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Communication Management of "Branding Bahagia" in Creative Youth at Indonesian Heritage Sites

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Abstract - **This research aims to understand and map the process of communication management of Creative Youth at Indonesian Heritage Sites through "Branding Bahagia". Creative Youth at the Indonesian Heritage Site is a program held by UNESCO in collaboration with Citi Indonesia (Citibank) to promote the strengthening of the cultural and creative industry in Indonesia. The program aims to encourage the capacity and participation of youth who live around the heritage sites of Prambanan and Borobudur temples to have a better income and helping them in the local economy. The research uses the qualitative method with a case study approach, accompanied by data collection through in-depth interviews with several informants. The result of this research is communication management established by UNESCO in the "Branding Bahagia" project as a part of its Creative Youth at Indonesian Heritage Sites program, which is strengthened by effective communication among all parties involved in a series of action. There are four stages in the process of communication of project management in "Branding Bahagia" i.e. Creative Team Development, Need Assessment, Creative Process, and Evaluation.**

Keywords - **communication management, brand strategy, creative youth, "Branding bahagia", Indonesia heritage**

I. INTRODUCTION

Based on the research by Lestari et al (2017) about Strategic Communications and Corporate Branding ; A Study of Jebsen & Jessen Indonesia Group, that showed that Jebsen & Jessen Indonesia Group implements its corporate branding strategy according to public relations strategic planning process [1]. Lestari et al research concludes that the development of strategy adopted by the corporate communications department of Jebsen & Jessen Indonesia Group has corresponded with the Nine Steps of Strategic Public Relations. The strategy has worked in some way, proven by the fact that some goals have been achieved, specifically on media publicity which exceeded the target.

Different from Lestari et al research, this research uses four functions of organizational management from Michael Kaye that has four functions of organizational management called P-O-A-C (Planning-Organizing-Actuating-Controlling) to analyze the process of "Branding Bahagia" from the UNESCO program. With planning, organizing, actuating, and controlling functions,

researchers aim to understand and map the process of communication management of Creative Youth at Indonesian Heritage Sites.

Research about communication management and the implementation of marketing communication from Melewar et al (2017) that related to identity, strategy, and communications, and then examine the impact of such integration on organizational stakeholders' trust, loyalty, and commitment by using commitment/trust theory. This research indicate that identity and strategy are key drivers of integrated corporate communication, and they serve to build stakeholder trust, loyalty, and commitment [2].

Melewar et al research with the title of "Integrating Identity, Strategy, And Communications For Trust, Loyalty And Commitment" found that integrated marketing communication is important for organizations, there are a few other areas of concern about consequences related to trust, loyalty, and commitment, especially in a retail context. If Melewar et al research focus on communicating that provide consistent identity and strategy from integrated marketing communication of retail, this research focus on mapping the process of communication management from organization program.

Another research about branding is from Durmaz (2016) entitled "Brand and Brand Strategies" Durmaz's study examined brand and brand strategies as one of the most important assets of the businesses. The research found that brand image has great importance in product selling, the perception of the customer, and how the consumer positions that product in their minds, brand strategies have vital importance [3]. Brand strategies should be supported with a promise which will state and express the brand in the best way, advertising strategies, and marketing communications activities.

The research on brand strategy is different from research from Durmaz. If Durmaz talks about product-related branding strategies by testing using brand theory and brand strategy, our research analyzes the branding process and communication strategies that have been carried out in the field. This research will analyze and create a mapping of creative industry communication strategies in building and developing brands in Indonesian heritage sites.

The creative industry has grown rapidly as it becomes one of strategic country revenues, both nationally and globally. The creative industry line shows a positive growth in Indonesia, it contributes 922 trillion Rupiah to Indonesia GDP in 2016 and is expected to be increased by

1000 trillion Rupiah in 2018. The 4.0 industrial revolution made the creative industry as one of strategies to win global competition, which is marked by continued innovation and creativity in increasing the Economic Value Added. Creative Economy has began widely known since the publication of The Creative Economy. People Make Money from Ideas written by John Hawkins. The new wave of economy that hit America was characterized by idea and creativity-based economic activity. The uniqueness of culture, art, culinary, art, and the role of youth in developing various start up business become one of the immense strength in the Indonesian economy.

One of the implementations of those creative industries is training and mentoring program for 117 young entrepreneurs through Creative Youth at Indonesian Heritage Sites. This collaboration program of Citi Indonesia (Citi Bank) and UNESCO (United Nations Educational, Scientific and Cultural Organization) Office Jakarta aims to promote 400 young entrepreneurs to gain benefits from Indonesia's tourism sites, especially in the area of Toba Lake, Yogyakarta, Central Java and Kota Tua Jakarta. Creative Youth at Indonesian Heritage Sites is an empowerment program for creative young entrepreneurs. Funded by Citi Foundation, this social program has been implemented since 2017 and currently entering its second phase in the cultural heritage area. The process of program implementation will generate a pattern of structured system in achieving goals. Therefore, it needs an effective and efficient communication. The program offers a business development training and financial management methodology; product promotion through social media and techniques in taking quality images through the smartphone. "Branding Bahagia"

The program participants come from Yogyakarta, Sleman, Toba Lake and Kota Tua Jakarta. The program carries out a mission to support business development in various lines such as business training, digital marketing, financial literacy, and branding development. One of the parts in this second phase of Creative Youth at Indonesian Heritage Sites Program is "Branding Bahagia", which aims to develop business through branding. This effort is carried out to overcome the young entrepreneurs' lack of knowledge in branding to improve their business networking. This program is expected to be able to develop the participants' business, have a strong financial system, and increase business branding so that they are known by the wider community. In addition, "Branding Bahagia" also wants beneficiaries to be happy with deeper insight and knowledge about product branding.

The first phase of "Branding Bahagia", UNESCO cooperated with experts and practitioners had trained the participant in planning the communication strategy to develop their business, and increasing sales through social media. Unfortunately, the program evaluation showed that the participants are not able to implement the given knowledge into practice. Therefore, UNESCO forms a second phase of "Branding Bahagia" as a problem solving to the first phase.

In this second phase, UNESCO expects the more real output, which can be implemented to the "Branding Bahagia" participants. Therefore, UNESCO needs a better planning of the structured work program and communication planning and structured. In this research, the communication management of "Branding Bahagia" in Creative Youth at Indonesian heritage Sites will be focused in the second phase of "Branding Bahagia" in Yogyakarta, Sleman, Klaten and Magelang.

Brand according to AMA (American Marketing Association) is a name, a term, sign, symbol or design which aims to define product and services of a seller or selling group and to differentiate itself from its competitors [4]. While Demir (2019) says that brands are a tool that initiates and shapes the relationship between the business and the buyer [5]. According to Durmaz, A brand can be identified as all kinds of signs that can be enlarged, issuable with a press, and representable [3].

In order to be known by the wider community, the brand must be communicated and socialized. According to Fill and Jamieson (2014) corporate or business branding is now recognized as an integral part of the overall communication effort. Corporate reputation and the actions undertaken by organizations are perceived not only in terms of brand values and profits but also in terms of their ethics, and the impact that organizations have on the environment [6].

The communication management has management functions which include several important aspects to effectively and efficiently achieve the organization goals. These important aspects are planning, organizing, actuating, and controlling. Determining goals are important to every organization in designing its strategic or operational plans. Management aims to effectively and efficiently reach the organization goals. Manager's performance is measured from the effectiveness and efficiency in achieving the organizational goals. Efficient is able to use the resources appropriately, while effective means doing things properly [7].

According to Michael Kaye, communication management is how people manage the communication process through constructing meaning of their relationship with others in various communication scopes by optimizing the communication and technology resources. The communication management has four functions of organizational management called P-O-A-C (Planning-Organizing-Actuating-Controlling [8].

Moving inside the project, there are many structures that assist in making sense of the complexity of the reality that many project managers have to cope with. The 7-S framework divides a comprehensive set of issues that needs to be considered. It also allows classification of tasks within the remit of the project manager, which reduces the complexity of the role. In addition, classifying issues in this manner ensure that the project manager will know where to look to find sources of help if novel situations arise. Knowing that interpersonal problems in a term are aggravated by the style/ culture that a project

manager promotes, provides a means for finding solutions to the problems.

The 7-S framework of management issues was promoted by McKinsey and Co., management consultants. Their original 7-S is amended for the project environment, with a description of each of the elements [9]. First is strategy, as a process. It involves a high-level consideration of objectives, which can be seen as points of principle rather than activity-level details. Second is a structure that arranged human resources relatives to lines of command and control. A key question for the project manager concerns the nature of this structure.

Systems are "the way we work". Both formal and informal systems will need to be designed or at least recognized for key tasks, including communication and quality assurance. Formal systems can be demonstrated through statements of the procedure simply put under these conditions, we carry out this action'. Informal systems, particularly for information transfer, are far less easy to describe and control. It is normal, however, for these to be the main mode if communication within groups. A theme within the systems element is the focus of the systems on 'process'. That is, ensuring that all activities carried out the contributing to the end objective of the project in a constructive manner. Systems are a recurring theme throughout this text.

Staff needs to be selected, recruited and managed. How they respond to their treatment will have a large impact on the success or otherwise of the project. Yet this element has traditionally been neglected by texts on project management. Style/Culture is part of the 'soft' side of management. Indeed, it cannot be managed in the short term in the same way that the finances of a project, for example, can be managed. Stakeholders are an important consideration for project managers. Their importance has only recently been realized and methods for the management of expectations and perceptions developed.

II. METHODOLOGY

The method is used in this research is a qualitative descriptive approach by analyzing specifically on management perspective. The case study method applied to focus on the specifications of the analytical unit, by looking at its unique traits and problems. Creswell (2007) explains case study is research designs found in many fields, where researchers develop an in-depth analysis of a case, such as an event, activity, process, or an individual [10]. This research uses the method of intrinsic case study to deeply understand the communication management case of "Branding Bahagia" in Creative Youth at Indonesian Heritage Sites, as the case has its own uniqueness in each area. The case study method emphasizes the specifications of the units or cases studied, by looking at the unique nature and problems that are the focus of research [11].

This research is conducted in Yogyakarta. Specifically, data collection and in-depth interview are implemented in the area of Yogyakarta, Prambanan, Klaten, and Borobudur. The primary informants are the Project Coordinator of UNESCO Culture Unit and Account Executive Manager of Srengenge. The informants are involved intensively in the whole process of data collection in "Branding Bahagia" program.

The data collected in this research conducted by two in-depth interviews with Project Coordinator of UNESCO Culture Unit and Account Executive Manager of Srengenge. Furthermore, documents are needed to reveal how the subjects define their self in the environment and the situation at hand. Therefore, this research will refer to the document of UNESCO and Srengenge working plan.

In this research, observation is conducted to systematically track the process of "Branding Bahagia" communication management. The researcher made a clear field notes during the observation. In order to work objectively, the researcher also observed and giving notes to the social background of the research's subject.

III. RESULTS

An effective and efficient communication strategy can be implemented by the communication managers. Effectiveness and efficiency become the organization's main goal toward short or long term continuity of the organization's system. The communication management will direct the organization to produce an effective communication strategy in the process of achieving goals. Management and organization cannot be separated because it's a whole unit. The organization will not survive without management. Organization is a structured system to achieve goals. A system involves actors who work together in achieving the organization's goals. A systematic approach is on the contrary, to the atomistic approach that states an explanation can be obtained by solving phenomenon into parts to be studied. In contrast, the system approach is holistic [12].

Creative Youth at Indonesian Heritage Sites is a program held by UNESCO in collaboration with Citi Foundation. The program has been running since 2017 and entering its second phase in empowering the creative young entrepreneurs through "Branding Bahagia" project. In this second phase, UNESCO involves the performance and commitment of stakeholders to reach the goals in an effective and efficient way, especially in the area of Yogyakarta, Prambanan, Borobudur, and Klaten. The second phase of "Branding Bahagia" is expected to be the problem solving for the young entrepreneurs in understanding the branding strategy of branding, communication, as well as its long-term benefit to their business. Yogyakarta and Central Java; Kota Tua of Jakarta and Toba Lake of North Sumatera are the targets of Creative Youth at Indonesian Heritage Sites program.

Communication management uses the functions of management to achieve organizational goals. A structured management will not work properly without communication. The process of communication management has four frameworks, namely P-O-A-C (Planning-Organizing-Actuating-Controlling) [9]. The

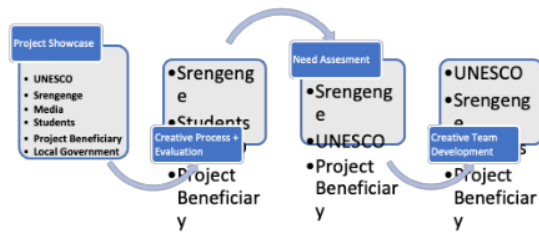project manager plays an important role in the process of communication management.

Fig 1. Project Management of Unesco "Branding Bahagia"

IV. DISCUSSION

In the second phase of "Branding Bahagia" in Yogyakarta, Prambanan, Borobudur and Klaten, the P-O-A-C frameworks are implemented as: Creative Team Development, Need Assessment, Creative Process, Evaluation, and Project Showcase. Planning is an initial process that determines other process of communications management. In the element of project management, this stage is known as the strategy element that involves consideration of high-level goals that are considered as a principle. In undergoing this stage, UNESCO forms a human resources arrangement to establish a command line. The system means the way we work.

There are two types of system, i.e. formal system and informal system. A formation of the system needs to be designed because it's necessary for the main task implementation, including communication and quality assurance. After determining the planning and strategy; and establishing the structure and pattern, another crucial element is the staff. UNESCO involves selecting parties to help them in achieving goals. Team/staff is selected for their abilities and skill because it will affect the success of the project. Style/culture is the soft side of management because it can be managed in a short period of time. Stakeholder becomes an important consideration for project manager.

This stage employs planning and designing the problem limitation to determine the problem solving that will be managed in "Branding Bahagia". Therefore, the planning strategy uses is creating a Creative Team Development. This planning strategy is revealed into two performance variables: (1) setting up team to collect participant / project beneficiary, which are 92 participants from Yogyakarta; 21 participants from Sleman; 57 participants from Magelang; and 30 participants from Klaten.

As the project implementer, UNESCO has a large scale of the mission to be achieved. Therefore, UNESCO cooperates with external parties and stakeholders which committed to be part of the project. (2) Setting up a team to conduct training programs for all participants. This team will be in direct contact with the participants as the project beneficiary. There are two indicators in this variable, i.e. (a) The team provide training in business development and

youth creativity, and (b) The team to provide training in entrepreneurial product branding development.

The second framework of "Branding Bahagia" working plan is Branding Assessment which includes three indicators i.e. (1) Analyzing the participants in several branding levels, (2) Analyzing the social media used by the participants, and (3) Adjusting branding activities with the participants' business sectors, so the output can improve the business of creative young entrepreneurs. The participants of "Branding Bahagia" come from various business types in Yogyakarta, Borobudur, and Klaten, as described in the following table:

TABLE I.
NUMBER OF "BRANDING BAHAGIA" APPLICANT IN YOGYAKARTA AREA BASED ON BUSINESS TYPE

Type of business	Quantity
Online Business	1
Interior Design	1
Publisher and developer of board-game based educational games	1
Product, Home Décor, Interior Design	1
Art	1
Architecture	2
Photography	3
Tourism	3
Crafts (handicraft, souvenir, wood, ceramic)	5
Culinary	5
Fashion	13

TABLE II
NUMBER OF OF "BRANDING BAHAGIA" APPLICANT IN PRAMBANAN (KLATEN) AREA BASED ON BUSINESS TYPE

Type of business	Quantity
Fashion	7
Tourism	8

TABLE III
NUMBER OF OF "BRANDING BAHAGIA" APPLICANT IN YOGYAKARTA AREA BASED ON BUSINESS TYPE

Type of business	Quantity
Visual Communication Design	1
Fashion	1
Crafts	5
Culinary	8
Tourism	29
Performing Arts	2

All applicants of "Branding Bahagia" will be re-selected based on two main criteria, i.e. (1) The maximum age of "Branding Bahagia" participant must be 35 years old, (2) The participant of "Branding Bahagia" must be willing and committed to attend a series of activities coordinated by UNESCO. The total number of brands participating in all process of "Branding Bahagia" are 114

brands including 66 brands for Yogyakarta and Prambanan area, 32 brands in Borobudur area, and 16 brands Klaten area.

The result of mapping the type and number of products, and problems faced by participants in each area has formed a categorization level of each product's branding needs. There are four categorization level of problems and output to be applied, which are: (1) Level 1; to produce and maintain the social media contents and promotion materials, (2) Level 2; to add refreshment into several promotion materials of brand with a complete asset, (3) Level 3; to create campaigns or strategy for brand that have not been able to maximize asset, (4) Level 4; to create all materials such as product identity, visual branding, campaign of new product and refreshment.

The information gathered in the process of data collection and problem identification becomes the material in Creative process and evaluation as the improvement stage in the process of communication management namely organizing and controlling. In the creative process, the participants will meet students from several universities in Yogyakarta who will be the practitioner of communication strategy in "Branding Bahagia" program. The students will be assisted and supervised directly by the UNESCO and Srengenge Creative Lab. Assistance and supervision in making the communication and branding strategies generate a final result, namely Project Showcase, which become the peak of the series of "Branding Bahagia" activities. UNESCO will organize an exhibition of student work as regard to their contribution in "Branding Bahagia" project.

V. CONCLUSION

Communication is inseparable part of management. The process of management will not able to run properly without an effective communication. The communication management established by UNESCO in the second phase of "Branding Bahagia" project as a part of its Creative Youth at Indonesian Heritage Sites program, especially in the area of Yogyakarta, Klaten, Prambanan, and Borobudur, is strengthened by the effective communication among all parties involved in a series of actions. In order to effectively and efficiently organize the program, UNESCO needs a communication strategy to establish an effective communication with the parties involved. The project manager plays a crucial role in maintaining the effectiveness of communication management. UNESCO delegates the parties involved as executors in "Branding Bahagia" project, so the process of communication management can be run in effective and efficient ways.

There are four stages in the process of communication management and seven elements of project management in "Branding Bahagia" i.e. Creative Team Develops, Need Assessment, Creative Process, Evaluation, and Project Showcase. Each stage needs a system to manage the performance pattern in order to obtain a sustainable result in all stages. In its implementation, this framework could become more detail when it's combined with the concept of project management.

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