



THE FAILURE OF BRANDING AND SOCIAL RELATIONSHIP IN THE DEVELOPMENT OF MAJAPAHIT HOUSE IN BEJJIJONG TOURISM VILLAGE

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Abstract.

Majapahit house is a homestay with Majapahit architecture in the tourist village of Bejijong, Mojokerto district, part of the concept of a tourist area in one multi-product village. Infrastructure has been repaired, cooperation has also been carried out with various parties.

The construction of Majapahit houses using district and provincial budgets is expected to provide optimal service to tourists to enjoy the atmosphere of the past. Marketing through promotions has been carried out, but it has not shown significant results so far. This study looks at these problems through an exploratory approach to marketing communications. Homestay service products, marketing relations, and power relations in management that are running are not profitable for the development of the Majapahit homestay business.

The results of research conducted using a qualitative approach through exploratory methodology show that there are weaknesses in marketing communications that are not carried out on an ongoing basis. The service product in the form of a Majapahit house is not able to provide sensational value in the minds of customers. Through observations and key informants, it turns out that there is an unequal relationship between the local government and the Majapahit housekeepers.

In conclusion, the products offered do not give the exoticism of a Majapahit house with the feel of a Majapahit house. Marketing communications are not carried out in an integrated and coordinated manner. Unprofessional management due to paternalistic power relations within the government bureaucracy.

The first recommendation put forward is to build the atmosphere of the Majapahit house in the past in one area. Second, Management must be carried out by a professional institution. Third, building an integrated marketing communication system and building a relational business network

Keywords, Branding, structural relations, the atmosphere of the past

The background to the problem

of the tourism commodity in Law Number 10 of 2009 is that various tourism activities are supported by various facilities and services provided by the Community, Entrepreneurs, Government, and Regional Governments. The development and development of the potential of rural tourism-based villages or tourism villages is currently a high enough concern for developing tourism that has its own charm in Indonesia. One of them is the development of Kampung Majapahit as a Tourism Village in Bejjong Village, Trowulan District, Mojokerto Regency.

By carrying out the concept of a *one-village multiproduct village*, this Bejjong tourist village offers a variety of tourism products. The Bejjong tourist village integrates various tourist destinations and tourist infrastructure in the concept of "Kampung Majapahit". Development of a Tourism Village in Majapahit Bejjong Village, Trowulan District, Mojokerto Regency, in collaboration with various parties, including the Bejjong Village Government, the Mojokerto Regency Government, the community, and private parties, namely the Lumbini Buddha Parini Bana Foundation. Kampung Majapahit Bejjong has a distinctive feature in the form of a traditional Majapahit house with traditional architecture and was built with a budget of Rp. 5.92 billion from the Regional Budget of East Java Province and Rp. 1.48 billion from the Mojokerto government in 2014. Bejjong Village itself is one of three villages. which received the most housing construction compared to other villages, namely 197 houses.

The construction of this Majapahit house was based on many historical sites such as Brahu Temple, Siti Inggil's Tomb, and others. The existence of the Majapahit house and historical sites which are used as tours is certainly an opportunity for Bejjong Village to maximize the potential for cultural tourism which can later bring benefits to the villagers. Rumah Majapahit is intended for tourist facilities to become a *homestay* which will later be utilized by the community so that the community's economy is assisted. The next goal is not only

to be a *homestay*, it is also intended as a facility for visitors who want to feel the atmosphere of Kampung Majapahit, and enjoy several historical heritage sites of the Majapahit Kingdom. The next goal is to change the lifestyle of the people of Bejijong Village in protecting their environment so that they don't look slum after this development inevitably forces the community to protect their environment.

However, in practice, tourism in Kampung Majapahit tends to be less than optimal compared to other cultural tourism villages in Indonesia, such as Yogyakarta or Bali. The village government's program of making educational tour packages for batik and cast brass which actively involve tourists has not been fully realized. Apart from that, many Majapahit houses are still unused, even though they can function as *homestays*, educational facilities for batik, cast brass, or souvenir centers.

In a study conducted in 2017, some of the Majapahit houses were empty and the residents were not using them. There is a sign saying 'For sale' or 'For rent' in front of several houses. It is even used as a grocery store and food stall. Even though the development of a tourist village in Bejijong has been carried out, several integrated marketing approaches have begun to carry out *city branding*, events, and the use of social media. When viewed from the number of occupancy of the Majapahit house, it was recorded that in June 2022 the Majapahit house in Bejijong still numbered 100 guests/tourists who used the Majapahit house in Bejijong.

Starting from this background, this research seeks to understand the communication and sociological barriers that have resulted in the non-optimal development of the Majapahit house in accordance with the Bejijong tourism village development plan. How is the integrated marketing communication strategy carried out by policy makers? How is the relational approach in building tourism awareness in marketing their service products and how is the power relationship between the village government and residents whose territory is occupied as a Majapahit house in the Bejijong tourist village?

Literature Review

Research on the implementation of the utilization of the Majapahit house, which was launched in 2014, has been widely published. Research in 2017 through the Forum Group Discussion highlighted the optimization and obstacles to achieving the goals of building the Majapahit house seen from the policy of the Majapahit house program. The results of this study explain the lack of community involvement in the program and, shows that the lack of attention to authenticity and cultural significance is at the core of the problem of preserving cultural heritage which is manifested in practices in Trowulan. (Widjaja Martokusumo and Catrini 2022:<https://mediaindonesia.com/humaniora/462037/pelestarian-rumah-majapahit-di-trowulan>)

Government in developing a tourist area, exploratory research that looks at the process of handling the Majapahit house program, which shows that there are weaknesses in the implementation due to the lack of public knowledge about *homestay*, the limited facilities of the Majapahit house.

In contrast, the research conducted by the Islamic University of Malang in 2020 focused on accelerating development through the Five Stakeholder Collaboration Program. The Pentahelix Model Theory consists of five stakeholder sectors, namely the Government Sector, the Private Sector, the Community Sector, the Academic Sector, and the Mass Media Sector. These five sectors cooperate with each other, coordinate, and synergize together to optimize development in the Kampung Majapahit Tourism Village showing better and maximum results (Khoirul Muafi. 2020).

While this research through a qualitative approach will explore in particular the Integrated Marketing Communication Strategy Perspective in building the *brand image* of Rumah Majapahit tourism services. An approach that has never been done in many studies on Majapahit houses. Many marketing studies in the service sector are not systematically carried out in a comprehensive and integrated manner. This research tries to explore the aspects of integrated marketing communications carried out by the Majakerto district tourism office and Bejijong village in marketing tourism villages, especially the Majapahit house. As well as failure seen from a sociological perspective.

In understanding marketing communication, this research looks at the conception of Kotler & Keller (2012:172-173), Marketing Communication is a means by which companies try to inform, persuade, and remind consumers directly or indirectly about the products and brands being sold. Marketing Communications also allow companies to connect their brands with people, places, events, brands, experiences, feelings, and more. Marketing communications contribute to brand equity by instilling the brand in memory and creating a brand image, as well as driving sales and even influencing shareholder value.

In *Integrated Marketing Communication* Morissan (2015) conveys in the book *Integrated Marketing: Marketers Convinced Its Time Has Arrived*, that in the 1980s, it was realized that efforts to integrate all promotional instruments owned to increase sales of marketing communications needed to be integrated into *Integrated Marketing Communication (IMC)* (Morissan, 2015). *Integrated Marketing Communication (IMC)* is the process of developing and implementing various forms of persuasive communication programs for customers and prospects on an ongoing basis. The purpose of IMC is to suggest or have a direct impact on the

behavior of its target audience. IMC suspects that all sources that can connect customers or potential customers using products or services from a brand or company are potential channels to convey messages in the future. Even farther. IMC uses all forms of communication that are relevant and acceptable to customers and potential customers. In other words, the IMC process begins with the customer or prospect, then turns to the company to determine and define the forms and methods that need to be developed for a persuasive communication program (Shimp, 2003).

However, integrated marketing communications must pay attention to the product, the price set, and the place where the marketing is carried out. In addition, the promotion variable is the most important factor in carrying out marketing communication activities, namely *advertising, direct marketing, internet marketing, sales promotion*, public relations, and personal selling. The Kotler concept related to marketing communications was attempted to understand the marketing process of the Majapahit house tourism object carried out by the Majakerto Regional Government in building Brand equity.

A brand is a brand that will become an identity, with different fingerprints, but the brand will carry the same message. The brand is also referred to as a term, name, sign, design, symbol, or a combination of these, with the aim of identifying the goods or services of the seller's products and differentiating them from competitors' products. Meanwhile, image is a relatively consistent perception in the long term (*enduring perception*). So it is not easy to form an image, so once it is formed it will be difficult to change it. The image formed must be clear and have advantages when compared to its competitors. A brand is more than just a product. A product is something that is produced in a factory, while a brand is something that consumers buy. Consumers do not form relationships with specific goods or services, but instead, build strong relationships with specific brands. And the brand is an intangible asset - the most important invisible/visible organization.

With regard to brands, there will be 3 main types of brands with different images, namely *Attribute brands*, and name brands that are able to communicate trust in the functional attributes of the product. *Aspirational Brands*, namely brands convey an image of the type of person who buys a particular brand. *Brand experience*, which conveys the association image and shared emotions between the brand and individual consumers. Proper and successful branding will shift the sales function to the purchasing function. With proper branding, the sales transaction process will make it easier for the seller because it is the consumer who will come to the business to buy. The ability of brands that are already embedded in the minds of consumers will have the

ability to influence buying behavior. This can happen because brands have become a bridge of information to consumers through brands so that consumers fully trust the products to be sold.

With a well-known and trusted brand name, consumers do not hesitate to place an order. According to Shimp (2003), *Brand Image* can be considered as a type of association that arises in the minds of consumers when remembering a particular brand. These associations can simply appear in the form of certain thoughts or images that are associated with a brand, just as when we think about other people.

On the other hand, the marketing process is very dependent on the atmosphere of the relationship from where the service product is traded. Berry (2002) defines relationship marketing as an effort to attract, maintain, and overall service organizations in maintaining relationships with customers. Meanwhile, Kotler and Armstrong (2008), defines relationship marketing as a process of creating, maintaining, and transferring excellent, value-laden relationships between customers and other stakeholders. Relationship marketing is considered one of the best steps in an effort to gain a sustainable competitive advantage. This condition can be achieved if there are mutually beneficial exchanges and fulfillment of promises as in exchanges or relationships between suppliers, sellers, and buyers. Service and sales to customers are considered equally important factors in successful long-term marketing. This means that good product sales are the key to increasing company sales and being able to maintain long-term relationships. Thus relationship marketing becomes an important factor related to how to retain customers and maintain service to consumers.

Chan (2003) states that the main goal of relationship marketing is actually to find the lifetime value (LTV) of customers. After LTV is obtained, the next goal is how to increase the LTV for each customer group from year to year. After that, the next goal is how to use the profit gained from the discovery of lifetime value and grow it to get new customers at a relatively low cost. Thus the long-term goal is to generate continuous profits from two groups of customers, namely current customers and new customers.

Methodology.

The research method was carried out using a qualitative approach in an interpretive perspective, the research used a participatory approach to explore primary data, and secondary data with data collection instruments through in-depth interviews to examine and understand attitudes, views, feelings, and behavior of individuals or groups of people. In this study, the authors focused on planning in building a *brand* destination in the Bejijong tourist village area.

Testing the validity of the data is done through the process of data conformability, and triangulation of data sources. The data were analyzed through a process of systematically searching and compiling, data obtained from interviews, field notes, and documentation by organizing the data into categories, describing them into units, synthesizing them, and compiling them into patterns. Processed data will be interpreted based on the meaning contained in the patterns of tendencies in the synthesis results with theoretical concepts developed inductively.

III. Research result.

Bejjong is a village name that has a long history, around the 13th century, the first King of Majapahit, Raden Wijaya, based on a weakly written inscription that now exists in the Netherlands, laid the foundation or tribe of a weakly written temple, which was the first temple built by Majapahit. The place is now called weak dhuwur or Siti Inggil. It was the weak people who first cleared this area and called it Kedung Wulan. Kedung means a wide lake full of rainwater, while Wulan means moon. Kedung Wulan means that this area is full of rainwater. Weak people write that the area next to it is Bejjong. Beji means a wide lake while Jong means a water reservoir, so Bejjong means a wide lake where water is stored. At that time, many Chinese people had come to Majapahit, and they called the area Bejjong village a place or area of profit and loss, where according to the Chinese, Beji meant profit, while Jong meant a loss. Because according to the Chinese in the Bejjong area, the fate of the people is that one-day agriculture will be profitable and another time they will suffer losses because it is inundated by rainwater.

The Kedungwulan and Bejjong areas in 1905 were still one area, but starting ± 1912 the area was split into two villages, the Kedungwulan area was headed by the Trunajaya Lurah, while the Bejjong area was headed by the Bungkul Lurah. In 1912 – 1925 the Kedungwulan area was led by the Nititrana Village Head, while the Bejjong area was led by the Singo Karso Village Head. In 1925 – 1935 the Kedungwulan and Bejjong areas because they were close together (sticky/Javanese) were made into one village called Bejjong and led by Haji Achmad. Then in 1935 -1970 again, namely Bejjong Village under the leadership of the Village Head (replacing the term lurah as head of village-level administration) Bani Singokarso. From 1970 – 1990 Bejjong Village was led by the Head of the Village, Moh. Adnan Idris, 1990 - 2007 led by the Village Head Teguh Apriyanto, SH., 2007 - 2019 under the leadership of the Jatmiko Village Head, at this time the management of tourist destinations is starting to receive attention. In 2020 – 2021 under the leadership of Village Head Teguh

Apriyanto, SH, and in 2022 – now Bejjong Village is under the leadership of Village Head Pradana Tera Mardiatna.S.IKom. (Source: Bejjong Village Government 2022).

Geographical Condition of Bejjong Village Bejjong

Village is a rural area located in the Trowulan District, Mojokerto Regency, East Java Province. The area of this village is \pm around 195 Ha. The administrative boundary is to the south of Trowulan Village, to the north of the direct border with Kejagan Village, to the east of Trowulan, and to the west by Mojoagung - Jombang District. Bejjong is still included in the Trowulan tourist area, which means that each region is not far from one other. If you calculate the distance between Bejjong Village and the district capital it is \pm 10 Km, with a travel time of approximately 20 minutes. Then the distance between Bejjong Village and the Provincial capital is \pm 54 Km, which is not too far from Surabaya. Looking at the location map, Bejjong Village is a strategic area with an environment that is a tourist center in Trowulan. This village has two tourist attractions that are often visited by local and foreign tourists, namely places of worship for Buddhists, where there is a sleeping Buddha statue. As well as the Brahu temple which is the site of the Majapahit royal heritage and the burial place of Raden Wijaya, the first king of Majapahit called Siti-inggil. This geographical strategic location gives Bejjong an advantage to be able to market the Majapahit house well to the public, tourists.

Bejjong village branding steps regarding the Majapahit

House The Mojopahit house which now stands in the Majapahit village was built using the East Java APBD and the Mojokerto APBD of 15.9 billion, which was a grant, most of which was given to Bejjong Village. Since 2014 efforts to integrate various tourist destinations in Bejjong Village, namely the Majapahit House, Siti-inggil, Sleeping Buddha, Brass handicraft center, Batik have been carried out, with the aim of becoming an integrated tour package within the concept of the Majapahit Village Concept.

Since being designated as a tourist village, Bejjong has made various improvements to meet the standards of a tourist village. Various steps were taken including carrying out multiple steps of cooperation with five stakeholder sectors, namely the Government sector, the private sector, the community sector, the academic sector, and the mass media sector. However, this condition was not able to lift the expected branding of Rumah Majapahit City, it has not been able to form a positive brand image in the minds of tourists visiting tourist destinations. In fact, there is an unfavorable image of the Majapahit house.

The steps taken so far have not been able to increase the occupancy rate of the Majapahit house. The efforts that have been made by the Majokerto regional government through the Tourism Office have shown a

direction toward the concept of developing tourism product services. The Tourism Office has taken steps to make it easier for tourists to access integrated destinations. Likewise in the development of landscape and infrastructure, the arrangement of the Majapahit village has fulfilled it as a marketable tourism product. The determination of logos and taglines, advertising, and promotions that are currently being developed by the regional government of Mojokerto and Bejijong Village have fulfilled one of the ways to develop *city branding*. The media approach has been carried out either through conventional/mainstream media or new media or online media.

Several steps were taken through communication marketing to build the Majapahit house brand, but this cannot be said to be optimal. The process of marketing communication through media relations was not able to be built in synergy with the Tourism Office and Bejijong Village. Promotion in its handling, whether through sales promotion or holding events for publication, is still carried out partially and temporarily. The touch of using media as a vehicle to build a brand is not visible in its activities. Conventional media is not used with a planned strategy, meaning that it is not continuously and continuously carried out. Conventional media only cover every event and official visit. Even though the use of Social Media has not been structured in a mature plan, it is still very temporary, its activities are very dependent on limited and poorly managed resources. The activity of filling out social media content is carried out only when sub-district personnel can carry out activities or content on their social media accounts.

So far Bejijong Village, the Tourism Office, and the Mojokerto Regional Government have not taken a structured approach in terms of managing and lifting the Majapahit house in an institutional setting that specifically deals with Majapahit houses. These government institutions are still shackled by bureaucracy which is built in a pattern of linear relationships between superiors and subordinates in structural power relations. The pattern of patron-client bureaucratic relations in the management of the development of the Majapahit house has shackled the ability to develop innovation and management creativity. The management of potential destinations is only categorized and grouped based on existing potentials. So that the handling of the Majapahit house is carried out like the management of MSME (Micro, Small, and Medium Enterprises) brass craftsmen. They must be able to survive on their own with the steps of the residents who live in Majapahit houses without integrated planning for their development.

It was also found in this study that the use of conventional media was only presented when there were certain events, such as when officials inspected tourist sites or activities that were considered newsworthy. While

the use of new media for online news does not have its own website, the use of social media such as Instagram, Tik-tok, YouTube, and Facebook is carried out temporarily and not continuously. While advertising activities can hardly be found in conventional media or new media. Some promotional activities carried out by the Tourism Office and Bejjong Village is still limited in introducing informational nature to the public, through the management of social media which is not constantly carried out. Efforts to deliver planned messages to the public that are persuasive are almost non-existent. Promotion as an important element in marketing communications has not received proper attention through integrated planning.

So far no information has been found that can show direct marketing activities carried out by the management of the Majapahit house or from village institutions or the Tourism Office. They did not make a personal approach with related institutions in marketing the Majapahit house. Even the implementation of the event which is one of the instruments to attract public interest and attention in order to elevate the image of the Majapahit house is not maximally publicized. They do it only through conventional media that are invited as well as creating social media content.

Promotional steps like these that have been carried out so far have proven to be less able to build a positive image for visiting tourists. Those who visit the sleeping Buddha do not have any knowledge about the Majapahit house, let alone imagine how beautiful and comfortable it is to enjoy the old Majapahit atmosphere. This fact is more due to the lack of education and persuasion of tourists about the Majapahit house which is expected to provide added value for tourists to enter the time space of Majapahit's heyday, such as the purpose of building the Majapahit house.

Especially in the management of Majapahit houses which are funded with the aim of providing services to tourists when they travel to Bejjong village, they have not been able to display professional management. They perform guest services without adequate service standards as lodging. The Majapahit houses, numbering 197 houses, in reality most of these houses are not utilized as guest/tourist lodging houses. This is because the owners of the Majapahit houses built by the Tourism Office do not have sufficient knowledge about lodging management. Such as the management of the yard, kitchen and reception are not well laid out. This reality can occur because residents who get Majapahit houses have not received guidance on skills in managing them adequately. As a family where the land is used as a Majapahit house, they do not understand the philosophy of the Majapahit house and are not equipped with the ability to manage a home stay. The Majapahit house should have been built to be able to create the feel of the old Majapahit period and be able to serve in a modern concept,

and this did not happen in the management of the Majapahit house. In terms of the facilities at the Majapahit house, the place did not have ample space for parking, and sanitation facilities were not properly maintained.

Likewise, managers in building relationships with customers to obtain lifetime value cannot be carried out, they are managers of the Majapahit house, they do not take an inventory of customer/guest identities, do not establish good communication and post-stay relations are not carried out. So that managers and customers break up and are unable to build a psychological relationship. Thus in developing the marketing of Majapahit houses together with developing and improving tourist destinations to the Majapahit village, it should provide potential energy for the marketing process.

Building relationships between suppliers, sellers and buyers is the main key to the success of the tourism business. In this case the Majapahit house through the concept of Kampung Majapahit has tried to build relationships with various stakeholders, the five stakeholder sectors are the Government Sector, the Private Sector, the Community Sector, the Academic Sector, and the Mass Media Sector. However, the context of the relationship that was built was not based on relation marketing but rather on the relationship of fostering and developing tourism villages through the pattern of empowerment relations and helping the economy of the people who manage the Majapahit house.

They carry out coaching through various means by participating in training, research, and webinars. Various experts and studies have been carried out on the development of the Bejjong tourist village to get an award. However, the number of tourists did not increase significantly, while the Majapahit houses still had limited occupants. Some of the guests who came were reluctant to take advantage of the Majapahit house because it was considered less representative for them to stay, besides that the Majapahit house only built a replica of the Majapahit house of the past but was unable to bring out the old Majapahit feel. Besides that, going to Bejjong for tourism exploration of Mojopahit village does not require a long time which demands that they have to stay overnight, so if they stay overnight they choose Mojokerto or Surabaya which are relatively close. So that the relationship that is built is not Relationship Marketing but relationship coaching which is more coordinated by the regional government.

Temporary management of the Majapahit village relies more on the perpetrators of the activities in it with monitoring by village officials and the Mojokerto city government tourism office. So that the handling of business problems is more controlled by business owners including the Majapahit house. Relations between them and business actors are not well coordinated, they even compete to get customers. The function of

government is only to mediate when there is conflict and partial guidance. For example, there may be differences in the pricing of brass handicraft products. This management of the Majapahit village, including the Majapahit house, is based on the relationship between the formal leadership bureaucracy and its residents. Relationships that rely on the relation of power over the authority of the structural power foster relatively pseudo-compliance. They only obey when there is a leader in front of them and then act according to their will.

Thus the field data can be explored during observation and participatory research for 4 months in Bejjong village.

Discussion

The initial concept of the Tourism Office wanting to build city branding for Kampung Majapahit does not seem to have fulfilled what city branding meant. Khavaritzis (2004) states that *city branding* is seen as a form of image marketing that involves three aspects, namely: primary marketing which is all the appearance of the city such as landscape strategy, infrastructure, bureaucracy, and all behaviors related to the city. In this concept, the Majapahit village from the infrastructure aspect has fulfilled it, but in building a bureaucratic system in the conception of power relations it actually reduces marketing efforts optimally, such as price competition and even forms of service at Majapahit houses. Whereas in the second concept Khavaritzis sees secondary marketing as formal, intensive marketing which is commonly known as marketing practices such as advertising, public relations, graphic design, and so on; third, based on data collected in the field, it shows that the implementation is still sporadic because it is not managed professionally, specifically and continuously. Weak human resources (HR) in the field of media content, which is able to create space in the minds of audiences in the form of forming strong memories about the Majapahit village.

When studied from the development of the image of Majapahit village service products, especially the Majapahit house as a city branding icon, the primary marketing step that must receive attention is Majapahit house products. This is related to the landscape and infrastructure strategy that does not meet the philosophy of building a Majapahit house. The Majapahit house which has been managed by the residents where the Majapahit house was built, they do not have professional skills and is without knowledge of the philosophical nuances of the Majapahit historical house. When the management cannot present the feel of a Majapahit house, then the Majapahit house is just a very simple building and is not suitable as a homestay by lodging standards. Rumah Majapahit is a very simple inn that is not marketable to tourists visiting the integrated tourism area of Mojokerto.

Lodging that carries the theme of the Majapahit house, of course, lodging service products must be able to present a Majapahit feel, because that nuance is what is worth marketing.

Nuances with adequate infrastructure as the ancient Majapahit village will be able to present the exoticism of the Majapahit village. Starting from the lodging area as a residential area of the Majapahit village, which is arranged exclusively will provide an amazing experience for tourists. Facilities and infrastructure adapted to the old Majapahit residential area. So what the Majapahit house has to offer is not the building of the house but the Nuance of Majapahit.

In the secondary marketing step, seen from the perspective of integrated marketing communications, in addition to paying attention to products, and prices, also determining marketing places, as well as marketing communication variables. The promotion Variable is the most important factor in carrying out marketing communication activities, namely *advertising, direct marketing, internet marketing, sales promotion*, public relations, and personal selling. In using these promotional variables, the Tourism Office and Bejjong Village were unable to present the advertising dimension in a sustainable and consistent manner in the content they created. On the other hand, the direct marketing department cannot be carried out by the Tourism and Village Offices, let alone the management of the Majapahit house. The management institution of the Majapahit village is carried out by government agencies and residents who are in the Majapahit house so there is a limitation in the ability to handle it professionally. Public relations steps, and building external relations cannot be fully carried out. So that in marketing Majapahit house service products it is not able to meet the requirements of the Promotion variable in helping to build brand equity for Kampong Majapahit activities, let alone the Majapahit house.

The third perspective is tertiary marketing related to word-of-mouth marketing, which is reinforced by the media, and competitor marketing which cannot be controlled by the marketing team. This is related to relation marketing, which has been implemented so far by the village of Bejjong and cannot be carried out professionally. The relational pattern of managing Majapahit houses and Kampung Majapahit which relies on bureaucratic structural relations results in the flexibility to develop marketing communications that are shackled by patron-client power relations.

The marketing of the Majapahit houses and the Majapahit Kampong package was not able to build a tourism community, both with travel agents and other marketing agents so the word-of-mouth communication process was not well developed. The utilization of communication media cannot be optimized in conducting

marketing, both conventional media, and new media. Likewise, carrying out observant trendsetting and strict benchmarking, so that development and innovation in the marketing of services and products are not optimal and there will not even be innovation in the field of marketing products and services.

Whereas when viewed from the development of brand image a branding activity carried out can be seen from the development of brand attributes, in this case, the Majapahit village as a product that Bejjong village relies on fails to communicate trust to tourists about the function attributes of the Majapahit house. The Majapahit sensation was not obtained when the Majapahit house was inhabited. As a homestay, it also does not meet the professional qualifications of a homestay. Furthermore, the Aspirational Brand, namely the brand conveys the image of the association and those who buy certain brands, the Majapahit house which was originally built to enjoy the old Majapahit atmosphere, was not obtained in reality, this sensation was not formed because the Majapahit house was only built in Majapahit architecture but far from the Majapahit atmosphere so that the house Majapahit does not provide aspirations from the wishes of the end (tourists). An experienced brand that conveys an image of the association and shared emotions between the brand and individual consumers, even based on data obtained by the field on their experiences staying at the Majapahit house does not get a pleasant emotional nuance and is different from the others. In fact, the tenants are disappointed with the unprofessional service of the Majapahit house.

Doing the right and successful branding should be able to shift the sales function to the purchasing function. However, Kampong Majapahit with its Majapahit house does not build a strong brand in the minds of its users. However, if the Majapahit village with the Majapahit house can be presented in professional management and handled seriously by the power relations of the central and regional governments in managing it in an integrated manner, it will provide added value to national tourism. Bejjong Village has great potential in the form of an invaluable past cultural heritage and a strategic location.

Weaknesses in the management of Kampong Majapahit can be seen in building marketing interactions which are still shackled by bureaucratic patterns and carried out in formal structural power relations. The role of the government through the Tourism Office is not able to build a pleasant business atmosphere. The government of both the village and the sub-district as well as the district were unable to properly engage in marketing relations. Even though in the relationship marketing business concept it is very important to develop and market products, especially the three services that are marketed, public relations is very urgent to become

the center of attention in integrated business development. The absence of human resources among young people to engage in business development and the business atmosphere is a cause for concern.

Conclusion

In several studies regarding *branding destinations*, Lucari and Berg's study in Morgan (2011) regarding *brands* with their study object in Sweden. According to Lucari and Breg (2011) research on *brand*, destinations is carried out to make a region the main domain because tourism marketing theory itself is a theory that uses many disciplines. In contrast to the study of Morgan, Pritchard and Prode (2011) that *brand* destinations will pose a challenge in measuring the future of a tourism location.

The implementation of tourism marketing communications cannot be carried out continuously and continuously and is still incidental and sporadic. The activities carried out by the Bejjong Tourism and Village Office in determining marketing steps in promoting tourist destinations have not fulfilled marketing rules.

Based on the product side, the homestay services for Majapahit house do not fulfill the product elements that have the ability to compete to make icons that are emotionally impressive in the minds of tourists. The aspect of tourist attractions is that Bejjong village is actually quite strategic because it is on the provincial road route between Surabaya and Mojokerto, making it easier for tourists to stop at Bejjong. In addition, there are brass and batik handicraft products that are very competitive and relatively cheap with good quality. This should be able to support the bargaining value of the Majapahit house to become an alternative stopover for tourists.

As a product of Majapahit house lodging services, it is unable to offer the exotic atmosphere of the old Majapahit house. The Majapahit house only exists as a replica of the old Majapahit house. Homestay users at Rumah Majapahit do not get the feel of Majapahit, they even get less decent lodging as expected by tourists, who expect satisfaction and a memorable experience.

Promotional steps aimed at building brand awareness about the Majapahit village and the Majapahit House were not optimally managed, as seen from the unfulfilled elements of city branding. Branding activities are still far from what the branding process should be. Starting from optimizing the potential of marketing communications, publications, public relations, and post-purchase services to consumers cannot be controlled in integrated marketing management.

Another problem is the unprofessional handling of tourist destinations and limited understanding of managing products and services which are the main commodities of Bejjong village. Management of the Majapahit house is still carried out in the same way as dealing with MSMEs (Micro, Small, and Medium

Enterprises) so that an integrated network in management does not occur, they work independently and the government only provides direction and guidance. This structurally built relational approach is an obstacle to the development of the tourism business. The management of the Majapahit house tourism business has not been able to build business relations with tour agents and travel agents nor cooperate with MICE institutions in glorifying the existence of the Majapahit house.

The recommendation for the development of Majapahit villages and houses is that first, the product of Majapahit houses as a service business should be able to present an atmosphere with the old Majapahit feel. For this step, it is necessary to create integrated landscapes and infrastructure in certain areas that are able to present the feel of old Majapahit settlements. The management of the Majapahit house can no longer be handed over personally to the residents but is handled by a professional institution that controls the management of tourist destinations and lodging.

The two marketing aspects, in the marketing aspect, must be managed effectively if the management is carried out in an integrated manner through a well-planned marketing strategy. Conducting integrated marketing communications is a must in marketing and building brand awareness.

Third, handing over the management of the Majapahit house in an area with an ancient Majapahit atmosphere requires a professional management institution. Management is carried out with a corporate business approach, which will be able to trigger creativity in competing with existing accommodations around Mojokerto and Surabaya.

Fourth, Must build business relationships with the business community in the field of tourism and travel agencies, with social communities concerned with cultural heritage. Build a social network to publish the house of Majapahit widely, including conventional media.

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