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Rebranding Model of Dairy Cattle Agro Tourism in Malang Indonesia

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Abstract. This study aims to analyze the rebranding of agro-educational tourism based on dairy cattle. This research uses a qualitative-based explanatory approach from case studies. The research was conducted in the Nusa Pelangi Dairy Cattle Agro Tourism (Bromo Tengger Semeru National Park area) Malang Regency. Data analysis used the Complex Processes Model. The results of the Analysis showed the barriers rebranding more than enablers. Barrier's rebranding of agro-tourism was leadership roles in management, developing stakeholders' understanding of brands, inadequate research on rebranding, branding implementation in internal management, stakeholder coordination, integrated marketing development, and tension stakeholders. Enablers in agro-tourism rebranding process includes autocratic approach, narrow strategic brand, sustainable innadequate brand attributes and customer feedback. Barriers were higher than enablers because internal management conditions were not conducive. The majority of employees were family members, so authority and delegation are unclear. The role of the organizational structure was not good. Management and stakeholders didn't have the same vision. So this research strategy was needed to completing internal conflict management in improving cooperative relationships with stakeholders and increase stakeholders in the various lines. So far, stakeholder support has only been from the public sector, so expectations need of stakeholder involvement in the realm of tourism is needed, improvement of the tourism promotion platform, the national charm movement of Indonesia, and Non-Government Organizations (NGOs).

Keywords. Dairy cattle, national park, rebranding, tourism.

1. Background

The topography of the Malang Regency is dominated by highlands and hills. Areas with mountainous characteristics are an asset that stimulates regional governments to explore the potential of the region as an effort to spur regional economic turnover following existing resources. The consideration of resource aspects includes human resources, natural resources,

climate, and geographic location. In the digital era, the development of tourism is changing very fast to attract local and foreign tourists with innovation and uniqueness that characterize as tourist objects. The topographical layout of the Malang regency is bordered to Batu. That is an icon of a tourism city because it has a wide variety of tours.

Tourism development in the city of Batu is from educational to natural tours. The attractiveness of the region through tourism is a challenge for stakeholders in Malang Regency to develop a sustainable tourism sector further. Based on Regional Regulation Numb.2 in 2011 that the Medium Term Development Plan in Malang Regency 2010-2015 has formulated and agreed upon by stakeholders to realize Malang Regency as an East Java Agro-tourism area based on a variety of tours from nature tourism, agro tourism and religious tourism (Department of Culture and Tourism of Malang Regency, 2012).

According to the Medium Term Development Plan of the Malang Regency Government, in 2016-2021 that the potential of Malang Regency is directed to the development of an agro-ecotourism area centered in Poncokusumo District and surrounding areas such as Poncokusumo, Wajak, Pakis, Jabung, and Tumpang, which are referred to as "Poncowismojatu." The area has the potential for developing dairy cattle. The dairy cattle population in Malang diminishing due to the fewer number of dairy cooperatives whereas some of the dairy industry needs a partner with smallholders. The population of dairy cattle has decreased due to high feed prices due to imported feed raw materials such as polar wheat, wheat, and soy derivative products, which causes the income of farmers to decrease. In contrast, the price of imported milk is lower than the price of local milk. Based on this phenomenon, the development of livestock through agro-tourism is a solution. Agrotourism is a form of tourism in rural areas that provides closeness to nature and is related to agriculture-based activities (Joshi and Bhujbal 2012). A new problem in tourism development is the existence of a new competitor based on the education of more innovative dairy cattle in Batu, which is shaded by large cooperatives and milk processing industries such as large cooperatives as milk collectors and mega-farms. This is a big challenge in the dairy-based tourism sector.

Nusa Pelangi Tourism is an education-based agro-tourism for dairy cattle commodity. Agrotourism is currently considered less sustainable, so it is necessary to design a new concept in generating the market through rebranding strategies and strengthening human resources as a recovery in the agro-tourism sector. The 2016-2021 Mid-Term Development Plan from the Malang Regency Government expects that "Poncowismojatu," where Nusa Pelangi has the same location as the development area, will be able to attract the attention of the community in developing the agriculture-based tourism sector so that it can strengthen local revenue and create a sustainable tourism sector from a rebranding strategy and strengthening human resources through a complex processes model.

2. Literature Review

Agrotourism is a tourism concept integrated with agricultural potential as a tourist object, both in natural potential, cultural characteristics of the community, and agricultural products. Agrotourism scheme aims to education, entertainment, culture and business-related to agriculture and livestock. Agrotourism is also related to the management of agricultural resources—the combination of nature, rural life, and agricultural potential. If agro-tourism is managed properly, it can increase tourist attraction. The development of agro-tourism in one area aims to provide benefits to improve the welfare of rural communities through community income and also government from the tourism function based on agricultural cultivation, rural settlements, and conservation functions (Sastrayuda, 2010).

Middleton (2010) Brand is not only associated with advertising or logo, but the brand has a range of meanings and concepts that are more extensive and complex. The brand is a meaning. The brand is all about the components contained in the market and can make consumers feel satisfied. The brand is the whole mindset, feeling, speech, hearing, reading, sight, and imagination of consumers and potential consumers. They are suspected and expected to come from products, services, or organizations that are judged following consumer expectations.

One of the cases of rebranding is on Burberry Products. The aim of revising the brand strategy was to reposition Burberry as a brand with luxurious characteristics that would attract young fashion customers without leaving existing customers (Moore and Birtwistle 2004). The company's goal of changing its brand image is to increase operational efficiency and brand equity (Shetty, 2011). On the topic of equity and brand image, Muzellec and Lambkin (2006) stated that the initial trigger for the rebranding process was to change the company's image to be broader both internally and externally.

Rebranding in companies is concentrated with activities to separate or change from its original brand, formulated with a new formulation (Merrilees and Miller 2008). The rebranding model describes the triggers and the results of the rebranding, which has 3 phases, namely brand revision, implementation strategy, and stakeholder buy-in. Brand revision is the process of restructuring the use of a company brand. The second phase relates to the re-management of the company's internal activities, and stakeholder buy-in is implementing a corporate rebranding strategy with a massive approach.

The new rebranding model from Miller, Merrilees, and Yakimova (2014) combines single and many phases related to enablers and barriers in the rebranding process, including triggers and outcomes (Schwering, 2003).

Enablers are supporting factors that can influence the rebranding process. While barriers are an inhibiting factor for the implementation of rebranding. Enablers and barriers are factors that influence the stages of rebranding implementation. Merrilees and Milner (2008) and Miller and Meerrilees (2011), these factors can occur in single-phase or multiphase. The important thing from the new model that refers to the enablers and barriers factor is to increase the success of company rebranding is to identify the factors.

3. Research Methodology

The research was conducted at the Nusa Pelangi Dairy Farming Agro-tourism, Poncokusumo District, Malang Regency, from March to May 2020. The main problem of Nusa Pelangi agro-tourism is that the management has experienced a decline in profits and even stopped operating. The main obstacle faced by Nusa Pelangi is the number of new agro-tourism that is starting to emerge. Facilities at tourist sites are more innovative so that they can increase the attractiveness of tourists. This research was conducted using a case study method, which is explanatory research. Yin (2003) explains that the purpose of case studies is to analytical generalizations (level one inference), which are based on case studies and impact policy and theory development. The purpose of explanatory is to emphasize cases that occur by becoming a common thread among stakeholders in decision making related to community economic development, especially dairy farmers in developing businesses aimed at dairy farming in agro-tourism.

Sampling was carried out by observation through in-depth interview techniques with Nusa Pelangi stakeholders, collecting data, then compiling data based on patterns, interpretations, and presenting the findings in the research process. In addition to observation through interviews, Focus Group Discussion was also carried out in this study with stakeholders

such as dairy farmers through the concept of agro-tourism in Malang Regency, Malang Regency Tourism Office, Animal Science Department, and academics from the Faculty of Animal Science, University of Brawijaya.

This study used a qualitative research approach with a Complex Processes Model Approach. According to Moleong (2008), the qualitative method is research that intends to understand the phenomena that occur in research subjects, for example, behavior, perception, motivation, action holistically, and utilizing descriptions in the form of sentence structures, in a special natural context by using various scientific methods. Researchers conducted techniques of extracting information through interviews and focus group discussions with stakeholders, including dairy farmers, Nusa Pelangi Management and Malang Regency Tourism Office, tenants, and tourists.

The author used a complex process model data analysis with the concept of triggers and outcomes through enablers and barriers into four phases developed by Miller et al. (2014). The sub-process analysis is compiled based on the four phases developed by Miller, Merrilees, and Yakimova (2014), which consist of Multi-Phase Sub Processes, brand Revisioning, Stakeholder Buy-In, and Rebranding Implementation with the addition of thematic Analysis that identifies enablers and barriers.

4. Result and Discussion

4.1 The potential of Nusa Pelangi Agro-tourism as a Regional Cluster

Regional Clustering is a strategy that aims at developing areas as centers of an economic turnaround in rural areas. The village as a barn for national food supply is expected to solve the problem for stakeholders to reduce the high exports for agricultural raw materials that can keep farmers away from empowerment. The control of industry in various sectors can inhibit economic growth in rural areas, so it is necessary to strengthen rural areas through asset-based communities. So that problems in rural areas can be turned into an asset that can provide benefits and added value to the community. The efforts of the Malang Regency government in the 2021 Medium-Term Development Plan for the "Poncowismojatu" area are used as a tourism development area in the eastern part of Malang Regency, which is also a unitary area of Bromo Tengger and Semeru National Parks, so it should have great support for activists, tourists, and stakeholders. Adequate rural youth in supporting the development of the tourism sector in the East Malang area. The majority of rural youth worked in the tourism sector that offers a tour guide and rent a jeep to Bromo. The economic turnover in the agro-tourism environment tends to be good because of the great potential of mountainous areas based on agricultural land and a suitable climate for the development of dairy cattle. Farmers in the Gubug Klakah area are less enthusiastic about cooperating with the milk cooperative because they are constrained by the long-distance. The income from depositing milk is not proportional to the cost of transportation. This is considered to be less efficient in developing a dairy business. Through Nusa Pelangi agro-tourism, there is great hope for stakeholders to become a solution for rural youth to develop the dairy cattle business.

The majority of people in Gubug Klakah not only work in one sector but also supported by other sectors. If rural areas are only supported through one sector, only tourism, the economic turnover, was not strong. If a crisis occurs in the tourism sector, such as the Covid-19 pandemic, the economic turnover will slow down. Indirectly, the pandemic can change the psychology of consumers and producers of a product. Therefore, the community must involve the agricultural sector because the food needs of the community are still needed. The livestock sector contributes to providing the needs of animal protein, one of which is from fresh milk or dairy products. Rural youth is a social capital that provides a major contribution in supporting

the development of agro-tourism based on dairy cattle so that the marketing system and livestock production facilities do not depend on industrialization / mega-farms and dairy cooperatives. Through rural youth who engaged in the tourism sector, that is based on dairy cattle, so it is able to empower farmers to increase the bargaining position of agricultural products. In the livestock sector, there are cases of price disparities between farmers and consumers.

4.2 Factors Affecting Rebranding

Based on the theory of Lomax and Mador (2006), 2 factors influence an organization to rebrand, namely, internal and external factors. Internal factors consist of changing strategies. A change in strategy is a priority for Nusa Pelangi to carry out the rebranding process. Based on an overview of the market position that Nusa Pelangi should change the refractive market segmentation, so it should be the focus on achieving the target market. Attitudes and culture in the organization determine the goals of the business. Employee attitudes will have an impact on the work environment to determine a conducive situation in an organization. If the attitude between employees is not good; it will affect the performance of employees in the organization. Changes in communication also have an impact on organizational performance. Communication is a method used by management to interact in organizations. Communication problems will have an impact on a bad organizational culture, and management cannot achieve goals. If the organization is not conducive, then management needs rebranding. External factors include changes in the organizational structure. Several aspects are indicators of successful management. Successful management can be achieved when an organization has implemented management elements well, starting from planning, organizing, actuating to controlling in a conducive environment. Pelangi Nusa management needs rebranding because management does not have the appropriate human resources expertise. Human resource capabilities are also limited—public perceptions of organizations and activities. The perception of the external environment is one of the conducive assessments of the Nusa Pelangi's Management, such as the role of stakeholders in supporting the management of Nusa Pelangi. External support is very important, especially in the marketing aspect. The role of stakeholders contributes to successful management. If the management environment is conducive, then stakeholders are interested in working together in supporting the business. Still, if it is not conducive, then stakeholders will not speculate in taking risks to cooperate. Good cooperation is mutually beneficial between parties.

4.3 Rebranding Triggers

Trigger for rebranding was the condition of Nusa Pelangi management, where stakeholders understood that management was the main problem. Therefore Focus Group Discussion was conducted after analyzing management conditions. The COVID-19 pandemic situation is difficult for the tourism sector to survive when people's purchasing power is low. It is due to the community's economy declined. It is logical that if there is a shift in consumption activities, the community will not fulfill their primary needs, while secondary and tertiary needs are not a priority. Even tourism needs are no longer a priority scale for the community for a while. The polemic that occurred during the pandemic should have made the management of Nusa Pelangi have to survive with the new concept of rebranding dairy cattle education agro-tourism. Management created a new concept of rebranding for agro-tourism by prioritizing the concept of selling dairy products. New themes are becoming a new concept in the era of the pandemic through educational dairy farmers' Agro-based virtual tour. People can enjoy educational tours with a virtual tour concept and delivery system for dairy products. Travel package covers the current educational documentary video virtual tour. The concept will be presented as a virtual tour through features that easily accessible by tourists millennials. The Tour package includes

dairy products, dairy foods, which are Nusa Pelangi's signature snacks and beverage. The virtual tour concept is an opportunity for Nusa Pelangi management to rebrand in the pandemic era

4.4 *Complex Processes Model Approach for Agrio Tourism Rebranding based on Dairy Cattle Education in Nusa Pelangi*

4.4.1 *Multiphase-sub Processes Rebranding :*

1. *Leadership roles in management (Barriers)*

a. *Desire and Conviction ;*

a strong desire and Conviction of leaders Nusa Pelangi management is an essential factor in determining the success of the rebranding. In the case of Nusa Pelangi management, strong faith belongs only to a certain group, while rebranding change must start with a strong desire and Conviction of the entire human resources. Based on interviews with informants, employees agree with rebranding but are still pessimistic because employees have the assumption that rebranding during a pandemic is more difficult and has big challenges. So it requires an optimistic attitude from management to determine the target market and marketing content that is valuable for millennial consumers in the pandemic era. Grove et al. (2003) and Lovelock and Jip (1996) stated that employees play an important role in customer satisfaction and service for the achievement of company goals. The process of internalizing branding can be done through internal communication and training for employees (Miller, Merrilees and Yakimova, 2014)

b. *Visionary :*

Good vision has the ability to see opportunities in future management well, making it easier to reach the target market and realize a sustainable agro-tourism. Aspects to be possessed of the vision to the rebranding process that has a wide scope of vision forward with technical ideas relating to digital technology that will be used as an access to reach the millennial consumer. The vision developed by the management is still conventional, even not adjust to digital technology. It is an obstacle for management due to the lack of human resources and the lack of involving rural youth in developing a visionary concept.

c. *Level of Disciplines :*

The discipline of employees in the management environment affects the achievement of organizational goals. Employee disciplined for authority and authority will tend to be responsible for their duties. That management activities in Nusa Pelangi are not the main priority of employees. The majority of employees have main activities other than the management of Nusa Pelangi so that it can lead to unfavorable management. Employee lacks a strong bonding in, so that will be difficult to achieve organizational goals. Management also does not punish employees who are not disciplined

d. *Empathy :*

Empathy is an attitude related to the level of employee discipline. Difficult coordination due to weak bonding between employees causes less empathy and poor relationships. Employees form groups within the organization because some employees are family members.

2. *Rebranding with an autocratic approach (Enablers)*

a. *Leaders are involved in management with other employees ;*

The manager always provides direction and offer help when employees are facing obstacles in carrying out the duties and functions in management. Managers are involved with other employees to solve management problems and are willing to contribute to employees. Managers take over the work of employees who lack discipline. Almost all management

activities are taken over by the manager. Manager not only helps core management but also helps tenants when there are sales problems at the food court.

b. Leaders accommodate employee suggestions and complaints :

The Nusa Pelangi Manager always accommodates employee complaints. The manager also always consider suggestions from employees about management progress. Attention manager not only to employees but also tenants about foodcourt facilities so that tourism also comfortable when in the food court. Even some complaints from employees and tenants are immediately followed up by the manager.

4.4.2 Brand Revisioning Single Phase

1. Developing stakeholders understanding of brand (Barriers)

a. Competitive Analysis ;

So far, the management has never analyzed the market that can measure the position of Nusa Pelangi agro-tourism to compete with other educational tours. It is a weakness that can lead to the management of Nusa Pelangi not yet have a trademark to survive in the tourism market competition. This causes the agro-tourism market position to be threatened so that the number of tourists decreases. This weakness is triggered by management that has never identified market segmentation, so that management does not have a strategy to compete with more innovative competitors.

b. Opportunities of tourism development in the era of technology :

Nusa Pelangi management still has not implemented digital technology in providing service facilities because human resource skills lack technology. At the same time, market segmentation for educational agro-tourism is millennial tourists accustomed to digital-based facilities. Therefore, this is an improvement in making the right strategy in determining the market through social culture. Like the Cimory Company, which has a funneling strategy to determine market segmentation and create a technology-based dairy farming concept.

c. Market Segmentation:

The management has not yet determined the market segmentation targeted as the real tourists, because the majority of tourists are children aged 3-12 years. These problems are points that must be audited when management has to rebrand. Whereas now a lot of tourism to the modern concept of concern to the millennial travelers. This is because of the management's lack of knowledge in determining the concept of agro-tourism branding.

d. Venue :

The location of Nusa Pelangi agro-tourism is in the same area as the Bromo Tengger Semeru National Park. This is a great potential in terms of regional unity in the development of educational agro-tourism. However, because it doesn't have a strategy to determine market segmentation, management does not exploit regional potential. The main obstacle to the marketing strategy has an impact on the decreasing number of tourists. In fact, there are still many people in Malang who don't know the educational agro-tourism of Nusa Pelangi. Even though the access used is the same as access to Bromo, Tengger, Semeru National Parks in East Java

2. Narrow Strategic Brand (Enablers)

a. No Ticket Realtor ;

The Nusa Pelangi dairy education agro-tourism ticket can only be obtained directly on the spot, so the management or the community around agro-tourism does not have the authority to sell tickets personally to tourists. This aims to minimize the occurrence of expensive ticket prices at the consumer level and to anticipate inconvenience to tourists. Tickets can be ordered by reservation to the management and can also be obtained directly on the spot.

b. The cleanliness of the agrotourism :

The location of Nusa Pelangi is clean because the management always pays attention to the environment in agro-tourism. The management also provides services in tour guide services for tourists to tour agro-tourism locations to educate tourists about dairy farming and dairy product processing. Tour guides also always remind tourists of cleanliness. The management also provides trash bins in every corner of the agro-tourism.

c. Business Climate :

The management of Nusa Pelangi provides support to food court tenants to develop businesses. Management expects that the food court tenants can also cooperate in increasing tourist satisfaction. Management also provides promotional facilities and support to tenants. Likewise, the food court also collaborates with management to sell products from Nusa Pelangi agro-tourism, such as pasteurized milk and yogurt, processed as dessert.

d. Service Hours :

Nusa Pelangi management has standard operating procedures, a management regulation to open services for tourists starting at 08.00 am to 05.00 pm. Opening hours agrotourism always regular and timely.

e. Tour Guide :

Agrotourism management provides services through tour guides. Management involves the community around agro-tourism to be a tour guide. These efforts are made by the management in empowering local communities in the tourism sector.

f. Security of Agrotourism :

Management ensures the safety of tourists by providing security guards. Management does not provide luggage storage, so tourists are expected to be careful in carrying goods. Tour guides also always remind tourists for safety.

g. Foodcourt :

Foodcourt managers are members of the community around agro-tourism. Five tenants sell food for tourists, from snacks to main courses at affordable prices. Foodcourt is conceptualized as the cafe that enhances agro-tourists to enjoy the atmosphere of the rural situation. But tourists assume that the foodcourt less comfortable because there is no wifi access.

3. Inadequate Research (Barriers)

a. Measurement of opportunities by stakeholders :

Nusa Pelangi has great potential for agro-tourism development in the Bromo Tengger Semeru National Park area. Based on the opportunity, dairy farming has great potential due to climate, temperature, and supportive feed availability. However, so far, there has been no research related to tourism development based on agriculture. There is no stakeholders help identify opportunities for tourism development from the perspective of academic. Inadequate research means a lack of adequate research on changing the brand. Limited research will reduce the phase of brand re-visioning and stakeholder buy-in (Boyle, 2002; Sonenshein, 2010)

4.4.3 Stakeholders Buy-In

1. Branding implementation in internal management (Barriers)

a. Tested The Market :

Management of Nusa Pelangi has never tested the market, so the market position can't be known. The number of tourists has decreased because management does not have the ability to project the position of agro-tourism among competitors. Especially with the existence of other educational agro-tourism with new concepts to stimulate public attention. Competitors who have personal branding make Nusa Pelangi agro-tourism not competitive. Especially competing with competitors based on industrialization such as the Cimory company. It is difficult if they have to compete with Cimory so that the good opportunity is to cooperate through big companies with a Frontal Partnership system. The management of Nusa Pelangi must cooperate

with Cimory, which creates market segmentation as if Cimory and Nusa Pelangi control the market (monopolistic practice) with agro-tourism segmentation based on dairy education.

b. Commitment of management :

The majority of employees are families, so the delegation of authority and responsibility is not good. Although the leadership has a strong determination to management development, due to unfavorable working conditions so difficult to achieve organizational goals. The manager also handles all activities that are the responsibility of other employees so that the duties and functions of the manager are inhibited.

During the separation of duties and responsibilities, the finance department is more concerned about the financial position, while the other part is too focused on the launch of a brand new company instead of investing time in building a dialogue with staff and customers regarding the rebranding will occur myopia stakeholders (Gotsi and Andriopoulos, 2007)

c. Training for Employees :

Agrotourism management has never provided education and training for employees. The employee does management activities with formal education. Dairy farming by employees who have experience and skills in dairy farming. Besides that, employees only have self-taught skills.

d. Compliance with management :

Lack of compliance with management regulations. The majority of employees who work in agro-tourism management are family members

2. Sustainable Brand Attributes (Enablers)

a. The sustainability of the name agro-tourism :

Nusa Pelangi has the meaning that its a venue that makes tourists feel cheerful while on educational agro-tourism. Management maintains the name of Nusa Pelangi agro-tourism during the rebranding process by taking advantage of opportunities during the pandemic with the concept of virtual tours.

b. Product innovation :

The management of Nusa Pelangi always tries to identify the needs and desires of tourists through processed milk products such as pasteurized milk, yogurt, milk candy, and milk sticks. Management innovates, according to millennial consumer behavior. The principle of Nusa Pelangi is to understand what consumers need.

c. Service innovation :

management Adjusting the agro-tourism concept to the needs of millennial consumers. Management has an instagrammable tourism building concept.

3. Inadequate Customer Feedback (Enablers)

a. Agro tourist response :

The concept of Nusa Pelangi rebranding helps people in the Pandemic era to meet nutritional food needs, one of which is dairy products. The Covid-19 pandemic is an opportunity for Nusa Pelangi to rebrand with the concept of a virtual tour, which is also a promotional activity for Nusa Pelangi

4.4.4 Rebranding Implementation

1. Stakeholders Coordination (Barriers)

a. Confidence of stakeholders :

The Livestock Service Office had helped develop agro-tourism, but due to poor management implementation, support from the public sector was not sustainable. Besides a lack of confidence of stakeholders to management, because there is no synchronization between the management vision with the public sector. In specific cases, successful rebranding is supported

by stakeholders within the company and must always coordinate to establish a strategy (Doyle, 2004; Merrilees and Miller, 2008)

b.A conducive work environment :

Management situations that are not conducive due to management and stakeholders do not have the same vision. The authority and delegation are also unclear

c.Problem solving :

Relatively problem-solving is taken over by the family group, so it is less professional. Management problems due to personal problems, so it is prone to side with family members than with other employees and being difficult to work with stakeholders

2.Integrated Marketing Development (Barriers)

a.Annual event :

The management has never held an annual event for tourism promotion, so it impacts expanding market segmentation. The Animal Husbandry Service provides agro-tourism opportunities to carry out annual events on national milk day. Apart from these activities, there has been no management initiation to hold an annual event.

b.Promotion strategy :

The community does not know the location of the Nusa Pelangi agro-tourism quite a lot. This is due to management's lack of knowledge in tourism promotion strategies. The promotion has been done online and offline. However, based on the Instagram platform content marketing expert, the promotion is not strategic. Lack of technical skills of platform features so that the market position is dominated by other agro-tourism with industrialization and more innovative concepts.

An integrated marketing strategy is an essential part of rebranding (Easter and Leoni, 2008; Kaikati, 2003) that can be implemented through advertising, personal selling, public relations, and the development of brand elements such as names and logos (Miller, Merrilees, and Yakimova, 2014)

c.Social Media Giveaway :

Instagram content is neither innovative nor persuasive. The interaction with the audience on the platform is significantly less. The strategy of expanding market segmentation through giveaway has never been implemented by management.

d.Social media marketing strategy:

The social media platforms used by management are Instagram and Facebook. Both platforms have not yet qualified good marketing content criteria, especially in funneling strategy in getting the consumer.

3.Stakeholders Tensions (Barriers)

a.Job Description :

The division of authority and delegation is not following the position and skills of human resources because the majority of employees are a family, so it's less professional.

b.Organization :

Unorganized organizational structure. The employee has a position that is incompatible with expertise. Management does not implement duties, principal, and functions properly.

c.Stakeholders Relationship :

Relationship management with partners such as the animal husbandry department, department of tourism and culture, and downstream partners were not sustainable.

Below is a picture of the results of the Analysis of the Complex Processes Model Implementation of Rebranding on educational agro-tourism for dairy in Nusa Pelangi.

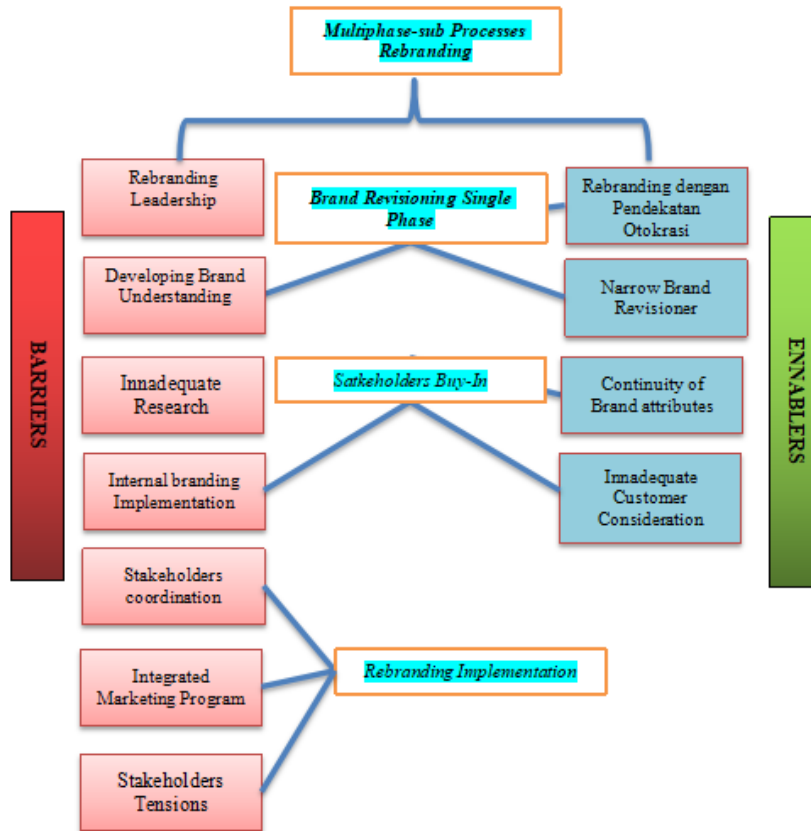


Figure 1. Rebranding Model for Agro Tourism in Malang Regency

Based on the rebranding analysis with a complex process model, there are more barriers than enablers. The barrier in agro-tourism rebranding includes leadership, developing brand understanding, inadequate research, internal branding activities, stakeholder coordination, integrated marketing programs, and stakeholder tension. Enablers on the agro-tourism rebranding process include an autocratic approach, narrow revision branding, continuity of brand attributes, and inadequate customer consideration. Barriers more than the enablers caused by the agro-tourism management situation are not conducive. The majority of the employees are members of the family, so the delegation of authority is biased. Management and stakeholders do not have the same vision. Thus, in this study needs to be a strategy to resolve the internal conflict management and improve cooperative relationships with stakeholders, and cooperate with stakeholders in other sectors. So far, stakeholder support is only from the public sector, so it is necessary to involve stakeholders in the tourism sector, tourism promotion platforms, country branding through Indonesian tourism (wonderful Indonesia), and Non-Government Organizations (NGOs).

5. Conclusion

Barriers more than the enablers. Barriers include leadership roles in management, developing stakeholder understanding of the brand, inadequate research on rebranding, branding implementation in internal management, stakeholder coordination, integrated marketing development, and stakeholder tension. Enablers in the agro-tourism rebranding process include

an autocratic approach, narrow strategic brands, sustainable brand attributes, and inadequate customer feedback.

6. Suggestion

It is necessary to review the agro-educational tourism development strategy for small businesses in the tourism sector in the new familiar era.

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