

Implementation of Tourism Place Branding Management in Indonesia through the 'Wonderful Indonesia' Campaign

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ABSTRACT

Tourism has become a significant sector in Indonesia's economy since 2019. Indonesia has a tourism brand managed by the Ministry of Tourism and Creative Economy (Kemenparekraf) called "Wonderful Indonesia." Since its launch in 2011 and its promotion in 2015 until the present, Indonesian tourism, especially the Wonderful Indonesia brand, has received various national and international awards. These accolades can be attributed to the marketing communication and branding efforts carried out by Kemenparekraf. There is a concept called place branding, where "Wonderful Indonesia" is applied to brand Indonesian tourism. This research aims to understand the implementation of the tourism place branding concept in the marketing communication and branding efforts of Wonderful Indonesia. This research utilizes integrated marketing communication, branding, and place branding. The research adopts a constructivist paradigm with a qualitative descriptive method. Data collection involved interviewing representatives from Kemenparekraf who were involved in marketing communication and branding activities for Wonderful Indonesia. The data was then coded and analyzed. The research findings reveal that Kemenparekraf employs marketing communication strategies, incorporating Integrated Marketing Communication (IMC) components, and implements branding in line with the place branding concept. The study identifies that the branding implementation fulfills the 10 Strategic Place Brand Management Model components: brand infrastructure, stakeholder management (engagement), brand leadership, articulation, architecture, communication, identity, experience, word-of-mouth, and evaluation. Kemenparekraf also effectively implements an integrated marketing communication (IMC) approach by utilizing various tools, such as advertising, promotion, sponsorships, marketing events, experiential marketing, product placement, branded content, packaging, trade shows and fairs, personal selling, direct marketing, and public relations.

Keywords: branding strategy, integrated marketing communication, Kemenparekraf RI, strategic brand management, tourism place branding.

INTRODUCTION

Tourism has become a significant sector of the Indonesian economy (Johanes, et al, 2024). For several years before the pandemic, tourism development had been growing rapidly. According to the Organization for Economic Co-operation and Development (OECD) in the 2022 Report on Tourism Trends and Policies, 2019, tourism contributed



5.0% of Indonesia's Gross Domestic Product (GDP). However, the COVID-19 pandemic 2020 resulted in a 56% decline in tourism's contribution to GDP, reducing it to only 2.2% of the total economy (Purwowidhu, 2023). Currently, Indonesian tourism is being promoted for a comeback.

To restore the glory of Indonesian tourism, the Ministry of Tourism and Creative Economy (Kemenparekraf) has undertaken various efforts, one of which is the branding of the Indonesian tourism brand Wonderful Indonesia, which has been implemented since 2015 (Hakim, 2020).

As a brand equity, Wonderful Indonesia has become the identity of Indonesia's tourism and creative economy industry, which is well-known worldwide (Dewi, 2023). The Minister of Tourism and Creative Economy, Sandiaga Uno, stated that in the country brand strategy rating, Wonderful Indonesia is ranked 25th. This undoubtedly enhances the competitiveness of Indonesian tourism and the creative economy. Moreover, in its latest report, the World Economic Forum (WEF) stated that Indonesia has risen 12 ranks in the Travel & Tourism Development Index (TTDI) (Setiawan, 2023).

Since its launch in 2011 and its promotion starting in 2015, Indonesia, especially the Wonderful Indonesia brand, has achieved various accolades. One of its successes was winning the "The Best Government Collaboration for Nation Branding" award at the Indonesia Brand Forum (IBF) Awarding 2022 (Wahab, 2023).

In 2021, Wonderful Indonesia was honored as the "Best Creative Destination" at the Creative Tourism Awards 2020, surpassing 76 nominated destinations worldwide (SetkabRI, 2021). 2019 Indonesia received three awards at the Beijing International Tourism Expo 2019: the Guest Country Award, Best Booth Design, and Most Popular Booth (Syarifah, 2019).

In 2018, the Philip Kotler Center for ASEAN Marketing named it the Brand of the Year Indonesia (Prodjo, 2018). Wonderful Indonesia won the Most Popular Booth and Outstanding Booth Awards at the Beijing International Travel Expo (BITE) 2018 (Rianti, 2018). In 2017, Indonesian tourism also received numerous awards. In 2016, Indonesian tourism received 31 awards from 22 countries.

The achievements of Indonesian tourism, particularly the Wonderful Indonesia brand, are closely related to various marketing communications and branding efforts conducted by the Ministry of Tourism and Creative Economy. Branding is derived from the word "brand," a statement or self-identification, a symbol, a differentiating device, a communication message, a personal identification, and a reflection of a character. Therefore, a brand also represents the value promised by a product or service (Shafitri & Anggraeni, 2020). Branding is a process of building a positive perception in consumers' minds by consistently presenting the vision and ideas of the brand, making others understand and believe in what is presented, and trusting the promises made and maintained (Chiaravalle & Schenck, 2015).

According to Kavaratzis, Warnaby, and Ashworth (2015), place branding is a process of branding an area to differentiate it from others. Place branding is a complex and multidimensional policy introduced in cities for different purposes. It aims to

develop cities' socio-economic status due to long-term investments, attract newcomers and tourists, and create a well-perceived urban brand (Cudny, 2021).

In this regard, the Ministry of Tourism and Creative Economy also applies place branding to brand tourism on a national and international level. The strategic place brand management model consists of 10 components: brand infrastructure, brand architecture, brand evaluation, brand leadership, brand experience, stakeholder management, brand identity, brand communication, brand articulation, and word of mouth. Branding is also one of the marketing communication efforts conducted by the Ministry of Tourism and Creative Economy. Marketing communication has evolved into integrated marketing communication related to planning marketing communication to convey a consistent message (Percy, 2023). Various marketing communication and branding efforts have been carried out. According to Mutma & Dyanasari (2019), the Ministry of Tourism and Creative Economy has implemented a strategy called BAS, which stands for Branding, Advertising, and Selling. These three components are carried out in parallel to promote Indonesian tourism further.

This study examines how the concept of tourism place branding in Indonesia is implemented through the Wonderful Indonesia brand. This study refers to several previous studies, namely the "Strategic Branding of Indonesian Tourism through Wonderful Indonesia" research by Nurul Aulia Dewi in 2023. Nurul Aulia found that the strategy used by the Ministry of Tourism and Creative Economy is through co-branding and the use of social media, print media, and electronic media.

This study differs from previous researchers as it utilizes the concept of place branding, which includes the 10 components, which, if explored on the internet, have not been widely addressed in research. The second study is titled "Marketing Communication Planning of Wonderful Indonesia as Indonesia's Place Branding" by Fasya Syifa Mutma and Reni Dyanasari in 2019, focusing more on marketing communication planning and less on the details of its branding implementation. In contrast, this study mainly identifies implementing the concept of place branding for Indonesian tourism using the 10 components of strategic place brand management.

LITERATURE REVIEW OR RESEARCH BACKGROUND

a. Integrated Marketing Communication

Integrated Marketing Communication (IMC) is a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines (e.g., general advertising, direct response, sales promotion, and public relations) and combines these disciplines to provide clarity, consistency, and maximum communication impact (Ritonga, et al., 2023). IMC is about planning to deliver consistent messages (Percy, 2023). Components of IMC (Percy, 2023):



Figure 1: Integrated Marketing Communication (Percy, 2023).

b. Branding

Branding has become a fundamental part of a company, organization, or even an individual (Khan, 2024). Branding is closely related to the development of the organization. Branding is a process of building a positive perception in the minds of consumers by consistently presenting the vision and idea of the brand so that others understand and trust what is presented and believe in the promises made and upheld (Chiaravalle & Schenck, 2015).

A brand is built on five important elements: consistency, differentiation, relevance, esteem, and knowledge (Chiaravalle & Schenck, 2015). Research conducted by Pricilia et al. (2023) found that focusing on quality, memorability, meaningfulness, transferability, adaptability, and protectability helps evoke strong emotions, build a brand's enduring positive image, and enhance customer loyalty.

From the explanation above, it can be understood that branding is a process of giving a brand to a product or entity that can build a positive perception, making people recognize and trust the brand (Jones, 2024). This branding concept is used because it can describe how a company brands its products to increase consumer awareness of the product or the company itself. In this case, Kemenparekraf brands Indonesia through "Wonderful Indonesia." This branding concept is then further developed into place branding.

c. Place Branding

Place branding encompasses various forms, including national branding, city branding, continent branding, and tourism destination branding, and has been extensively explored in academic research (Kavaratzis, Warnaby, & Ashworth, 2015). As a multidimensional and complex policy, place branding is implemented in cities to achieve diverse objectives. It fosters socio-economic development by attracting long-term investments, newcomers, and tourists while creating a well-perceived urban brand.

However, the outcomes of place branding are shaped by the interests and actions of various stakeholders operating within urban spaces, such as firms, politicians, and social groups (Källström & Siljeklint, 2023). These branding policies change a city's social and economic structures, physical spaces, and overall image, ultimately contributing to its brand identity (Cudny, 2021).

Place branding extends to countries as well, focusing on creating a unique identity that sets a location apart from its competitors. The goal is to shape consumer perceptions and influence decisions by building a compelling and positive image (Swain et al., 2023). This process seeks to enhance a location's appeal by improving its reputation, addressing negative perceptions, or positioning it as an attractive destination for investors, tourists, and skilled professionals. Effective place branding can have a significant impact on local communities by generating job opportunities, boosting the economy, increasing tourism, and attracting talent to the area (Edwards, 2023).

In this context, the Ministry of Tourism and Creative Economy (Kemenparekraf) employed place branding strategies through initiatives such as the "Wonderful Indonesia" campaign. This approach exemplifies the use of place branding to position Indonesia as a premier tourism destination on the global stage. The strategic place brand management model offers a comprehensive framework for managing place branding processes, comprising ten components: brand infrastructure, brand leadership, stakeholders management, brand identity, brand articulation, brand architecture, brand communication, brand experience, word of mouth, and brand evaluation (Kavaratzis, Warnaby, Ashworth, 2015).



Figure 2: Place Brand Management (Kavaratzis, Warnaby, Ashworth, 2015).

Finally, in the context of tourism, the term 'pariwisata' in Indonesian refers to recurrent or multiple journeys between locations, akin to the English word 'tour.' At the same time 'kepariwisataan' translates to "tourism," encapsulating the broader industry and activities associated with travel (Gischa, 2022).

METHODOLOGY

This research adopts a constructivist paradigm with a qualitative approach. The qualitative descriptive method describes how the implementation of place branding for Indonesian tourism is carried out through the "Wonderful Indonesia" brand.

Data was collected through structured interviews with representatives from the Ministry of Tourism and Creative Economy (Kemenparekraf), who were responsible for managing marketing communication and branding activities for Indonesian tourism, particularly for the "Wonderful Indonesia" campaign. A structured interview format was employed, guided by a pre-prepared interview guide derived from the research concepts.

Table 1: Informant Profile

No	Code	Role in Kemenparekraf	Relevance in Study
1.	A1 (Indri Wahyu S.)	Head of Data Analytics & Marketing Strategy	This informant is a manager who manages all tourism marketing activities, including Wonderful Indonesia.
2.	A2 (Rizka Inki F.)	The staff of Multimedia Communication	This informant is responsible for all communication activities using multimedia.
3	A3 (Gracetantina R.)	The staff of Digital Media Communication	This informant is responsible for all digital media communication activities.

Source: Data Collected by Author (2024)

In addition to interviews, data collection was also carried out through direct observation of Kemenparekraf's marketing communication efforts of "Wonderful Indonesia" and literature reviews of previous journal publications. The data collected was then processed using coding techniques, including open, axial, and selective coding. The data was analyzed, interpreted, and presented in the results and discussion section after the coding process.

After conducting the interviews, the researcher created interview transcripts to facilitate the coding process. Open coding was conducted by categorizing each informant's responses based on themes derived from the research concepts. Axial coding followed, and the researcher compared and integrated data across informants. Finally, selective coding was conducted to organize the data around key concepts and identify the most relevant and significant responses from informants.

The results of the selective coding were then used to develop the research findings and discussion. Furthermore, data interpretation was supported by direct observation of Kemenparekraf's marketing communication efforts for "Wonderful Indonesia."

RESULTS AND DISCUSSION

Integrated Marketing Communication

In this section, the researcher cites previous studies related to branding activities conducted by the Ministry of Tourism and Creative Economy of the Republic of

Indonesia (Kemenparekraf RI) in the "Wonderful Indonesia" campaign using the IMC framework. Additionally, the researcher includes several pieces of information gathered from online sources. This data is compiled and presented in Table 2 below:

Table 2: The implementation of IMC through the Wonderful Indonesia branding activity

NO	IMC Components	Implementation
1	Advertising	<ol style="list-style-type: none"> 1. Transit ads (on buses in several countries, including Indonesia) 2. Promotion of the Wonderful Indonesia logo and the beauty of various tourist destinations 3. Advertisements on electronic media (television, radio), print media (magazines, newspapers), outdoor media (billboards, bus wraps, video tron), digital media (social media, YouTube, Google, tourism sites like TripAdvisor, official website).
2	Promotion	<ol style="list-style-type: none"> 1. Website www.indonesia.travel/gb/en 2. Social media presence (Instagram @wonderful.indonesia, Facebook Indonesia.Travel, Twitter @wonderfulid, TikTok @wonderfulid, YouTube Wonderful Indonesia) 3. Digital promotion through Generasi Pesona Indonesia (GenPi) and Generasi Wonderful Indonesia (GenWi).
3	Sponsorship and event marketing	<ol style="list-style-type: none"> 1. Sponsoring events such as Java Jazz 2. Creating tourism events like ITB Berlin, ATM Dubai
4	Experiential marketing	<ol style="list-style-type: none"> 1. Promotion during exhibitions. 2. Providing sensory wonders booths during exhibitions, offering fragrances, beverages, and Indonesian cuisine to allow people to experience firsthand the sensory wonders of Indonesia.
5	Product placement and branded content	The Wonderful Indonesia logo will be displayed in various locations.
6	Packaging	Embedding the Wonderful Indonesia logo in co-branded products through partnership programs Wonderful Indonesia Co-Branding
7	Trade shows and Fairs	Participating in and opening tourism exhibition booths at tourism events
8	Personal selling	Using endorsers, influencers, and bloggers to communicate and promote Wonderful Indonesia.
9	Direct marketing	Offering direct promotions during exhibitions.
10	Public relations	<ol style="list-style-type: none"> 1. Conducting Wonderful Indonesia campaigns through YouTube videos and other campaign activations. 2. Utilizing social media platforms. 3. Collaborating with relevant tourism-related industries.

Source: Mutma & Dyanasari, 2019 and latest observation through internet

Table 2 illustrates the comprehensive implementation of Integrated Marketing Communication (IMC) strategies by the Ministry of Tourism and Creative Economy (Kemenparekraf) for the "Wonderful Indonesia" campaign. The IMC components are implemented through various channels and activities, showcasing the campaign's adaptability to different media and audiences. Advertising efforts span from transit ads

to digital platforms like YouTube and TripAdvisor. Promotional activities leverage an official website and active engagement across social media platforms, supported by community-driven programs like GenPi and GenWi.

Moreover, sponsorships and event marketing include partnerships with prominent international events like Java Jazz, ITB Berlin, and ATM Dubai, which bolster the campaign's global presence. Experiential marketing focuses on creating immersive sensory experiences at exhibitions, allowing participants to engage directly with Indonesian culture. Product placement, packaging, and participation in trade shows further enhance visibility and branding consistency.

Personal selling, utilizing influencers and bloggers, complements direct marketing efforts at exhibitions. Public relations strategies include social media campaigns and collaboration with tourism-related industries, ensuring a cohesive and far-reaching message about Indonesia's tourism potential.

The data presented in Table 2 aligns with the findings of Mutma and Dyanasari (2019), who highlighted the multi-channel approach adopted by Kemenparekraf in promoting the "Wonderful Indonesia" brand. These findings confirm the IMC framework's effectiveness, as Percy (2023) proposed, in achieving an integrated branding strategy. The use of diverse marketing communication components has enabled Kemenparekraf to effectively target both domestic and international audiences.

By combining traditional and digital marketing approaches, the "Wonderful Indonesia" campaign amplifies the appeal of Indonesia's tourism destinations and reinforces its position as a globally recognized tourism brand. Integrating sensory experiences, digital promotions, and collaborative initiatives further supports the campaign's goal of creating a holistic and memorable brand identity.

Place Branding

The researcher will next conduct an analysis and discussion on the correlation between the findings from the "Wonderful Indonesia" campaign, the ten components of IMC, and the ten components of place branding management. Subsequently, the researcher will provide a conclusion and recommendations based on the results of this study.

a. Brand Infrastructure

In the context of place branding for Wonderful Indonesia, the concept of brand infrastructure encompasses a location's functional and experiential attributes, including its built environment, public spaces, recreational facilities, tourism services, and accessibility (Kavaratzis, Warnaby, & Ashworth, 2015). Brand infrastructure refers to the foundational elements supporting the place being branded, such as attractions, amenities, and transportation networks.

Attractions represent the key features or sites presented to visitors, including natural landscapes, cultural landmarks, and unique experiences. Amenities refer to the supporting facilities that enhance the visitor experience, such as hotels, restaurants, and other service-oriented establishments. Accessibility addresses the ease visitors can

reach their desired destinations, encompassing transportation systems and logistical considerations.

With its vast array of natural and cultural attractions, Indonesia is uniquely positioned as a desirable tourism destination (Ikasari, 2021). The country boasts an impressive diversity of mountains, beaches, islands, and forests that appeal to domestic and international tourists. However, while these attractions are abundant, challenges persist in the development of amenities and accessibility. Many areas still lack sufficient hotels, restaurants, and other essential facilities to adequately support tourism. Furthermore, transportation infrastructure remains a significant limitation, with logistical constraints and limited connectivity hindering seamless access to many destinations.

These challenges align with the observations of Kavaratzis, Warnaby, and Ashworth (2015), who emphasize that brand infrastructure is a critical component of place branding. The findings of this study underscore that Indonesia, despite its natural advantages, requires substantial improvements in infrastructure and amenities to maximize the potential of its tourism sector. While the nation continues to develop its tourism facilities, addressing gaps in accessibility, such as transportation and logistics, must become a strategic priority.

Interviews with three key informants corroborate these findings. All agreed that Indonesia possesses exceptional attractions; however, its supporting amenities remain underdeveloped, and transportation accessibility is insufficient. To strengthen the "Wonderful Indonesia" brand and enhance its global competitiveness, strategic investments in infrastructure, amenities, and transportation systems are essential. These improvements would not only elevate the overall tourism experience but also solidify Indonesia's position as a world-class destination.

b. Brand Leadership

The Wonderful Indonesia brand must actively engage with its stakeholders, ensuring focus and fostering commitment. Stakeholder involvement is central to brand leadership, which requires collaboration with diverse groups, including residents, activity organizations, businesses, employees, other regional destinations, and various levels of government (Kavaratzis, Warnaby, & Ashworth, 2015). Brand leaders must also work with visitors to promote a cohesive and inclusive branding strategy.

This aligns with insights from informants, highlighting how the Ministry of Tourism and Creative Economy (Kemenparekraf) collaborates with airlines to open new flight routes and initiate incentive programs, such as flight promotions to Indonesia. Additionally, partnerships with hotels involve capacity-building initiatives, including training programs on digital marketing to enhance service promotion.

As the owner of the Wonderful Indonesia brand, Kemenparekraf emphasizes stakeholder collaboration as a cornerstone of its branding strategy. For example, partnerships with airlines facilitate easier tourist access to Indonesia, while capacity-building programs equip industry players with essential branding and marketing skills.

Kemenparekraf's activities are deeply interconnected with its stakeholders. Destination development is managed by the Deputy of Destination Development, who ensures infrastructure and service improvements. Collaborative efforts include meetings with local tourism offices, the Indonesian Hotel and Restaurant Association (PHRI), and the Association of Indonesian Tour and Travel Agencies (ASITA) to socialize and promote the Wonderful Indonesia brand. Stakeholders are encouraged to incorporate the Wonderful Indonesia logo into their promotional materials to amplify the brand's visibility.

Moreover, Kemenparekraf implements programs such as Sapta Pesona (Seven Enchantments), Pokdarwis (Tourism-Aware Community Groups), and Bimtek (technical guidance workshops). These initiatives involve on-site visits to educate local communities and stakeholders about the importance of branding and tourism promotion.

These actions highlight the pivotal role of stakeholders in the communication and marketing efforts of Wonderful Indonesia. By fostering collaboration and shared ownership, stakeholders significantly contribute to the success of the place branding activities.

In the context of Wonderful Indonesia, Kemenparekraf collaborates with airlines, hotels, local tourism offices, PHRI, ASITA, and community organizations to drive the brand's success. Through socialization, education, and cooperative programs, these stakeholders collectively support the promotion and development of the Wonderful Indonesia brand.

c. Stakeholders Management

The success of Wonderful Indonesia is bolstered by the active support and contributions of external stakeholders. In the framework of place branding, stakeholder management involves identifying stakeholders, understanding their interests, and managing their interactions to achieve branding objectives (Kavaratzis, Warnaby, & Ashworth, 2015). This approach highlights how stakeholders are integrated into the place branding process.

Insights from informants affirm that external stakeholders play a significant role in supporting Wonderful Indonesia. For instance, Kemenparekraf collaborates with airlines to negotiate competitive flight prices to Indonesia, enhancing accessibility for tourists. Additionally, various industries create programs and promotional strategies to entice tourists to explore Indonesia's diverse attractions. Local residents also contribute by demonstrating their support and pride, often using Wonderful Indonesia promotional materials and actively advocating for Indonesian tourism through their networks.

The place branding process requires not only the involvement of brand owners but also the active participation and support of external stakeholders. Stakeholders such as airlines, tourism-related industries, and local communities significantly contribute to the marketing communication and branding efforts of Wonderful Indonesia. Their

collaboration enhances the visibility and appeal of the brand, while local residents serve as ambassadors who promote both specific destinations and the overarching brand.

These observations align with the stakeholder involvement component in place branding, as described by Kavaratzis, Warnaby, and Ashworth (2015). In the context of Wonderful Indonesia, external stakeholders actively support the branding process through strategic initiatives. Airlines develop programs to attract public interest, while local residents reinforce the branding efforts by promoting destinations and embracing the Wonderful Indonesia identity. This synergy between stakeholders and brand management underlines the essential role of external support in the success of place branding initiatives.

d. Brand Identity

Wonderful Indonesia has a distinct identity that defines its essence and differentiates it from other brands. In the context of place branding, brand identity refers to the core characteristics that make a brand unique and recognizable (Kavaratzis, Warnaby, & Ashworth, 2015). Simply put, it encapsulates the brand's uniqueness and character. According to informants, Wonderful Indonesia possesses a strong identity, with aspirations for the brand to achieve the same iconic status in tourism as Aqua for bottled water or Teh Botol for bottled tea.

The brand identity of Wonderful Indonesia is rooted in its concept of the "five wonders," representing the diversity and richness of Indonesia in terms of natural beauty, adventure, modernity, sensory experiences, and cultural heritage (Kemenparekraf RI, 2021). This identity underscores the nation's unparalleled diversity and abundant offerings. Consistency in embodying this essence has been instrumental in positioning Wonderful Indonesia as a formidable brand on the global stage, competing effectively with other Southeast Asian nations.

The alignment between the brand's essence and its competitive performance supports the notion of brand identity as articulated by Kavaratzis, Warnaby, and Ashworth (2015). Through its "five wonders," Wonderful Indonesia successfully communicates its core values and unique attributes, emphasizing the richness and diversity of the country.

e. Brand Articulation

The visual representation of Wonderful Indonesia plays a crucial role in its place branding. Brand articulation involves the presentation of a brand through various forms of marketing communication, including visual and verbal elements such as the brand name, logo, color palette, and imagery (Kavaratzis, Warnaby, & Ashworth, 2015).



Figure 3: Wonderful Indonesia Logo (Kemenparekraf RI, 2024).

The Wonderful Indonesia logo serves as a vivid example of brand articulation. Featuring the Garuda bird, five colorful strokes, and the name "Wonderful Indonesia," the logo symbolizes unity and conveys the brand's narrative. The five colors represent the diversity and beauty of Indonesia, aligned with the "five wonders" concept. According to informants, the Ministry of Tourism and Creative Economy (Kemenparekraf) intentionally designed these visual elements to reflect Indonesia's identity as a land of wonders.

This approach aligns with Kavaratzis, Warnaby, and Ashworth's (2015) conceptualization of brand articulation, where a brand's identity is communicated through carefully crafted visual and verbal expressions. The Wonderful Indonesia logo encapsulates the brand's essence, portraying Indonesia as a nation of diverse wonders while reinforcing its identity across various media platforms.

Wonderful Indonesia demonstrates both brand identity and articulation, creating a cohesive and compelling representation of Indonesia's richness and diversity. Through the "five wonders" concept and the iconic visual design of its logo, the brand not only captures the essence of Indonesia but also positions itself as a prominent and competitive entity in the global tourism industry.

f. Brand Architecture

Brand architecture pertains to how Wonderful Indonesia organizes and manages associated sub-brands connected to its identity. It involves designing and coordinating a portfolio of brands that represent the broader community or place (Kavaratzis, Warnaby, & Ashworth, 2015). In the case of Wonderful Indonesia, the Ministry of Tourism and Creative Economy (Kemenparekraf) oversees derivative brands such as Wonderful Kepri, Enjoy Jakarta, and Stunning Bandung. These sub-brands adopt design elements, such as logos and color schemes, inspired by the Wonderful Indonesia brand, ensuring visual and thematic consistency.



Figure 4: Logo of Wonderful Kepri, Enjoy Jakarta & Stunning Bandung (Collected by Author, 2024)

Although each region under these derivative brands showcases its unique characteristics, Kemenparekraf maintains a unified framework that reflects the spirit

and essence of Wonderful Indonesia. For example, Enjoy Jakarta highlights the vibrant urban appeal of Indonesia's capital, while Wonderful Kepri emphasizes the natural and cultural attractions of the Riau Islands. Despite their distinct identities, these destination brands collectively reinforce the overarching narrative of Wonderful Indonesia.

The relationship between the master brand, *Wonderful Indonesia,* and its derivative sub-brands exemplifies effective destination branding. Each sub-brand highlights the unique attributes of its region while aligning with the parent brand's guidelines, creating a unified tourism image for Indonesia. This approach reflects the principles of brand architecture in place branding, as outlined by Kavaratzis, Warnaby, and Ashworth (2015). By integrating sub-brands under a cohesive identity, Kemenparekraf ensures consistent messaging and representation across Indonesia's diverse destinations.

Kemenparekraf's brand architecture strategy integrates derivative brands into the Wonderful Indonesia framework, creating a unified identity that supports the uniqueness of individual regions and the overarching brand narrative. Through this cohesive approach, Wonderful Indonesia successfully communicates the richness and diversity of Indonesian tourism on both regional and global scales.

g. Brand Communication

Wonderful Indonesia must actively communicate its identity and message to its target audiences as a brand. Brand communication encompasses activities to convey brand identity, including the promotional mix used to support this effort (Kavaratzis, Warnaby, & Ashworth, 2015). The Ministry of Tourism and Creative Economy (Kemenparekraf) allocates a significant portion of its resources—approximately 80%—to branding and advertising, reflecting its commitment to ensuring effective brand communication. Through its tagline, "Explore Further," the advertising content seeks to instill a clear understanding of Wonderful Indonesia and encourage tourism engagement.

The promotional approach incorporates a strategic mix of branding, advertising, and selling (BAS) to reinforce the brand identity while inspiring potential visitors to act. Kemenparekraf's integrated marketing communication includes advertising, personal selling, sales promotion, public relations, and event marketing, with sponsorships supporting. These combined tactics ensure consistent brand messaging and enhance the visibility of Wonderful Indonesia across multiple channels.

This approach aligns with Kavaratzis, Warnaby, and Ashworth's (2015) conceptualization of brand communication in place branding. By employing the BAS strategy and leveraging a comprehensive promotional mix, Kemenparekraf effectively communicates Wonderful Indonesia's unique attributes, building a strong and cohesive brand identity.

h. Brand Experience

Kemenparekraf also prioritizes creating memorable and immersive experiences for audiences interacting with the Wonderful Indonesia brand. Brand experience, as

defined by Kavaratzis, Warnaby, and Ashworth (2015), relates to consumer engagement with a brand, influencing their perceptions and emotional connections. For Wonderful Indonesia, this experience is encapsulated in its tagline, "Explore Further," which invites audiences to discover Indonesia's natural beauty, cultural richness, and diverse attractions.

One prominent aspect of Wonderful Indonesia's brand experience strategy involves sensory engagement. During international exhibitions, Kemenparekraf sets up interactive booths where visitors can enjoy activities such as tasting traditional Indonesian coffee, herbal drinks (jamu), and local cuisine, or experiencing spa treatments that highlight Indonesia's wellness heritage. These sensory experiences aim to leave a lasting impression and communicate the wonders of Indonesia in a tangible way.

By creating such immersive encounters, Kemenparekraf strives to position Indonesia as an exceptional destination filled with beauty and diversity. Visitors are encouraged to perceive the country not only as a travel destination but as a place of unmatched cultural and natural richness.

This strategic focus on brand experience aligns with Kavaratzis, Warnaby, and Ashworth's (2015) framework for place branding. By offering direct, memorable interactions that reflect Indonesia's unique qualities, Kemenparekraf enhances brand perception and strengthens Wonderful Indonesia's global identity.

Kemenparekraf's initiatives in brand communication and experience exemplify a well-rounded approach to place branding. Through its BAS (Branding, Advertising, and selling) strategy and emphasis on creating impactful experiences, Wonderful Indonesia conveys its identity as a diverse, captivating, and must-visit destination.

i. Word of Mouth

Word of Mouth (WoM) plays a vital role in promoting the "Wonderful Indonesia" brand, leveraging informal communication to enhance brand visibility and engagement (Kavaratzis, Warnaby, & Ashworth, 2015). Kemenparekraf utilizes digital platforms to amplify WoM through strategies such as family trips for international bloggers, who share their experiences online, sparking discussions and raising awareness of Indonesia's tourism offerings. These interactions, driven by social media, significantly broaden public knowledge of the brand.

High-profile visits by renowned figures like Julia Roberts and King Salman further strengthen WoM. Their positive experiences and endorsements create ripple effects, both offline and online, generating informal recommendations and discussions that enhance Indonesia's global image. The viral nature of these endorsements on digital platforms amplifies their impact, aligning with modern tourism trends.

Kemenparekraf's integration of technology in its WoM strategy underscores its effectiveness. Bloggers' content and the virality of celebrity visits exemplify how digital media has become a critical tool in expanding the reach and recognition of Wonderful Indonesia. Consistent with Kavaratzis, Warnaby, and Ashworth's (2015) place branding

model, WoM emerges as a powerful component in building and sustaining a strong tourism brand. Through targeted initiatives, Kemenparekraf has successfully harnessed WoM to position Indonesia as a top global destination.

j. Brand Evaluation

The Wonderful Indonesia brand recognizes the importance of conducting evaluations to measure the effectiveness of its branding efforts. These evaluations are essential for gathering feedback on the brand experience and assessing the impact of marketing activities, brand infrastructure, stakeholder involvement, and the overall identity of both the brand and the destination (Kavaratzis, Warnaby, & Ashworth, 2015). This approach is evidenced by the brand's significant achievements, including receiving 46 international awards across 22 countries in 2016 and the 14th UNWTO Award for Excellence and Innovation in Tourism in 2018 (Adikurnia, 2018). Moreover, positive feedback is reflected in Indonesia's improved global ranking as 2nd Best Tourism in ASEAN (Dwibaskoro, 2024), surpassing prominent tourism brands from Hong Kong, South Korea, Thailand, and Malaysia.

Table 3: Integrated Marketing Communication (IMC) Strategies and Place Branding Management for Promoting Wonderful Indonesia

No	IMC Components	Implementations	Analysis (Relation to 10 Place Branding Management Models)	Recommendations for Kemenparekraf RI
1.	Advertising	<ul style="list-style-type: none"> a. Transit ads (on buses in Indonesia and abroad) b. Promotion of the Wonderful Indonesia logo c. Advertisements on TV, radio, print, billboards, social media, YouTube, etc. 	<p>Aligns with Brand Communication: Ensures the brand's message reaches a broad audience through diverse media channels. Enhances Brand Identity by consistently displaying the logo and tagline.</p>	<p>Focus on personalized digital ads using AI for targeted marketing. Collaborate with streaming platforms to integrate tourism ads.</p>
2.	Promotion	<ul style="list-style-type: none"> a. Website (www.indonesia.travel) b. Social media presence c. Digital promotion through communities like GenPi and GenWi 	<p>Strengthens Brand Communication: Promotes Indonesia's offerings through an engaging online presence. Enhances Word of Mouth by involving local communities and online advocates.</p>	<p>Expand virtual tours and gamification features on the website. Increase engagement with influencers to amplify brand visibility.</p>
3.	Sponsorship and Event Marketing	<ul style="list-style-type: none"> a. Sponsoring Java Jazz b. Participation in global tourism events (ITB Berlin, ATM Dubai) 	<p>Highlights Stakeholder Management: Engages diverse stakeholders to promote the brand. Supports Brand</p>	<p>Sponsor additional cultural and sports events to attract niche markets. Invest in hybrid</p>

No	IMC Components	Implementations	Analysis (Relation to 10 Place Branding Management Models)	Recommendations for Kemenparekraf RI
4.	Experiential Marketing	a. Booths offering sensory experiences (aromas, drinks, cuisine) b. Promotion at exhibitions	Experience by creating impactful impressions at events. Links to Brand Experience : Provides direct and memorable interactions with Indonesia's cultural richness. Reinforces Brand Identity by showcasing sensory wonders.	(online and offline) event models for global reach. Develop permanent sensory experience centers in key cities worldwide. Use AR/VR to offer virtual experiences of Indonesian attractions.
5.	Product Placement and Branded Content	Excellent placement at strategic locations	Connects with Brand Articulation : Enhances visibility and ensures consistent brand messaging.	Explore partnerships for logo placement in international films or global sports tournaments.
6.	Packaging	Co-branded products featuring the Wonderful Indonesia logo	Ties to Brand Architecture : Aligns product design with the brand's identity, enhancing recognition and appeal.	Expand collaborations with international FMCG brands for co-branded product packaging.
7.	Trade Shows and Fairs	Participation in international tourism exhibitions	Supports Brand Infrastructure : Showcases Indonesia's tourism capabilities while addressing gaps in logistics and accessibility.	Incorporate interactive digital displays at exhibitions to engage visitors and collect feedback on tourism interests.
8.	Personal Selling	Use of influencers, bloggers, and endorsers to promote tourism	Enhances Word of Mouth : Creates organic promotion through trusted personalities. Strengthens Stakeholder Management by involving various partners.	Collaborate with micro-influencers to target niche markets. Provide training for local guides to act as brand ambassadors.
9.	Direct Marketing	Promotions during exhibitions	Aligns with Brand Communication : Ensures consistent and direct engagement with potential tourists.	Offer personalized souvenirs or promotional materials that reflect individual tourist preferences.
10.	Public Relations	a. Campaigns through YouTube and social media	Connects with Brand Leadership :	Create crisis communication

No	IMC Components	Implementations	Analysis (Relation to 10 Place Branding Management Models)	Recommendations for Kemenparekraf RI
b.	Partnerships with tourism industries	Partnerships with tourism industries	Demonstrates strategic collaboration with stakeholders to amplify the brand.	strategies to handle tourism-related challenges effectively.

Source: Data Processed by Author (2024)

The implementation of Integrated Marketing Communication (IMC) strategies in the “Wonderful Indonesia” campaign aligns effectively with the Ten Place Branding Management Models proposed by Kavaratzis, Warnaby, and Ashworth (2015). Table 3 highlights how IMC components—advertising, promotion, sponsorships, experiential marketing, digital engagement, and public relations—work cohesively to enhance Indonesia’s tourism brand. Strategies like global event participation, transit advertisements, and sensory marketing could strengthen the brand’s global visibility and create memorable experiences that align with modern tourism trends.

For example, the strategic use of social media amplifies Word of Mouth, while experiential tools like AR/VR could reinforce Indonesia’s unique cultural identity. The campaign’s success is evident in the rising Brand Performance Index and increased international recognition, validating Kemenparekraf’s coordinated efforts and adherence to theoretical frameworks of place branding. These achievements also underscore the importance of stakeholder involvement, cohesive messaging, and audience-centric strategies in building a strong tourism brand.

To sustain this momentum, Kemenparekraf must integrate advanced technologies like AI-driven personalized marketing and hybrid event models. Collaborations with influencers, FMCG brands, and international stakeholders, as demonstrated in prior research (Qausya & Bernadette, 2023), can further elevate branding outcomes. Addressing logistical gaps, establishing permanent sensory experience centers, and utilizing data-driven insights will ensure “Wonderful Indonesia” remains competitive and relevant.

Additionally, the campaign’s impact is reflected in the growing number of international tourists and its outperforming of regional competitors like Thailand and Malaysia in global tourism rankings (TPBO, 2024). These outcomes confirm the effectiveness of Indonesia’s branding strategies and position “Wonderful Indonesia” as a leading global tourism brand, celebrating its “Five Wonders” while driving sustainable growth in the sector..

CONCLUSION

This study highlights the effective implementation of tourism place branding through the “Wonderful Indonesia” campaign. Drawing on integrated marketing communication (IMC) and place branding concepts, the research identifies the successful integration of Kavaratzis, Warnaby, and Ashworth’s (2015) ten strategic components of place

branding: brand infrastructure, leadership, stakeholder management, identity, articulation, architecture, communication, experience, word of mouth, and evaluation.

The findings reveal that "Wonderful Indonesia" fulfills these components, showcasing strong collaboration between the Ministry of Tourism and Creative Economy (Kemenparekraf) and various stakeholders. The campaign strategically utilizes IMC tools, including advertising, promotions, sponsorships, event marketing, experiential marketing, and digital platforms, to enhance Indonesia's global image. The branding emphasizes Indonesia's diverse cultural, natural, and modern attractions, successfully creating a compelling and memorable destination experience.

Academically, this research enriches the discourse on tourism marketing and place branding. Practically, it serves as a guide for tourism managers to develop robust place branding strategies. It is recommended that Kemenparekraf continually refine their branding and IMC strategies to maintain relevance and global competitiveness. Future research could explore the effectiveness of these efforts from the perspective of international and domestic audiences, providing deeper insights into the campaign's impact on tourism growth and perception.

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