, there are challenges faced in implementing Smart City.

Methods

Types of Research

The type of research used is qualitative research. Qualitative research methods are research procedures that produce descriptive data in the form of written or spoken words from people and observable behavior [15].

Research Sites

This research was carried out at the One Stop Integrated Service Investment Service (DPMPTSP), as the leading sector for the Jeneponto Smart Branding Program and the JSB Program working group. In order to get a detailed and in-depth description and explanation of the phenomena related to the research problem, this research is focused specifically on the implementation of investment policies in DPMPTSP Jeneponto Regency.

Data Collection Technique

In qualitative research, data collection techniques are generally carried out through observation, interviews, and documentation. Observation or observation is a data collection method used to collect research data. Documentation is a method of collecting research data which is carried out by tracing

available data in the form of letters, books, notes, reports, documents and so on.

Data Analysis

Qualitative data analysis in this study was carried out by referring to the interactive model of data collection or data collection with data analysis according to Huberman and Miles (2002). Data analysis activities start from field data collection. Furthermore, simplification of the data is carried out, then the presentation of the data in a certain form and finally drawing conclusions. This data analysis process is not done once, but interactively, back and forth. How much the process goes back and forth, of course, really depends on the complexity of the problem to be answered.

Data Validity

According to Sugiyono (2011) that the data validity test in qualitative research includes: credibility test (trust), transferability test (transferability), dependability test (dependence), confirmability test (certainty).

Results and Discussion

The Inhibiting Factors in the Implementation of the Jeneponto Smart Branding Program were analyzed from the content of the policy and the policy environment during the research period, meaning that these factors had not been carried out optimally at that time so that they became obstacles but if done optimally it would support the implementation of the program. in full as follows:

Content of Policy

Extension of change envision

Every policy has a target that it wants and wants to achieve. The content of policy explains that the extent to which changes are desired by a policy must have a clear scale. The application of the City Branding concept by the regions is in line with the direction of national policy. The central government's efforts in improving the investment climate, managing and strengthening macroeconomic policies, as well as creating political stability and security have resulted in trust and a positive image for Indonesia as a destination for investment and tourism.

In 2017 the Japan Bank for International Cooperation (JBIC) and the Nations Conference on Trade and Development (UNCTAD) placed Indonesia as a prospective investment destination. Indonesia's position as an investment destination was further strengthened when the three main world credit rating agencies (Moody's, S&P, and Fitch Rating) in the same year awarded them an investment grade rating. Then from the tourism sector, Indonesia's Travel and Tourism Competitiveness Index (TTCI) ranking also continues to improve. Efforts that have been initiated by the central government should be continued and welcomed by local governments. This momentum gave birth to thousands of opportunities that made the application of the City Branding concept more relevant and strategic.

The implementation of the Jeneponto Regency branding strategy is carried out through 4 stages where each stage has its own time period. The first stage is the initial stage. At this stage, the programs and activities initiated emphasize the importance of increasing the aspect of Jeneponto's readiness in implementing various efforts to build regional image. When the level of readiness has begun to develop, the development stage begins. This development stage emphasizes the planning of programs that utilize technology and science to provide added value and ensure sustainability aspects. Next is the utilization stage, the utilization stage no longer focuses on technology adoption but rather absorbs the benefits and advantages of the technology adoption and utilization that has been carried out. The last stage is the refinement stage, where at this stage various program performance evaluations are carried out and also the maturation of all programs that have been carried out.

Even though the stages are arranged in such a way, in the implementation at the activity level, the periodization of the implementation can still be adjusted. The development of Jeneponto Smart Branding accommodates various considerations ranging from the availability of resources, time, to budget. Therefore, a branding road map is needed which is prepared in stages over a period of 5 years. The development roadmap that has been prepared is complemented by several quick wins programs. This is shown so that the implementation of regional branding can be immediately felt by the

community and attract wider attention (exposure) from the media, the wider community, and potential investors.

It can be concluded that the road map for the JSB program as well as the long, medium and short term terms of reference have been well structured, but because the program is long term and demands changes in people's behavior and does not directly or immediately benefit the community (target groups). tend to have more difficulty in implementation. It takes a long time to measure the output degree of change.

Resources Committed

A program must be supported with adequate resources because the implementation of the policy requires sufficient human and financial resources. Policy implementation needs the support of both human resources and non-human resources.

According to George [16] states that the factors that influence the successful implementation of one of them are human resources and non-human resources. Human resources are one of the important factors in program implementation because no matter how well the policy is formulated without the support of adequate resources, the policy will have difficulty implementing it. Without adequate human resources, a policy implementation will fail. The resources in question are the number of people or staff as implementers who have adequate expertise, information, and other supporting facilities.

The OPD apparatus of Jeneponto Regency is a driving force in regional development that requires improvement both in terms of quality and quantity.

The apparatus resource development plan in order to support Jeneponto smart branding is as follows; (a) Increase the capacity and number of officials in the field of tourism and regional marketing; (b) Recruitment to obtain resources according to the classification in the field of tourism and regional marketing; (c) Human resource development through tourism education and training in order to increase the ability to follow and respond to the new demands of tourism development; (d) Improving the quality of human resources in the field of tourism in the analysis tourism promotion and marketing strategy.

Building human resources for apparatus with a contemporary and collaborative mindset and pattern of action through; (1) Creating co-working spaces; (2) Conduct hard skill and soft skill skills training to improve tourism branding; (3) Build a personalized work desk in an office setting; (4) Develop a design framework with an organizational structure according to educational background; (5) Placing qualified resources at the forefront with a quality work life approach; (6) Collaborating with internal and external parties in the context of improving the quality of human resources; (7) Improving the quality of digital literacy; (8) Build a mindset and cultureset of art and culture in the work system of the apparatus.

Creating a work environment that supports the development of a bureaucratic spirit through; (a) Carry out capacity building accompanied by character building; (b) Build good communication between the apparatus with each other; (c) Build positive support from stakeholders to all its members; (d) Embedding the vision and mission of regional development in the work culture of the apparatus.

The availability of adequate resources will support the successful implementation of programs or public policies. To run a program, it is necessary to have the support of resources as the driving force for the implementation of the program. The goals and objectives of a program will be easily achieved if it is supported by adequate resources. One of the resources referred to is financial resources sourced from the budget for the program.

The conclusion of his study “budgetary limitation, and citizen opposition limit the acquisition of adequate facilities [16]. This in turn limit the quality of service that implementors can provide to the public”. According to Edward III, the limited available budget causes the quality of services that should be provided to the community is also limited.

In line with this, in the determination of the 2019 Regional Revenue and Expenditure Budget (APBD), all involved OPDs receive a budget to carry out the tasks that have been prepared in the JSB Masterplan. In developing the business sector, the Jeneponto Regency Government prepares a budget to run several programs in the business sector. In addition, several agencies have the task of being in charge, including the

PMPTSP Office, the Cooperatives and UMKM Service, and the Spatial Planning and Cleaning Service.

It can be concluded that the goals and objectives of the JSB program will be easily achieved if it is supported by adequate resources. One of the resources referred to is financial resources sourced from the budget for the program, so there is a need for a commitment to make the JSB program a priority in order to receive representative funding support.

Context of Implementation

The Inhibiting Factors in the Implementation of the Jeneponto Smart Branding Program were analyzed from the policy environment during the research period, meaning that these factors had not been carried out optimally so that they hampered but if carried out optimally they would support the implementation of the program, to be more complete as follows:

Compliance and Responsiveness

In order for program objectives in specific environments to be achieved, implementors must be responsive to the needs of beneficiaries. Without sufficient responsiveness in implementation, implementors will lose information to evaluate program achievements and lose support that is important for successful implementation.

Responsiveness is included as one of the performance indicators because responsiveness directly describes the ability of public organizations to carry out their missions and goals, especially to meet the needs of the community [17]. Responsiveness is the ability of the bureaucracy to recognize community needs, develop service agendas and priorities, and develop service programs in accordance with community needs and aspirations. Responsiveness measures the responsiveness of the organization to the hopes, desires and aspirations, as well as the demands of service users [18]. In short, responsiveness here refers to the alignment between programs and service activities with the needs and aspirations of the community.

The responsiveness of public services into several indicators, including the following. a). whether there are complaints from the public b). the attitude of the bureaucratic apparatus in

responding to complaints from the public c). the use of complaints from the public as a reference for improving service delivery in the future d). various actions of the bureaucratic apparatus to provide service satisfaction to the community. Following are the results of observations and interviews with community users of the One Stop Integrated Service Investment Service (DPMPTSP) in Jeneponto Regency. This program is one of the programs launched in the JSB program related to investment [18].

Permit Management Procedure

In the licensing procedure, it is related to the clarity of information on the requirements for obtaining permits. The applicant community is given information by the service department, it can also be read on the information board and on the DPMPTSP website regarding the licensing service flow. First, the applicant takes the form at the information counter, after which the applicant completes the file according to the specified conditions. After the file has been completed, it is registered with the application that is used in accordance with existing regulations. The file is then processed by the officer after completion and the permit is printed and then signed by the head of the service, then the front office officer gives a permit to the applicant through the submission counter.

Community users of confirmed services know the flow and files that must be prepared for the type of licensing to be managed, information is obtained from both the service department, information boards and the DPMPTSP website. It can be concluded based on the results of research related to data on permit processing procedures related to the clarity of information on licensing requirements that have been going well and need to be maintained.

Licensing Application Requirements

On the simplicity of the requirements that must be met in applying for permits and non-licensing. Based on the data obtained by several service user informants who complained about the large number of file management requirements, especially those related to business licenses, it is recommended that the requirements be simplified. This was confirmed by Mrs. Imtihana, the Head of the Licensing and Non-Licensing Service Administration Section that these requirements were in accordance with the applicable regulations from the central,

provincial and regional levels, meaning that each of these requirements had a function and purpose at the time of input, administration, verification. and file validation. Especially now in the era of advanced technology, there are many forgeries of documents, we don't want to be missed. It can be concluded based on the data on the simplicity of the requirements for applying for permits and non-permits that still need to be simplified, meaning that technical policy makers can review them but still comply with applicable regulations from both the government and local governments.

Service Time

Regarding the information about the time required for the licensing process, it is very clear, the time for the completion of the permit letter is in accordance with the time limit specified in the Service Type SOP. Mrs. Rima F. Head of Licensing and Non-Licensing Services Section as explained that the service user community already understands the time for permit completion, because our officers have conveyed at the beginning, different permit processing times have been set out in the SOP for each type of service. The SOP was formulated by taking into account the speed of completion time, but sometimes there are obstacles faced by the technical team in the field, for example access to difficult locations, the applicant is not in place, etc., resulting in delays in time, but our officers always try to make the process on time. It can be concluded based on the time data of the licensing process in accordance with the SOP. Types of Services run according to the time set but still need to be optimized, meaning that technical obstacles that occur in the field during the checking and verification process need to be minimized with the support of the licensing service applicant.

Licensing Management Fee

Regarding the information about the costs required for the licensing process, it is very clear, the amount of the fee for completing the permit is in accordance with the provisions in the SOP for the Type of Service. This is in line with what was stated by several service user informants who said that there were no costs incurred and there were also those who incurred licensing fees. This was responded by Mrs. Rima F, Head of the Licensing and Non-Licensing Services Section, saying that there are

two kinds of licensing arrangements, namely licensing that charges and does not charge or pays and does not pay. For those who do not charge/pay based on the strategic program of the Regent of Jeneponto Regency, namely a free licensing program with applicable terms and conditions, all of which have been stated in the SOP for the type of service and submitted by the front office officer to the service user community according to the service being managed. It can be concluded based on the data on the cost of the licensing process in accordance with the SOP. The type of service has been running well but still needs to be improved. There is still one informant who stated that it was not appropriate, meaning that those who stated that they were not appropriate needed further investigation of what costs were intended and to whom the payments were made so that they could not be generalized.

The Handling of Complaints

Related to information on handling complaints. Types of complaints to the Office of Investment and One Stop Integrated Services (DPMPTSP) of Jeneponto Regency are Direct and Indirect Complaints. The direct complaint is through the Complaints and Complaints Counter via telephone. Indirect complaints include: email; Fax; SMS; and the Complaint Box at the One Stop Integrated Service and Investment Service (DPMPTSP). For handling complaints, we are based on the Jeneponto Regent Regulation Number 04 of 2017 concerning Mechanisms and Procedures for Licensing and Non-Licensing Services and Handling Complaints at the Investment Office and One Stop Integrated Services. It can be concluded that based on the complaint handling data, a complaint mechanism has been prepared so that people who will complain about services are given the opportunity. User data for complaints services are few, from service user informants, information is obtained that no one wants to complain because the management is completed on time, for those who pay, the calculation is also explained.

The responsiveness of Jeneponto Regency DPMPTSP regarding investment includes indicators: procedures, requirements, costs and time for obtaining permits and handling complaints. Of the five indicators, the procedures, costs, processing time and handling of complaints went well, but the requirements

needed to be simplified. However, it is undeniable that not all of the institutions, organizational structures, committees or working groups implementing the program have a high awareness and responsive nature because they are related to organizational behavior and culture so that it is a process and its output cannot be measured significantly.

Conclusion

Degree of change to be achieved (Extent of change envision) The implementation of the Jeneponto Regency branding strategy is carried out through 4 stages where each stage has its own time period. The JSB Roadmap was prepared in stages over a period of 5 years. The development roadmap that has been prepared is complemented by several quick wins programs. One of the quick wins program is Jeneponto Smart Branding Competition. It can be concluded that the road map for the JSB program as well as the long, medium and short term terms of reference have been well structured, but because the program is long term and demands changes in people's behavior and does not directly or immediately benefit the community (target groups). tend to have more difficulty in implementation. It takes a long time to measure the output degree of change. In the determination of the 2019 Regional Revenue and Expenditure Budget (APBD), all OPD involved get a budget to carry out the tasks that have been prepared in the JSB Masterplan. In developing the business sector, the Jeneponto Regency Government prepares a budget to run several programs in the business sector. The context of implementation that hinders the implementation of JSB. Compliance and responsiveness, measurement of awareness and responsiveness can be taken from the One Stop Service program, in this case the Jeneponto Regency DPMPTSP as the implementer. The Responsiveness variable includes indicators: procedures, requirements, costs and time for obtaining permits and handling complaints. Of the five indicators, the procedures, costs, processing time and handling of complaints went well, but the requirements needed to be simplified. However, it is undeniable that not all of the institutions, organizational structures, committees or working groups implementing the program have high awareness and responsiveness because they are related to

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