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Special Events Fashion Show Collaboration in Socializing Spongebobgold to Support Brand Awareness

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Abstrak

MNC Licensing International sees the opportunity of expanding the target market of their brand animation SpongeBob. In its current state, SpongeBob has reached the maturity stage. SpongeBob feels the importance to extend the target market to millennials. Regarding this, SpongeBob created a global campaign called SpongeBob Gold. SpongeBob Gold's global campaign is a marketing public relations activity created through nine steps of strategic public relations planning to support brand awareness. This campaign uses a fashion show collaboration strategy that collaborates with the local designers from every country. For Indonesia, SpongeBob Gold collaborate with Indonesian local designer Tities Sapoetra. This fashion show collaboration gives the experience to the fans and uses an influencer to deliver its message. This research uses nine steps of strategic public relations planning in analyzing the implementation of SpongeBob Gold. The methodology that is being used in this research is called qualitative methods by conducting in-depth interviews. The results show the step of implementation, obstacle, and solution. Using the nine steps of strategic public relations planning, the author can understand the implementation strategy in establishing the increasing awareness of the SpongeBob Gold that has resulted in the increasing demand of the licensed of SpongeBob.

Keywords: nine steps of strategic public relations planning, brand repositioning, brand awareness, fashion show collaboration

INTRODUCTION

In the beginning, a film was only a black and white image without using dialogue. The film then began to develop along with the development of the times to become an industry. The most popular film industry in the world to date is Hollywood. The film industry today is the result of a merger of technology and commerce that is starting to be liked by the public, especially for those who need entertainment ("Medium: Film: Dari Italia sampai Hindia Belanda," 2017).

Each film must have a genre. There are various kinds of genres including action, adventure, animation, biography, comedy, crime, documentary, drama, family, fantasy, film-noir, game-show, history, horror, musical, mystery, romance, news, sci-fi, sport, thriller, war and

western. One genre that is popularly used in cartoons with various storylines is animation genre (Tanjung, 2016, December 11). Children usually enjoy this genre, but nowadays, film industries began to develop it so that various age groups can enjoy it. There are five favourite animated cartoon series in Indonesia, such as Adit Sopo Jarwo, Doraemon, Naruto, SpongeBob Squarepants, and Upin Ipin (Della, 2015, June 2).

One of the animations that won many awards at the Kids Choice Awards every year since 2003 is SpongeBob ("History of SpongeBob SquarePants(SpongeBob SquarePants)," n. d.). The popularity of the Spongebob series is not only seen from a large number of viewers, but also the viewers' request for merchandise from Spongebob itself. But after launching "SpongeBob Squarepants the Movie" and the comeback of its fourth season, some critics believe that during those days, there was a decrease in the quality standard of the SpongeBob episode. This made many viewers switch to other series ("History of SpongeBob SquarePants (SpongeBob SquarePants)," n.d.). This decline was also caused by the old SpongeBob brand, where initially the majority of SpongeBob's viewers began to grow up (I. Suwitamihardja, personal communication, May 7, 2018).

Based on this incident, in 2017, Nickelodeon created a global campaign called SpongeBob Gold which collaborates with designers from various countries to create SpongeBob Gold-themed fashion collections. The company is trying to reposition SpongeBob, which was originally intended only for children, to also attract young adults to adults through fashion (I. Suwitamihardja, personal communication, May 7, 2018).

This activity is also supported by the development of the economy in fashion subsector. Based on the results of a special creative economy survey in 2017, the fashion subsector occupied the second position on gross domestic product contribution of 18.15%. Besides, the fashion sub-sector also reached the first position in the creative economy sub-sector, which exported 56%. In this campaign, designers from every country were chosen to combine the uniqueness of themselves and their country through the SpongeBob Gold campaign which then poured onto a trendy fashion collection. This campaign has been carried out in several countries such as England, Brazil, Mexico, and Colombia. On September 26, Nickelodeon collaborated with local Indonesian designers who are also influencers, Tities Sapoetra and launched SpongeBob Gold fashion collections at the 2017 Plaza Indonesia Man Fashion Week (Freemagz.com, 2017, September 28).

This collaboration was carried out by launching 32 fashion collections that combined references from various Indonesian cultures, a mixture of traditional Indonesian crafts and world fashion trends with SpongeBob still being the dominant element ("Freemagz.com, 2017, September 28). In SpongeBob Gold's campaign in Indonesia, PT. MNC Licensing International uses a new strategy in repositioning and supporting SpongeBob's brand awareness ("Wtimes.id: SpongeBob Gold Kejutkan Indonesia Di Ajang Men's Fashion Week 2017," 2017). For the Fashion Show to be held successfully, there are stages from the start of the planning before the event is held and evaluation after the event is held.

Based on the description above, the researcher was interested in researching the stages of the strategic collaboration's special event fashion show "SpongeBob Gold X Tities Sapoetra". The event shows aims to support brand awareness for the millennials and to keep the top of mind Spongebob through SpongeBob Gold's socialization and to find out the obstacles and solutions made in the socialization.

LITERATURE REVIEW

To dissect the special event, researchers used the Nine Steps of Public Relations Planning proposed by Smith (2005, p. 10-13). These nine steps consist of analyzing the situation, analyzing the organization, analyzing the public, establishing goals and objectives, formulating action and response strategies, developing the message strategy, choosing communication tactics, implementing the strategic plan and evaluating the strategic plan.

Phase one: Formative Research

This phase is the initial step in making a plan, gathering information and analyzing the situation. Through a three-step analysis of situation research, to base determine what programs are appropriate and needed.

1. Analyzing the Situation

Situation analysis is the most fundamental and crucial thing in planning. The situation analysis includes clients, supervisors, key colleagues and policy breakers. So, it can analyze opportunities and obstacles that will occur through the planned program.

2. Analyzing The Organization

Organizational analysis is seen from three aspects: internal environment (vision, mission, human resources, and performance), public perception (how is the public perception of the company's reputation), and external environment (competitors or competitors, and supporting parties).

3. Analyzing the Public

In this stage, a company or organization analyzes key publics, various groups of people who interact with certain issues on an organization. Through public analysis, companies or organizations can understand what the wants, needs, public expectations of an issue related to the organization. This will also affect media selection, cultural adjustment, economic, political, social, cultural and technological conditions.

Phase Two: Strategy

4. Establishing Goals and Objectives

In making a plan, of course, it is necessary to determine specific goals, can be measured, realistic, and can be achieved. Thus, planning will focus on a goal to be achieved.

5. Formulating Action and Response Strategies
In this step, the organization has made a list of possible, planned programs that will certainly help to achieve the goal.

6. Using Effective Communication

The organization has determined the message to be delivered to key publics, including the contents of the message, the tone and style of the message, whether the message is delivered verbally, and non-verbally. An effective message is a message delivered in dialogue and persuasion.

Phase Three: Tactics

At this stage, the organization has determined communication tools and communication planning elements.

7. Choosing Communication Tactics

Communication planning consists of four categories, namely face to face communication and personal involvement, organizational media, news media, advertising and promotional media. But not all categories can be applied to organizations, organizations need to adjust back to the issues that occur and adapted to the needs

8. Implement the Strategic Plan

In this stage, the organization has carried out cost planning, explained the planning schedule that was carried out as well as all communication plans implemented according to plan.

Phase Four: Evaluative Research

9. Evaluating the Strategic Plan

As a final step, an evaluation is carried out to specifically measure the effectiveness of a plan that has been carried out. Evaluation as a recommendation and modification for further communication planning.

Each stage is useful to find out the steps taken by the organizers in conducting this activity so that it can produce a significant impact on the target audience and brand awareness of Spongebob. Stages that have a very important role are the seventh stage or choosing communication tactics. Where in this stage, the organizer weighs and chooses the tactics that will be used in this special event to achieve the desired goals. So this stage is the key in planning an activity. The first six stages are used to make it easier for the organizer to choose tactics that are suitable for this event, while the last two stages are useful for carrying out and evaluating the tactics that have been selected and used. In the nine steps of strategic public relations planning, determining tactics is the most significant because it becomes the key to this activity. The choice of tactics in an activity is based on an analysis that has been carried out in the previous stages. This tactic is again adjusted to the objectives to be achieved and the current market conditions. When choosing to use tactics, the most important thing to consider is the behaviour of the target audience.

When organizing an activity can choose tactics that make the target audience feel a great desire to participate in the activity. Even though it has considerable threats for them, it will try to be removed.

Furthermore, to succeed in repositioning itself a new strategy is needed, namely cobranding because co-branding has the main advantage of being able to generate greater sales from the previous market with opportunities that are open to consumers and through new channels. It can also reduce the cost of introducing a brand because it combines two well-known brands (Keller, 2013, p.269-271).

Shimp and Andrews (2013, p.34) stated that brand awareness is an issue of whether a brand name comes to mind when consumers think about a particular product category and the ease with which the name is evoked. This special event aims to maintain brand awareness that has been owned by Spongebob because this brand has reached the Maturity Stage stage. Therefore, efforts to support brand awareness are very much needed through this collaboration fashion show

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METHODOLOGY

The methodology that is being used by researchers in conducting this research is known as qualitative with the case study approach proposed by Yin (2013, p.18). It is an empirical inquiry that investigates phenomena in real-life contexts, when the boundaries between phenomena and contexts do not appear explicitly and where multiple sources of evidence are used. Yin (2013, p. 1-12) also suggests that the case study approach can be used for research in the form of good planning. According to Yin (1994: 21) It is not enough if the Case Study questions only ask "what", but also "how" and "why". The question "what" is intended to obtain descriptive knowledge, while the question "how" is intended to obtain explanative knowledge. The question "why" aims to obtain explorative knowledge. Yin use of "how" and "why" questions, because both of these questions are considered very appropriate for gaining in-depth knowledge about the symptoms being studied. Besides, the form of questions will determine the strategy used to obtain data. Because, the question "how" asks the process of an event, while the

question "why" looks for reasons why certain events can occur. To obtain reasons, why an action is carried out by the subject, the researcher must explore it from within the subject. It should be noted that case study researchers want to understand the subject's actions from the research subject's point of view, not the researcher's side. In line with this research, the researchers conducted surgery on the planning carried out in the special event collaboration process from "Spongebob Gold X Tities Sapoetra". This study uses a qualitative descriptive method because it tries to describe a whole process of the collaboration special event fashion show "Spongebob Gold X Tities Sapoetra".

Then the researcher will describe the process of activities during the special event. In this study, they will not test a particular hypothesis, but rather to describe a situation that occurred so that a descriptive method can be used.

The data analysis used in this study is triangulation analysis, which is analyzing the answers to the subject by examining the truth with empirical data (other data sources) available. According to William Wiersma (in Sugiyono, 2016, p. 273) "Triangulation is qualitative cross-validation. It assesses the sufficiency of the data according to the convergence of multiple data sources or multiple data collection procedures. There are three types of triangulation, namely source triangulation, triangulation of data collection techniques, and time triangulation (Sugiyono, 2016, p. 274-275).

In this study, researchers used the Source Triangulation Data Analysis as a method of trust checking techniques with the aim of obtaining accurate interview data from various speakers because this event had already taken place and researchers did not make observations in this event. So the researcher must triangulate the source to each resource person who follows the process of the event to find out the planning process until the implementation of this event.

The Sources in this study were Iqbal N. Suwitamihardja as MNC Licensing International Head of Marketing and Retail and the head project fashion show "Spongebob X Tities Sapoetra", Tities Sapoetra as the designer of "SpongeBob Gold X Tities Sapoetra", and Ria Juwita as Event Promotions Senior Managers & Creative Services PT. Plaza Indonesia Realty, Tbk. The sources appointed by the researchers in this study are internal resource persons, because the topic and discussion of this research are closely related and concerned with internal parties of the companies studied, Nickelodeon. So that it would be better if the questions to be raised by the researcher can be directly answered by the internal parties of the company related to the topic of this research. The selection of speakers in this study is tailored to the needs of researchers, namely people who are competent and know the subject matter to be examined so that the information provided can be in accordance with the expectations of researchers.

RESULT AND DISCUSSION

Results

SpongeBob is an animation series under umbrella brand Nickelodeon that has been airing since May 1999. This series became Nickelodeon's most popular animation series. It was

produced by Stephen Hillenburg, a graduate in experimental animation from The California Institute of the Arts and studied marine biology and art. The first film of The SpongeBob Squarepants was produced on 19 November 2004 and its sequel, The SpongeBob Movie: Sponge Out of Water, on 6 February 2015. SpongeBob's series was produced by Nickelodeon in Burbank. SpongeBob SquarePants has become a cultural phenomenon and become the most-watched animation program for children with an average age of two to eleven years for more than fifteen years in a row. Whereas for the past few years, it has reached an average of more than 100,000,000 total viewers each quarter throughout the Nickelodeon network ("Businesswire: The Legend of Boo-Kini Bottom," 2017).

On 17 July 2009, SpongeBob SquarePants has reached a milestone in achievements that are rarely celebrated by some serial characters, known as the 10th anniversary. The success of this animation reaches eight billion dollars per year in the retail world for Nickelodeon, with seven hundred licensing partners in the whole world. Besides that, SpongeBob's success lies in the cross-generation appeal. SpongeBob entertains all ages ranging from children, students to adults, with his humorous jokes. Therefore, SpongeBob is ranked 30th out of 100 shows that are most often enjoyed on paid television channels and animated with number one in the Nielsen version (Hampp, 2009)

SpongeBob's Gold x Tities Sapoetra Fashion Show Collaboration is carried out according to the Nine Steps of Public Relations Planning proposed by Smith. Analyzing the Situation is the initial stage used to assess the situation of an activity. They need to know the strengths, weaknesses, opportunities and threats that might occur in a plan. The second stage, Analyzing The Organization, is used to analyze all matters that relate to the organization, starting from the objectives, reasons and competitors that will influence this activity. The third stage is Analyzing the Publics. This stage is used to determine the target market that will be addressed by SpongeBob Gold's campaign and also the expected repositioning of this socialization activity. The fourth stage is Establishing Goals and Objectives where companies must know they have a goal that is the success of an event; this step is used to determine the purpose of SpongeBob Gold's socialization activities.

Formulating Action and Response Strategies is the fifth stage. This stage is used to determine strategies for fashion show collaboration. The sixth stage is Developing the Message Strategy. This step is used to find out the messages to be delivered to key publics including the message content, tone and style of the message, whether the message is delivered verbally, and nonverbally. An effective message is a message delivered in a dialogue and persuasive manner. The seventh stage is Choosing Communication Tactics. This step is used to find out the planning used in communicating this activity. The eighth stage is the Implementing Strategic Plan, where this stage is to find out how the implementation of each plan has been carried out by the company to these activities. The last stage is Evaluating the Strategic Plan, where we can find out the evaluation results from SpongeBob Gold's socialization activities, in this study, the authors used post-event report and the results of interviews with the speakers.

Analyzing The Situation, the strength of fashion show collaboration SpongeBob's Gold x Tities Sapoetra lies in the curiosity of SpongeBob lovers about the innovation that SpongeBob has made through the fashion industry (T. Sapoetra, personal communication, April 30, 2018). Besides that, the Fashion Show Collaboration between characters and designers is the first innovation, and it has never been done before. This is an opportunity for SpongeBob to pioneer the activity and become a trendsetter. However, there was a drawback from this event, namely the increase in the number of viewers who came beyond the capacity of the seats provided so that many viewers could not go to the event directly. In addition, the obstacles that occur in this socialization process are convincing the headquarter about designers and concepts and negotiating with Plaza Indonesia for the selection of models and duration of SpongeBob's video playback during the event (I. Suwitamihardja, personal communication, May 7, 2018)

Then, analyzing the organization as said by Iqbal Suwitamihardja (personal communication, May 7, 2018) SpongeBob is an animation that does not have direct competitors from Nickelodeon. This is because SpongeBob is "The Face of Nickelodeon" and is an evergreen character. But there are indirect competitors from SpongeBob, which is Disney. It is known that the main foundation for this SpongeBob Gold campaign is because SpongeBob himself has reached the Maturity Stage, where he must innovate to avoid the Decline Stage. Positioning from SpongeBob itself was originally an animated character only for children; therefore, this socialization activity aims to change the positioning.

Next in analyzing the target public, Iqbal Suwitamihardja (personal communication, Mei 7, 2018) stated that target audience of this activity is the age of millennials to 40 years who have a similar character to SpongeBob, namely Work-life balance and love fashion. The expected repositioning of SpongeBob is a character that can be implemented into every aspect of life targeting young people, through fashion.

When establishing goals and objective, SpongeBob Gold was created with the aim of supporting the brand awareness of SpongeBob to stay on top of the mind of the target audience. This was also done to support the goal of marketing objective by rejuvenating and repositioning the SpongeBob brand and give impact to the business side (I. Suwitamihardja, personal communication, Mei 7, 2018).

Furthermore, in formulating action and response strategies, Iqbal Suwitamihardja (personal communication, Mei 7, 2018) convey that MNC Licensing International already researched collaboration that had been carried out by SpongeBob in another country, which encouraged them to make an innovation. They decided to do fashion show collaboration because it will be the first fashion show collaboration between brands and characters. This activity is also supported by including local elements through a young Indonesian designer and influencer, who is expected to gain publicity for this event.

In developing the message strategy through SpongeBob Gold, the message to be conveyed is that SpongeBob has a heart of gold character, flexible, innovative, evergreen, cheerful and work-life balance. So the message from SpongeBob's character can be embedded into millennials through fashion (I. Suwitamihardja, personal communication, Mei 7, 2018).



Fig. 3. Fashion Show Collaboration Logo

When choosing communication tactics, SpongeBob choose Tities as Designer, because he is also a celebrity and influencer with a playful characteristic trait and networking that will have a big impact in communicating this activity. Also, the selection of places in Plaza Indonesia is due to the suitability of the target market by SpongeBob and Plaza Indonesia. This will make it easier for SpongeBob to communicate this activity to the right target. Nickelodeon also uses social media as media to promote this activity because the enthusiasm of SpongeBob fans on social media is quite high and also the networking that each party has on social media (I. Suwitamihardja, personal communication, Mei 7, 2018).

After implementing the strategic plan, the form of collaboration in the Fashion Show Collaboration is that Nickelodeon gave Tities and Plaza Indonesia Men's Fashion Week a payment for this collaboration, but with consideration of the character and target market of each brand. Related to the publication of this activity carried out by each party, such as Nickelodeon, Tities and Plaza Indonesia as well through social media. This was also supported by the help of fellow influencers from Tities. Each party has its respective division of tasks, Tities focuses on models and clothes, MNC focuses on venue, invitations and goodie bags, and Plaza Indonesia focuses on inviting media. The concepts of the Fashion Show and about the model are ideas from Tities coupled with social media campaigns, and SpongeBob characters that appear at the end of the event and that gets approval from MNC. The communication obstacle that occurs in this process is when they have to convince the headquarter in choosing Tities Sapoetra as designer in this collaboration (T. Sapoetra, personal communication, Mei 7, 2018).

The last is evaluating the strategic plan. Iqbal Suwitamihardja (personal communication, Mei 7, 2018) stated that all parties involved in this event were satisfied with this collaboration. The public also felt that this campaign had so many shocked aftermath and was well prepared. This was also evident from the results of the media monitoring carried out — the positive tone of publicity that was gained towards the existence of fashion show this collaboration. The Fashion Show Collaboration aims to support the achievement of marketing activities is evident from the increased demand for SpongeBob's licenses.

Discussion

Based on the results of the analysis, there are several findings in this study that can be used to support this research. First, there must be a win solution in a negotiation process. Win-win solution is intended to occur in the process of negotiation when communication is carried out between each party in conducting this special event so that each institution can fulfil each desired value. Second, there is an innovation in new market penetration using localization carried out by using Tities Sapoetra as a local Indonesian designer. So that it can bring local uniqueness from each country that is desired and then be able to enter every market from each of these countries. Every marketing public relations campaign that is carried out must always have innovation so that the campaign can support the purpose of marketing, sales and profit. Third, digital communication which uses new media, namely influencers as media in delivering messages at this special event. In the pre-event, through a social media campaign, the message was conveyed through social media influencers who were partners of Tities Sapoetra so that public awareness of this event grew in addition to the media publications that were conducted. Fourth, Influencers themselves have multi-purposes in delivering messages online and offline by using their community or fanbase to attract viewers in offline activity. The offline activity is to watch the fashion show collaboration itself. The influencer is not only a media in delivering messages but has also become a model in this collaboration fashion show, so it attracts interest from each of their fanbases to watch this fashion show. Fifth, Multipurposes of brand collaboration that carried out together with Tities Sapoetra. Where Tities Sapoetra does not only work together or be used as a designer but also as a medium in delivering messages and having extensive networking to influencers on social media. This made Tities Sapoetra himself an influencer and attracted public interest in watching the fashion shows he held. Sixth, every party involved in this co-branding has its media relations in bringing publicity. Tities Sapoetra is known as the media darling, SpongeBob is the first animated character brand that collaborates in fashion, and Plaza Indonesia itself has a media partner in every event that they runs. So that the alignment of each media relations of these three parties will produce good publicity and positive image for this event.

CONCLUSION

Based on the research, this activity used the nine steps of strategic planning of public relations from Smith. By using the nine steps of strategic public relations planning, it produces an activity that has added value and differentiation from other similar activities, namely the use of localization on each SpongeBob design that is displayed at the fashion show. Thus increasing the enthusiasm of millennials who had previously liked Spongebob to be able to reminisce and participate in this activity. The selection of each party that involved, such as Tities Sapoetra as a designer, also has multi-purposes as influencer and

media darling nowadays. The involvement of influencers who become models in fashion shows and also participate in social media campaigns, as well as using Plaza Indonesia Men's Fashion Week is also very important. Not only they offer good logistics and media publications compared to other fashion weeks in Jakarta especially, they also offer a target audience that has the characteristics of both demographics, psychographic and behaviour in accordance with the target audience of this activity. It is supported by its location in the middle of the capital and within the Jakarta premium mall. This makes the positioning of Spongebob which will move from children to adults to families can be fulfilled by launching their activity here are the results of the analysis obtained from the use of steps that step. The results obtained are obtained from the use of the nine steps of strategic public relations planning steps that begin from a situation analysis, audience to evaluation. With these steps, new strategies and tactics can emerge that can support the objectives of this activity. Also, using each of these steps can analyze the solutions that must be taken against any obstacles that occur in the planning and execution of this activity. Each party has carried out the stages well in disseminating this activity and has succeeded in achieving its goal of supporting brand awareness from SpongeBob.

This is evidenced by the results of media monitoring evaluations carried out by researchers and also the enthusiasm of the target audience who came beyond the expected quota of the MNC. The new format used in fashion shows that are collaborated between characters and local designer, Tities Sapoetra and combining elements of local uniqueness in the area makes its own added value from this event. Networking and media darling are also important elements in this event because every party related to both MNC, Tities Sapoetra and Plaza Indonesia has strong media networking and news value to get publicity from the media.

Besides that, the similarity of the target audience's character from each party makes this event a success, and the message can be conveyed. Furthermore, obstacles to convince the Nickelodeon headquarter can also be resolved with the benefits provided by each party and negotiations that produce a win-win solution for each party. The success of this event is inseparable from meetings that are held regularly by each party so that the needs of each individual can be fulfilled and get solutions to existing problems.

Also, incorporating local elements combined with innovation is important in providing added value in this event. In-depth research and analysis of influencers, networking, credibility of the parties involved and strengths, weaknesses, opportunities and obstacles also need to be considered in collaborating between parties to support the success of an activity.

The obstacle that occurred when implementing this activity was convincing the headquarter to work with Tities Sapoetra because they didn't have any knowledge about him. But with the win-win solution negotiation process, an agreement was reached between the two parties by explaining the values that would be obtained from Tities when working with him. Not just a playful young designer, but has a great influence and extensive networking on social media also millennials nowadays. This makes a favourable

agreement for both parties. The obstacles in this implementation only occurred in the initial planning process which had to convince the headquarter of the concept for the fashion show. Then these obstacles can be overcome in a negotiating process that is mutually beneficial to both parties for the solution.

The authors realize that this activity has used nine steps from Smith to produce several findings, including win-win solution in every negotiation process, innovation in new market penetration using localization, and digital communication that uses new media which is influencers as a medium to deliver messages. The other findings are influencers that have multi-purposes to deliver messages by online using a fanbase to bring the audience into offline activity, multi-purposes of co-brand with Tities Sapoetra, and each party involved in this co-brand has their media relations to bring publicity.

Based on the results of the research, this activity is in accordance with the stages of the nine steps of strategic planning of public relations. Each party has carried out the stages well in disseminating this activity and has succeeded in achieving its goal of supporting brand awareness from SpongeBob.

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In result, the implementation of Spongebob Gold in accordance with the steps that should be done. The obstacle that occurred when implementing this socialization was convincing the headquarter to work with Tities Sapoetra because they did not know him. But with the win-win solution negotiation process, an agreement was reached between the two parties by explaining the values that would be obtained from Tities when working

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