

INDONESIAN DESTINATION TWIN BRANDS: A CRITICAL STUDY ON TOURISM MARKETING PARADOX

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Abstract

A brand is not only about a logo; a brand has the value to represent the product. In tourism, the brand usually has a philosophy of a destination to reflect the unique advantages. The brand gives strength to the destination which represents that it is enough to be attentive and consistent during the brand process. Hence, this study compares Indonesia's brand logos, namely Wonderful Indonesia and Pesona Indonesia. This study used a combined study method that showed the use of dual brands. It was also ineffective in encouraging the rise of tourism in Indonesia because it confuses people in interpreting brands. Tourist levels in Indonesia reported falling under a range of Thailand, Malaysia, and Singapore, which those countries used only one brand to represent the tourism. Based on research results, the tourism destination brand was constructed and used in a marketing strategy as the face of Indonesian tourism, decorated and built. Thus, it became a representation of Indonesian destinations. Indonesian destination brands were built on Indonesian values, philosophy, and uniqueness to represent Indonesian destinations.

Keywords: A Critical Study, Indonesian Destination, Marketing Paradox, Tourism, Twin Brands.

INTRODUCTION

Promotion of tourism involves the strategic efforts of a region to enhance and promote its community and territory, occasionally by creating a distinctive logo as part of its branding strategy (Sufa et al., 2020). There are two logos that are used to promote tourism by the Ministry of Tourism. These logos are "Wonderful Indonesia" and "Pesona Indonesia." These logos are dispersed across Indonesian tourism promotion materials that are distributed by the Ministry of Tourism and local governments. The purpose of these logos is to compete with other tourism brands. The words "Wonderful Indonesia" are the verbal component, and the non-verbal component is a picture of a "bird," such as the golden mythical bird Garuda, which serves as the symbol of the Indonesian state. The magnificent Indonesia logo is made up of the three components that are outlined in Charles Sanders Peirce's Triadic: the object, the representation, and the interpretant.

Expression of representation is achieved in "Wonderful Indonesia" through the use of artistic writing and styles that are both beautiful and elegant. The country of Indonesia is widely regarded as one of the most beautiful, interesting, and lovable tourist destinations in the entire world. The artefact in question is a bird that is commonly referred to as the Garuda. The bird's head, wings, tail, and body are all depicted with lines that are flexible,

beautiful, and artistic. These lines are meant to convey the message that Indonesia is a country that is welcomed into the global community and has a character that is friendly, peaceful, and flexible. When it comes to language, the word "Wonderful" serves the purpose of conveying to the rest of the world how magnificent, charming, distinctive, and fascinating Indonesia is (Kusumarini, 2021).

It has been stated by the Ministry for Foreign Tourism Development that the logos are only for promotional purposes. The 'Pesona Indonesia' logo is utilised for the event in the event that the destination event is domestic or local, and if the visitors who attend the event are comprised of 99 percent Indonesians. Eighty percent of domestic tourists and twenty percent of tourists from other countries are expected to attend the event, according to the forecast. The "Wonderful Indonesia" campaign aims to attract tourists from other countries, while the "Pesona Indonesia" campaign aims to attract tourists from within Indonesia. The two campaigns' overall goals are distinct from one another (Ferandinal, 2019).

The international tourism landscape has the potential to become a competitive arena for Indonesian tourism. This is due to the abundance of destinations within Indonesia that are renowned all over the world. Nevertheless, the Indonesian tourism industry continues to struggle with a number of challenges, particularly in the areas of inadequate destination management and inadequate marketing strategies. This is the case despite the fact that the country is home to a large number of appealing destinations. It is of the utmost importance to outline the essential characteristics that are necessary for a tourist destination to flourish and receive acknowledgment on a global scale:

1. It is the responsibility of the local government to actively promote the destination in order to fulfil its designated role as a Destination Marketing Organisation (DMO). However, in the process, the government may overlook important aspects such as readiness and the product offerings that are already available. As a result of this approach, the effectiveness of destination promotion may be adversely affected. This is because the emphasis placed on readiness and product quality is essential to ensuring that the destination is portrayed in a manner that is both comprehensive and appealing.
2. There is a unique dynamic that is introduced when there are fragmented connections among the stakeholders of a tourism destination. This dynamic frequently results in difficulties that are experienced by tourists while they are travelling within the destination. In situations where these partial ties are not fully cohesive, they have the potential to contribute to disruptions or difficulties that visitors encounter when attempting to navigate the destination. If you want to manage your destination in the most effective way possible, you need to give careful consideration to the nature of these connections among stakeholders because they play a pivotal role in shaping the overall tourist experience.
3. To reduce the propensity towards tourism and to encourage openness, it is necessary to cultivate robust knowledge that is derived from the experiences of local

stakeholders. These stakeholders include local businesses, communities, and representatives of the government. Because of this, it is necessary to have a nuanced understanding of the services that are offered by these organisations, which makes a significant contribution to the development of an all-encompassing strategy that is aimed at improving the tourism landscape as a whole. For the purpose of guiding the destination towards increased receptivity and a more informed approach to tourism development, the synergy that exists between these stakeholders, which is founded on the experiences that they have in common, becomes significantly important.

4. Before beginning its strategic endeavours, the Destination Management Organisation (DMO) should begin the process by determining the level of preparedness of the market. Before formulating policies and programmes, it is essential to complete this preliminary step. This step ensures that subsequent destination positioning and branding are in harmony with the constraints and allocations of the annual government budget. This methodical approach increases the likelihood of achieving congruence between the destination's developmental aspirations and the fiscal parameters set by governmental budgetary considerations. This is because the approach is methodical.

As a result of the apparent disregard that these stakeholders have shown towards relevant concerns, there is a discernible risk that the advantages that are inherent in the tourist destination will be diminished. It is possible that the destination will project a lower level of competitiveness as a result of this lack of attention, which may have the potential to affect its appeal in the eyes of potential visitors (Wilopo et al., 2020).

Additionally, Indonesia has already established fifty national tourism development destinations in accordance with Government Regulation No. 50/2011, which is a document that pertains to the National Tourism Development Master Plan 2010-2025. To this point, however, it has not demonstrated performance that is satisfactory. It has been demonstrated that the use of the slogan "Wonderful Indonesia" in outdoor media can have an effect on the perceptions that tourists have of Indonesia. As a result, the Ministry of Communication and Information is obligated to disseminate information regarding the branding of "Wonderful Indonesia" in order to ensure that all tourists are able to view it and form an accurate opinion of Indonesian tourism, as demonstrated by the "Wonderful Indonesian" (Nasution et al., 2020).

As part of its mission to boost national pride, country branding also encompasses destination branding. Integrating sustainability practices into branding could produce favourable outcomes for company performance, particularly within the tourism sector in Indonesia (Krisprimandoyo, 2023). People are aware of the extraordinary splendour of this nation's attractions and the abundance of resources that this nation possesses in comparison to other nations. Having this understanding will result in an experience that is geared towards tourists. The values are provided by Pesona Indonesia through a programme that is divided into three segments. The attractions of this tourist attraction are the values of Nusantara, which are native, entertaining, and indigenous (Stiana Scheffer & Sumampouw, 2017).

It is clear that the government of Indonesia shows inconsistency in its efforts to develop the tourism industry in the country, as evidenced by the declining number that occurred. It is because of the cuts that tourism promotion, which is the driving force behind Indonesia's ambitious tourism sales targets, will be negatively impacted. Even the Ministry of Tourism in Indonesia is optimistic about the country's tourism industry's potential to improve in comparison to that of other countries; in fact, Indonesia's tourism industry is still lagging behind that of other countries. The sources of the news that frequently write the news that generates misleading information to the reader by ignoring the tourism capabilities of other countries that have already been successful are frequently another thing that needs to be looked at.

In addition, the central government is accountable for the management of tourism on behalf of the individual local governments. In addition, in order to sustain tourism development, the activity of tourism requires collaboration between the central government and the local governments. Nevertheless, the majority of the income from the region has been transferred to Jakarta. Other regions were unable to capitalise on the opportunity to develop their destinations. The only thing that can be expected is the participation of investors; however, there are times when the participation of investors brought about by Jakarta's intervention prevents other regions from being able to innovate (Bungin, 2020).

The research that was carried out by van Grinsven and Das (2016) focused on the complexity of the brand logo and moderated the effects of exposure on the recognition of the brand and the attitude they had towards the brand. However, the previous study was not the same as the current study, which focused on the impact of using more than one brand to encourage the domestic and international market to recognise local destinations. The current study investigated the impact of using multiple brands. The research that was carried out on the two different types of the brand that were going to be compared is known to have limitations. In addition to that, the purpose of this study was to determine the impact that the utilisation of those brands had. According to the findings of this study, informants never come across brands that are associated with Indonesia's tourism industry. Even when they do come across such brands, the informants are always confused about the use of two different types of brands due to the fact that the logo is too abstract and even has multiple meanings. In the year 2017, Indonesia had two brands at the same time, which were "Wonderful Indonesia" and "Pesona Indonesia." These brands were designed to complement the many Indonesian destination brands that Indonesia had developed. People created these brands, but they ignored them and eventually forgot about them.

LITERATURE REVIEW

An extensive analysis of the pertinent research on destination branding and its effects on traveller marketing is given in this chapter. The literature review is structured into three primary segments: destination branding theory, brand management theory, and comparative analysis of destination branding strategies in Southeast Asia.

Destination Branding Theory

Destination branding involves carefully creating a unique identity for a particular place, allowing it to distinguish itself from numerous other destinations. This complex procedure involves intentionally manipulating symbols, meanings, and inherent characteristics linked to a location, all with the ultimate goal of creating a captivating and favourable impression specifically designed to attract potential visitors. By engaging in this strategic exercise, a destination aims to create a distinct and unforgettable presence, cultivating an identity that strongly connects with the preferences and aspirations of its intended audience. This diverse approach not only distinguishes the destination from its competitors but also aims to create a positive and enduring impact on those considering a visit (Ruiz-Real, Uribe-Toril, and Gázquez-Abad 2020).

This endeavour goes beyond simply creating logos and slogans, and instead involves the complex task of developing ideas and concepts to carefully rebuild the identities of places. It requires focused actions and well-planned investments aimed at developing a deep connection to a specific location. The complex nature of this process requires a thorough approach, where the generation of ideas and conceptualization efforts cover a range of creative activities, contributing to the subtle and strategic development of a destination's identity. This comprehensive approach seeks to rebuild the fundamental nature of a location and create a tangible and meaningful sense of place by implementing strategic initiatives and wise investments. The ultimate goal is to enhance the attractiveness and uniqueness of the place (Hanna, Rowley, and Keegan 2021).

The model within destination branding encompasses a wide range of components, including festival tourism, food tourism, agro-tourism, education tourism, and heritage tourism. The comprehensive approach highlights the diverse and complex nature of destination branding, which goes beyond a single focus. The integration of festival tourism incorporates lively cultural celebrations into the branding strategy, while food tourism emphasises the culinary abundance of the destination. Agro-tourism acquaints visitors with agricultural environments, promoting a more profound bond with the local area. Education tourism focuses on intellectual activities and highlights academic and learning opportunities. Heritage tourism simultaneously displays the historical and cultural aspects, which together contribute to a strong and diverse destination branding model (Risitano 2006).

The main goal of destination branding is to strategically position the destination as a captivating and strong presence in the minds of potential visitors. This entails not only establishing a favourable connection but also fostering a strong and long-lasting impact in the minds of individuals contemplating the destination. The main objective is to carefully influence perceptions, guaranteeing that the destination is not only seen in a positive light but is also recognised as a prominent and attractive choice among the various travel options available. This intricate procedure involves intentionally crafting an image that deeply connects with people, establishing a long-lasting and influential presence in the minds of potential visitors (Rather, Najjar, and Jaziri 2020).

Brand Management Theory

The theory of brand management is a strategic framework in which branding plays a central role in driving the significant growth of a company. Under this framework, core principles governing messaging and positioning are aligned to drive strategic marketing strategies for long-term growth. This goes beyond just using logos; it includes the careful handling of marketing implementation. The primary goal is to develop a strong brand reputation, which consists of positive associations and perceptions associated with the brand. Once established, brand equity becomes a valuable asset that can be strategically utilised to improve the overall performance and reputation of the company (Sezgen, Mason, and Mayer 2023).

Brand management theory covers a wide range of aspects related to branding, including the basic components of brand awareness and the complex dynamics of brand experience, loyalty, strategy, personality, positioning, recognition, and reputation. It entails coordinating a thorough strategy that not only increases brand recognition but also involves the careful assessment and control of brand value. In addition, brand management is responsible for implementing strategic initiatives that aim to promote a consistent and steadfast brand message. The effective implementation of brand management principles is crucial in defining a brand's identity, cultivating customer loyalty, and improving the overall perception and positioning of the brand (Pyper et al. 2022).

Furthermore, brand theory emphasises the crucial importance of skillfully guiding and sustaining brands through self-reinforcing feedback loops. These loops function as mechanisms that magnify favourable outcomes, ensuring their resonance and impact, while simultaneously acting as filters to reduce the influence of unfavourable results. This brand management strategy aims to create a strong framework that not only maintains the brand's strength but also systematically enhances its positive growth.

Comparative Analysis of Destination Branding

An in-depth analysis of destination branding requires a thorough investigation of various factors, such as brand image, brand personality, and the development of destination image within the larger framework of destination branding evolution. This analytical study involves assessing the various aspects of destination image, including overall image, affective image, and cognitive image, and examining their significant impact on consumer satisfaction and loyalty (Pereira, Correia, and Schutz 2012).

Furthermore, the examination highlights the current pattern in destination image research, incorporating a unified cognitive-affective framework. It illuminates the active involvement of residents in the complex domain of branding initiatives. Furthermore, it emphasises the necessity for Destination Management Organisations (DMOs) to develop a thorough understanding of destination image evaluation, considering the highly competitive environment of the tourism industry. This analysis provides valuable insights into the theoretical foundations and empirical perspectives of evaluating destination image, highlighting its essential and strategic nature (Elliot 2007).

METHODS

Using a straightforward approach to research design, this study was conducted using the post-positivist paradigm. The post-positivism paradigm that was utilised in the manner that Creswell and Creswell (2018) intended, which combined qualitative approaches. The investigation started with a deductive approach, and in the end, the data was managed qualitatively. According to Bungin (2020), a simple study design is comparable to the combined study method with regard to its methodology. The option that provides the best opportunity to investigate using a post-positivist framework. The post-positivist paradigm was utilised in this research, and a straightforward approach to study design was utilised. The data collection process consisted of conducting interviews with six (six) individuals who were specifically chosen to serve as sources of information for this study. According to the findings of the study, the informants were able to serve as data sources that could provide answers to the questions. Below is a list of the five individuals who were described in the table.

Table 1: Study informants and capacity as informants

No.	Sex	Capacity
Informant 1	Male	Expert Brand
Informant 2	Male	Tourism Expert
Informant 3	Female	Lecturers of Tourism Branding
Informant 4	Female	Tourism Practitioners
Informant 5	Male	Tourism Practitioners
Informant 6	Male	Tourism Branding Experts

The interviews were carried out in Surabaya at a number of locations between January and March of 2021, particularly in cafes and city parks, with the goal of establishing a tranquil atmosphere and safeguarding the confidentiality of the informants. It is possible for the informants to articulate their inquiries and viewpoints in a clear manner, without being influenced by the surrounding environment or being compelled to feel. In the form of daily notes and a transcript of the interview, the findings of the study are the results. Coding, categorization, themes, and memos were the methods that were utilised in the manual analysis of the interview transcripts for the study (Saldana 2016). In addition, the final stage of the research project is the results of the study, which are drawn from the findings of the data analysis.

RESULTS AND FINDINGS

Paradox of Indonesian Destination Brands

Tourism is becoming increasingly recognised as a significant source of revenue, and countries all over the world are making concerted efforts to prepare for its rise to prominence. Tourism is being strategically redirected as a viable alternative to depleting oil resources or as a pivotal avenue for cultivating fresh streams of foreign exchange. This is especially true for oil-producing countries, which are strategically redirecting their focus towards tourism. An anticipatory shift towards tourism is prompted by the growing recognition that oil, as a limited resource, is prone to depletion. This shift helps to foster

a rational and sustainable trajectory. This anticipation is founded on the realisation that the expansion of tourism not only compensates for the decline in the oil sector but also holds the promise of generating novel avenues for economic diversification. This understanding is the foundation for this anticipation.

A multitude of destinations that are renowned all over the world can be found in Indonesia. Some of these destinations include Bali, Borobudur, Lombok, Bromo, Toraja, Toba, Bunaken, Banda Neira, and Raja Ampat, amongst others. In contrast to some of its global counterparts, Indonesia has encountered difficulties in optimising the management of its diverse tourism resources, despite the fact that it possesses a rich tapestry of tourism resources. The effectiveness of resource utilisation in the tourism sector has significant implications for Indonesia's competitive standing and has the potential to influence a surge in national income as new insights and information emerge. These implications are both significant and potentially influential.

Table 2: Global competitiveness index 2018

Country	2016-2017's Rank	2017-2018's Rank
Singapore	2	2
Malaysia	25	25
Thailand	34	38
Indonesia	41	45
Philippine	57	56
Vietnam	60	77
Cambodia	89	110

Source: WEF (Forum, 2017)

On the basis of the findings that were obtained from the investigation of study informants and the roles that they played as informants, it is clear that Indonesia's standing as a competitor within the ASEAN realm, which includes the tourism sector, does not rank at the pinnacle within the region. When one examines the report that details the statistics of foreign arrivals in Indonesia and the subsequent ramifications on the position of the country, one discovers that a quantitative representation emerges as follows.

Indonesia's tourism sector faces several challenges that need strategic interventions and improvements. These challenges include ineffective resource management, competitive standing, ASEAN competitiveness, foreign arrivals, and potential impact on national income. Indonesia needs help to optimize the management of its diverse tourism resources, including globally renowned destinations such as Bali and Borobudur. Its position in the Global Competitiveness Index (Rank 45) suggests a need for improvement compared to regional counterparts like Singapore, Malaysia, and Thailand. Indonesia does not hold the top-ranking position within the ASEAN region, especially in the tourism sector, indicating a competitive gap compared to neighboring countries. The statistics of foreign arrivals in Indonesia might not align with the country's potential, pointing to challenges in attracting and retaining international tourists effectively. Inefficient resource utilization in the tourism sector could hinder Indonesia's competitive standing and limit the potential for a surge in national income, slowing economic growth. These problems

underscore the need for strategic interventions and improvements in various facets of Indonesia's tourism management and competitiveness.

Governance in tourist destinations is another challenge that the tourism industry faces. The study revealed that the main obstacles to tourism governance can be divided into one of two categories: institutional and organizational. The former refers to the legal and regulatory framework, while the latter refers to managing tourism activities. Although tourism governance provides a series of benefits based on cooperation, it is not exempt from power relations. Tourism imposes numerous challenges, given its quirks, because, on the one hand, there are profit-seeking private interests involved. On the other hand, it requires shared actions, especially within and among tourist destinations.

The hospitality industry is also facing challenges that require change management. The pandemic has spotlighted the nature of the work and the related and resulting challenges. However, taking steps to address those challenges, such as implementing digital technology, revising operations, and training employees on those new latest tools and protocols, will increase addressing guest and employee needs while still operating within a budget. Corporate culture now recognizes the need to implement change management and thought. Their corporate structure and mindset give enterprise hotels the advantage over small and independent hoteliers. Regardless, change management is now critical in communication, training, and creating new behavior irrespective of the organization's size. Change management is no longer voluntary; it is mandatory for survival.

Hawaii's tourism industry is also facing challenges in reshaping its tourism industry. Policymakers don't want to make changes that may jeopardize the industry's recovery because Hawaii needs jobs. A stalled effort to crack down on unpermitted vacation rentals is a case in point. Few tourism reforms should have been easier to implement during the pandemic, especially for Honolulu. The issue has support from a rare coalition that includes hotel executives, labor unions, housing advocates, and neighborhood groups united against the vacation rentals. However, property owners and investors see vacation rentals as a way for average folks and small investors as well. Critics say illegal vacation rentals bring unwanted tourists into residential neighborhoods and take away housing for residents.

Finally, the influence of investor-perceived reputation on the tourism industry is another challenge. Reputation formation is a significant challenge facing new firms in the tourism industry. The study found that any reputation is a good reputation, and the challenges of reputation formation facing new firms are the good, the bad, and the unfamiliar.

Table 3: International tourist arrivals and international tourism acceptance rate

Destination	International Tourist Arrivals			International Tourist Receipts		
	2010	2016	2017	2010	2016	2017
Thailand	15.936	32.588	35.381	20.104	48.792	57.477
Malaysia	24.577	26.575	25.948	18.115	18.075	18.323
Singapore	9.161	12.916	13.906	14.178	18.945	19.707
Indonesia	7.003	11.072	12.948	6.958	11.206	12.520
Vietnam	5.050	10.013	12.922	4.450	8.250	8.861

Philippine	3.520	5.967	6.621	2.645	5.143	6.986
Cambodia	2.508	5.012	5.602	1.519	3.208	3.636
Laos	1.670	3.315	3.257	383	712	668
Brunei	214	219	259	-	144	-
Timor Leste	40	66	74	31	58	73

Source: UNWTO tourism highlights (HIGHLIGHTS, 2018)

Taking into account the tourism sales of four ASEAN countries, namely Malaysia, Thailand, Singapore, and Indonesia, it can be concluded that Indonesia was unable to compete with Singapore, Malaysia, and Thailand regarding tourism sales. The preceding figure is very concerning due to the fact that Indonesia now faces competition from a new country, namely Vietnam, which is still in the process of developing. Table 2 provides an explanation of why the majority of tourism investors from a variety of countries have had an interest in Vietnam. Additionally, in the 1970s, Indonesia made the decision to market tourism to the rest of the world, and since then, the country has established fifteen national destination brands. When compared to Malaysia, which began marketing tourism in the 1970s and continues to do so to this day with a single state destination brand, this is not the case. There are destination brands in Indonesia, and almost all of them are not well known to the international tourism world. This is due to the fact that destination brands process them in a weak manner.

Indonesia can tackle the challenges it encounters in the tourism sector by executing the subsequent suggested remedies:

1. **Tactical Advertising Initiatives:** Execute focused marketing initiatives to advertise Indonesia's distinctive tourism attractions. Emphasising particular landmarks, cultural immersion, and thrilling activities can effectively allure a wide array of international tourists and narrow the disparity in tourism revenue with neighbouring nations.
2. **Competitive Pricing and Packages:** Our company offers pricing and packages that are designed to be competitive in the market. Examine cost-effective pricing strategies and appealing travel packages to attract tourists. By providing affordable and all-inclusive travel choices, Indonesia can establish itself as an attractive destination, effectively countering the growing competition from Vietnam.
3. **Rebranding and Promotion:** Execute a thorough rebranding campaign for the destination brands of Indonesia. This entails optimising the communication, aesthetics, and prominence of each brand to augment global acknowledgment. Participating in promotional endeavours on international platforms can enhance brand recognition.
4. **Optimising Branding Strategy:** Assess the efficacy of employing multiple destination brands. It is advisable to adopt a more targeted strategy, akin to the successful models employed by countries like Malaysia, which have effectively promoted their individual state destinations. Simplifying the branding strategy can minimise ambiguity and enhance the effectiveness of Indonesia's tourism promotion endeavours.
5. **Joint Marketing Endeavours:** Establish collaborations with global tourism associations, travel agencies, and prominent individuals in the travel sector. Collaborative marketing

efforts have the potential to extend Indonesia's influence by utilising existing networks to enhance visibility and draw in a larger number of tourists.

6. **Tourism Infrastructure Investment:** Improve tourism-related infrastructure, such as transportation, lodging, and tourist attractions. Enhanced amenities enhance the quality of the visitor's experience, thereby increasing Indonesia's competitiveness and attractiveness to global tourists.
7. **Utilising data to inform decision making:** Employ data analytics to comprehend tourist preferences, behaviours, and market trends. This data can inform strategic decision-making, enabling Indonesia to customise its tourism offerings to align with the changing demands of the global market.
8. **Academic and Cultural Exchanges:** Promote educational and cultural exchange programmes to cultivate comprehension and admiration for the diverse destinations in Indonesia. Developing favourable connections with prospective tourists through cultural endeavours can augment the nation's global perception.

These solutions can enhance Indonesia's standing in the global tourism market, tackle the identified challenges, and establish a more sustainable and competitive tourism industry.

The tourism industry encounters an additional obstacle in the form of governance in tourist destinations. The study identified two primary categories of challenges to tourism governance: institutional and organisational. The former pertains to the set of laws and regulations, whereas the latter pertains to the administration of tourism activities. While tourism governance offers various advantages through collaboration, it is still subject to power dynamics. Tourism presents various challenges due to its unique characteristics. These challenges arise from the involvement of profit-driven private entities, as well as the need for collaborative efforts, particularly within and between tourist destinations.

The hospitality industry is encountering difficulties that necessitate the implementation of change management strategies. The pandemic has brought attention to the inherent characteristics of the work and the subsequent challenges that have arisen as a result. Nevertheless, by undertaking measures to tackle these obstacles, such as adopting digital technology, modifying operations, and providing training to employees on cutting-edge tools and protocols, it is possible to enhance the ability to meet the needs of both guests and employees while remaining within budget constraints. Contemporary corporate culture acknowledges the necessity of implementing change management, along with the associated mindset. Enterprise hotels, with their corporate structure and mindset, have an advantage over small and independent hoteliers. Change management has become an essential component in the areas of communication, training, and the establishment of new behaviour, irrespective of the organization's size. Change management has transitioned from being an optional choice to becoming an essential requirement for ensuring survival.

Another challenge in the tourism industry is the impact of investor-perceived reputation. The process of establishing a reputation poses a substantial obstacle for emerging companies operating in the tourism sector. The study concluded that having any reputation, regardless of its nature, is beneficial. New firms encounter various challenges in establishing their reputation, including positive, negative, and unfamiliar aspects.

Brand Identity

The authors Kotler et al. (2018) explained that it is possible for two different brands to merge into a single brand by forming several different products. In a similar vein, the brand of a company can be expanded into a multi-brand by introducing specific sub-products to the market. In point of fact, Indonesian destination brands utilise two distinct tourism destination brands in order to facilitate the growth of Indonesia's tourism industry within the same destination concept. As was previously explained, the use of the two logo brands for Indonesian tourism destinations is determined by the target audience. Additionally, the "Wonderful Indonesia" logo brand is utilised for the purpose of appealing to audiences from other countries. On the other hand, if the tourism event involves domestic tourists as its target audience, then the "Pesona Indonesia" brand logo is the one that is utilised for the tourism destination.



Figure 1: Indonesian tourism destination brands

It is even more peculiar that the situation is the way it is because it has been discovered that the internet, social media, and mass media are the primary methods that are being utilised by both domestic and international markets in order to promote tourism in Indonesia. The cases that become a cause for concern are the manner in which these brands can represent the destination by providing 'Pesona Indonesia' to the international market and 'Wonderful Indonesia' to the domestic market. Some of the factors that indirectly contribute to the low number of international tourists in Indonesia are the polemics that frequently occur among the brands.

It would appear that the polemic is referring to a particular point that is associated with the destination brand, such as the following: (1) destination brands have always been subject to change. In actuality, Indonesia had fifteen different tourism destination brand logos that it marketed to tourists. It changed as the Ministers changed, but it does not follow adequate action to manage the destination; (2) the word "Wonderful" that was chosen for the logo "Wonderful Indonesia" demonstrates a lack of creativity; this is because it is only an upgraded version of the Visit Indonesia Year 2008 logo, which includes replacing the word "Visit," removing the "Year 2008," and changing the position of the icon on the back of the brand name. Not only was it less creative, but it was also

used excessively in a variety of events, and it became a word that was less special or meaningful; (3) some individuals frequently confuse it with the icon that is displayed on the brand. (4) the words "Wonderful" and "Pesona" literally have different meanings, which means that the messages that are conveyed by them are also different; (5) the brands that have been determined as the product marketing did not only consist of the product itself but also an action that is contrary to brand theories that have been studied by the public; (6) the majority of them believe that it is an Eagle, but in reality, the icon refers to the Garuda, which is the state symbol of Indonesia.

According to the hypothesis put forth by Kotler et al. (2018), the implementation of a multi-brand or co-branding strategy involves the incorporation of a variety of product specifications within the context of the Indonesian tourist landscape. It is important to note that the fundamental purpose of the products that are offered at tourist destinations in Indonesia has not changed, and there has been no expansion into the inclusion of offerings from other locations. One of the most important aspects to consider is whether or not both logos have the potential to not only stimulate the domestic market but also effectively resonate in the international sphere.

People are frequently perplexed by the appearance of cases among the brands because it turns out that those brands have forgotten about the purpose for which they were created. It is possible that this is the reason why India receives fewer tourists. The situation is even more peculiar when one considers the fact that the domestic market as well as the international market have access to mass media, social media, and the internet in order to market Indonesian tourism. 'Pesona Indonesia' is supposed to be used for the domestic market, and 'Wonderful Indonesia' is supposed to be used for the international market. Based on the findings of Maulana, Rahmafritria, and Rosita 2020, it is evident that the Brand Wonderful Indonesia exerts a forty-onempoint five percent influence on international tourists. The fact that they both use different social media platforms, on the other hand, makes it possible for it to be embraced in both domestic and international markets. Consequently, the majority of people are perplexed as a result of these cases. In addition, the analysis of weaknesses focuses on a marketing strategy that has the weak point of Indonesian tourism and the use of two brands as its weak point. When it comes to tourism marketing, particularly in the international market, it provides a destination promotion that is both confusing and ineffective.

Indonesia has the potential to enhance its tourism branding and achieve a more competitive and attractive position on the global stage by implementing the following suggested solutions:

1. Consolidated Branding Strategy: Simplify the branding strategy by merging "Wonderful Indonesia" and "Pesona Indonesia" into a cohesive brand that appeals to both domestic and international audiences. This will eradicate ambiguity and establish a more uniform and influential brand identity.
2. Thorough Rebranding: Undertake a thorough rebranding initiative to inject innovation and distinctiveness into the destination's branding. This entails reassessing the

design, messaging, and symbolism to guarantee that the brand accurately represents the varied and attractive elements of Indonesian tourism.

3. **Stakeholder Collaboration:** Establish partnerships with stakeholders, such as government entities, tourism boards, and branding specialists, to collectively formulate a unified branding strategy. This guarantees that a range of viewpoints are taken into account, and as a result, the brand is widely embraced and successful.
4. **Campaigns to Increase Public Awareness:** Implement public awareness campaigns on both national and global scales to effectively convey the rebranding initiatives and cultivate a favourable perception of Indonesian tourism. This can encompass conventional media, online platforms, and influential individuals to effectively target a broad demographic.
5. **Strategic Brand Positioning:** Precisely articulate the intended objective and strategic placement of the destination brand. Determine the distinctive features and cultural importance that can differentiate Indonesia in the international tourism industry. Create a compelling story that connects with the intended audience.
6. **Improved Marketing Strategy:** Enhance the comprehensive marketing strategy, with a particular focus on digital platforms and social media. Utilise cutting-edge and engaging marketing strategies to captivate prospective travellers, offering them a compelling incentive to select Indonesia as their preferred travel destination.
7. **Mechanism for receiving feedback:** Implement a feedback mechanism to consistently assess the efficacy of the branding strategy. Monitor the prevailing public sentiment, collect valuable insights from tourists, and adjust the branding strategy accordingly. This guarantees the ability to quickly adapt to shifting market conditions.
8. **Training and Capacity Building:** Conduct training initiatives for tourism stakeholders, encompassing government officials, tour operators, and local businesses, to guarantee a cohesive comprehension and execution of the branding strategy. This promotes uniformity in the promotion of Indonesian tourism.
9. **Global Cooperation:** Engage in collaborative efforts with international tourism organisations and neighbouring countries to exchange and implement effective strategies for destination branding. Studying successful global examples can help improve Indonesia's approach and increase its competitiveness.
10. **Evaluation of Effects:** Consistently evaluate the influence of the branding strategy on tourist arrivals, revenue, and overall perception. Employ data analytics and surveys to assess the efficacy of the rebranding efforts and pinpoint opportunities for ongoing enhancement.

By implementing these solutions collectively, Indonesia can overcome the identified problems and enhance its tourism branding to achieve a more competitive and appealing position on the global stage.

The tourism industry encounters an additional obstacle in the form of governance in tourist destinations. The study identified two distinct categories of challenges to tourism governance: institutional and organisational. The former pertains to the set of laws and regulations, whereas the latter pertains to the administration of tourism activities. While tourism governance offers various advantages through collaboration, it is still subject to power dynamics. Tourism presents various challenges due to its unique characteristics. These challenges arise from the involvement of profit-driven private entities and the need for collaborative efforts, particularly within and between tourist destinations.

The hospitality sector is currently encountering obstacles that necessitate the implementation of change management strategies. The pandemic has brought attention to the inherent characteristics of work and the subsequent challenges that arise as a result. Nevertheless, by undertaking measures to tackle these obstacles, such as adopting digital technology, modifying operations, and providing training to employees on cutting-edge tools and protocols, the ability to meet the needs of guests and employees will be enhanced, all while staying within the confines of a budget. Contemporary corporate culture acknowledges the necessity of incorporating change management as well as innovative thinking. Enterprise hotels, due to their corporate structure and mindset, have an advantage over small and independent hoteliers. However, change management has become an essential component in the areas of communication, training, and the establishment of new patterns of behaviour, irrespective of the organization's scale. Change management has transitioned from being an optional choice to becoming an essential requirement for ensuring survival.

Moreover, the impact of investor-perceived reputation on the tourism industry poses an additional obstacle. The process of establishing a reputation poses a considerable obstacle for emerging companies in the tourism sector. The study concluded that having any kind of reputation is beneficial, and new firms face the difficulties of establishing a reputation, which can be positive, negative, or unfamiliar.

DISCUSSION

The purpose of this study is to investigate the growing recognition of tourism as a significant source of revenue, with a particular focus on the deliberate shift towards tourism industry in oil-producing nations. This sheds light on the challenges that Indonesia faces in effectively managing its diverse tourism resources and positioning itself within the highly competitive global tourism market. As an additional point of interest, the study delves into the complexities of Indonesia's tourism branding and marketing strategies. More specifically, it investigates the utilisation of two distinct destination brands, namely "Wonderful Indonesia" and "Pesona Indonesia." The purpose of this investigation is to investigate the effects that utilising this dual-branding strategy would have on the domestic as well as the international tourism sectors.

The discussion also includes a number of important aspects, including:

1. Recognising the crucial role that tourism plays in generating substantial revenue is important, and it should be strategically emphasised as a response to the declining oil resources.
2. The challenges that Indonesia faces in effectively managing its diverse tourism resources and its position within the fiercely competitive global tourism arena are examined in this article.
3. Investigate the dual utilisation of two distinct tourism destination brands, namely "Wonderful Indonesia" and "Pesona Indonesia," and we investigate the impact that this dual branding strategy has had on the domestic as well as the international spheres of the tourism market.

The challenges that Indonesia faces in managing its tourism resources

The country of Indonesia faces difficulties in optimising the management of its abundant tourism resources, despite the fact that it boasts a diverse and rich tapestry in this sector. The effectiveness with which these resources are utilised has significant repercussions for Indonesia's competitive positioning, and it has the potential to usher in a substantial increase in the country's income as new information and insights become available. Furthermore, the narrative highlights Indonesia's struggles in effectively promoting its tourism destinations, with a notable lack of recognition for the majority of its destination brands on the global tourism stage. This is a significant issue for Indonesia. The utilisation of two distinct tourism destination brands, namely "Wonderful Indonesia" and "Pesona Indonesia," has been deemed to be both perplexing and ineffective in their endeavours, particularly within the international market. This criticism is directed specifically at the utilisation of these two brands.

Some of the specific tourism resources that Indonesia possesses

An extensive variety of tourism resources can be found in Indonesia. These resources include some of the most well-known destinations in the world, including Bali, Borobudur, Lombok, Bromo, Toraja, Toba, Bunaken, Banda Neira, and Raja Ampat, to name just a few. In spite of this rich tapestry, the nation struggles with difficulties in effectively managing the diverse tourism resources it possesses. It is possible that Indonesia's competitive standing could be significantly improved through the strategic application of these resources within the tourism industry, which also has the potential to stimulate a significant rise in the country's overall income. The trajectory of Indonesia's position in the global tourism landscape is being shaped by new insights and information that are continually uncovering, making this prospect particularly relevant.

CONCLUSION

A tourism destination brand plays a pivotal role in the orchestration and implementation of a strategic marketing initiative. This is because the tourism sector in Indonesia is the outward manifestation of the tourism industry. Not only does this brand serve as a symbol,

but it also serves as an embodiment of the various regions that make up Indonesia. It has been meticulously crafted and strategically employed. With the goal of capturing the essence of Indonesian destinations, the development of destination brands is intricately interwoven with the fundamental tenets of Indonesian values, philosophy, and distinctiveness. This is done in an effort to capture the essence of Indonesian destinations.

It is of the utmost importance that Indonesian destination brands not only exemplify the essence of being "wonderful," but also function effectively in terms of disseminating messages to individuals who interact with them. In the effort to present Indonesia as a destination in an appropriate manner, ensuring their effectiveness becomes of the utmost importance, and any lack of value in their current form should prompt a contemplation of change. Ignoring the significance of the brand is a significant obstacle because it contributes to the weakening of the relationship between the brand and its recognition and resilience.

It is especially noteworthy that the negative outcome that occurs when a destination brand goes through an insufficient branding process, which causes it to transform into a sluggish and obscure entity, ultimately leading to its obsolescence, is a consequence that is particularly noteworthy. The significance of a strong brand process becomes glaringly obvious when one considers the fact that it acts as a defence mechanism against the possibility of the destination brand being destroyed.

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