

Beyond Branding: Naming Rights As Public-Private Synergy In Jakarta Mrt's Marketing Strategy

Melampaui Branding: Hak Penamaan Sebagai Sinergi Pemerintah-Swasta Dalam Strategi Pemasaran MRT Jakarta

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ABSTRACT

This article analyzes the implementation of marketing government in the naming rights scheme of Jakarta MRT stations as an innovative strategy for financing public services. This study used a qualitative case study approach through observation, interviews, and social media metadata analysis. Findings indicate that Jakarta MRT has systematically implemented six stages of marketing government, from product design to message delivery, to achieve synergy between commercial objectives and public service. Analysis reveals public engagement in responding to partner brands, station locations, and consumption activities, reflecting both acceptance and critical attitudes toward the commercialization of public space. Although the marketing government strategy is generally considered successful, challenges remain in balancing commercial visibility with participatory and social values. This study emphasizes the importance of continuous evaluation in marketing government practices to strengthen the legitimacy and effectiveness of sustainable public services.

Keywords : Marketing Government, Naming Rights, Innovation, Public Transport, MRT Jakarta

ABSTRACT

Artikel ini menganalisis implementasi strategi pemasaran pemerintah dalam skema hak penamaan stasiun MRT Jakarta sebagai strategi inovatif untuk pembiayaan layanan publik. Studi ini menggunakan pendekatan studi kasus kualitatif melalui observasi, wawancara, dan analisis metadata media sosial. Temuan menunjukkan bahwa MRT Jakarta telah secara sistematis menerapkan enam tahap strategi pemasaran pemerintah, mulai dari desain produk hingga penyampaian pesan, untuk mencapai sinergi antara tujuan komersial dan layanan publik. Analisis menunjukkan keterlibatan publik dalam merespons merek mitra, lokasi stasiun, dan aktivitas konsumsi, yang mencerminkan baik penerimaan maupun sikap kritis terhadap komersialisasi ruang publik. Meskipun strategi pemerintah pemasaran umumnya dianggap berhasil, tantangan tetap ada dalam menyeimbangkan visibilitas komersial dengan nilai-nilai partisipatif dan sosial. Studi ini menekankan pentingnya evaluasi berkelanjutan dalam praktik pemerintah pemasaran untuk memperkuat legitimasi dan efektivitas layanan publik yang berkelanjutan.

Kata Kunci: Pemerintah Pemasaran, Hak Penamaan, Inovasi, Transportasi Umum, MRT Jakarta

1. Introduction

In modern governance models, marketing has evolved from a commercial tool into a strategic instrument for building relationships between the state, society, and the private sector. Governments have begun to apply marketing principles and techniques as a new way of delivering public services (Kotler & Lee, 2007). The relationship between the state and society generally takes the form of public involvement in the policy-making process. However, from the perspective of marketing government, the relationship between the government and society is built on a more reciprocal basis through interactions that involve citizens' aspirations and the role of the private sector in development. Marketing government is part of the concept of entrepreneurial government, which seeks to reform public services to make them more effective and efficient. The public sector applies marketing through stakeholder

communication transformation to improve performance by utilizing available resources (Serrat, 2010).

One concrete manifestation of marketing government is naming rights on public assets, whereby private entities can link their corporate brand to the name of a public facility, such as a stadium, park, or transportation station, for a specific period in exchange for commercial payment. In Indonesia, the public transportation company PT Mass Rapid Transit Jakarta (MRT) has implemented a naming rights scheme since it began operations in 2019, making it one of the successful examples of public-private partnerships in public services. A reflection of the success of marketing in the utilization of public transportation infrastructure by MRT Jakarta is the realization of corporate sponsorship for nine out of thirteen stations through the naming rights scheme (Catriona & Djumena, 2025).



Figure 1. Visual Elements Of Naming Rights At Jakarta MRT Stations

Among the non-ticket revenue for Jakarta's MRT is revenue from naming rights partnerships, contributing approximately 30 percent of the regional government's annual revenue (Purnama, 2024). Naming rights partnerships with private corporations are entered into for varying durations, ranging from three to ten years. The highest partnership value agreed upon by Jakarta MRT was with Grab, amounting to Rp33 billion for the activation of the Lebak Bulus Grab Station from 2019 to 2024 (Alexander, 2019).

The Regional Government of Jakarta grants MRT Jakarta the authority to develop non-ticket revenue following the provisions of Provincial Regulation No. 3 of 2008 of the Special Capital City of Jakarta on the Establishment of the State-Owned Enterprise PT MRT Jakarta. Under this regulation, MRT Jakarta holds a concession to develop areas surrounding station operational routes through leasing or collaboration. The purpose of granting this authority is to ensure the sustainability of the commercial aspects of Jakarta MRT services, including the corporate capacity to provide services under agreed standards in a healthy, independent, and sustainable manner.

Efforts to align corporate commercial objectives and public transportation services simultaneously require careful strategies. An integrative marketing approach such as naming rights is one of the keys to achieving profit and public service goals. The World Bank states that public infrastructure assets such as train stations have commercial value for other companies through brand affirmation in naming rights partnerships—the marketing through naming rights leverages high-traffic locations to connect with consumers (World Bank, 2023).

The commercialization of place names has traditionally been a practice in the tourism sector for a long time. Place names traded for consumption and the promotion of tourist

locations. Meanwhile, the commodification of place names through the sale of naming rights has become part of efforts to create location identity and strategies for development (Light, 2014). The innovation of commodifying place identity in urban areas is part of neoliberal governance, which seeks to transform the identity of public places into potential name rental assets (Rose-Redwood et al., 2019).

Analyzing marketing strategies implemented by the government through naming rights *schemes* on public transportation infrastructure, such as Jakarta MRT stations, has a significant academic and practical role. Therefore, this article seeks to explore the implementation of marketing government strategies through an analysis of the increase in corporations collaborating with Jakarta MRT for naming rights and the brand image response from the public's perspective through social media metadata. This analysis aligns with a review of the role of marketing government, which is demonstrated financially through the number of corporate partners involved and how the public responds to brands' presence in public spaces. Dave Gelders and Steven Van de Walle conducted previous marketing studies in public administration in 2005 through literature on the application of marketing strategies in public administration reform in Belgium. The concept of "marketing government" became a strategy for communicating the policies and objectives of the Belgian Police and Federal Administration to improve the quality of public services and gain public acceptance (Gelders & Van De Walle, 2005).

2. Literature Review

Less-Marshment describes the concept of marketing government as referring to sales-oriented marketing in politics. Unlike product-oriented marketing, which is inflexible in changing ideas/products, or market-oriented marketing, which seeks to satisfy voters, sales-oriented marketing seeks to utilize market intelligence in understanding the response of its recipients. Sales-oriented marketing focuses on maintaining product design while striving to satisfy its recipients. Changes are not to align with societal desires but to make society respond to the offer as a desire. The stages of sales-oriented marketing consist of six elements: product design, market intelligence, communication, campaign, selection, and message delivery (Lees-Marshment, 2001).

In the initial stage of sales-oriented marketing government, the product design stage acts as the initial stage for designing products/services based on considerations that are considered the best. Next, market intelligence gathers formal quantitative and qualitative research and informal discussions with the target market. Market intelligence mapping is a stage to identify parties that support and have the potential to support the program and then establish communication that is in line with the stance of these parties. As the third stage of marketing government, communication is an effort to interact or convey messages to influence the target audience. This stage includes communication behaviors carried out in the short and long term, consciously or unconsciously, to achieve success. Campaigning is the fourth stage, associated with the official campaign period leading up to elections, and a persuasive stage to attract the public to the products/services offered. The next stage is the election, which is the election period (not limited to general elections), to evaluate public behavior or response to the designed product. Finally, message delivery is the stage of product realization in marketing government.

The analysis of marketing government implementation seeks to observe and provide an in-depth understanding of the reality, highlighting the communication behavior of the parties involved in achieving commercial cooperation in the public sector with the support of the private sector. Dave Gelders and Steven Van de Walle, in 2005, when analyzing the Copernicus Reform Program, referred to the marketing typology proposed by Less-Marshment, explaining that the marketing stages adapt to the context of concern. In their analysis, Gelders

and Van de Walle outline each stage: product design, market intelligence, communication, campaign, selection, and message delivery. However, the selection and message delivery stages are analyzed as a single unit, considering the challenges of assessing the realization of these two aspects separately, quickly, and simultaneously (Gelders & Van De Walle, 2005).

3. Research Methods

This article seeks to reveal two things: an analysis of marketing government strategies in implementing naming rights that impact brand image achievement through increased naming rights cooperation at Jakarta MRT stations and a study of public perceptions from social media communication channels. The research in this article uses a qualitative approach to analyze case studies. Robert K. Yin defines case studies as an empirical approach to investigating a phenomenon in a real-world context (Yin, 2018). The data collection methods for analyzing the implementation of marketing government on Jakarta MRT naming rights are through literature review, observation, and in-depth interviews. Data collection occurred at PT MRT Jakarta (Perseroda) from January to May 2025.

In the next stage, public perceptions regarding the implementation of Jakarta MRT naming rights were identified by visualizing text data from social media. Saliency originating from public opinion in response to current government programs or policies is openly expressed through various channels and can influence future government policies (Burstein, 2003). One such channel is popular social media platforms such as Twitter. Social media analysis opens up unique marketing implementation opportunities, from traditional practices to more interactive ones. This potential is open to various sectors, from general marketing intelligence to the government and political sectors. (Chen et al., 2012; Maurya & Jha, 2024).

A popular social media platform among the public for quickly and widely expressing opinions or reactions to various government programs is Twitter. This social media channel has high accessibility and dynamic responsiveness to various topics that arise in real-time (Olshannikova et al., 2022). The data collection process from Twitter uses two mining engines, each aimed at data mining and data processing. First, utilize Octoparse software to extract large amounts of data (big data crawling) from Twitter using the keywords “naming rights MRT Jakarta” and “hak penamaan MRT Jakarta.” The data search timeframe was unlimited, as the program has been running since 2019. The results yielded 194 tweets from various accounts since April 6, 2019. Second, processing data in AI Studio Rapidminer software for data sorting and integration. This stage produced the top 25 keywords in a visualization based on total word count.

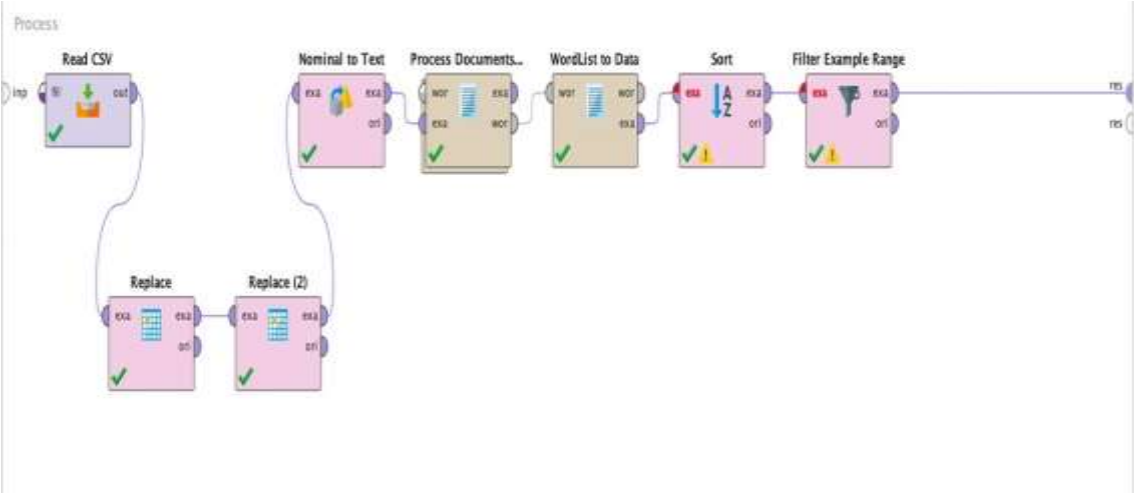


Figure 2. Social Media Metadata Processing Stage

The visualization of processed text data is then displayed in the form of a Word Cloud, which is commonly used to illustrate specific keyword metadata from a website. The processed collection of single words will be visualized based on the frequency of word usage in a specific domain (Ahuja & Shakeel, 2017).

The findings of this case study, both those revealing the government's marketing strategy for the naming rights of the Jakarta MRT and the public response recorded through social media channels, will be presented in a descriptive narrative. This narrative presentation follows the basic procedures for reporting qualitative research findings, which involve developing descriptions and themes from the data obtained and presenting various contextual perspectives (Creswell, 2018).

4. Result and Discussions

The public sector implements marketing as a strategy to communicate policies to the public in a tactical manner to improve institutions' reputation (Vinicio Orellana Bueno et al., 2024). In addition, marketing also functions as a managerial instrument for the public sector, which is facing challenges in fulfilling its mandate amid limited resources available to achieve public service targets (Serrat, 2010).

MRT Jakarta operates a public railway transportation business based on DKI Jakarta Provincial Regulation No. 3 of 2008 concerning establishing the Regional Owned Enterprise PT MRT Jakarta. Under the aforementioned regional regulation, MRT Jakarta has authorization to carry out three functions: the provision of urban railway infrastructure, the operation of urban railway services, and the development and management of properties in the areas surrounding MRT Jakarta stations. The granting of authority for public transportation operations and area management aims to ensure integration of operational and commercial services. Therefore, implementing marketing strategies at MRT Jakarta plays an essential role in the company's internal management in delivering public services and bridging the continuity of operations.

MRT Jakarta's sources of income come from tickets (farebox), non-tickets (nonfarebox), and local government subsidies. Ticket revenue is income generated from the sale of passenger tickets as compensation for the transportation services provided. In contrast, non-ticket revenue results from advertising partnerships with strategic partners, direct partners for naming rights, retail outlets, area management, housing provision, and consulting services. Revenue from subsidies comes from the Regional Revenue and Expenditure Budget (APBD) of the Special Capital Region of Jakarta (MRT Jakarta, 2025).

REVENUE PERFORMANCE							
(Disajikan dalam Jutaan Rupiah, kecuali dinyatakan Lain) (Presented in million rupiahs, unless otherwise stated)							
Uraian Description	2024	2023	2022	2021	2020	YoY 2023-2024 (%)	CAGR 2020-2024 (%)
Pendapatan Tiket Farebox Revenue	288.654	250.872	155.615	60.371	82.025	15,06 ▲	28,61 ▲
Pendapatan Non-Tiket Non-Farebox Revenue	332.018	358.421	503.171	473.568	382.672	(7,37) ▼	(2,80) ▼
Pendapatan Subsidi Subsidy Revenue	765.201	743.763	808.200	821.978	620.801	2,88 ▲	4,27 ▲
Jumlah Pendapatan Total Revenue	1.385.873	1.353.056	1.466.986	1.355.917	1.085.498	2,43 ▲	5,01 ▲

Figure 3. MRT Jakarta revenue performance in 2020-2024

Referring to the 2024 Annual Report of Jakarta MRT, the total revenue of the regional company has continued to increase every year despite experiencing fluctuations, namely a decrease from Rp1.4 trillion in 2022 to Rp1.3 trillion in 2023. When comparing ticket and non-ticket revenue, it is evident that non-ticket revenue is significantly higher, ranging from three to five times the amount of ticket revenue. One of the primary sources of non-ticket revenue comes from naming rights, which have continued to grow with the emergence of new partners. Therefore, the expiration of the naming rights agreement with Grab in 2024 significantly impacts the profitability of MRT Jakarta's non-ticket revenue.

Non-ticket revenue for Jakarta's Mass Rapid Transit (MRT) 2024 reached only Rp332.02 billion, down from Rp358.42 billion in 2023. The decline in non-ticket revenue in 2024 coincided with the expiration of the naming rights contract between Jakarta MRT and Grab and adjustments to the value of the new partnership agreement. As a result, the MRT Jakarta subsidy, which had been decreasing annually since 2021, had to increase again in 2024. The highest subsidy achieved in 2021 was Rp821.98 billion, which gradually decreased until 2024 in line with the increase in non-ticket revenue. However, the subsidy figure increased again from Rp743.77 billion in 2023 to Rp765.20 billion in 2024 due to decreased non-ticket revenue. Based on this analysis, non-ticket revenue, particularly from naming rights, plays a strategic role in supporting the reduction of the government's burden in funding public transportation services in Jakarta.

The success of Jakarta MRT in implementing naming rights is part of the application of marketing strategies form. This article examines marketing analysis to achieve naming rights cooperation as marketing government, considering that Jakarta MRT is a government entity that provides public transportation services. Nine of the thirteen Jakarta MRT stations have secured funding through the naming rights scheme until 2025.

Table 1. List of partners for the naming rights of the Jakarta MRT

No	Name of the station with Naming Rights	Sponsoring Companies	Sponsoring Company Business Sector	Year of Cooperation
1	Lebak Bulus Grab	Grab Indonesia	Digital Application	2019-2024
2	Fatmawati Indomaret	PT Indomarco Prismatama	Retail	2022-present
3	Cipete Raya Tuku	Toko Kopi Tuku	<i>Food and beverages</i>	2025
4	Haji Nawi Station	-	-	-
5	Blok A	-	-	-
6	Blok M BCA	PT Bank Central Asia Tbk	Finance	2019- present
7	ASEAN	-	-	-
8	Senayan Mastercard	PT Mastercard Indonesia	Finance	2023
9	Istora Mandiri	PT Bank Mandiri Tbk	Finance	2019- present
10	Bendungan Hilir	-	-	-
11	Setiabudi Astra	PT Astra International Tbk	Automotive	2019- present
12	Dukuh Atas BNI	PT Bank Negara Indonesia Tbk	Finance	2019- present
13	Bundaran HI Bank DKI	PT Bank DKI	Finance	2024- present

Marketing government instruments oriented toward sales comprise six marketing stages: product design, market intelligence, communication, campaigning, and selection to message delivery (Lees-Marshment, 2001). The first stage, product design, involves the naming rights for the Jakarta MRT. Naming rights allow companies or other entities to name MRT stations or lines, advertise their brands exclusively within stations, and gain daily visibility among thousands of MRT passengers. The potential of Jakarta MRT stations as public assets that utilize space to enhance brand image positively, as mentioned by the World Bank, is that naming rights should leverage high-traffic locations to connect with consumers (World Bank, 2023).

The naming rights scheme originated from the growth of public trust in products and areas. Therefore, MRT Jakarta is seeking to place brands alongside the development of stations targeted for naming rights with private corporations. The Jakarta Provincial Government has designated MRT Jakarta as the manager of five transit-oriented development (TOD) areas, namely Lebak Bulus, Fatmawati, Blok M-Sisingamangaraja, Istora, and Dukuh Atas (Nasrullah, 2021).

The development of TOD around Jakarta MRT stations aims to improve the connectivity of the Jakarta MRT to surrounding areas. The transformation of the space around stations increases the area's economic value and encourages an increase in the number of public transport users (Cervero et al., 2002). These optimistic projections are the selling point for naming rights, making them the most sought-after commercial partnership product for Jakarta MRT. The brand placement provides high exposure for commercial partners and directly influences the area's identity through brand visualization, wayfinding, and other commercial activations. Therefore, naming rights have become an attractive option for the private sector seeking high visibility within the evolving urban transportation ecosystem (Higgins & Kanaroglou, 2016).

The second stage is market intelligence in marketing government strategies, which seeks to identify more specific marketing targets (Bozeman & Bretschneider, 1986). MRT Jakarta searches the target market, from those potentially supportive to those less supportive of the naming rights program. In addition to conducting surveys, MRT Jakarta also explores the image of commercial partners. The chosen partners are based on an analysis of the potential impact of the collaboration, including the potential for image enhancement, public trust, and compatibility of values between the two entities. Additionally, Jakarta MRT identifies user personas to align the brand with brand placement locations and user characteristics. As a result, the partnership strategy developed not only optimizes commercial benefits but also strengthens the connection between the brand, the area, and the user community (Laudon & Traver, 2017).

The third stage, communication, is crucial in building brand awareness internally and externally. MRT Jakarta implements a multi-channel communication strategy to reach various public segments, including mass media coverage and information via social media channels. The communication efforts to reach various segments of society implemented by MRT Jakarta are part of the government corporation's efforts to build a brand image that goes beyond its business sector in transportation (*beyond transportation*). The communication process is informative and strategic in strengthening brand associations and expanding audience reach through digital synergy (Bryson et al., 2014; Osborne et al., 2013).

The fourth stage is a campaign where MRT Jakarta focuses on building its brand image through changes to visual elements such as name and direction signs in station areas. The replacement of visual elements with the inclusion of partner corporate brands at Jakarta MRT stations marks the integration of partner brands in the naming rights collaboration. This change from curating relevant commercial outlets that align with the characteristics of Jakarta MRT users, thereby enhancing the user experience while increasing the commercial value of

public spaces. One concrete example of the government's marketing campaign in the Jakarta MRT naming rights is activating the naming rights partnership with Toko Kopi Tuku. The appearance of one of the Micro, Small, and Medium Enterprises (MSMEs) brands at the beginning of 2025 sparked enthusiasm among the public to share content about the station name changes on social media (Syaharani, 2025). This response indicates that the campaign conducted by Jakarta MRT has successfully built emotional engagement and expanded brand exposure through user participation (Anholt, 2006).

The fifth stage is selection (*election*), a phase in marketing government to monitor public behavior and response to the products produced. Through this approach, MRT Jakarta obtains strategic information about program effectiveness, public perception of partner brands, and user preferences valid as a reference for optimizing future campaigns. Such evaluations typically serve as a feedback mechanism to identify the strengths of existing programs and areas requiring further improvement (Day, 1994).

The sixth stage in the marketing government strategy is message delivery, which is articulating the program's strategic value to the public (Kotler & Nancy Lee, 2007). In the naming rights partnership scheme, MRT Jakarta conveys that collaboration is not exclusive to large brands but is open to small and medium-sized businesses with the same values and vision. The placement of Toko Kopi Tuku as a naming rights partner in early 2025 symbolizes MRT Jakarta's openness to inclusive collaboration while strengthening the local MSME ecosystem. This decision indirectly positions SMEs on par with major banking brands like Mandiri and Mastercard, which have previously partnered in naming rights schemes. Thus, conveying messages through an inclusive narrative becomes crucial for shaping public perception and strengthening the program's legitimacy.

This article analyzes the stages of marketing government for the Jakarta MRT naming rights and also attempts to analyze word visualization or Word Cloud based on metadata collected from Twitter. The objective is to identify the public's response to the Jakarta MRT naming rights in general and to find dominant themes that attract public attention to this creative infrastructure financing scheme. This analysis captures public opinion in real-time and maps the correlation of specific keywords that most frequently appear alongside brand entities or station names that have undergone renaming. The findings in the Word Cloud reflect how the public frames the naming rights collaboration not only as a commercial policy but also as a representation of values, spatial identity, and closeness to urban communities. Thus, the Word Cloud approach in this analysis is an exploratory tool and an evaluative instrument to help the government understand public acceptance of the ongoing program.



Figure 4. Social media keyword visualization (word cloud) for Jakarta MRT naming rights

Findings from Twitter social media searches show that public attention to implementing Jakarta MRT naming rights focused on the relationship between consumer activities, station locations that attract attention to the implementation of naming rights, and partner brands. Netizens actively mention activities such as “buy/purchasing,” linked to popular local brands such as Toko Kopi Tuku at Cipete Raya station, indicating attention to the local economic impact and consumption behavior fostered by this collaboration. Other locations often discussed about Jakarta MRT naming rights are Bundaran HI, Fatmawati, Lebak Bulus, and Senayan. This analysis reinforces the view that social media plays a role in influencing marketing activities, particularly in shaping consumer engagement and brand knowledge through organic interactions and perceptions formed in the digital space (Ningrum & Roostika, 2021).

The mention of major brands such as Mastercard and Indomaret indicates that the public pays attention to the presence of national and international corporations in public transportation spaces. Other brands that were also frequently mentioned include Bank DKI, Grab, and Astra. Public attention also highlights the institutional aspects of naming rights with the emergence of keywords such as company and corporation. Word associations correlated with products such as income, tickets, rights, and brand represent that the public is not only concerned with the commercial side but also interested in the symbolic meaning and legitimacy of brand name usage at Jakarta MRT stations. In this context, public opinion appears divided between appreciation for innovative public financing and concerns about the commercialization of public spaces, as seen in other countries (Lim & Perono Cacciafoco, 2023).

Table 2. Social media keyword categorization for Jakarta MRT naming rights

Activity	Location	Brand	Product	Institution
Beli/Membeli	Cipete Raya	Toko Kopi Tuku	Pendapatan	Perusahaan
	Senayan	Bank DKI	Nama	Perseroda
	Bundaran HI	Mastercard	Right	
	Lebak Bulus	Grab	Brand	
	Fatmawati	Indomaret	Tiket	
		Astra	Resmi	

Although the Jakarta MRT has systematically implemented six stages of marketing government, these marketing practices still face several conceptual and implementation shortcomings that need attention. First, the orientation of the naming rights scheme, which prioritizes visual exposure as the primary value, tends to emphasize the commercialization of public space without providing clear parameters for measuring the social impact of such collaborations. This risks reducing brand placement to mere visibility symbols rather than participatory tools in area development (Molina, 2006).

Market mapping efforts through surveys and user persona research as a market intelligence process have not fully accommodated the dynamics of local community aspirations. The mapping result could provide an additional social dimension to the program's success. Additionally, Jakarta MRT's multichannel communication has successfully built brand awareness. However, it remains focused on success narratives and image-building without including transparency regarding the selection process of partners, success measurement, or the potential resistance from groups opposed to the commercialization of public spaces.

5. Conclusion

Implementing the marketing government strategy in the Jakarta MRT naming rights scheme shows that marketing instruments are relevant in the private sector and strategic in

managing modern public services. Through implementing six marketing stages—product design, market intelligence, communication, campaigning, selection, and message delivery—the Jakarta MRT has successfully established partnerships with the private sector that not only significantly increase non-ticket revenue but also strengthen the image of the government institution as innovative. Beyond its role as a funding instrument, this scheme also plays a crucial part in expanding the meaning of public services by reinforcing spatial identity and creating value-added areas through cross-sectoral collaboration.

The success of Jakarta MRT in implementing naming rights, on the other hand, still leaves conceptual and implementation challenges. A marketing approach focusing on brand visibility risks neglecting public space's participatory and social dimensions. Naming rights practices should consider more holistic indicators, including public acceptance, long-term impacts on urban identity, and transparency in the collaboration process. Therefore, marketing government should not be positioned solely as a commercial tool but to build legitimacy, accountability, and public value in delivering sustainable urban services.

The government and state-owned enterprises such as MRT Jakarta need to view marketing government as a continuous process, not a one-time activity ending when cooperation ends. Periodic evaluations of each marketing stage must be carried out, particularly in assessing commercial partnerships' social impact and public perception. Additionally, indicators that measure visual exposure value and the participatory dimensions and social benefits of the partnerships formed should be developed. Transparency in information, community engagement, and integrating inclusive values into marketing strategies will strengthen the legitimacy of programs and enhance public trust in public financing innovations.

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