

Tourist Segmentation in Jakarta: An Analysis of Jakarta's City Branding

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ABSTRACT

The purpose of this research was to analyse Jakarta's city branding by profiling the groups of international tourists based on their travel behaviour and socio-demographic profile. This small-scale study surveyed 100 foreign tourists who visited Jakarta and stayed at least one night during the previous 12 months. The research employed cluster analysis to group foreign tourists with similar characteristics and preferences. Using a city branding hexagon as measurement variables, the results suggested there were three groups of foreign tourists with different characteristics and preferences during their visits in Jakarta. These are named On Duty Traveler, Deja Vu Traveler and New Face Traveler. The On Duty Traveler segment is the most dominant type of traveller, visiting Jakarta for working purposes and comprising travellers from the Asia-Pacific region. Understanding the differences between these three market segments and their demands provide the government with important information to inform Jakarta's City Branding and the creation of distinct marketing programs to appeal to each segment.

ARTICLE INFO

Article history:

Received: 9 October 2019

Accepted: 3 January 2020

Published: 17 March 2020

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Keywords: City branding, city branding hexagon, cluster analysis, segmentation

INTRODUCTION

The world of tourism is experiencing great development making it one of the largest and fastest-growing industries in the world (setkab.go.id). This is a potential factor for economic growth (Cheam et al.,

2013). Indonesia’s tourism industry has experienced rapid growth from 7 million tourists in 2010 to 9.7 million tourists in 2015 (data.jakarta.go.id, 2017). The sector is Indonesia’s fourth-largest national foreign exchange contributor, larger than the agriculture, automotive and mining sectors (Indonesian Ministry of Tourism, 2016). As the capital of the Republic of Indonesia, Jakarta is one of the main entrances for foreign tourists to visit Indonesia. Jakarta has contributed 24% to Indonesian GDP and foreign exchange from its foreign tourist visits (data.jakarta.go.id, 2017). However, the number of foreign tourists visiting Jakarta is still far below the other capital cities in neighbouring countries such as Bangkok, Singapore and Kuala Lumpur. The city ranking details are presented in Figure 1.

Bangkok, Singapore, and Kuala Lumpur also have the same functions with Jakarta as the metropolitan city, economic and government centre. However, it can be seen from Figure 1 that Jakarta international tourist arrivals are still far below those in neighbouring countries. For example, the growth of Bangkok as another large ASEAN

capital city has experienced a significant increase in international tourists every year, while Jakarta has stagnant growth since 2013.

Jakarta as the capital city of Indonesia offers many destinations and attractions such as historical museum and buildings, marine tourism in Kepulauan Seribu (Thousand Islands), shopping centres (Tanah Abang as one of the largest shopping centres in ASEAN), theme parks and traditional Betawi cultural tourism. Betawi is terminology for local people in Jakarta when it was occupied by the Netherlands a hundred years ago. The terminology remains until now for people whose ancestors are originally from Jakarta. Betawi cultural tourism includes Betawi traditional culinary festivals, traditional dance (Topeng Betawi Dance, Jaipong dance, Japin dance), traditional musical instruments (Tanjidor, Marawis, Keroncong) and other festivals that usually happens in May to August along with the celebration of Jakarta’s birthday and Independence Day of Indonesia.

However, these destinations and attractions are not well promoted and have not become priority tourist destinations

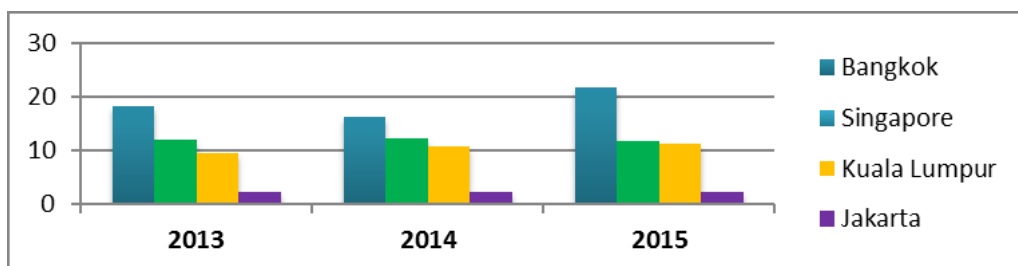


Figure 1. International tourist arrivals in several countries in Southeast Asia from 2013 – 2015 (newsroom.mastercard.com; data.jakarta.go.id)

when visiting Indonesia. Therefore, Jakarta needs to re-brand its image internationally, rather than just as a centre of business. In comparison to neighbouring capital cities such as Bangkok, Kuala Lumpur or Singapore, Jakarta offers traditional festivals, shopping centres, museum and historical buildings and maritime tourism, which are as attractive as those neighbouring capital cities. Jakarta is still lacking in the ease of access or transportation. However, such infrastructures have become the focus of government attention right now.

City branding is a tool of urban renewal including the creation of an identity with its own experiential value aimed to increase local development, city attractiveness and international visibility (Kavaratzis, 2004; Sabah, 2016).

Although cities are not products, Kavaratzis (2004) argued that cities could be promoted in a similar way to corporate brands because cities are complex entities that deal with multiple identities, address various stakeholders and have social responsibilities. For example, Jakarta can be promoted as a place to live, to do business, with destinations to visits and as an opportunity to invest. Therefore, there is an opportunity for Jakarta to draw from the city branding concept to develop and manage its image and reputation by communicating it to various target groups via visuals, narratives and events locally and internationally to gain a competitive advantage among other capital cities in ASEAN (Prilenska, 2012; Sabah, 2016).

The city branding concept is integral to the relationship between a city brand, city branding, and city image. A city brand is a brand identity, which is a combination of name, symbol or design that represents an existing display to establish a different identity from its competitors (Blain et al., 2005). Jakarta has previously used “Enjoy Jakarta” as its strapline to promote itself. However, city branding is not limited to utilizing a logo and strapline and communicating the value of a brand to get positive perceptions or images in consumers’ minds (Dwiputrianti & Saragih, 2015; Sabah, 2016). Brand image is a reflection of the response to the perceived value consumers see within a brand, as branding is derived in part through mutual communication (Kavaratzis & Ashworth, 2005). Knowing the city image of Jakarta is useful in understanding the different perceptions received by foreign tourists and determining the right strategy for future city branding. To create a more positive brand image or city image, Jakarta must identify its attractiveness in tourists’ perceptions and then create an appropriate branding strategy to promote it. Each segment of tourists displays a different character and preferences; thus, understanding these differences allows distinct marketing activities to be developed (Kotler et al., 2014).

This study aimed to segment Jakarta international tourists into several clusters. The City Branding Hexagon is a measurement index of a city’s characteristics

developed by Anholt-GfK Roper City Brands Index (ACBI) and used to inform the city branding strategies of Boston and New York City (Sevin, 2014). There are six variables in the City Branding Hexagon that were used in this research to segment Jakarta’s international tourists: presence, prerequisite, place, people, potential and pulse. By using the City Branding Hexagon as the segmentation variable, the study results provide new insights about Jakarta’s international tourist travel behaviour by segmentation based on tourists’ preferences and socio-demographics. Such an approach underpins the development of recommendations to improve Jakarta’s city branding.

Literature Review

City Branding. City branding, also known as city marketing, is a concept of designing a location to satisfy the needs of consumers in the target market (Dwiputrianti & Saragih, 2015). City branding is the process of defining a vision for a city, planning and executing efforts toward achieving its goals, and measuring the direction of progress

in its achievements (Hultén, 2012). Every city is undeniably competing with other cities, so to get a competitive advantage, a city can benefit from a city branding strategy. A number of scholars (Sabah, 2016; Sevin, 2014) have examined city branding, Kavaratzis & Ashworth (2005) proposing the conceptualization illustrated in Figure 2.

Kavaratzis and Ashworth (2005) proposed that the overall concept of city branding comprised the city brand, city branding, and city image. A positive city image means that the current city branding strategy is suitable and can be enhanced while a negative city image means the city has to engage in rebranding or create new branding strategies. City image is an image that is formed in the minds of people because of the typical characteristics of the city, where its uniqueness forms its city brand. For example, Singapore the nearest neighbour country of Indonesia has unveiled a new joint business and tourism brand “Passion made possible” in 2017 as it believes Singaporean spirit was “passion” and “possibilities”. Therefore, the ‘Passion made possible’ brand reflects Singapore as

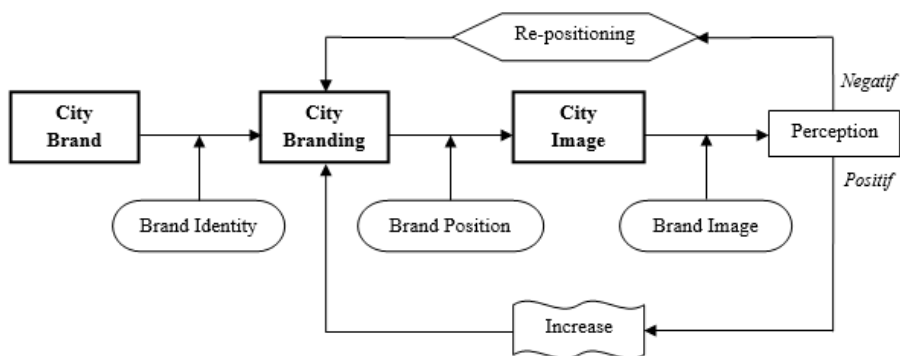


Figure 2. City brand, city branding, and city image relationship (Kavaratzis & Ashworth, 2005)

a destination to visits and in which to invest (www.traveldailymedia.com). City branding is beneficial in building a more distinctive and widely applied identity for urban areas. This is the basis for identifying and bringing together the images and meanings associated with the city brand in a marketing message, aimed at creating differentiation and preferences.

City Branding Hexagon. After clarifying the concept of city branding, we highlight concepts that have been used as segmentation variables for Jakarta’s international tourists. According to Simon Anholt via the Anholt-GfK Roper City Brands Index (ACBI), there are six measurements to define a city’s characteristics. The City Branding Hexagon consists of six variables that are considered appropriate in measuring Jakarta’s city branding program and segmenting Jakarta international tourists. These variables are shown in Table 1.

This segmentation aims to improve the marketing mix of variables divided into product, price, place, promotion (Luigi & Mircea, 2015). In this sense, market segmentation is a process of dividing the market into smaller groups according to needs, characteristics, or behaviours that may require different or mixed marketing strategies (Kotler & Armstrong, 2012). Therefore, existing or potential customers (where Jakarta international tourists fit in this context) can be based on a two-segment basis: socio-demographic and travel behaviour.

Socio-demographic segmentation is based on the collection and analysis of information according to consumer suitable demography, geography and psychographic.

Travel behaviour segmentation is based on the City Branding Hexagon with six variables for segmenting Jakarta international tourists: presence, prerequisite, place, people, potential and pulse.

Table 1
City Branding Hexagon

Variable	Definition
Presence	Measures the international status of a city that consists of its contribution to the world.
Prerequisite	Assesses the basic qualities of a city to meet the needs of tourists.
Place	Rates through the perceptions of tourists about the physical condition of the city.
People	Expresses the hospitality, welcome, culture and language of local residents, as well as communities that provide a sense of security to tourists.
Potential	Measures the attractiveness that has an opportunity in the city branding of a city.
Pulse	Measures tourists' perceptions of the attractions found in a city that feel new or different.

In conducting market segmentation, a researcher should consider MASDA (Measurable, Accessible, Substantial, Differentiable, and Actionable) aspects to avoid improper analysis of targets (Kotler & Armstrong, 2012).

MATERIALS AND METHODS

Research Design and Procedures

Survey research was conducted with a sample from international tourists visiting Jakarta. The field survey was conducted between May and July 2017. Screening criteria required the respondents to travel to Jakarta for at least one overnight in the previous 12 months. Based on data from the Provincial Government of DKI Jakarta’s website, the average number of foreign tourists visiting Jakarta from 2014 to 2016 is 2,402,843 tourists per year. Using this number of tourists, the number of samples was calculated using the Slovin formula (Sugiyono, 2015).

$$n = \frac{N}{1 + Ne^2} = \frac{2402842,6}{1 + 2402842,6(0,1)^2} = 99,99$$

Where:

n = sample size

N = population

e = margin of error 10%

Respondents

This study used descriptive analysis to determine the characteristics of traveller respondents as shown in Table 2.

K-Means Cluster

The survey used the six dimensions of the City Branding Hexagon: presence, prerequisite, place, people, potential and pulse (Sevin, 2014) as a segmentation basis. Cluster analysis was then used to search for homogeneous groups of shared characteristics and travel behaviours. Cluster analysis is a statistical technique that classified respondents who have similar characteristics and behaviours as intro groups (Hudson & Ritchie, 2002). This analysis is used to provide recommendations for classifying populations. Grouping aims to facilitate the analysis of large data. K-means is an algorithm calculation to a cluster, which is dividing data into several groups (sub-populations). The method of the K-means algorithm was processed by a computer system to classify the group data without the first specified category. The sig value < 0.05 indicates there is a significant difference between the clusters formed and eliminates items that show sig > 0.05 or do not have a difference (Malhotra, 2010).

Table 2
Traveller respondent characteristics

	Characteristics			
Gender	Male (40%)	Female (60%)		
Age	<22 yrs. (22%)	22-40yrs.(72%)	41-60 yrs. (6%)	
Budget	<\$500 (13%)	\$500-\$1,000 (53%)	\$1,000-\$2,000 (23%)	>\$2,000 (11%)
Companion	Single (39%)	Friend (23%)	Spouse (36%)	Family (2%)

Cross-Tabulation

This analysis is used to look at the relationship between variables and can be used to analyze more than two variables (Malhotra, 2010). The Cross-tabulation analysis enables the tabulation of several different variables into a matrix. The Chi-square table shows the significance of the variable: if sig < 0.05 then the variable has a relationship with other variables and if sig > 0.05 then the variable has no relation with other variables.

Measurement Variable

The survey questionnaire for this study has two parts. The first part consists of questions related to consumer demographics, where the second part is statements related to tourist preferences based on the City Branding Hexagon variable (Table 3).

Table 3

Variable dimensional measurement

Variable	Dimension	Indicator
Segmentation (Kotler & Armstrong, 2012)	Demographic	a. Gender
		b. Age
		c. Travel budget
		d. Occupation
		e. Travel companions
City Branding Hexagon (Sevin, 2014)	Presence	a. Nationality
		b. Days spent
		c. Visit history
		d. Travel information
		e. Travel motivation
	Prerequisite	a. Travel arrangement
		b. Travel accommodation
		c. Travel transportation
	Place	d. Information guideline
		City Potential Value
People	People Potential Value	
	a. City's landmark	
Potential	b. City's museum	
	c. City's island	
	d. City's shopping centre	
Pulse	e. City's theme park	
	City's event	

RESULTS AND DISCUSSIONS

Analysis of Dimensions Underlying Tourists’ Behavior

Cluster analysis was employed using the ANOVA test from K-means. ANOVA test was employed to identify the underlying dimensions of tourists’ behaviour. Items with a significant level lower than 0.50 were removed, only items with a significant level above 0.50 were attained.

Clusters of Tourists’ Behaviour. A cluster analysis was applied to classify tourists with similar characteristics and behaviours into groups. The analysis was performed using a K-Means clustering procedure. Trials with two to five clusters were executed,

and the results were compared to identify the most appropriate number of clusters. Based on the results of cluster formation, the solution with three-clusters appeared to be the most appropriate in terms of cluster interpretation, meaningfulness, and size. The Final Cluster Center table (Table 4) is the average score of each attribute of the 3 clusters formed. The greater each member score each attribute indicates those attributes are the most related to the members. For example, Cluster 1 members rate the Asia Pacific attributes greater than cluster 2 and 3 members. Thus, cluster 1 is dominated by members from the Asia Pacific region, and so on for other attributes.

Table 4
Summary statistics of cluster analysis and ANOVA test

Final Cluster Centers	Cluster			ANOVA Test	
	1	2	3	F-value	Sig
Asia Pasific	1.67	1.12	1.45	8.78	0.00
Mid East	1.91	2	1.79	2.92	0.06
Europe	1.64	1.88	1.79	2.237	0.11
America	1.78	2	1.97	5.756	0.00
Days	1.38	1	1	16.2	0.00
Weeks	1.76	2	2	8.63	0.00
Months	1.87	2	2	4.104	0.02
First time	1.6	1.24	1.84	11.28	0.00
More than once	1.67	2	1.26	19.94	0.00
Every years	1.73	1.76	1.89	1.766	0.18
Social media	1.51	1.24	1.13	8.102	0.00
Advert	1.73	1.65	1.58	1.093	0.34
Family friend	1.18	2	1.45	25.47	0.00
Travel agent	1.82	1.24	2	35	0.00

Table 4 (continued)

Final Cluster Centers	Cluster			ANOVA Test	
	1	2	3	F-value	Sig
Gov expo	2	2	1.89	3.538	0.03
Business trip	1.91	1.59	1.89	6.025	0.00
Events	2	2	1.79	8.019	0.00
Study trip	1.96	2	1.76	5.582	0.01
Holiday	1.13	1.41	1.55	9.661	0.00
Flights hotel	1.42	1.47	1	14.34	0.00
All in tour	1.91	1.76	2	4.752	0.01
Motel/homestay	1.27	2	1.97	62.85	0.00
Budget hotel	1.58	1.18	1.34	5.2	0.01
Lux hotel	1.91	1.82	1.87	0.477	0.62
Rent apt	1.82	2	1.79	2.055	0.13
Public (bus/train)	1.49	1.88	1.76	6.252	0.00
Private public(taxi/uber)	1.51	1.06	1	24.1	0.00
Rental bus/car	1.56	1.71	1.89	6.31	0.00
Tour leader	1.78	1.12	1.76	17.82	0.00
Guide book	1.82	1.65	1.66	1.779	0.17
Online map	1.73	1.65	1.24	13.3	0.00
Previous visit	1.42	2	1.89	21.47	0.00
Clean	1.91	1.59	2	12.67	0.00
Diversity	1.82	1.76	1.34	13.65	0.00
Art	1.96	1.94	1.79	3.29	0.04
Healthy	2	2	1.89	3.538	0.03
Tolerance	1.84	1.76	1.97	3.006	0.05
Religious	1.91	2	1.89	0.917	0.40
HiTech	1.91	2	1.89	0.917	0.40
Global	1.84	1.76	1.89	0.777	0.46
Confident	1.89	1.59	1.89	5.189	0.01
Competitive	1.82	1.94	1.68	3.337	0.04
Funny	1.84	2	1.66	5.151	0.01
HardWorker	1.71	2	1.87	4.189	0.02
Smart	2	1.59	2	28.18	0.00
Honest	1.87	2	1.97	3.337	0.04

Table 4 (continued)

Final Cluster Centers	Cluster			ANOVA Test	
	1	2	3	F-value	Sig
HI	1.42	1.06	1.63	9.062	0.00
Monas	1.09	1.41	1.21	4.52	0.01
Istiqlal	1.62	1.76	1.74	0.889	0.41
Sunda Kelapa	1.98	2	1.58	18.32	0.00
Fatahilah Park	1.91	1.88	1.76	1.866	0.16
National Museum	1.24	1.24	1.58	6.292	0.00
Fatahilah Museum	1.69	1.94	1.26	17.71	0.00
Puppet Museum	1.58	1.76	1.34	5.09	0.01
Maritime Museum	1.87	1.94	1.87	0.355	0.70
Bank Mandiri	1.73	1.88	1.95	3.817	0.03
Bank Indonesia	1.82	1.29	1.58	9.188	0.00
Textile Mueum	1.98	1.59	2	21.56	0.00
Ceramic Art Museum	1.98	1.71	1.92	6.135	0.00
Pramuka	1.96	1.76	1.95	3.5	0.03
Tidung	1.78	1.94	1.79	1.146	0.32
Pari	1.89	1.47	1.76	6.744	0.00
Bidadari	2	1.94	1.84	4.177	0.02
Putri	1.96	1.88	1.87	1.041	0.36
Harapan	1.96	1.94	1.97	0.178	0.84
Mangga Dua	1.93	1.94	1.97	0.361	0.70
Gajah Mada	1.71	1.94	1.61	3.337	0.04
Pasar Baru	1.58	1.94	1.61	4.047	0.02
MKG	1.98	1.82	2	5.508	0.01
Tanah Abang	1.91	1.76	1.92	1.658	0.20
GI	1.42	1.12	1.5	3.832	0.03
TA	1.67	1.59	1.61	0.237	0.79
CP	1.71	1.65	1.53	1.523	0.22
Sency	1.93	2	1.87	1.48	0.23
PP	1.98	1.94	2	1.037	0.36
Ancol	1.93	1.53	1.97	15.45	0.00
Ragonan	1.89	1.94	1.79	1.403	0.25

Table 4 (continued)

Final Cluster Centers	Cluster			ANOVA Test	
	1	2	3	F-value	Sig
TMII (Indonesia Miniature Park)	1.98	1.76	1.76	5.048	0.01
Festival	1.69	1.71	1.95	4.897	0.01
Entertainment	1.71	1.76	1.74	0.094	0.91
Live Show	1.82	1.47	1.87	6.416	0.00
Nightlife	1.47	1.53	1.26	2.544	0.08
Expo	1.8	1.94	1.87	1.036	0.36
Conference	1.93	2	2	1.905	0.15
Charity	1.96	2	2	1.241	0.29
Workshop	1.98	1.71	1.92	6.135	0.00

Demographic Profiles within Clusters

To better understand the demographic characteristics of the respondents within three clusters, Chi-square tests were conducted using cross-tabulation analysis

as seen in Table 5. The results showed statistically significant differences between the three clusters in terms of gender, age, travel budget and travel companion.

Table 5

Cross tabulation analysis

n (%)	Cluster 1	Cluster 2	Cluster 3	Chi-square Sig
Gender				
Male	67%	94%	37%	0.000
Female	33%	6%	63%	
Age				
Teen (under 21)	29%	0%	24%	0.003
Adult (22-40)	58%	100%	76%	
Elder (41-60)	13%	0%	0%	
Travel Budget				
Low budget (Under US\$ 500)	0%	56%	62%	0.002
High budget (US\$ 1000 – 2000)	100%	44%	38%	

Table 5 (Continued)

n (%)	Cluster 1	Cluster 2	Cluster 3	Chi-square Sig
Travel Companion				
Couple	72%	8%	13%	0.000
Friend	10%	0%	47%	
Family	17%	92%	40%	

Table 6

Segmentation of Jakarta International Tourist: Combining City Branding Hexagon and socio-demographic as segmentation variables

Variables	On Duty Traveler (45%)	Deja Vu Traveler (17%)	New Face Traveler (38%)
PRESENCE			
a. Nationality	Asia pacific	America, Middle east, Europe	Europe
b. Days spent	A few days	Several weeks, Several months	Several weeks
c. Visit history	More than once	More than once	First time
d. Travel information	Social media	Family friends	Travel agent
e. Travel motivation	Business trip, events	Events, study trip	Holiday
PREREQUISITE			
a. Travel arrangement	Flights and Hotel,	Flights and Hotel	All in Tour Package
b. Travel accommodation	Budget hotel / 3*	Motel / Homestay, Rent apartment	Motel / Homestay
c. Travel transportation	Taxi, Uber	Bus, Train	Rental Bus/Car
d. Information guideline	Online map	Previous visit, Online map	Tour leader
PLACE			
City's space, building, service	Diversity, Art	Healthy	Clean

Table 6 (Continued)

Variables	On Duty Traveler (45%)	Deja Vu Traveler (17%)	New Face Traveler (38%)
POTENTIAL			
a. Landmark	Sunda Kelapa	Sunda Kelapa, Monas	HI Monument
b. Museum	Ceramic Art, Textile Museum	Puppet Museum	Bank Mandiri, Textile
c. Island	Pramuka, Pari, Bidadari	Bidadari	Pramuka
d. Shopping	Mall Kelapa Gading	Gajah Mada plaza, Pasar Baru	Mall Kelapa Gading, Grand Indonesia
e. Theme Park	Ancol Dreamland, Indonesia Miniature park		Ancol Dreamland
PULSE			
City's Events	Workshop	Nightlife	Festival, Live Show
DEMOGRAPHIC			
Gender	Male	Male	Female
Age	Adult (22-40 y.o.)	Adult (22-40 y.o.)	Adult (22-40 y.o.)
Travel Budget	High budget	Low budget	Low budget
Travel Companion	Couple	Family	Friend & Family

Table 6 combines the City Branding Hexagon and socio-demographic as segmentation variables. As seen in Table 6, the research results show that every group of foreign tourists in the city of Jakarta had some differences that could be explained as follows.

Cluster A: On Duty Traveler

This cluster appears to be motivated by business trip assignment or attending events during his/her visit to Jakarta. Dominated by tourists from Asia-Pacific, the “On Duty Traveler” made several previous visits

and stayed only for a few days. They got their travel information mostly from social media. They arranged their travel only for flights and hotels, with no trip arrangements previously. Having a higher travel budget, the “On Duty Traveler” stayed at three-star hotels and depended on taxis or Uber for his/her mobility. Their information guideline was based on online maps. Their favourite attractions are related to diversity and arts; for example, ceramic art or a textile museum were their favourite places to visit. Furthermore, this segment demonstrated positive perceptions of Jakartans seeing

inhabitants of Jakarta as confident, smart and tolerant. The “On Duty Traveler” segment was dominated by adult males aged between 22-40 years and preferred their spouses as travel companions. For tourist-orientated activities, they had allocated budgets of \$1,000 to \$2,000 during their trips to Jakarta. In terms of size, the “On Duty Traveler” segment was the largest of the three segments, representing 45% of all respondents.

Cluster B: Deja Vu Traveler

This cluster appears to be motivated by study trips or attending events during their visits to Jakarta. Dominated by tourists from America, the Middle East and Europe, the “Deja Vu Traveler” made several visits previously and stayed for a few weeks or months. They got their travel information from friends or family. They arranged their travel only for flights and hotels, with no trip arrangements previously. Having lower travel budgets, they stayed at motels, hostels or rented an apartment. They depended on public transportation such as buses or trains for their mobility. Their information guideline was based on their previous experience and online maps. Their favourite city spaces or building concepts were Sunda Kelapa, national monuments, or puppet museums. Furthermore, this segment also demonstrated positive perceptions to Jakartans seeing Jakartans as a funny, hard worker, honest and competitive. The “Deja Vu Traveler” segment was dominated by adult males aged between 22-40 years and preferred their family as travel companions.

For tourist-orientated activities, they allocated low budgets of about \$500 to \$1,000 during their trips to Jakarta. In terms of size, the “Deja Vu Traveler” segment represented 17% of all respondents. Both cluster A (On duty Traveler) and B.

(De Javu Traveler) are frequent visitors, they visited Jakarta more than once. However, they differed by the motivation to visit Jakarta, where tourists from Cluster A are mostly come to Jakarta for business purposes, while tourists from Cluster B are mostly come to Jakarta for study trip or attending events and stay longer in Jakarta.

Cluster C: New Face Traveler

This cluster assumes a traveller motivated by a holiday during his/her visit to Jakarta. Dominated by tourists from Europe, “New Face Traveler” has never made a trip to Jakarta previously and usually stayed for a few weeks during their trip. They got their travel information from a travel agency. They arranged all their travel in a tour package. Having lower travel budgets, they prefer to stay in motels or hostels. They rent buses or cars for their mobility. Their information guideline is from the tour leader. As their motivation to visit Jakarta was for holiday, their favourite places to visit are Ancol Dreamland Park, festivals or live shows. Furthermore, this segment also demonstrated positive perceptions to Jakartans such as confident, smart, tolerant and honest. “New Face Traveler” was dominated by adult females aged between 22-40 years and preferred their friends or families as travel companions. For tourist-

orientated activities, they prepared a low budget of about \$500 to \$1,000 during their trips to Jakarta. In terms of size, the “New Face Traveler” segment represented 38% of all respondents. The differences between this cluster with cluster A and B are tourists from cluster C are new visitors. They never visited Jakarta previously, and motivated by holiday, while cluster A and B motivated by business purpose, study trip or attending events.

DISCUSSIONS

The results of this study clarify the distinction between each segment of Jakarta international tourists and enables the government to plan its marketing effort to promote Jakarta as the capital city. Previous research has been studied regarding the tourism market of Jakarta by segmenting foreign visitors' lifestyle typologies (Srihadi et al., 2016). However, in terms of analyzing Jakarta's city branding by profiling the groups of international tourists based on their travel behaviour and socio-demographic profile, this research contributes to new knowledge.

As seen in Figure 1, Jakarta international tourist visits are still far below other capital cities in neighbouring countries such as Bangkok, Kuala Lumpur or Singapore. Therefore, by clustering each group of Jakarta international tourists, the government is able to offer products more efficiently as they know what kind of destination attributes that each segment values. This is supported by Kotler et al. (2014), who stated that each type of tourist displayed different

character and preferences; ideally, specific marketing programs should be developed for each type of customer.

The results of this study suggest tourists who visit Jakarta are not a homogeneous group and instead are divided into three clusters: On Duty Traveler, Deja Vu Traveler and New Face Traveler segments.

Based on the study results, one can conclude that the “On Duty Traveler” dominated most of the tourists who visited Jakarta by 45%, while the “Deja Vu Traveler” only represented 17%, meaning the number of tourists who visited Jakarta more than once besides being motivated by working arrangement was still low. To increase the number of international tourists who visit Jakarta, the government should distinguish marketing programs for each cluster because each segment shows different characteristics and preferences.

For example, the “On Duty Traveler” (the largest international tourist group in Jakarta) visit Jakarta because of working purposes; this suggests government should amplify Jakarta's current image as a city of business by hosting international forums or becoming the host of international events such as the Asian Games to be held in 2018.

Furthermore, the “Deja Vu Traveler” segment has the fewest international tourists in Jakarta, indicating there is a lower number of international tourists who repeatedly visit Jakarta for other than working purpose. Thus, this suggests the government should use a pulsing strategy such as promoting local celebrations or festivals to attract more “Deja Vu Traveler” to visit Jakarta

repeatedly such as Palang Pintu festivals, Kampung Betawi culinary festivals, the celebrations of Jakarta's birthday and Indonesia Independence day. Such a strategy is adopted by Bournemouth, a major seaside tourist destination in the UK. Bournemouth has a programme of varied festivals during the course of the year (including the Arts by the Sea Festival, Wheels Festival, Running Festival), each targeting a distinct tourist population. In addition, the "Deja Vu Traveler" segment obtains their information about Jakarta from family or friends that have visited Jakarta previously. Therefore, the government should use word-of-mouth as a strategy to improve awareness of Jakarta among international tourists.

Finally, the "New Face Traveler" segment represents the second largest group of tourists who visit Jakarta. They visit Jakarta for the first time with family or friends and prefer to use travel agents to arrange their trips in Jakarta. Considering this suggests government should collaborate with tourism companies by promoting "mandatory" places in Jakarta that should be visited by international tourists, such as Jakarta historical building and museum (National Monument, Bank Mandiri Museum and Fatahillah Museum), shopping centres (Tanah Abang as one of the largest shopping centres in ASEAN), Kepulauan Sribu (Thousand Island) and Ancol Theme Park.

In this study, only international tourists were examined. In developing tourism, domestic tourists might sometimes be neglected. However, for the government,

international tourism is the most effective way to promote a country. By taking into account what kind of Jakarta city branding is needed internationally, it is possible for the government to design attractive marketing programs that would also encourage potential destinations.

The sample size of 100 respondents within this study might not be as large as would be preferred. While it is to be assumed that larger sample sizes improve data analysis. Little research has been conducted to date to understand the effect of sample size on the correctness of segment recovery, although some researchers noted that increasing sample size can increase the confidence in a particular structure (Dolnicar et al., 2016). Thus, it is suggested for future research to use a larger number of respondents.

CONCLUSIONS AND RECOMMENDATIONS

Considering the segmentation of Jakarta international tourists using the City Branding Hexagon as measurement variables this study indicated that Jakarta international tourists can be divided into three segments based on their travel behaviour: On Duty Traveler, Deja Vu Traveler and New Face Traveler. Therefore, a "one-market" approach to viewing tourists is questionable. It is recommended that the government approaches tourists visiting Jakarta using a more segmented strategy as foreign tourists visiting Jakarta are not homogenous but can be segmented into groups with common characteristics. To increase Jakarta city branding, it is suggested to distinguish

marketing programs for each cluster because each segment shows different characteristics and preferences. The results of this research should provide new input to improve marketing programs for each cluster.

On Duty Travelers appear to be the largest dominant group of international tourists, dominated by males aged between 22 - 40 years old and motivated by working purposes when visiting Jakarta. Therefore, it is suggested that the government promote Jakarta current image as the city of business by hosting or organizing international events. This may possibly lead these travellers to give positive word-of-mouth about Jakarta and attract more international tourists. Hosting or organizing international events in Jakarta is one way to promote Jakarta through the mass media and press conferences. Furthermore, it is suggested to use social media to promote Jakarta city branding because the "On Duty Traveler" mostly gets information about Jakarta from social media rather than other means of information distribution. In addition, it is also suggested to promote Jakarta to the Asia-Pacific region because most "On-Duty Travelers" are from this region.

Deja Vu Travelers appear to be the smallest group of international tourists, dominated by males aged between 22 – 40 years old, with this type of tourist motivated by events or study trip purposes when visiting Jakarta. However, considering it represents only 17% of this sample of international tourists, it is suggested that the government use a pulsing strategy such as promoting local celebrations to attract more Deja Vu

Travelers to visit Jakarta repeatedly. In addition, it is suggested that the government use a new city tag line and create a new slogan to show the attachment of a person to the city. Examples of other cities with such slogans that show attachment are Singapore with "Your Singapore", Amsterdam with "I Amsterdam", Seoul with "I Seoul U", or New York with "I ♥ NY". A suggested Jakarta tagline might be "Enjoy Jakarta," using additional words that show attachment such as "We enjoy Jakarta".

New Face Traveler appears to be the second-largest group of international tourists within this sample, dominated by females aged between 22 – 40 years old, with their motivation when visiting Jakarta is for holiday. With family or friends becoming their companions, they prefer to use travel agents to arrange their first trip to Jakarta. Thus, it is suggested that the government collaborate with tourism companies by giving them "mandatory" places that should be visited in Jakarta by international tourists. This strategy has been done by several countries such as South Korea, and it becomes an effective way to promote local destinations.

This study has indicated that Jakarta's tourism market can be divided into distinct segments, therefore, the "one-market" approach is questionable and the practice of aggregating a distinctly different group of travellers appears to be masking potentially viable niche markets. Previous research has been conducted about the tourism market of Jakarta by segmenting foreign visitors' lifestyle typologies (Srihadi et al., 2016).

However, in terms of analyzing Jakarta's city branding by profiling the groups of international tourists based on their travel behaviour and socio-demographic profile, this is still limited. Thus, this paper suggests that any marketers targeting foreign tourists can use city branding analysis as a basis for segmentation because the international tourist market in Jakarta is definitely not homogeneous. Bespoke branding strategies as a response to these findings would be an excellent example of a research-based marketing program. This study seeks to provide useful guidelines for other destinations and managers of tourism organizations.

ACKNOWLEDGEMENT

The authors wish to acknowledge and thank all IMHA 2018 committee members and UPM *Pertanika* journal team that help publish this article.

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