



## IMC Strategy and Strengthening of Restaurant Brand based on Sultanate Cultural Heritage in The Recovery Period Covid-19 (Case Study Bale Raos Resto Yogyakarta)

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### Abstract

The development of the hospitality business, especially special restaurants that serve the Sultan's favorite dishes, requires an appropriate marketing communication strategy. Tourism and hospitality business recovered the fastest during the recovery from the Covid-19 pandemic. This research aims to create the right integrated marketing communication (IMC) strategy to reach the targeted market. Using qualitative research methods, inductive and constructivist paradigms, as well as data collection through the field and virtual world observations, in-depth interviews, and literature studies and then triangulated to produce valid research results. Currently, IMC is experiencing rapid development, not only in terms of content but also in terms of media and selection of messengers. If IMC 1.0 focuses on product content, then in IMC 4.0 the customer must be the main focus, so the communication content material created must be based on the principle of benefits and added value received by customers. such as getting new experiences, enjoying a unique and authentic taste, self-existence and others. Bale Raos restaurant has been able to create the right IMC but of course it needs improvement for more optimal results. The most important suggestion, Bale Raos Resto must review and reorganize its IMC program and improve marketing media in terms of content, format and appearance so that it is more appealing to the customer's sensory senses. meet the principle of customer benefits.

### Keywords

IMC, marketing communication, royal heritage culture, added value hospitality, brand ambassador, brand evangelist

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## INTRODUCTION

The value of cultural heritage in Indonesia comes from an area of 1,904,569 km<sup>2</sup>, with the sixth largest number of islands in the world 17,504 islands, a multiracial, multiethnic, multicultural country, and has areas and landscapes that support the second largest biodiversity in the world (Wikipedia, 2022). Has approximately 5,300 authentic Indonesian culinary menus (Bisnis Indonesia, 2018). The Ministry of Tourism and Creative Economy (Kemenparekraf) compiled it into 30 mainstay menus to be introduced to the world. Based on history, Indonesia once had 112 kingdoms and sultanates which left a rich material, tradition and cultural heritage (Wikipedia, 2022). All these kingdoms and sultanates have contributed to the color of social life to date, including in the culinary field. The Ngayogyakarta Hadiningrat Sultanate is one of five kingdoms that still exists today (CNN, 2021). One way to preserve culture is by making it part of the hospitality industry so that the food inherited from the palace is known and adapted to the wider community. At the initiative of Queen Hemas, Empress HBX, the Bale Resto Restaurant was established which is located at the Palace specifically to serve the favorite menu of Jogja kings from the Islamic Mataram period to the current Sultan, Sultan Hamengkubuwono X (HBX).

Yogyakarta is one of Indonesia's favorite tourist destinations which is developed through cultural, culinary, landscape, and lifestyle traditions which are the hallmarks of its tourist destinations. The World Tourism Organization (UNWTO) in collaboration with the Ministry of Tourism and Creative Economy has designated three cities as Indonesia's leading culinary tourism destinations, namely Bali, Bandung and JogloSemar, an acronym for Jogjakarta, Solo, Semarang (Kompas, 2017).

Narrating the gastronomy of the palace from philosophy, history, the cooking process by the palace's cooks and an interesting spiritual relationship is raised as the attraction of Bale Raos which provides this Sultan's food. Based on reviews direct observations and browsing, it shows that people are satisfied and like the taste of the food. However, Bale Raos is not yet attached as a tourism identity for Jogjakarta so it does not become a "to-do list" when tourists visit.

Enjoying culinary delights is a tourist activity that is preferred by tourists in the tourist destinations they visit (Harsana & Triwidayati, 2020). Like the city of Lyon, France (Tricarico, 2017). Culinary is also a marker of a nation's identity. Italy is known as the land of pasta and pizza, France is known for its wine, and Thailand places Tom Yam as a national identity. Rendang, which was selected by CNN as 50 The Most Delicious Food Year 2011 and for 8 consecutive years held the highest ranking of the world's most delicious food (Phinemo, 2019), has not yet become Indonesia's national identity in the eyes of international tourists. Even though we have thousands of other delicious foods that are ready to be branded as Indonesian food. It's so easy to find Thai and Vietnamese restaurants in various countries as well as in Indonesia, but it's rare to find Indonesian restaurants abroad even though our food is no less delicious. This is where the

importance of the role of marketing communications and branding. South Korea branded Kimchi and Soju as its identity food and it's so easy to find in Indonesia. Many Korean restaurants operate in various cities in Indonesia. Korea with the Hallyu Wave has succeeded in incorporating culinary into Korean drama content which is currently on the rise around the world. They include it in the fabric of the story so that we are imperceptibly led to follow that lifestyle. Korea recorded a Gross Domestic Product of US\$ 9.48 Billion in 2018 and increased to US\$ 12.3 Billion in 2019 from this creative economy. Head of the Creative Economy Agency (BEK) Triawan Munaf once promised to develop the creative economy through films and dramas to generate foreign exchange of 7% of GDP, but results have yet to be seen (CNN, 2019).

The tourism and hospitality industry is an integrated business that is dynamic, innovative and absorbs a large number of workers. Maintaining loyal customers is part of business sustainability. The price scale is not sensitive for loyal customers as long as the hospitality product creates a feeling of satisfaction (Kotler, 2017).

Bale Raos management must develop an integrated marketing strategy for promotional activities and programs to increase customer loyalty such as making various promo packages, applying effective discounts through various communication channels (Kretter & Kleinova, 2008) because this promotion system is proven effective for the restaurant business (Gurařu, 2008). You can also make member cards in exchange for special treatment and appreciation for loyal customers. This is part of how to bind customers (Kotler, 2017). Furthermore, Kotler & Keller: 2009 in (Kotler, 2009), states that 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. In essence, marketing communications represent the voice of the company and its brands and are a means by which companies can establish dialogue and build relationships with consumers. IMC can be seen as either a strategic or tactical process. This strategy will be influenced by the company's internal and external business environment such as how competitors act and customer segmentation. Meanwhile, the short-term tactical aspect is more on the geographical side and usually consists of implementing strategies to achieve planned marketing objectives. This approach too consistent with the position that IMC can be interpreted from "integrated planning" towards integrated implementation. If it is associated with integrated marketing communication planning, Bale Raos will refer to the alignment between the vision and mission of Bale Raos with the marketing communication strategy that is prepared and its integrated implementation refers to the consistency of messages communicated by Bale Raos through the various promotional channels it has (Elliot & Boshoff, 2008).

According to (Shimp, 2016) Integrated Marketing Communication is a process consisting of planning, creation, integration, and implementation of various forms of communications (advertising, sales promotions, publications, events, etc.) that are delivered continuously by

brands to consumers and potential customers. targeted. IMC's big goal is to influence or directly impact the behavior of the target audience. IMC includes all efforts to convey messages to targeted customers with the most appropriate media according to the target conditions so that the message is conveyed. IMC requires that all messages conveyed through various media contain consistent messages. The IMC process further requires a starting point about the customer to determine the most appropriate type of message and media in conveying information, persuading and making customers take action (purchases).

This research focuses on an integrated marketing communication strategy and strengthening the Bale Raos Resto Brand as a provider of authentic food that is the Sultan's favorite, which is a royal cultural heritage that has prestige, value, attached to the identity of Jogja.

When the word royal or empire is embedded in culinary arts, it is expected to create a feeling of existence, prestige and luxury for the target market. The development of the hospitality business today is experiencing the development of the concept as a tourism service that provides added value to its consumers, including environmental preservation, involvement of the local community, increasing awareness as one world one earth (Kotler, 2017).

The focus of this research is to determine the most appropriate marketing communication strategy for Bale Raos to customers who are its target audience in the Covid 19 recovery era. The research objective is academically to broaden the repertoire of research in the field of integrated marketing communications while the practical objective has a noble mission so that the results of this research can become a reference to four other sultanates in Indonesia to be able to develop their culinary heritage as economic and tourism potential that has high economic value.

## RESEARCH METHODS

The research method used is inductive qualitative research, the subject of this research is the Bale Raos Restaurant which was founded based on the aspirations of Queen Hemas, empress Hamengkubuwono X with the mission of preserving Yogyakarta Palace dishes, especially those that are the Sultan's favorite but over time they are required to scale up for market expansion and sustainability. The object of this research is to analyze the integrated marketing communication strategy carried out by Bale Raos during the Covid-19 recovery period based on the royal heritage values as well as being a point of novelty of this research. The research was conducted in Jogjakarta from January to December 2022. Constructivist research paradigm, primary data collection through in-depth interviews with Bale Raos Restaurant Managers, Indonesian traditional gastronomy experts, SME branding experts, and Bale Raos consumers, documentation and literacy as well as field observations. Furthermore, secondary data is in the form of the results of document studies, reports, and notes on IMC performance and programs that have been

implemented. Research instruments from in-depth interviews, literacy studies, direct observation and through cyberspace. Data analysis through triangulation (Sugiyono, 2022).

## RESULTS AND DISCUSSION

One of the Indonesian gastronomy experts who became a resource person was Prof. Dr. Ir. Murdijati Gardjito, who is also a professor of Food Science and Technology at Gadjah Mada University.

*"What factors do you think Bale Raos Restaurant can use to improve its branding to consumers as part of its integrated marketing communication activities?"*

*"It can be through the storytelling of various rituals carried out by the palace regularly every year including Gerebeg Sura, a parade of heirlooms while distributing food to the people waiting around the palace. Royal rituals are always related to the special food provided. Now, due to health concerns, the procession of scrambling for food is eliminated but the people immediately get packaged food so it is more hygienic. Royal heritage is also related to eating rules. In the palace, only the king uses 18-karat gold tableware. The empress used silver cutlery and garwa padmi, (the second wife) used silver or mixed utensils and not as much as the empress. During the time of Hamengku Buwono IX to create harmony and reduce conflict in the palace, the Sultan did not appoint one of his wives as empress, so his four wives received the same treatment and position. This can be an interesting narrative to create as an effort to preserve traditional cuisine, especially those related to the culinary heritage of the palace. The narrative of the creation of various types of culinary heritage of the palace from the ingredients, history, and accompanying rituals, all can be narrated interestingly and become part of the branding of Bale Resto to attract public interest in coming to taste the culinary heritage of the palace."*

*"What do you think branding means for traditional food and why should we do it?"*

*"In my opinion, branding traditional food for Indonesia is; One, it becomes the identity of a nation. Once we see and taste it, we can know which culture the food comes from. Second, each food has a meaning and symbol and speaks a lot about moral messages, philosophies, and symbols of an event and this can be made into an interesting narrative to convey it. Third, Storynomic is needed, a story that is dramatically packaged to make people interested in getting to know more, taste and*

*if they already love it, they will participate in preserving it. The government can ensure that food ingredients and cooking methods, taste standards are standardized by involving culinary experts who are still alive so that it becomes literacy can be preserved. All of this requires funding and serious attention from the government. Do not let the governments of other countries who are interested and dare to pay expensive to carry out the research and then patent it as their cultural products. Fourth, as a validation of consumers, in this case, buyers at Bale Raos Resto. There are valid indications that Bale Raos consumers have had the same experience as past rulers in consuming food that was once only accessible to the royal family."*

*"In your opinion, storynomic is needed, for branding the culinary heritage of this kingdom?"*

*"Of course. Create a narrative of what commercialized food is behind the story of food. Sources of story information for example from Babad Cirebon, Notes from Dutch, European, and Chinese historians and travelers, and Stories from royal or sultanate families Collaborate Jogja with culinary, landmarks, and renovation of artifacts and cultural heritage. Each region has its unique culinary specialties by its natural potential. The steps to narrate each food to make it interesting can be done with the following steps; i.e. Identification by drawing a common thread. Replicate the spices used and the types of food that must be present during certain rituals in the Jogja Palace. Narrate the types of culinary of Keraton Jogja which are the result of cultural acculturation with other cultures or nations that had interacted with Keraton Jogjakarta such as the Dutch, British, Portuguese, Chinese, Arabs, etc. The dining place that is made later must be made according to the vibes of the Jogja Palace such as the existence of Joglo (Javanese Homestyle) building elements, typical Jogja Palace paint warrants (green-yellow), palace attributes that symbolize the palace such as tableware, batik patterns, clothing that must be worn by the waiters, etc."*

*"Can you describe what you mean by authenticity?"*

*"The authenticity of the taste and because it carries the image of the palace makes people curious to try food made for the Sultan and his family. In addition, this traditional culinary must be packaged and narrated attractively for branding to increase its brand image. Why can I raise traditional Javanese food, especially the Yogyakarta Palace because I am part of the palace family from the descendants of HB VII. He is a visionary and patriotic person. He paid attention to the people and*

*prioritized Javanese culture to be implemented in the palace. In contrast to HB VIII, who was fond of parties and extravagance, he often conducted European-style banquets by presenting all kinds of wine. From my ancestors, I got many stories about how the history of the Sultan's favorite foods was made. The Sultan owned several sugar factories and thus had full access to sugar, which is why Jogja's food has a sweet taste because it has direct access to sugar ownership. The Sultan had several cooks who were not only Javanese but also brought in people from European countries and China to maintain the authenticity of the flavors. These cooking experts were called encik. They would go to the market accompanied by palace servants to select the best ingredients to be served to the Sultan. Merchants will be very happy if their merchandise is bought by the Sultan because it must be valued at a high price. The encik will make the selection up to four times to ensure the ingredients are the best. Things like this are only told orally from generation to generation. This is the weakness of the Indonesian people because of the lack of integration of its cuisine. So the creation of a restaurant based on the culinary heritage of this kingdom is one of the efforts to preserve the favorite food of the sultans and other traditional foods."*

This is an interview session with her about this place. Customer Interviewee. Her name is Asita D.K. She is 60 years old and lives in Tangerang. Her occupation is writer, traveler, and reviewer. Her hobby is traveling around Indonesia and the world.

*"I saw on Facebook that you had eaten at Bale Raos when you were on vacation in Jogja?"*

*"Yes, with an old friend and my nephew who happens to be studying at UGM. While nostalgic for Jogja, I wanted to enjoy the culinary specialties of Jogja."*

*"Where did you get information about Bale Raos for the first time?"*

*"It's been a long time... I wanted to enjoy the culinary offerings at Bale Raos. Many of my friends have been there and they gave recommendations. There was a friend who uploaded a post on FB eating at Bale Raos. How interesting it is.. eat in the Palace of Jogja, tasting the flavors of the Sultans. So I had a desire...well...curiosity."*

*"Were you immediately interested in trying to come once you saw your friend's post?"*

*"Yes, I thought about it in my head...next time I go to Jogja, I want to eat there ah..like that. But I don't immediately want to go to Jogja, but wait for the time when I go to Jogja".*

*"Then what menu did you try?"*

*"As recommended by my friends ... I tried the tongue steak ... it felt the tongue ... the seasoning was right ... the slices of the tongue were thick. Then I tried the ice mix too. Oh yes...I tried the salad...what is it...the Javanese salad...I like it...the salad dressing is from mayonnaise right but not the bottled mayonnaise that we use every day...so Javanese mayonnaise in the palace style maybe yes, I feel the egg yolk. Savory not fishy. "*

*"Did you try the menu that your friend ordered?"*

*"No, I didn't... after the pandemic, we've become more careful about barter food, so we didn't try each other's menus. There's only one thing I'm curious about from my friend...how does Javanese beer look like...makes me think of Betawi's plethok beer, is it the same?"*

*"What factors made you interested in coming to Bale Raos Resto?"*

*"I wanted to taste the dishes that were usually served to the Kings of Yogya because there are no other places. It's called Bale Raos, and it serves the favorite dishes of the Javanese Sultans."*

*"How do you think the food tastes and the atmosphere at Bale Raos?"*

*"Quite good actually...it's just that we chose a place outside that happened to be hot so it was quite hot, maybe we could add a fan outside to keep it cool. But so far so good anyway. Researchers made the Yogyakarta City Tourism Office a resource person related to the role of the government in helping to communicate culinary royal cultural heritage to be communicated as a commercial product that adds to the attractiveness of Yogyakarta as a tourist destination city and provides a new experience from feeling the sensation of various types of culinary based on royal cultural heritage."*

*Do you agree if Bale Raos relate to Jogjakarta and King's cuisine?*

*"Yes absolutely."*

*"What do you think is Bale Raos' main strength that makes people interested in trying the food at Bale Raos?"*

*"The authentic taste of Javanese food..and some dishes that you won't find in other restaurants in Jogja. And the historical feel of the place. I saw some old photos that capture events in the past...such as banquets in certain rooms...it turns out that the palace also has tea parties and coffee parties...just found out because of eating and walking around the restaurant area."*

*"Are you satisfied with what you got at Bale Raos? Food, service, ambiance?"*

*"Yes...I can say that I am quite satisfied, the food is good but the price is not very expensive, the atmosphere is calm, the waiters are friendly and easy to respond when we call them."*

*"If you have the opportunity to go to Jogja, do you think you will stop by again?"*

*"For me, yes...there are some menus that I haven't tried when I was there like the suwar suwir duck, the story goes that the recipe was created by Sultan Hamengkubuwono IX and interestingly it was tested in a cooking competition when I was studying in the Netherlands."*

*"Did you have any trouble accessing Bale Raos?"*

*"No. The location is easy to find with Google Maps."*

*"Did you find clear directions to the location?"*

*"Yes. .... we used a grab car and the driver had no trouble finding the location."*

*"In your opinion as a consumer and blogger, has Bale Raos Restaurant implemented the IMC program correctly?"*

*"Promotion carried out by Bale Raos Restaurant by selling unique selling points by placing the restaurant in the Palace Area to emphasize the character of the restaurant being marketed. The food products chosen must taste good and are*

*indeed the favorites of the Sultans who once ruled in the Sultanate of Yogyakarta, and make it an attraction for consumers to try the various types of culinary products offered. We underline the unique taste of food that not many people know. Royal cuisine heritage becomes the tagline of the restaurant that we blow up as a marketing tool. In addition, we must create a strong storytelling concept to be conveyed to consumers. Like the Sekul Golong (Golong Rice) menu, which was created in the Islamic Mataram era and used as a complement to rituals. So Sekul golong is only cooked at certain times. This fish attracts people so they want to know what it looks like and tastes like. Now we include it as one of the menus in this Bale Raos Restaurant. "*

By Shimp's thinking, in the process of preparing the IMC, we must first determine the Segmenting, Targeting, and Positioning (STP) of the customer that we will make the target market. We distinguish two customers and potential customers, namely 1). domestic customers and tourists; 2). Overseas customers and tourists. From the stages of data collection we can make conclusions like this;

Domestic customer targets based on STP are as follows; from the results of interviews with management and field observations and browsing segmenting Bale Raos consists of; a). upper middle class; b). Yogya residents and local tourists; c). income of approximately 8 million/month and above for local consumers; d). the type of person who spends time and has a budget for traveling both within and outside the country; e). form of family, government agency, and or corporation; f). the majority are married and have families; g). has broad and diverse relationships.

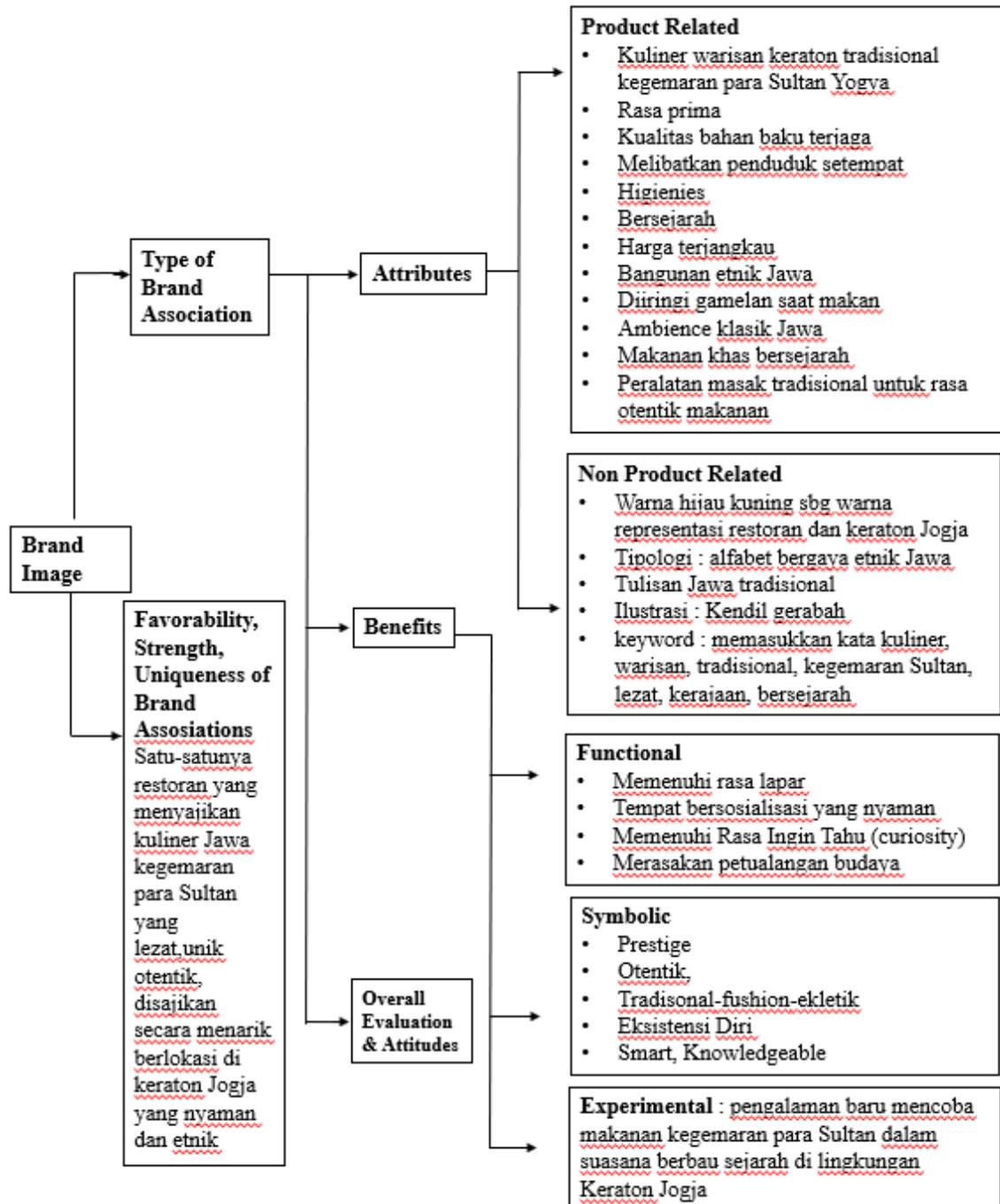
Targeting Bale Raos in detail is divided into four categories namely; behavioral, psychographics, demographics, and geo-demographics. They behaviorally targeted consumers at Bale Raos Restaurant; a). likes to socialize with his inner circle (family and friends); b). likes to provide special time for refreshing from work (me time); c) likes to read and keep abreast of world developments; d). likes or is interested in culinary and traditional things; e). keep up with the times; f). familiar with the latest technology and digital life including digital transactions; g). price is not the main reason for choosing a product, but more on convenience; curiosity and new experiences; h). Familiar with cash, credit, digital transactions and e-money transactions; i). have more than one social media, at least email, whatsapp and instagram-facebook; j). the majority own cars, use executive class trains and planes as other means of transportation.

Target consumers seen from Psychographics factors include people who; a) like to try new things and experiences but not extreme; b). don't want to look outdated; c) do not like to be bothered by trivial matters; d). likes comfort, luxury, exclusivity; e). able to adapt to digital

technology and run applications on mobile phones; f). on average have idealism in certain fields; g). Pay attention to cleanliness and hygiene; h). like a stable life; i) relying on logic and based on reality; j). has a hobby.

Bale Raos's target consumers when viewed from demographic factors; a). the majority live in the city (urban people); b). age 30-55 years; c). professional work (doctors, lawyers, notaries, etc.), bureaucrats-state officials, entrepreneurs; d). Average education S1-S3.

Figure 1. Development of Bale Raos added value diagram as branding material and IMC



After defining and categorizing customers, we can draw them as a basis for creating content and selecting the right marketing communication media for the target market. Content preparation material comes from Bale Raos restaurant products as defined by restaurant products (Atmojo, 2005) including culinary products (food and drinks), service, ambiance (created atmosphere), and added value added as a special restaurant, namely stories, history, authentic taste, value, experience, and new knowledge are added values for restaurants that can become a branding image and an attraction for Bale Raos marketing communication materials which are illustrated as follows Figure 1.

Jerome McCarthy's 4P marketing mix, 1960 which was refined by Booms and Bitner, 1980 as an improvement in Kotler, 2016 is also an integrated marketing communication material made in five formats including advertising, Public Relations, sales promotion, events and experience sharing, and direct selling.

Following the purpose of making IMC, Bale Raos' target customers will experience three levels of adoption, namely awareness, trier, and repeater which can also be equated to the lowest level of interest, then make transactions, satisfied customers will come again to Bale Raos bringing their social circle if we look at it from customer psychographics that we have described previously. For this IMC to be carried out effectively and in the right format and on target, it must be evaluated gradually from the time of customer adoption behavior, we review the IMC material again according to the goals, make corrections, and then the execution is delivered to the target customer again to then carry out a gradual evaluation again. The flow of developing an integrated marketing communication strategy (IMC) can be illustrated in the following Figure 2.

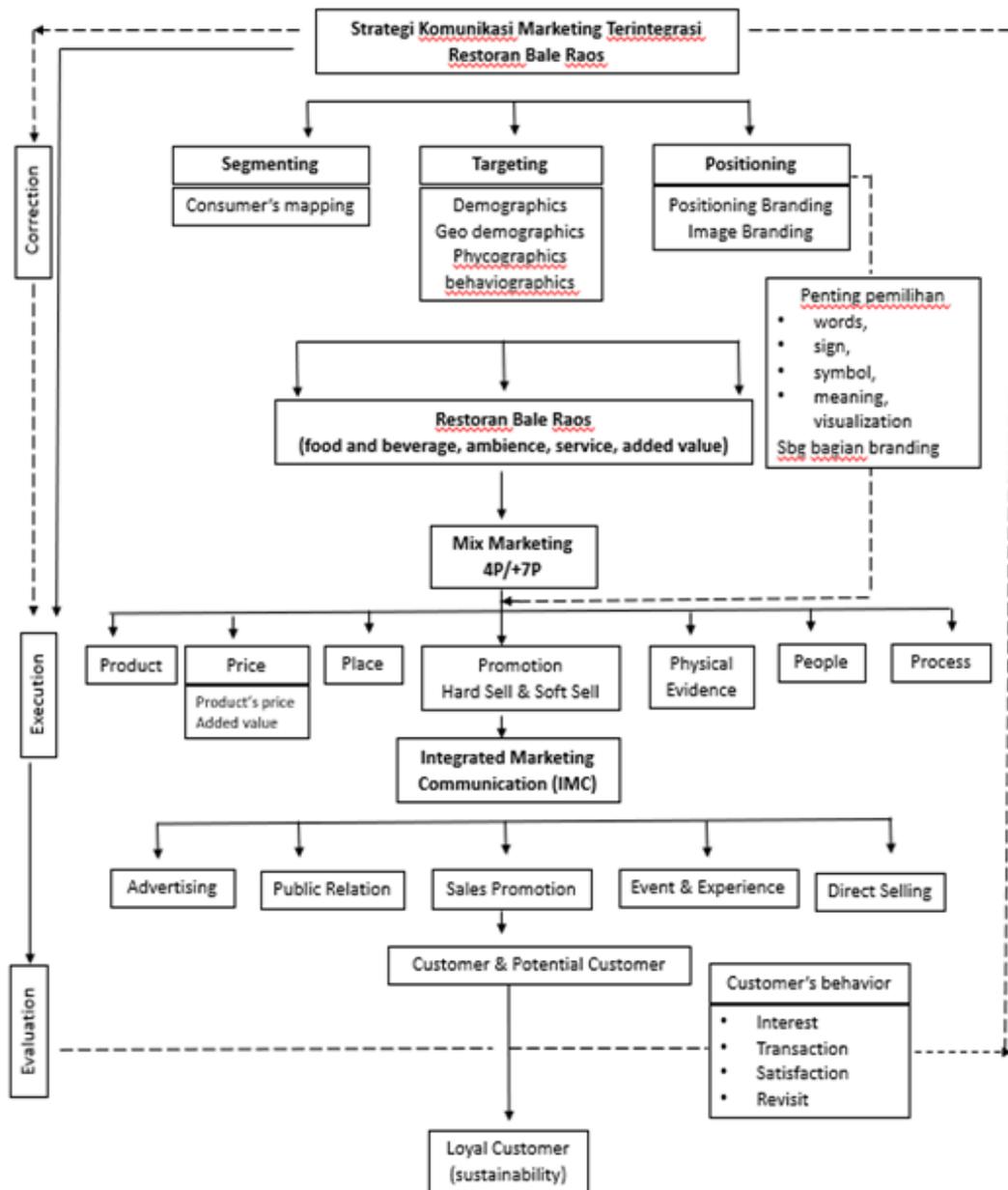
From the diagram above, we describe the five forms of integrated marketing communication in the form of advertising, public relations, sales promotion, events and experience, and direct selling, which are discussed in more detail below.

Based on the diagram above, the results of the Bale Raos Restaurant IMC mapping.

In the field of advertising, what Bale Raos has implemented is online advertising on Traveloka with the target of passengers buying plane tickets online to Jogja. Input for activities that have not been implemented include; (1). Advertisements in airline magazines with the target of airplane passengers going to Jogja; (2). installation billboards at OKM Jogja targeting local tourists and foreign tourists who "hang out" at OKM; (3). installation of billboards at Tugu Station targeting tourists arriving by train; (4). installation of billboards on the way out of Jogja Airport towards the city with the target of tourists arriving by plane; (5). installation of billboards at the Solo toll exit for the target of tourists arriving by private vehicle; (6). billboard installation on Jl. Raya Magelang (enter Jogja from the northern route) with the target of tourists arriving by private vehicle; (7). Billboard on Jl. Raya Kulonprogo (enter Jogja from the southern route) with the target of tourists arriving by private vehicle; (8). Billboard on Jl. Raya Malioboro with the target of

foreign tourists traveling around Malioboro; (9). Place an English brochure at the TIC (Tourism Information Centre), the Jogja City Tourism Office targeting foreign tourists who are looking for information on interesting activities at the TIC and the Jogja Tourism Office; (10). Place bilingual brochures in the lobbies of Jogja hotels and travel agencies with the target of foreign tourists and foreign tourists staying at the hotel, the strength of the lobby for mutually beneficial cooperation must be played by Public Relations.

Figure 2. Development of the five IMC format diagrams for Bale Raos Restaurant



Public Relations roles that have been implemented include; (1). Intense collaboration with the palace to be involved in government and imperial events, as well as receiving state guests and guests of the Sultan with the aim that Bale Raos can generate discourse for organizing cultural, tourism or business events involving the government or related agencies; (2).

Collaborating with bureaus and travel agents with the aim of capturing out-of-town customers who are accustomed to using gadgets when planning tours; (3). good relations with the Tourism Office to be involved in domestic and foreign tourism events with the aim of helping introduce and market Bale Raos dishes at home and abroad; (4). The official website is the face of Bale Raos in cyberspace but needs to be improved in appearance and renewed to make it more attractive because it is part of the Bale Raos branding; (5). Instagram Official as a medium for delivering IMC content that is most accessible to customers and potential customers where we can inform about products, promotions or activities being carried out by Bale Raos. Attractive appearance is a must; (6). Facebook Official functions as a medium for delivering IMC content that is most accessible to senior customers and prospective customers, where we can provide information on products, promotions or activities being carried out by Bale Raos. Attractive appearance is a must; (7). Inviting national and international television and reality show programs to cover the Sultan's favorite food at Bale Raos. This restaurant has been covered by CNN, Food Planet Asia. Can invite more Stations and Production Houses to come; (8). Invite more corporations to hold big events regularly at Bale Raos and need to maintain good relations with corporations that have become VIP customers, including several national banks and government agencies, and embassies of friendly countries; (9). Inviting more communities to hold meetings at Bale Raos, one of which is the VW car-loving community, which once held a ground coffee event at Bale Raos; (10). Strengthening cooperation with PHRI (Indonesian Hotel and Restaurant Association) by holding joint events and mutually beneficial cooperation by implementing discounts, reservations via hotels etc. Meanwhile, if some of these suggestions are implemented, it will further streamline and optimize IMC Bale Raos including; (1) collaborating with local tour guides and with travel agents, holding workshops and gatherings preparing guide and intensive mentoring programs for guides who have succeeded in bringing tourists to Bale Raos, airlines and star hotels to attract customers from out of town tourists and foreign tourists; (2). Sharing brochures and promotions with ITC (Information Tourism Center) because ITC is a reference for foreign tourist information; (3). Provide small souvenirs typical of Jogja for foreign tourist customers which they can make as souvenirs for friends, enter the web address, business wa, Instagram and official Facebook to share with friends; 4). Establish relationships with prominent public figures, especially in the culinary and gastronomic fields to create events or content at Bale Raos, both domestic and foreign figures such as Gordon Ramsay, William Wongso, Uncle Roger, and Jamie Olivier for the benefit of branding and promoting Bale Raos and Jogja for foreign tourists. Gordon Ramsay and William Wongso have collaborated with CNN to make rendang in West Sumatra Province; (5). Inviting YouTubers, vloggers, and domestic and foreign content creators to create gastronomic content at Bale Raos such as Nash Daily, and Rosanna Pancino. Mark Wiens or from Indonesia Chef Arnold, Tasyi Anastasya etc. It should be noted that not all content creators require high fees,

establishing good relationships and superior negotiations can make them willing to come; (6). Approach film producers to involve Bale Raos in film scenes such as in the film Aruna dan Lidahnya, this also applies to video clip directors, etc. If the video clip is liked and watched by millions of people, it will be an effective means of promotion (7). Appoint a Brand Ambassador for Bale Raos. Selection of the right BA has broad knowledge about traditional food and is attractive in appearance and known to the public because he is the face of the brand; (8). Give appreciation for brand evangelists (Doss, 2014) who have reviewed and introduced Bale Raos positively on social media, it is important to maintain good relations with Brand Evangelists to maintain Bale Raos' brand awareness and reputation in the eyes of customers.

Forms of Sales Promotion that can be carried out by Bale Raos include giving discounts, bundling programs, giving bonuses or cashback etc. which can be conveyed to customers via electronic mail, business wa, posting on websites, Instagram, Facebook. Discounts are also used to target the travel agent market so that it will be effective to provide special discounts for groups; special discounts for large party corporations, special discounts for ordering online (website, ig, wa, email, etc.); Special discounts on special days (Ramadan, Eid, Christmas, New Year, school holidays) or low season; Special discount if payment is made through a CC merchant or certain bank debit; discounts via coupons with business partners, one of which has been done with beauty salons. Special discount for family packages; Discounts for those who book a place 3 months in advance; Special discounts with certain flights or travel agents; Special discount for second visit; Special discount when ordering from certain hotels; Special prices for celebrities, community leaders or content creators with certain Terms and Conditions; Special discount for newlyweds or 2nd honeymoon couple; Special discounts that post on social media with the terms and conditions that apply.

The form of Event marketing and the utilization of Experience is usually carried out by Bale Raos (1). To participate in enlivening special days such as Breaking Together in the Month of Ramadan. Eid, Christmas, Mother's Day, New Year. School holidays. Discounts in cooperation with banks, financial technology, digital money; (2). Bale Raos took part in the Malioboro Terrace Festival; Even Great Prey; (3). Taking advantage of state or imperial events by inviting VIP guests to cook with the chef at Bale Raos or offering gastronomic tour packages to VIP customers; building good relationships with various communities and facilitating gatherings and ground coffee events that have been held with the VW lover community Marketing activities in the form of regular Direct selling are carried out by Bale Raos every year by participating in (1) exhibitions at the Kampung Legenda Festival regularly in West Jakarta where the enthusiasm of visitors to taste Sultan's dishes has received a positive response; (2) holding social events such as fundraising nights where food cooked by chefs is sold to donors. Collaborating with premium

clubs such as Rotary Club, apart from being branding awareness, it also enhances Bale Raos' reputation to VIP customers.

## CONCLUSION

Following are the conclusions from research on the implementation of the IMC strategy that needs to be repaired, redesigned, or replaced and can also be added to obtain a more efficient and effective integrated marketing communication model.

- 1). Bale Raos does not yet have a special section that professionally prepares the annual work program implements the IMC strategy and distributes it;
- 2). Evaluation and analysis of routine annual data are needed to get input so that the IMC that is compiled is played in the right format and target;
- 3). If it is financially burdensome for Bale Raos, the appointment of a vendor is a more economical alternative with more calculated costs and the vendor has experience in preparing materials, frameworks, and work rhythms for marketing communications, especially digital marketing;
- 4). Bale Raos needs to increase the marketing budget, considering that the current budget is only 1% of the total HPP (Cost of Goods Sold). Generally, marketing costs in restaurant companies are between 3-5% of the COGS. Because restaurants are in the business category that requires branding as an increase in the economic value of their products. Larger funds are used to develop IMC content concepts that are fresher and more elegant according to the tastes of the target market;
- 5). Bale Raos management should also use Youtube and Tik Tok as IMC media because Tik Tok has 1.4 billion active users aged 18 and over the majority. Indonesia itself is in second place with the number of active TikTok users with a total of 99.1 million people. With the average TikTok user in Indonesia spending 23.1 hours per month;
- 6). The official website is bilingual for local and foreign tourists because the website is the face of Bale Raos. Profiles, menus are displayed as attractive as possible and ease of reservation through embedded websites and wa business;
- 7). it's time for Bale Raos to have qualified Public Relations considering the big role it plays in presenting, introducing, presenting Bale Raos to potential customers and fostering good relations with various institutions that have become business partners and Bale Raos regulars;
- 8). The menu book is one of the faces of Bale Raos Resto in the eyes of guests. The appearance of a beautiful and elegant menu book with high quality material will enhance the image of Bale Raos and scan barcodes which make it possible to access Bale Raos social media, especially videos of the history of the palace which are connected with gastronomic developments and processing of dishes, an added value for exclusivity, additional knowledge and improving the image of the restaurant. Bale Raos can add narration in each menu that is related to the story behind the existing menu so that it is more interesting and interactive in conveying messages to customers;
- 9). Revision of the Bale Raos logo as part of the branding image and refreshments including choosing a more exclusive logo color that reflects the identity of the

restaurant and choosing a logo icon that is simpler and easier to remember. The corporate color represents the company's image, for example the greenish sage blue which the public identifies as Wardah's cosmetic color, red and yellow solid which is the color of Mc Donald's identity. Bale Raos should revise the green and yellow logo to be more elegant and specific and exclusive as the colors of Bale Raos; 10). Creating an exclusive division for VIP guests with more exclusive products and services and more secure privacy. These are some of the inputs that can be included in the work agenda for the next Bale Raos Resto marketing integration communication program.

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