

Government communication strategy in building the image of Batam as a civilised world city: A social construction theory approach and city image elements

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Abstract

Purpose - The purpose of this research is to review the government's communication strategy in constructing the image of Batam City as a Civilised World City, especially the government's communication strategy in constructing the image of the city in the perspective of Lynch's theory with its five elements.

Method - This research is a field research. This research aims to analyse the phenomenon and dynamics of communication strategy conducted by Batam City Government in the community. The type of research used is qualitative research. The data collection technique was conducted by interviewing the Mayor and the head of related agencies. The research data was analysed using qualitative data analysis techniques.

Result - Human communication strategy consists of government public relations, the Mayor applies all Government Civil Apparatus is a public relations agent and then uses community groups in various components with partners and stakeholders throughout the Batam City regional apparatus. The realisation of vision and mission achievement is the achievement of human development index, the creation of a child-friendly city and massive infrastructure development as well as the distribution of incentives to the community.

Implication - Batam City Government in constructing the City Image without eliminating the touch of Malay culture and adjusting its communication strategy with humanitarian communication and media communication that touches all aspects of society, so that the city image construction runs smoothly.

Originality/Value - This research is the first research that examines the construction of Batam City Image in the perspective of Vision and Mission with five elements in Lynch's theory.

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Kata kunci:

Strategi komunikasi, konstruksi, citra kota, bandar dunia madani.

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Abstrak

Tujuan - Tujuan dari penelitian ini adalah untuk mengkaji strategi komunikasi pemerintah dalam membangun citra Kota Batam sebagai Kota Dunia yang Madani, khususnya strategi komunikasi pemerintah dalam membangun citra kota tersebut dalam perspektif teori Lynch dengan lima elemennya.

Metode - Penelitian ini merupakan penelitian lapangan (field research). Penelitian ini bertujuan untuk menganalisis fenomena dan dinamika strategi komunikasi yang dilakukan oleh Pemerintah Kota Batam di tengah masyarakat. Jenis penelitian yang digunakan adalah penelitian kualitatif. Teknik pengumpulan data dilakukan dengan mewawancarai Walikota dan kepala dinas terkait. Data penelitian dianalisis dengan menggunakan teknik analisis data kualitatif.

Hasil - Strategi komunikasi antar manusia terdiri dari humas pemerintah, Walikota menerapkan semua Aparatur Sipil Negara adalah agen humas dan kemudian menggunakan kelompok masyarakat di berbagai komponen dengan mitra dan pemangku kepentingan di seluruh perangkat daerah Kota Batam. Realisasi pencapaian visi dan misi adalah tercapainya indeks pembangunan manusia, terciptanya kota layak anak dan pembangunan infrastruktur yang masif serta pembagian insentif kepada masyarakat.

Implikasi - Pemerintah Kota Batam dalam membangun Citra Kota tanpa menghilangkan sentuhan budaya melayu dan menyesuaikan strategi komunikasinya dengan komunikasi kemanusiaan dan media komunikasi yang menyentuh seluruh aspek masyarakat, sehingga pembangunan citra kota berjalan dengan baik.

Orisinalitas/Nilai - Penelitian ini merupakan penelitian pertama yang meneliti konstruksi Citra Kota Batam dalam perspektif Visi dan Misi dengan lima elemen dalam teori Lynch.

Introduction

Regional autonomy allows local governments to govern more independently, accelerate the realisation of community welfare through improvement, service, empowerment, and community participation, and increase competitiveness by taking into account regional potential and diversity, opportunities, and global competition. The main challenge for many regions in governance is to improve regional competitiveness so that existing potential can be optimally utilised. Low competitiveness is also caused by investors, domestic and international tourists, and local communities not knowing the existence and potential of their regions. Therefore, each region needs to establish and strengthen its position as a region that has business value and investment potential so that it can contribute to the country's economic development.

To compete, countries and regions must change their orientation in regional management from *local orientation* to *global cosmopolite orientation*. This development must be faced by various regions in Indonesia in global competition with other regions and cities around the world that cannot be negotiated, for example, Batam not only competes with Bali, Jogja, Surabaya, and Jakarta, but also with Kuala Lumpur, Singapore, Bangkok, Macau, Hong Kong, and other cities in the world.

Batam City, as one of the strategic areas in Indonesia, has a very message economic development so that it has an important role in facing global competition, especially in organising the city. With its proximity to Singapore and Malaysia, Batam is not only a gateway to the national economy but also part of a network of global cities. In this context, Batam must be able to change its management orientation from a local approach to a cosmopolitan global approach. This transformation requires adaptive strategies, including strengthening competitiveness in the investment, tourism and infrastructure sectors, to put Batam on par with major cities such as Kuala Lumpur, Bangkok, Hong Kong and Singapore.

The competition facing Batam is no longer limited to domestic cities such as Bali, Yogyakarta, Surabaya and Jakarta. Instead, Batam is now in the arena of global competition with world cities that have international appeal. For this reason, the government and stakeholders in Batam need to design innovative strategies that are able to utilise its geographical, economic and socio-cultural potentials. In addition, the image of Batam as a "Civilised World City" should be realised through strategic communication and collaboration with various parties, both at national and international levels. These efforts will not only increase Batam's competitiveness but also strengthen its position as one of Indonesia's flagship cities on the global stage.

One of the strategic efforts to increase the competitiveness and selling points of the region is by communicating the image and existence of the region through *branding*. Efforts to brand a city or region (*city branding*) aim to introduce it to the world in order to successfully "attract" investors and partners from other regions. A city will have a brand, image, and reputation assessment if it has monumental works that are felt directly by citizens who are physical in nature. In order to accelerate the development of a city's identity, the government must be able to implement several regulations and policies regarding the Regional Spatial Plan that support the formation of a city's *branding*. City branding can be formed from the infrastructure owned and government services for its citizens in terms of economic, social, security, welfare, and attention to the preservation of environmental resources. The formation of the city's image is inseparable from the participation of the city

government and its citizens in supporting the implementation of its programme. Therefore, the formation of citizens' pride in their city is an inseparable goal of *city branding* efforts (Nugraha et al., 2017).

JID | 406 In practice, marketing a region is not something that can be said to be easy. *Branding* a city requires a complex strategy to truly benefit the local area. To create a strong and characterful brand, in-depth studies and analyses are needed to communicate a city's vision, mission, specific conditions, and comparative advantages. *Branding* a city requires an integrated, sustainable and dynamic process as it involves city stakeholders (Andre Rahmanto, 2020).

One aspect of the implementation of *City Branding* is manifested in the form of a *city slogan*, where each city has its own *tagline* as a *city slogan* that represents the identity of the city concerned (Albet & Indra Dewi, 2019). Likewise, the Batam City Government, which since becoming an autonomous city until the current government, has a tagline as Batam Bandar Dunia Madani. The consistency of Batam City Government in communicating (*branding*) its city as a modern and prosperous Madani World City, has a good multi-effect in development planning in all lines in a sustainable manner, so that it becomes a *Brand* that is always polished to create an image and reputation that is able to attract outsiders to come to this city, in accordance with the existence of Batam city as a city of industry, trade, ship transfer and tourism.

The branding of Batam City as a Civilised World City, has a selling value and a characteristic that is embedded in the minds of its people and migrants. The mention of Bandar in the Malay context is intended to accelerate the realisation of Batam City as the centre of trade, economic, social, cultural and civilizational progress in the most frontier region of the Republic of Indonesia. The term Bandar as mentioned in the cultural treasures and past history of the Malay community refers to a cultural record that is progressive and civilised. The mention of the word Madani in the context of Bandar Dunia Madani, clearly intended to emphasize that the progress that will be driven must be in the frame of civilisation which explicitly states the strengthening of religious morals and high civilisation

The results of the indexing of Islamic cities conducted by the Maarif Institute in March 2016 with three (3) variables namely safe, prosperous and happy put Batam City in 16th place out of 29 cities studied, above the cities of Surabaya, Tasikmalaya and Banda Aceh (Rais, 2016). The fastest growth in Indonesia The results of the census conducted by the Batam City Statistics Agency in 2020 showed that the population of Batam City in September 2020 was 1,196,396 people, of which 609,399 men and 586,997 women (batamkota.bps.go.id, 2021). Regionally, the Gross Regional Domestic Product (GRDP) of Batam City in 2020 contributed 70.52% to the GRDP of Riau Islands Province (BPS Batam City, n.d.). The achievement of economic growth at 4.75 per cent, even higher than the national economic growth of 3.69 per cent and Riau Islands at 3.43 per cent. Not only in the field of infrastructure development, but also in the field of human quality development. Launching a release from BPS Riau Islands Province, the HDI of Batam City in 2021 is 81.12 points, the highest of other districts / cities in Riau Islands Province which is below 80 points. The HDI of Batam City, above the Provincial HDI which was recorded at 75.79 and exceeded the National HDI which was recorded at 72.29 points (Central Bureau of Statistics of Riau Islands Province, n.d.). Batam City is the only city that has been awarded as a Child Friendly District/City (KLA) in 2022 out of 7 districts/cities in Riau Islands Province which received the Nindya predicate with 700-800

points out of 1,000 points (*Batam is a Child Friendly City with Nindya Predicate, KPPPA Indonesia Survey Results - All Page - Tribunbatam.Id, n.d.*).

Batam City's achievements in various aspects, such as Islamic city indexing, economic growth, and human quality development, show the success of the government's communication strategy in building Batam's branding as a civilised city. As one of the fastest growing economic cities in Indonesia, Batam has attracted the attention of stakeholders, both at national and international levels, through the narrative of stable economic success. The Gross Regional Domestic Product (GRDP) that contributes more than 70% to the GRDP of Riau Islands Province is a concrete proof of how Batam plays a strategic role in the regional economy. The combination of economic growth of 4.75%, which is higher than the national average, and an increase in the Human Development Index (HDI) to 81.12 points reinforces the positive perception among stakeholders of Batam as a city that is not only economically advanced, but also concerned with human development.

Batam's success in achieving the title of Child Friendly City (KLA) with Nindya predicate points also reflects the government's serious efforts in creating an environment that is safe, prosperous, and supports the happiness of its citizens. The results of the Maarif Institute's indexing of Islamic cities, which places Batam above major cities such as Surabaya and Banda Aceh, is an additional indication that Batam is able to combine aspects of modernity with Islamic values. This strengthens the civilised city image promoted by the government. For stakeholders, this achievement is not only evidence of the success of the development strategy, but also shows that Batam is a city that deserves to be a model for the development of other cities in Indonesia. By continuing to communicate these achievements strategically, the Batam City government is able to maintain positive perceptions and increase the city's competitiveness at the national and international levels.

The above is a positioning that has been embedded in the minds of people who visit the city of Batam, so that it enters the perception and only exists in the minds of visitors. To formulate an image, the public interpret an identity in a broader context and frame of reference, Wood formulates 4 (four) things that are an inseparable unity, namely image, perception, identity and interpretation (Wood. & Somerville, 2016).

In simple terms, the process is first communicated identity, then interpreted by the public, which then becomes public perception, so that finally this is the image that is formed. To get the desired image, it must first be clear what identity formulation will be communicated (because this identity will later be perceived by the public through its own interpretation), thus, *building in identity* is not a part-time job or just done without paying attention to various aspects. If the process agreed upon, then the equally important work is to determine what elements will be compiled and communicated (Latypova et al., 2021).

If analogous to a city or region is a company (*Corporate*), then what will be constructed by the city government is a *corporate identity* or identity of the city itself, which is formed through corporate communication or government communication, due to the interaction between government, society and the environment, and strengthened by the way messages are framed to achieve goals such as vision and mission, and what is currently emphasised in shaping *City branding*.

Studies on government communication strategies in building city image often focus on promotional or branding aspects alone. However, previous studies tend not to highlight how government communication is constructed as a social process involving various stakeholders, including the public, private sector and media. In the context of Batam City, which has a strategic position as an archipelago and international gateway, a more comprehensive approach is needed to understand the dynamics of government communication strategies. Therefore, this research seeks to fill the research gap by utilising social construction theory approach and city image elements to analyse the government's role in shaping public perception of Batam as a civilised world city.

The choice of social construction theory is based on its relevance in understanding the process of social reality formation through interaction, communication and symbols. This theory allows for a more in-depth analysis of how government narratives and strategies are created, disseminated and accepted by the public. Meanwhile, elements of city image, such as identity, attractiveness and reputation, are chosen as a framework to elaborate on the dimensions that contribute to city image building. The academic justification lies in the ability of these two approaches to integrate theoretical and empirical aspects in examining the relationship between communication strategies and public perception. As such, this research not only makes theoretical contributions but also offers practical implications for local governments in developing effective communication strategies.

This research aims to analyse the communication strategy of Batam City Government in building the city's image as a civilised world city by using social construction theory and city image elements. In the national context, this study is relevant to the strategic issue of strengthening the competitiveness of Indonesian cities in the era of globalisation, particularly in attracting investment and tourism. Internationally, this research contributes to the understanding of how cities in developing countries can position themselves in global competition through strategic communication based on cultural values and local identity. The results of this research are expected to provide practical guidance for local governments in designing effective communication strategies to build a positive and sustainable city image.

Research Methods

This research is a field research, so all the results of the data obtained are based on facts and data that occur in the field (Sugiyono, 2018) . This research aims to analyse the phenomenon and dynamics of communication strategies carried out by the Batam City Government in the community. The type of research used is qualitative research (Jahja, 2023) , which produces a discovery that cannot be found using statistical or quantification procedures (Sugiyono, 2017) . The type of research approach used in this research is descriptive analysis which aims to describe or explain things as they are (Creswell Jhon W, 2010) . Descriptive research is a type of research intended to combine or describe the state of the subject or object of research (a person, institution, society and others) at the present time based on the facts that appear as they are (H. Hadari Nawawi, 2015)

The data collection technique was conducted using the interview method. The selection of informants for interviews was conducted purposively, by setting inclusion and exclusion criteria relevant to the research objectives. The inclusion criteria include individuals or parties who have in-

depth knowledge and direct experience in the communication strategy of the Batam City government, such as the Mayor, heads of relevant agencies, and staff involved in communication activities with stakeholders. In addition, informants should also have access to data and information related to the implementation of government communication strategy. In contrast, exclusion criteria were applied to avoid bias, by eliminating individuals who had no direct involvement or were irrelevant to the research context. This approach ensures that the data obtained is authentic and relevant to support the analysis.

Data analysis was conducted using a thematic approach, which aims to identify, analyse and report patterns or themes that emerge from the data. The first step was data reduction, where irrelevant information was filtered out to ensure the focus of the analysis. Next, the reduced data is presented systematically, allowing the researcher to identify key themes that reflect the dynamics of the Batam City government's communication strategy. Data validation was conducted through triangulation method, by comparing data from various sources, such as interview, observation, and documentation. This triangulation aims to ensure consistency of information and reduce subjectivity bias. The validity and reliability of the findings were strengthened by confirming the data with several key informants to ensure an accurate and in-depth interpretation of the phenomenon under study.

Results and Discussion

Definition of Communication Strategy, Construction of Social Reality, City Image and Civilised World City

Communication strategy is a combination of *communication planning* and *communication management* to achieve a *goal*. To achieve this goal, the communication strategy must be able to show how tactical operations must be carried out in the sense that the *approach* can vary at any time, depending on the situation and conditions. In other terms, communication strategy is a method or steps taken for the success of the process of delivering messages by one person to another to inform or change attitudes, opinions and behaviour, either directly orally or indirectly through the media (Onong Uchjana Effendy, 2004). communication expert Middleton as quoted by Hafied Cangara made a definition of communication strategy as best combination of communication elements ranging from communicators, messages, channels, recipients to influence (*effect*) designed to achieve optimal communication goals. Strategy selection is an important step that requires careful handling in communication planning, because if the selection of the wrong strategy then the results obtained will be fatal, especially losses in terms of time, material and energy (Hafied Cangara, 2017). Meanwhile, Littlemore in *The Communicative Effectiveness of Different Types of Communication Strategy* explains that communication strategies are steps that must be taken in increasing communication effectiveness (Syobah et al., 2023). From several definitions of communication strategy above, it can be concluded that communication strategy is a plan or method used to achieve a communication goal (Littlemore, 2003).

The term social reality construction was first introduced by Peter L. Berger and Thomas Luckmann through their book *The Social Construction of Reality: A Treatise in the Sociology of Knowledge* which has roots in phenomenology and symbolic interaction (Peter L Berger & Luckmann, 2012). They define social reality construction theory as a theory that describes the social

process through actions and interactions, in which individuals create continuously a reality that is subjectively shared and experienced. The origin of social construction from the philosophy of constructivism which starts from cognitive constructive ideas. In explaining the constructivist paradigm, social reality is a social construction created by individuals. Individuals are free human beings who carry out relationships between one human being and another. Individuals become determinants in the social world that is constructed based on their will. Individuals are not victims of social facts, but as production machines, as well as creative reproduction in constructing their social world (Burhan Bungin, 2001) .

The image of a city cannot be created instantly, and neither can the identity of a city, which takes a long time to form. The identity of a city is related to the rhythm of history that has gone through a long process so that the identity of a city cannot be created just like that, unlike the city image (Honey DSianturi & Purwanti, 2021) . City image or *City branding* proposed by Kavaritzis can be seen as a form of image communication, precisely what and how the image is formed and the communication aspects carried out in the image management process. *City branding* is also a task and collaboration of all parties (*Stakeholders*) related to the city. The responsibility for the success of *city branding* lies throughout the city's *internal public*, including the city government, the private sector, entrepreneurs, *Interest Groups* and the people of the city. In *city branding*, the priority is to function all the potential of the city to be valuable and functional. In this case Kavaritz suggests three different types of communication in communicating *city branding*, namely primary, secondary and tertiary (Kavaratzis, 2004) . Lynch defines city image as, place/environment image is a two-way process between the observer and the observed object, or also referred to as the impression or perception between the observer and the environment (Huang et al., 2021) . This observation is made to help in understanding the image of the city that is captured and understood by humans in a particular environment. So that an understanding of how city that has been designed can be easily understood by the general public can be obtained. There are five elements that can be used to reveal the image of the city, namely *path, edge, district, node and landmark* (Rafsyjanjani & Purwantiasning, 2020) .

The concept of Bandar Dunia Madani, which was launched and made an icon by the Government and the community, has certainly gone through studies, considerations and agreements of community elements. The term Bandar in the context of the Malay language is intended to accelerate the realisation of Batam City as the centre of trade, economic, social, cultural and civilizational progress in the most frontier region of the Republic of Indonesia. The term Bandar as mentioned in the cultural treasures and past history of the Malay community refers to a cultural record that is progressive and civilised. The mention of the word Madani in the context of Bandar Madani is clearly intended to emphasize that the progress that will be driven must be within the frame of civilisation which explicitly states that there is a strengthening of religious morals and high civilisation (Batam City Government, 2021).

Government Communication Strategy in Constructing the Image of Batam City as a Civilised World City

Talking about Batam City can not be separated between Batam City Government and Batam Authority, if at the beginning of the establishment of Batam City Government in 1999 has two kinds of government that is not owned by any region in Indonesia, namely, Batam City Government and

Batam Authority (BP Batam), in reality, the City Government has the right to provide services to the community and residents, While the task of investment and development of the City is carried out by the Batam Authority, this makes many decisions made by the Batam City Government that have been passed in the Regional People's Representative Council (DPRD) of the City cannot run smoothly, because the land management rights for the entire island of Batam are still carried out by the Batam Authority (BP). However, since 17 September 2019, the Mayor of Batam is the *ex-officio* Head of the Batam Concession Agency which handles both inward and outward services of Batam city, based on the policy contained in Government Regulation (PP) Number 62 of 2019 concerning the Second Amendment to PP 46/2007 concerning the Batam Free Trade Zone and Free Port. The government designed Batam City as a city of industry, trade, ship transfer and tourism (*History of Batam - JDIH Kota Batam*, n.d.)

The amount of authority given by the Central Government to Batam City has made the City Government try to construct its governance activities continuously in accordance with the vision and mission of the central and local governments in developing the City in the form of the Long Term Development Plan (RPJP) and the Regional Medium Term Plan (RPJMD) so that all elements in the city can feel the real presence of the government and it can be well communicated to all stakeholders. Referring to the Regional Medium-Term Development Plan (RPJMD), Batam City has a vision and mission in developing the city, not only physically building but also directing the community into a polite, well-mannered, disciplined and *civilised* society. The vision is, "The realisation of Batam as a modern and prosperous civilised world city".

The consistency of Batam City Government in communicating (*branding*) its city as a modern and prosperous Civilised World City, has a good multi-effect in development planning in all lines on an ongoing basis, so that it becomes a *Brand* that is always polished to create an image and reputation that is able to attract outsiders to come to this city, in accordance with the existence of Batam city as a city of industry, trade, ship transfer and tourism.

The branding policy as applied in the RPJMD has five aspects, one of which is sustainable urban development supported by advanced, friendly, safe, beautiful and comfortable infrastructure and public transport systems, in line with spatial planning Furthermore, it produces a competitive, educated, productive and highly moral workforce. In addition, continuing the acceleration of development in hinterland areas for equity and as a support for the economy of Batam City, and realising good governance, responsive, effective and efficient based on information technology in improving services to the community. One of the objectives of this agenda is to improve the modern image of Batam City through Batam Development Programme, with maximum communication strategy for all stakeholders in Batam City. (Interview with the mayor of Batam Mr. H.Muhammad Rudi)

In carrying out communication, the government not only communicates internally within its bureaucratic organisation, but also communicates externally to the community which is the main responsibility of the government. In the sense that the Mayor must be able to communicate the vision, mission and strategy of the organisation he leads in order to achieve mutual awareness of stakeholders so as to change people's perceptions of the policies carried out. The current government communication model does not only provide one-way information but also two-way communication. This two-way communication is important to achieve the government's vision,

mission and long-term programmes. Loyalty and support from all stakeholders require consistent, attentive and touching communication.

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The touch of communication in terms of humanising the community is a turning point in the policy launched by the Mayor / Head of BP Batam H. Muhammad Rudi to lead Batam City in his second period. This can be seen in the construction of the city from the main business core of shipyards, industrial and trade areas and in facing the future of the city, the government adds the city's core business, namely tourism. Construction here is defined as an activity or process to rebuild/recreate/reorganise something. In the context of this research, constructivist thinking of city image means rebuilding or reorganising the idea, idea or concept of Batam city image as a civilised world city. Therefore, to attract investors, domestic and foreign tourists, improvement of infrastructure and facilities is the most important thing so that investors and tourists feel comfortable, safe and secure. Batam as an area bordering Singapore and Malaysia receives many tourists and hopes to attract many tourists to Batam. Therefore, the city should be managed optimally. Focus on infrastructure and facilities is key. The activities described above illustrate the social process through actions and interactions which individuals or organisations continuously create a shared and subjectively experienced reality as said by Peter L Berger and Thomas Luckmann (Rini Darmastuti, 2016) .

The Mayor/Head of BP Batam puts infrastructure in the strategic development plan so that tourists feel safe and comfortable, causing a domino effect on the city's economy. In addition to revamping tourism facilities and infrastructure. The aim is that when investors and tourists land at the airport and enter the city, they immediately imagine a solid urban layout, beautiful parks, wide and smooth roads, pleasant pedestrianisation, etc. The road space is expanded to increase road capacity, reduce traffic congestion and increase the number of pedestrians. Road space is expanded to increase road capacity, reduce traffic congestion and improve city aesthetics, while automatically supporting investment in industrial, commercial and shipbuilding facilities in addition to road widening. On the left and right of the road, green buffer zones, decorative lights for pedestrians were also improved. (Interview with the mayor of Batam Mr H.Muhammad Rudi)

Infrastructure development is carried out on a priority scale by prioritising economic centres such as the Nagoya area, Lubuk Baja Sub-area which are centres of the tourism industry, ranging from hotels, culinary centres, shopping, entertainment, banking, money exchange offices and so on. In addition, the area around the economic centre is also the next target to create complete unification. Protocol roads which are the main roads after exiting the airport and harbour are also prioritised to be upgraded, it is expected to add roundabouts at the harbour, airport and other roads and expand the Batam City Protocol Road which makes it the largest road in Indonesia. Infrastructure development planning does not only take place in the city centre according to the vision and mission, the Mayor also plans a ring road for the suburban area that crosses the sea bank and will revitalise the already developed area by facilitating transportation for everyone both to the city centre and the economy and government. Yumasnur, Head of Bina Marga and Water Resources Agency of Batam City, explained.

In addition, inland areas (islands) are also not forgotten in terms of infrastructure improvement. As an archipelago city, Batam's urban area includes 329 large and small islands connected by water, so that port infrastructure becomes the main means of connecting between islands, as well as

islands that are either densely populated or not and require facilities and infrastructure to be able to benefit from urban construction in accordance with the vision and mission objectives.

In addition to road infrastructure and other economic areas, the Batam City Government, in this case the Mayor, also built the 2nd Grand Mosque in Batuaji Sub-district which is 30 minutes away from the city centre named Sultan Mahmud Riayatsyah III Mosque with a capacity of about 25,000 worshippers. The mosque is designed as a religious tourism site equipped with all the facilities needed for comfortable and safe religious tourism. The mosque has a Malay and Arabic architectural style, presenting a peaceful atmosphere thanks to the choice of the main colour white. The mosque has a minaret that is 99 metres high. There are 8 membrane umbrellas as high as 17 metres similar to the Nabawi mosque. The total construction area is 57,114 square metres and the land area is 41,422 metres. The name of the mosque is taken from the Sultan and Yang Pertuan Besar of Johor-Pahang-Riau-Lingga. In addition, the Mayor of Batam is also renovating Masjid Raya 1 adjacent to the Mayor's Office and Batam City Council, Masjid Tanjak (Tanwirun Naja) located at Hang Nadim airport, and will build Masjid Raya 3 on the hill of Nongsa area facing directly to the sea.

On the other hand, to support the recreational facilities of citizens and public facilities, the city government also built several parks that can be visited by citizens, including Dang Anom Park, Deer Park and Sekupang Pond Park, Batam Botanical Garden, Engku Hamidah Park and the pedestrian around it, Pelantar Tanjung Riau, Putri Island and Raja Ali Haji Museum. This is what is meant by the vision and mission of becoming a Civilised World City. Said the Mayor of Batam H. Muhammad Rudi.

The Batam City Government not only prioritises infrastructure development, but development in the city today also focuses on realising the city's vision as a civilised city, such as the construction of the Tanjak Mosque, the Sultan Mahmud Riayat Syah Mosque to the revitalisation of the Batam Great Mosque or called the Batam Grand Mosque and several other houses of worship that are included in the APBD or through the activities of the Mayor and DPRD of Batam. In addition, the Batam City Government also provides incentives for religious leaders, the Brotherhood of Mosque Imams (IPIM), the Mubaligh Association of Batam City (PMB), the Board of Consultation of Quran Teachers (BMGQ), RT / RW incentives throughout Batam City.

Various development breakthroughs have been made, the Batam City Government strives to make Batam more advanced with a better economy, so that Batam residents have great opportunities, so that later the people of Batam become more prosperous, and the poverty rate which is currently 5.2% continues to decline. On the other hand, the Human Development Index (HDI) continues to be improved, in 2023 the HDI of Batam city grew 0.47% from 2022 to 82.64%, with a very high classification, the Human Development Index component of Batam City consists of Life Expectancy (UHH), Expected Years of Schooling (HLS), Average Years of Schooling (RLS), and Expenditure per Capita. Life Expectancy of Batam City is 74.98 years, which implies that health facilities in Batam are adequate. Expected Years of Schooling of Batam City is 13.34 years, which means that children of school age in Batam have the opportunity to complete their education at the senior high school level provided that the infrastructure conditions are adequate. The average years of schooling in Batam City is 11.19 years, which means that the quality of human resources in Batam City is quite good. Per capita expenditure of Batam City community also reached 18.99 million per year

The Madani concept is also translated by the city government towards children, the Batam City Government collectively does crucial things in the development of areas that are suitable for children, such as child rights clusters, child-friendly regional policy principles, the role of children's forums, Batam City Child Protection Commission, cooperation with relevant policy makers, to its linkage with various Batam policy platforms. All of these are not only translated in the Office of Women's Empowerment, Child Protection, Population Control and Family Planning but also in all Regional Work Unit (SKPD) programmes, such cooperation has led to the achievement of Batam City as a Child Friendly City (KLA) Nindya predicate, in addition to the construction of children's playgrounds/city parks prepared from government funds, cooperation is also carried out with stakeholders in the context of corporate social responsibility. (interview with Head of Communication and Informatics Agency of Batam City).

The social process carried out by the organisation in this case the Batam Government/BP Batam which continuously creates reality requires an intense communication strategy carried out by the Batam City Government/BP Batam towards its stakeholders is a social construction of the reality of the city's image, a constructivist paradigm that views social reality as a social structure created by individuals who are free humans. Individuals are the determinants of the social world based on their own will and often have the freedom to act outside the control of social structures and institutions. So that they can accept information from the Government or reject information that has been carried out.

This communication strategy is needed by the Batam City Government/BP Batam in order to effectively deliver information to investors and the public related to the development of the City in accordance with the vision and mission. With the implementation of the communication strategy, the public is expected to be able to consume news or information that is fast and precise and accurate from clear and official sources. This is very important so that the community will not take the wrong attitude and action in facing the development conditions that will and are underway. The communication strategy applied by the Batam City Government/BP Batam is expected to win the competition and struggle with the spread of hoax news about the impact of development that is very intensively filling public spaces, both in various media and in open discussion rooms.

The communication strategy applied as an innovation in communication can be described in detail as follows:

Human Communication

Communication basically occurs directly between people without any barriers or face-to-face interaction, but technological advances will eventually make communication more effective, efficient, comprehensive, and sustainable than face-to-face communication. New ideas and ideas that become diffused in terms of communicating city programmes and planning make a new innovation in the transformation of communication of the Batam Government/BP. (a). Government/BP Batam employees are Government *Public Relations Agents*. Before implementing its communication strategy, the Government/BP Batam took a communication transformation step by reorganising the strategic communication plan as a roadmap to change the current paradigm, developing market intelligence, and adjusting the public communication strategy to the information receiver.

The Mayor/Head of BP Batam applies all Government Civil Apparatus (ASN) is a *public relations agent* for their organisation. Through the implementation of the main tasks and functions contained in the local regulation (perda) of Batam City number 1 of 2021 concerning the amendment to the local regulation of Batam City number 10 of 2016 concerning the establishment and composition of regional apparatus and the regulation of the mayor of Batam City number 77 of 2021 concerning the organisation and work procedures of the regional secretariat, regional inspectorate, secretariat of the regional people's representative council, regional agencies and sub-districts in Batam City. Batam City Regional Regulation number 7 of 2021 on the regional medium-term development plan for 2021-2026 as an official document in compiling the image of Batam City as a modern and prosperous civilised world city becomes the official reference for all regional apparatus of Batam City which is filled by structural and functional officials and implementers, which currently amounts to approximately 7,500 ASNs within the Batam City Government

The Mayor/Head of BP Batam is the main "*Public Relations*" in the process of communication strategy. In every activity carried out, he always communicates all plans and programmes as well as stages of development that will be implemented both to investors, stakeholders and the general public. One of the activities that are often carried out is coffee morning with the media and other stakeholders, meeting activities with neighbourhood associations (RT) and neighborhood associations (RW) in the context of Development Planning Consultation (Musrembang) at the Kelurahan level, Halal bi Halal, Bona Taun activities for the Batak community in Batam city, Khrisna Holy Colour held by the Hindu community, Kenduri Syawal and Kenduri Seni Melayu, other religious activities, community organisation activities with leaders, both community leaders, religion, women, customs, academics, regional organisations both in official and unofficial meetings in the form of technical guidance or socialisation and remarks on activities attended.

However, institutionally, the *Public Relations* function is represented by the Communication and Information Office/Bureau of Public Relations, Promotion and Protocol of BP Batam. "The massive development carried out by the Mayor/Head of BP Batam H. Muhammad Rudi and his staff also makes Public Relations must be able to be an effective messenger. In addition to Press Release, BP Batam also exists in the world of social media, national media, and Batam local media. Each media has characteristics, Public Relations is tasked with making a map of strengths to highlight the structured publications that want to be displayed to the recipient of the message. The recipients are the public, industry, investors, and national government" (Interview with Head of Public Relations, Promotion and Protocol Bureau of BP Batam). The above shows the existence of political will or serious willingness of the Batam City Government/BP Batam for the development of a civilised world city.

Then in this study, the informants of entrepreneurs are also very urgent in supporting the Government's communication strategy, such as the following APINDO (Association of Indonesian Entrepreneurs) Batam board: "whatever is done by the Batam city government and or BP Batam in supporting the process of effectiveness and efficiency in doing business in the city of Batam we support by helping to communicate the existence of the city of Batam as the best investment destination in Indonesia both through print media and social media".

Then also the role of media represented by the PWI (Indonesian Journalists Association) of Riau Islands which considers the importance of the media to provide information that arouses the

spirit of the community to build the city of Batam, the following narrative: "We journalists provide an objective assessment, the achievements of the Batam city government (Mayor of Batam) in developing Batam should not be covered up. But we also criticise if there is a policy that is less than perfect, Pak Rudi's achievement in building Bata mini is felt by the community so it is worthy of our appreciation".

Then it is also supported by the participation of the Riau Islands Tour and Travel Association (ASITA) in communicating the growth of tourism facilities and infrastructure in Batam City, by promoting the potentials of the city of Batam, the following is the narrative of the chairman of ASITA Riau Islands: "ASITA is proud because there are so many amenities that have grown because of the extraordinary and adequate road access, such as the growth of hotels, restaurants, malls and tourist attractions, so we remain united and have great hopes by adopting three visions of fighting spirit, namely innovation, adaptation and collaboration so that tourism programmes can support the achievement of the target of two million foreign tourist visits to Batam". (b) Group communication. The Head of Communication and Informatics Office (Kadis Kominfo) of the City Government (Pemko) explained, "In addition to individuals, the Batam City Government also uses community groups in various components in accordance with the partners and stakeholders of all regional apparatus such as the planning sector involving groups of planners, economic fields such as informal economic groups, social community fields as self-help groups such as youth groups, and other fields. Equally important communicators that always get a relevant portion are organisations that are formal and non-formal institutions, such as Rukun Tetangga (RT) and Rukun Warga (Community Association) which always forward notifications, announcements or policies from the Government/BP Batam through whatsapp group communication.

Media Communication

Media communication or *media communication* is a type of communication that uses media with different types and characteristics (Wang, 2021) . New media such as social media has become an integral part of human life as a means of information and message delivery. Apart from being a means of information, new media makes people's work easier by giving them quick and easy access to what they need. New media allows people to communicate in different locations and time zones so that they do not miss out on information or messages.

From the observations and interviews conducted, there are several media channels used in conveying messages and information to stakeholders by the Government/BP Batam so that it is right on target, as follows: (a). Print Media, Communication strategy through print media is carried out by the Government / BP Batam by cooperating with several media, both local print media and national print media with different characteristics of readers, among others, local daily print media, Batam Pos, Batam Tribune, Haluan Kepri, Pos Metro, Tanjung Pinang Pos and for national daily print media such as Kompas, Media Indonesia and The Jakarta Post. Head of communication and public relations Diskominfo Pemko Batam said, in addition to daily print media, the government / BP Batam also cooperate with print media published weekly among others, Liputan Kepri, Suara Mandiri Pos, Rakyat Media, Puan Kepri, Gerbang Nusantara, Media archipelago. All of the above media both daily print media and weekly print media that have cooperated aims to inform the policies, programmes and plans that will, are and are running conducted by the Government / BP Batam. print media can take advantage of the media centre located on the 1st floor of the office of

the Mayor of Batam which has been provided with a variety of facilities that facilitate journalists to process news or just simply discuss with food and soft drinks that have been available after receiving news content provided by the Head of Communications and Informatics Batam City / Head of Public Relations Bureau, Promotion of BP Batam ". (b). Electronic Media, cooperation with the Government/BP Batam to communicate plans, programmes and activities of the government, among others, Batam TV, INews TV, Batam FM, Serumpun FM, Hijrah FM and Discovery Minang. As the name implies, Batam TV is a local TV with more local content in Batam so it is suitable to be one of the government communication channels, as well as INews TV is a private television network in Indonesia. Owned by Media Nusantara Citra conglomerate, its programmes focus on information and sports content in broadcast time for 24 hours a day. Batam FM is a radio with the largest market share of listeners in Batam City and reaches several districts in the Riau Islands. Serumpun FM is a local radio with Malay programmes in particular and regional programmes in general. Hijrah FM electronic media radio whose main market share is the Muslims with studies - studies that are broadcast every day and Discovery Minang, as the name implies initially targeting the Minang migrants who are many in the city of Batam but with the existing range has several general broadcasts that can be listened to by many people, said Head of Communication and Public Relations Diskominfo Pemko Batam. (c). New Media, Methamorfosis Public Relations Government / BP Batam with the spirit of renewal is also seen from a variety of new media that became a means of communication institutions to its audience so as to serve the needs of the target public. Kadis Kominfo stated that online media channels that become tools in communicating to the public in delivering messages such as the Batam City / BP Government Media Centre which is divided into several media platforms such as the Batam City / BP Government website, Facebook, Instagram, Youtube, Twitter and Tiktok and Threads. If print media and electronic media public relations only share in the form of press release or video, in this new media the public relations team shows expertise in producing news, broadcasts and animations to show the face of Batam to the outside world so as to maximise and be able to serve the needs of public information (*service delivery culture*), create a positive image of the institution, provide the latest information about what has been, is being and will be done, and what is beneficial to the community. In addition to the above new media which is directly manned by public relations practitioners of the Government/BP Batam, there are 78 (seventy-eight) online media that have cooperated with the Government/BP Batam with a variety of market share and various languages, it is intended that there is no distortion of communication in the delivery of information and facilitate the delivery of information. (d). Outdoor Media, there are several types of outdoor media used by the Batam City/BP Government to provide information to stakeholders, among others; Videotron, Billboards and Banners.

The main concepts of the City *branding* Communication model are Primary Communication, Secondary Communication and Tertiary Communication which can be applied in analysing how the government uses communication to form positive public perceptions of the City image construction. Primary Communication is formed from the landscaping strategy made by the Batam City Government and includes the policies and behaviours of the civilian city design whose main architecture is Malay architecture and if there is a combination of other architectures the elements of Malay architecture will not be abandoned, as well as green land, pedestrians, public spaces and so on. Infrastructure projects undertaken by the Batam City Government are all given Malay characters and/or elements, for example the civilian route, the ply over has Malay architecture on

each wall. To create city *branding*, several local, national and international events are held in Batam city so that the city is nicknamed the City of meeting centres, incentives, conferences and exhibitions (MICE).

Secondary Communication is carried out by *Public Relations Government* carefully and directed in accordance with the vision and mission of the city as well as the target of public advice or communicability, such as *human communication*, with a strategy of positioning *public relations* with a typical HR map into talented human resources and a spirit of innovation to serve the needs of public information, then *Media communication* through mass media, print media, electronic media, new media and outdoor media

The third form of communication, namely tertiary communication, is communication by word of mouth from residents, investors, tourists or migrants, from the results seen and felt while in the city of Batam, and this cannot be controlled directly by the Government but can be anticipated by strengthening the control function, especially social control.

The analysis of social construction theory by Peter L. Berger can provide useful insights in understanding the government's communication strategy in constructing the image of Batam City as a modern and prosperous civilised world city. The main concepts of social construction theory, such as social reality, legitimacy, and socialisation process, can be applied to analyse how the government uses communication to form positive public perception of Batam City. According to Berger, social reality is not objective, but is shaped by social interaction and the construction of collective meaning. In this context, the Batam City government uses communication strategies to shape the narrative about Batam City as a modern and prosperous Civilised World City. They may highlight infrastructure development, investment, employment opportunities, and other policies that support the image. Legitimacy: Berger emphasises the importance of legitimacy in maintaining social structure. Batam City Government can use communication strategies to strengthen their legitimacy by highlighting achievements, initiatives, and successes in creating a modern and prosperous environment for its citizens. They can use social media, press conferences, and other communication campaigns to communicate these achievements to local, national, and international communities. Socialisation Process: Berger states that the socialisation process plays an important role in instilling social values and norms in society. The Batam City Government can use communication strategies to influence the socialisation process by promoting values such as modernity, openness, diversity, and prosperity in the image of the City of Batam. They can involve education, public events, and other socialisation programmes to strengthen the identity and image of Batam City as a modern and prosperous Madani World City.

Therefore, with such a compact cooperation and good coordination among the institutions of Batam City Government/BP Batam in constructing Batam City as a civilised world city, then with other stakeholders outside the two institutions such as the Indonesian Journalists Association (PWI) Batam, Interfaith Communication Forum (FKUB), Tour and Travel Association (Asita), Indonesian Entrepreneurs Association (APINDO) Batam will be felt positive impact in general by all communities and stakeholders in Batam City. In general, the long-term implication is that Batam will develop and become a civilised world city.

Realisation of Government Vision and Mission Achievement in Constructing the Image of Batam City as a Civilised World City

Nowadays, the development and growth of all cities is increasingly complex and diverse due to advances in information and technology, easy access to media, and improved living standards. On the other hand, the development of a city is shaped by the way people living in the city think and understand the information they receive from news and other sources.

From the information and mindset of the community, there are many different images of the , including cultural city, student city, tourist city, military city, industrial city and so on. In the development of a city, not only the image of the city is constructed, but the image of the city is also formed by something that happens in the city. Urban landscape is a physical impression that gives character to a city. The urban landscape plays a role in the development of a city, shaping its identity and enhancing its attractiveness. Therefore, a clear and strong urban landscape will strengthen the identity and face of a city so that it is interesting and attractive and creates a positive city image.

The physical appearance of an urban area can create a strong image in the mind of the observer. Quality physical appearance will form an impression that is easy to imagine. easy. This theory is a milestone in the measurement of citizens' perceptions of their cities, identifying the various elements of the physical structure of a number of cities that make them describable and imaginable. Kevin Lynch' theory of city image formation includes five main elements that influence people's mental images of a city. These five elements play an important role in shaping the perception and identity of a city. Below is an analysis of the elements that make up the urban landscape based on Kevin Lynch's theory. Based on field observations and interviews, the researcher will discuss the results of the five elements of urban landscape in Batam City: lanes, edges, nodes, districts and landmarks as follows

Paths

These can be major highways (protocols), and neighbourhood roads, sidewalks, travel lanes, rivers, railway lines, or frequently used pedestrian paths as shown in the figure:



Figure 1. Displaying the Hang Nadim Airport Intersection which is Very Relevant to the Madani City Landscape

Batam City is unique in its infrastructure management, particularly roads, which can be utilised to influence public perception of the city's image. With no provincial roads in Batam, the responsibility for road management lies entirely with the City Government and BP Batam. This

provides flexibility in designing road infrastructure that supports the city's branding as a centre of modernisation and progress. One of the strategic measures is the widening of protocol roads to five lanes each, making Batam a city with a wide and modern road network. This condition reflects the progress of infrastructure that not only supports the mobility of people and industries but also strengthens the city's image as a civilised world city that is ready to compete in the global arena.

A wide and well-organised road infrastructure can also influence public perception through the ease of accessibility and connectivity it offers. Based on the path concept in Kevin Lynch's study, Batam's protocol roads function as the main movement routes that connect the city's activity centres. This path not only facilitates the movement of motorised vehicles, but also provides space for pedestrians to move comfortably. With a street design that prioritises efficiency and aesthetics, Batam is able to give the impression of a well-organised, modern and inclusive city, which contributes to the formation of the city's identity in the eyes of local people and visitors.

Road infrastructure development is also an effective visual communication strategy in building branding of Batam City. Wide and representative protocol roads can be a symbol of progress, as well as a supporting element in creating a positive narrative about Batam as a city that is ready to welcome investment, tourism and other economic activities. By utilising physical elements that are easily seen and felt, the City Government and BP Batam can directly influence people's perception that Batam is an organised, friendly city with great potential as an international trade and tourism centre. This strategy is in line with the city's branding objective to increase Batam's attractiveness both nationally and globally.

Edges

Batam City has boundaries not only with neighbouring islands and regencies but also with neighbouring countries, namely Singapore and Malaysia, to mark the boundaries of the region or country, the Batam City Government BP Batam rejuvenated an island as a boundary or country with neighbouring countries, as shown below:



Figure 2. Showing Putri Island, Nongsa sub-district This island is bordered by Singapore and Malaysia, which is very relevant to the Madani City landscape.

Putri Island in Nongsa Sub-district, which borders Singapore and Malaysia, is one of the concrete examples of edges as described in Kevin Lynch's study. This edge element not only functions as a physical boundary between regions but also has strategic value in strengthening the

image of Batam City as a city with a unique and significant geographical position. The reclamation carried out by Batam City Government to protect the islands from strong waves is a strategic effort to maintain the assets of the region while emphasising Indonesia's borders in international waters. This step shows how the government utilises geographical and infrastructural elements to build a strong narrative of Batam as a modern city with an important role in regional geopolitics.

Government communication strategies are instrumental in optimising the branding potential of areas such as Putri Island. By capitalising on unique geographical narratives, such as proximity to Singapore and Malaysia, the government can strengthen Batam's appeal as an investment and tourism destination. However, challenges also arise in ensuring that this branding not only creates an attractive image but is also able to bring direct benefits to local communities, such as improved infrastructure and accessibility. In this context, a transparent, collaborative and data-driven communication strategy is key to overcoming the challenges and ensuring that the branding of Batam as an international city truly reflects the identity, potential and sustainability of the region

District (Area)

The defining physical feature of the district is its thematic continuity, which consists of an endless variety of elements. Specifically texture, space, form, detail, symbol, building type, use, activity, occupants, level of maintenance, and topography. In densely populated cities, the uniformity of facades is a fundamental clue to identifying broad districts. These clues are not just visual clues. noise and irregularity can also be used as clues. As with the ethnic districts of a city, district names also contribute to identity formation.



Figure 3. Showing the Batamindo Industrial Estate, which is Very Relevant to the Madani City Landscape

The district element based on Kevin Lynch's study of Batam city area is described as commercial and service area, health area, government area, and sports and education area, especially the commercial, service and industrial area in Batam city has a larger area than other areas because it is the main driver of Batam city's economic sector.

Nodes (meeting points between paths)

For those who observe cities, intersections and places where they can pause along the way are very important. Having to make a decision at a crossroads allows people to focus their attention

more on that location and see the surrounding elements more clearly. Since this trend is often observed, it can be assumed that elements located at intersections automatically gain certain advantages from their location. When people were asked where their first stop in the city was, many mentioned public transport stops as their primary location. Railway stations or seaports are almost always important centres in a city, as are airports. Theoretically, a road junction generally consists of nodes, but an intersection generally cannot contain as many central nodes, so it is considered more than just a four-way intersection.

The nodes based on Kevin Lynch's study are represented by centres where people meet for activities such as squares, airports, parks and harbours as well as intersections that represent points where culinary commercial spaces are located. intersection that is being built near the Government Centre is the public Economic Sector.

Landmarks

Landmarks are important elements of a city because they help people navigate and recognise a city. A good Landmark is an element that is distinct yet harmonious in its background. These include buildings, statues, monuments, bridges, rivers and signposts. Landmarks are recognisable at a certain distance in a spiral within the city and can be seen from various angles of the city; but there are some landmarks that are only recognised by certain areas at a relatively short distance. Landmarks can be located within the city or on the outskirts of the city. Landmarks are external elements and are the prominent visual form of the city. Landmarks are an important element of urban form as they help people to orientate themselves within the city and help people recognise an area.

Landmark elements based on Kevin Lynch's study of Batam City are clearly seen in the city of Madaninya where, when citizens or tourists come directly in the latest icon in Malay elements namely Tanwirun Naja Mosque or better known as the Tanjak Mosque, is a typical Malay headdress that combines the colour of striking elements. This illustrates the existence of 4 (four) markers that accentuate the visual city with the characteristics of a civilised world city. The realisation of the achievement of the government's vision and mission in constructing the image of the city of batam as a modern and prosperous civilised world city is the achievement of the human development index, the creation of a child-friendly city and massive infrastructure development and the distribution of incentives to the community.

The description of the government's vision and mission in constructing the image of Batam city as a modern and prosperous civilised world city can be seen from the realisation of the seriousness of the Batam City Government/BP in Contributing to the Increase of Investment to Realise an Advanced Batam that is Sovereign, Independent, and Personality Based on Gotong Royong. As stated by the Head of Public Relations, Promotion and Protocol of BP Batam as follows, "The vision of Batam city development for 2021-2026 is the realisation of Batam as a modern and prosperous civilised world city. The vision is prepared based on comprehensive consideration of various conditions faced by Batam today. "In addition, taking into account the position of the Mayor of Batam as Ex-officio Head of the Batam Concession Agency in accordance with the mandate of PP No. 62 of 2019 concerning the second amendment to PP No. 46 of 2007 concerning the Batam Free Trade Zone, the preparation of the development vision must also pay attention to the dynamics and trends of the National, Regional and Global Regional Economies".

Meanwhile, the PWI Kepri Board gave appreciation to the Mayor of Batam for his breakthrough in building the city of Batam to be more advanced as it is now, as follows: "The Mayor/Head of BP Batam with his breakthrough received many achievements and because of his assertiveness in building the city of Batam, so that the development of facilities and infrastructure in the city of Batam runs in accordance with his vision and mission".

"The development of road infrastructure in Batam, both public roads and connecting roads with industrial areas is very good, with such development, the level of congestion in Batam or the flow of goods movement from factories to seaports or airports is relatively smoother and more regular, it is believed to accelerate and facilitate the delivery of goods by businesses in Batam to the destination, especially for exports abroad. So the benefits of the better road infrastructure in Batam are felt by businesses in Batam." Said the chairman of Apindo Batam City.

In line with the statement of the Batam Apindo board, the Batam Kadin board, stated "road infrastructure plays an important role in increasing investment, economic growth and expanding the range of community participation in economic activities."

Furthermore, on the infrastructure side, academics from Batam Tourism Polytechnic said that in general, the infrastructure in Batam has been much better, "overall the infrastructure in the city of Batam is clearly better than it used to be, this makes one of the strengths of the city of Batam as an investment destination".

Chairman of FKUB (Religious Communication Forum) Batam city stated "it is very important to manage religious tolerance so as to create religious harmony that supports infrastructure development in the city of Batam, in order to support the city of Batam as a tourism and investment destination, "religious harmony between religious believers is an investment in the city of Batam and until now, inter-religious harmony in the city of Batam is quite conducive and safe, so it becomes the key to the development of the city of Batam".

Conclusion

Batam City Government conducts communication strategies in constructing the image of Batam City as a modern civilised world city and prosperous through human communication (*Human Communication*) and the Mayor as a *leader communicator* and followed by the ranks below him and stipulated through local regulations (perda), as well as including community group communication in accordance with their main duties and functions, besides that communication is also carried out through print media, electronic media, new media and outdoor media, all of which aim to deliver the right message. The realisation of the achievement of the government's vision and mission in constructing the image of Batam City as a modern and prosperous civilised world city, can be seen from the five elements of the city's image whose development is visible and in terms of human development index is also the best in Riau Islands Province, as well as the increasing number of investors entering Batam City.

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