IMPLEMENTATION OF THE PANJI TALES AS CITY BRANDING FOR KEDIRI CITY

Dwi Arief Priyono
Yohan Wismantoro

ABSTRACT

This research explores the implementation of the Panji Tales as a city branding strategy in Kediri City, East Java, Indonesia. Using a descriptive qualitative methodology, the study examines how the Kediri City Government leverages the Panji Tales, a collection of Javanese stories, to establish a unique cultural identity. This includes their integration into cultural events, city symbols, logos, and promotional materials. Data were collected through field observations, stakeholder interviews, and regional planning documents like RPJMD and RPJPD. The findings reveal that while the Panji Tales have significant potential to enhance tourism and attract investment, several challenges hinder their effective implementation. These include limited public awareness, budget constraints for cultural projects, and suboptimal stakeholder engagement. However, active participation from local communities, cultural organizations, and tourism businesses is crucial for promoting and preserving the Panji Tales. The research recommends tackling these challenges through educational initiatives, improved tourism infrastructure, and innovative marketing strategies. Enhancing public awareness and appreciation of the Panji Tales' cultural significance is crucial. Infrastructure upgrades are essential to provide adequate tourist facilities. Digital technology and social media can effectively promote the Panji Tales to a broader audience. Active stakeholder involvement is critical for the success of these strategies, highlighting their importance in the city's development. By implementing these measures, Kediri City can cement its status as a unique cultural tourism hotspot, attract investment, and foster a positive city image. The effective use of this cultural heritage can lead to substantial economic gains for the local community, such as increased job opportunities, higher revenue from cultural events, and a boost in local businesses. It can also reinforce Kediri's cultural identity on national and international platforms.

Keywords*:* city branding, place marketing, cultural heritage, destination branding, stakeholder engagement

INTRODUCTION

The concept of applying marketing-based strategies to product management, positioning, and the development of intangible assets has been widely discussed in the literature, which often compares the idea of a place (city, district, region, or country) to a product (Anholt, 2006, 2010; Ashworth & Kavaratzis, 2010). According to Kotler and Keller (2012), a product in modern marketing can be bought, traded, or consumed to satisfy a need or want. Similarly, a place like a city, district, region, or country can be considered a product (Freire, 2009). However, a location is a multifaceted product that is far more complex than a good or service (Ashworth & Kavaratzis, 2010).

Hankinson (2009) describes a city as a mega-product comprising a complex network of interconnected tangible and intangible products (services) provided to consumers, including visitors, business owners, and residents. This includes infrastructure (communication, housing, business), natural and cultural values, and services (administrative, educational, health, cultural, and other services) offered to the public or investors. The residents and business owners, including their qualifications, habits, traditions, and cultures, also form part of this structure (Glinska, 2016). These components work together to create an open system that evolves due to their interrelationships and external influences (Hankinson, 2009). Consequently, these elements represent the cornerstone of cities.

Kediri City, with its unique cultural heritage, has the potential to establish itself as a cultural city through the Panji Tales, a collection of Javanese stories about the adventures of Prince Panji, recognized by UNESCO as an Intangible Cultural Heritage of Humanity. Implementing the Panji Tales in city branding is designed to attract tourists, stimulate investment, and cultivate a positive city image. Effective city branding must reflect the city's distinct character and unique attributes. The Panji Tales offer this uniqueness, aligning with Kavaratzis and Ashworth's (2005) view that city branding can shape visitors' perceptions. Strong branding can create a positive image, influencing tourists' decisions (Fernandez, 2013).

However, the successful implementation of this strategy is contingent on addressing several challenges. These include insufficient public awareness, budget limitations, suboptimal stakeholder engagement, and competition with other cities. The government, private sector, and local communities must collaborate and devise planned strategies to overcome these challenges. The previous branding, 'Harmoni Kediri, The Service City,' launched on July 30, 2016, was perceived as an inadequate representation of the cultural richness and uniqueness of Kediri City. The concepts of 'harmony' and 'service' could be adopted by other cities, thus failing to provide strong differentiation. The active participation of all stakeholders is crucial for the success of the Panji Tales-based city branding.

By integrating elements of the Panji Tales into various aspects of city branding, such as infrastructure, cultural events, and tourism promotion, Kediri City can create an authentic and captivating image. A Panji-based strategy will strengthen the city's identity, foster a sense of civic pride, and attract more tourists, thereby boosting the city's economy. With its potential for economic growth and cultural enrichment, this strategy requires ongoing commitment, marketing innovation, and the active participation of all stakeholders. Implementing the Panji Tales in city branding will enrich Kediri's cultural identity and bolster the city's economic and social development, promising a bright future.

Objectives of the Study:

- To investigate how well the Panji Tales have been integrated into Kediri City's branding efforts.
- To identify the challenges and opportunities associated with implementing the Panji Tales in city branding.
- To provide strategic recommendations for enhancing the effectiveness of Panji Tales-based city branding.

LITERATURE REVIEW

Brand Equity Elements in a Marketing Perspective

Understanding the concept of brand equity is pivotal in marketing places such as cities. As Kotler and Keller (2012) assert, a city can be viewed as a product, albeit complex, with tangible and intangible elements that interact and evolve. This understanding is crucial for effective city marketing.

Hankinson (2009) describes a city as a mega-product, which includes infrastructure, natural and cultural values, and services provided to residents and visitors. These elements, along with the habits, traditions, and culture of the residents, create an open system influenced by internal and external factors. Strengthening brand value dimensions helps build and develop brand equity, enhancing consumer responses and perceptions (Yoo et al., 2000).

City Branding

City branding significantly impacts how visitors perceive and decide to visit a destination. Effective city branding generates a positive image in the minds of visitors, influencing their decisions (Kavaratzis & Ashworth, 2005). This approach involves integrating cultural elements into city branding to provide uniqueness and authenticity, as seen in cities like Yogyakarta, Bali, Toraja, Barcelona, and Kyoto.

Participatory city branding models emphasize the role of internal stakeholders in achieving branding goals. Kavaratzis and Kalandides (2015) argue that discussions among stakeholders regarding the city's unique cultural values, historical narratives, and future aspirations accurately reflect the place, leading to effective branding. Zenker and Beckmann (2013) describe this process as interactive, involving collaboration and commitment from multiple parties.

The role of governance in place branding must be balanced. It creates networks between public administration, corporate, and social actors (Eshuis et al., 2013). This relational governance approach ensures that city branding is not just about creating a favorable impression but also about fostering sustainable relationships and networks. This complex task requires careful management.

Exemplary Cases of Successful City Branding

City branding can be a powerful tool when done right, as demonstrated by successful examples such as Yogyakarta with 'Never Ending Asia,' Bali with 'Pulau Dewata,' Toraja with 'Land of the Heavenly Kings,' Barcelona with 'More than a City,' and Kyoto with 'Heart of Japan.' These cities have effectively leveraged their unique cultural elements to create appealing, authentic images that attract tourists and investment.

In conclusion, using the Panji Tales, a collection of Javanese stories that depict the values and culture of Kediri City, can provide a unique and authentic identity for the city. Involving various stakeholders, including the government, private sector, and local communities, is essential for the success of this city branding effort. Kediri City can enhance its cultural heritage and economic development through effective collaboration and innovative strategies.

RESEARCH METHOD

This research employs a descriptive qualitative method to illustrate and analyze how the Panji Tales are implemented in the city branding of Kediri City. The qualitative approach was selected because it allows researchers to profoundly understand social and cultural phenomena and provides a rich description of the context under investigation (Creswell, 2013).

Data Collection

Data were meticulously collected through three main techniques: observation, interviews, and document analysis. These techniques ensured comprehensive and in-depth data acquisition, instilling confidence in the research's credibility.

Observation: Observations were conducted at strategic locations in Kediri City associated with the Panji Tales, such as Sekartaji Park, Selomangleng Tourism Area, Joyoboyo City Forest, and the Dhoho Street area. These observations aimed to directly observe how the elements of the Panji Tales are applied in public spaces and how the community interacts with them.

Interviews: In-depth interviews were conducted with various stakeholders, including local government officials, cultural activists, and residents. These interviews were intended to gather their perspectives, perceptions, and experiences regarding using the Panji

Tales in city branding. The interview techniques allowed the researchers to explore further information that could not be obtained through observation alone.

Documentation: The analysis of regional planning documents such as the 2019-2024 Regional Medium-Term Development Plan (RPJMD), the 2025-2026 Regional Development Plan (RPD), and the 2025-2045 Regional Long-Term Development Plan (RPJPD) was conducted to understand the extent to which the Panji narrative is integrated into the city's development policies and strategies.

Data Validation

This research employs triangulation techniques to guarantee data validity. Triangulation involves examining data from various sources and time points to ensure the consistency and accuracy of the information obtained (Sugiyono, 2005). Researchers can minimize bias and gain a more comprehensive understanding by comparing observations, interviews, and document data.

Data Analysis

The data analysis process was conducted through three main stages:

1. **Data Reduction:** Data obtained from various sources were selected and simplified according to their relevance to the research objectives. This process helps in organizing the data for a more straightforward analysis.
2. **Data Presentation:** The reduced data were then presented in descriptive narratives. Presenting data in narrative form allows researchers to understand the context and identify emerging patterns or themes.
3. **Drawing Conclusions:** Conclusions were drawn based on the analysis of the presented data. This process involves interpretation and in-depth understanding of the data to address research questions and identify implications of the findings obtained.

This descriptive qualitative method is expected to provide a comprehensive overview of the implementation of the Panji Tales in the city branding strategy of Kediri City. Moreover, this method allows researchers to identify existing challenges and opportunities and provide relevant recommendations to enhance the effectiveness of culture-based city branding.

RESULT

This research found that in regional planning documents such as the 2019-2024 Regional Medium-Term Development Plan (RPJMD) and the 2025-2026 Regional Development Plan (RPD), the Panji Tales are not explicitly mentioned. However, in the 2025-2045 Regional Long-Term Development Plan (RPJPD), there is an emphasis on Kediri City's potential as a primary reference for cultural researchers. This indicates a recognition of the cultural value inherent in the Panji Tales and the importance of incorporating it into the city's long-term development strategy.

Implementing the Panji Tales in Kediri's city branding can be observed in several strategic locations throughout the city. Notably, Sekartaji Park, named after one of the leading figures in the Panji narrative, Galuh Candra Kirana or Dewi Sekartaji, represents the local cultural identity and draws the attention of tourists.

The Selomangleng Tourism Area also plays a significant role in promoting the Panji Tales. Goa (cave) Selomangleng is associated with the hermitage of Dewi Kilisuci, the ancestor of Panji Inu Kertapati and Galuh Candra Kirana. With its archaeological remains and historical value, this area is a strong tourist attraction and bolsters Kediri's cultural branding.

Joyoboyo City Forest is another example of the implementation of the Panji Tales. The once-neglected area has been revitalized to create a public space depicting elements from the Panji stories. Replicas of Panji Inu Kertapati and Galuh Candra Kirana on both sides of the pathway serve as visual attractions that connect visitors with the traditional narrative.

Dhoho Street further exemplifies the use of the Panji narrative in the city's branding. At the intersection of Dhoho Street and Stasiun Street, a statue of Panji Asmorobangun, constructed by the local community, stands. This statue serves as a landmark reminder of Kediri's rich cultural heritage.

In addition to its implementation in physical locations, various events held in Kediri incorporate the Panji Tales as a theme. One example is Dhoho Street Fashion, a fashion show that highlights "The Grand Heritage of Panji-Sekartaji." This event is a platform to promote local products, such as Kediri's Tenun Ikat (woven), while introducing the Panji story to a broader audience.

The research findings indicate that although the Panji Tales has yet to be fully integrated into the short and medium-term planning documents, there are strong indications that this cultural element is recognized as necessary for the long-term strategy. Implementing the Panji Tales in various locations and events in Kediri demonstrates a tangible effort to utilize it as part of the city branding. However, further steps are needed to ensure a more holistic and systematic integration into the city's development policies and strategies.

Therefore, using the Panji Tales in Kediri's city branding presents a significant opportunity to bolster the city's identity, attract more tourists, and stimulate investment. However, this potential can only be fully realized with the ongoing commitment of all stakeholders and a well-planned strategy to overcome the various challenges and obstacles. Continuous education, infrastructure

development, and stakeholder engagement are crucial. However, they must be part of a carefully planned and executed strategy to successfully integrate the Panji Tales into Kediri's city branding efforts.

DISCUSSION

Implementing the Panji Tales in Kediri City's branding strategy faces several significant challenges, yet it holds the potential to transform the city into a distinctive cultural destination. This transformative potential should instill a profound sense of pride and connection to Kediri City's unique cultural heritage, especially considering the rich cultural legacy of the Panji Tales. This potential transformation should inspire hope and optimism for the future of Kediri City.

The Panji Tales, a cycle of Javanese stories, are unique in their focus on the adventures of Prince Panji and Princess Candra Kirana. These tales, recognized by UNESCO as an Intangible Cultural Heritage of Humanity, depict themes of love, adventure, and heroism that deeply resonate within the region's cultural fabric. Their influence on various forms of art, including wayang (shadow puppetry), wayang topeng (masked dance), and wayang gedog (a form of wayang theater specific to East Java), makes them a powerful tool for Kediri's branding strategy (UNESCO, 2018; Adams, 2006; Ciuculescu & Luca, 2024).

The Panji Tales are also prominent in other Southeast Asian cultures. In Thailand, the tales are known as Inao and are part of the traditional court dance drama performed in royal ceremonies and cultural festivals (UNESCO, 2018). In Malaysia, the Panji Tales are integrated into the Hikayat Panji Semirang, reflecting similar themes of heroism and romance. Singapore has incorporated the Panji Tales in various cultural festivals, celebrating shared cultural heritage across the region.

Despite their profound cultural significance, public awareness and understanding of the Panji Tales in Kediri are currently low, with many residents having limited knowledge about these stories. This lack of awareness hampers participation in preservation and promotional activities.
To address this, intensive educational and socialization programs are necessary. These programs could include community workshops, school initiatives, and public campaigns to embed the Panji Tales in the collective consciousness of Kediri's residents. The active involvement of the local community in these initiatives is crucial, as it not only fosters greater public engagement but also instills a sense of ownership and pride in Kediri's cultural heritage (UNESCO, 2018; Adams, 2006).

Budget constraints pose another significant hurdle. However, the Kediri City Government can navigate these financial limitations by exploring alternative funding sources such as public-private partnerships, grants, and sponsorships. Collaborating with cultural organizations and leveraging UNESCO's recognition can attract significant international support and funding for cultural projects, instilling a strong sense of hope and optimism for the future (UNESCO, 2018; Gupta, 2010).

Suboptimal stakeholder engagement also impedes the successful implementation of the Panji Tales as a city branding tool. Effective collaboration between the government, private sector, and local communities is not just essential, but it also makes each stakeholder feel deeply engaged and valued. Regular consultations, collaborative projects, and platforms for dialogue and feedback can enhance stakeholder engagement, ensuring that the branding strategy reflects the community's collective vision (Adams, 2006; Hanna & Rowley, 2008).

Given the competition from other Indonesian cities, Kediri must develop innovative branding strategies that emphasize the unique aspects of the Panji Tales. For instance, establishing iconic landmarks such as a giant statue of Panji and Candra Kirana on the Brantas River or developing a Panji-themed cultural park and information center at Goa Selomangleng could serve as major tourist attractions and cultural hubs (UNESCO, 2018; Kolb, 2006).

Furthermore, implementing city branding relies heavily on consistent policies and support from the local government. It is crucial to secure long-term commitments from political stakeholders to ensure continuity despite leadership changes. Institutionalizing city branding initiatives and establishing a dedicated cultural heritage committee or task force can maintain a sustained focus on these efforts. This long-term commitment is essential for the successful implementation of the Panji Tales in Kediri City's branding strategy (UNESCO, 2018; Morgan et al., 2010).

Supporting infrastructure such as cultural information centers and adequate transportation facilities are vital for enhancing the appeal of Panji Tales-based tourism. Developing comprehensive infrastructure plans, including tourist amenities, transportation networks, and informational resources, will reassure residents and potential tourists about Kediri's preparedness for tourism, making it more accessible and attractive.

Integrating traditional stories into modern marketing requires innovative storytelling methods. For instance, digital technologies like augmented reality (AR) and virtual reality (VR) can make the Panji Tales more engaging and accessible. Social media platforms, interactive websites, and mobile applications can be used to share these stories and broaden the reach and impact of these branding efforts, offering immersive experiences that appeal to a global audience. By doing so, Kediri can leverage its rich cultural heritage to create a unique and compelling city brand in the digital age.

In conclusion, successfully implementing the Panji Tales in Kediri City's branding strategy demands a multifaceted approach. By addressing the challenges of public awareness, budget constraints, stakeholder engagement, competition, policy dependence, infrastructure, and modern marketing, Kediri can leverage its rich cultural heritage to create a unique and compelling city brand. This strategic branding can enhance Kediri's cultural identity, attract tourists, stimulate investment, and drive economic and social development.

CONCLUSION

By leveraging the Panji Tales, the Kediri City Government can significantly boost its cultural identity, tourism, and investment by overcoming the identified challenges and obstacles. This strategic move promises many benefits, including a stronger city identity, increased tourist influx, and increased investment opportunities. However, to achieve these gains, it is crucial to maintain a sustained commitment and foster close collaboration among various stakeholders, including the government, private sector, and local communities.

Firstly, developing robust supporting infrastructure is a cornerstone in creating a delightful tourist experience. Facilities such as cultural information centers, efficient transportation, and quality accommodation will not only enhance the attraction of Panji Tales-based tourism but also significantly improve the quality of life for the local community. This investment in infrastructure is a win-win as it ensures visitor comfort and boosts the local economy.

Secondly, innovation in cultural marketing is essential to reach a broader and more diverse audience. Leveraging digital technology such as social media, mobile applications, and virtual tours can make the Panji Tales more engaging and accessible to younger generations and international tourists. Creative and integrated marketing campaigns will help build awareness and interest in Kediri as a cultural tourism destination.

Thirdly, raising public awareness regarding the importance of the Panji Tales should be a priority. Educational and outreach programs involving local communities, educational institutions, and mass media can bolster a sense of ownership and pride in this cultural heritage. Active community participation in cultural preservation and promotion activities will ensure that the city's branding is authentic and sustainable in the long term.

Through these efforts, Kediri City can create city branding that is not only appealing but also authentic. Success in leveraging this cultural heritage will strengthen Kediri City's position as a unique cultural tourism destination, enhance the city's competitiveness at both national and international levels, and bring significant economic benefits to the local community. Thus, the Panji Tales will become a symbol of cultural pride and a primary driver of economic and social development for Kediri City.

A sustained commitment from all stakeholders and innovative and well-planned strategies are crucial to achieving this goal. By implementing the Panji Tales as a core element of city branding, Kediri City can not only enrich its cultural identity but also positively impact its overall development and the welfare of its people.

REFERENCES

Adams, K. M. (2006). *Art as Politics: Re-crafting Identities, Tourism, and Power in Tana Toraja, Indonesia*. University of Hawaii Press.

Boisen, M. (2015). The concept of governance which includes stakeholder involvement incorporates place branding as part of the governance approach.

Bolivar, M. P. R., & Munoz, L. A. (2019). The concept of governance which includes stakeholder involvement incorporates place branding as part of the governance approach.

Campelo, A., Aitken, R., Thyne, M., & Gnoth, J. (2014). Sense of place: The importance for destination branding. *Journal of Travel Research*, 53(2), 154–166. https://doi.org/10.1177/0047287513496474

Chang, T. C. (2000). Renaissance revisited: Singapore as a 'global city for the arts'. *International Journal of Urban and Regional Research*, 24(4), 818–831. https://doi.org/10.1111/1468-2427.00278

Ciuculescu, E.-L., & Luca, F.-A. (2024). How can cities build their brand through arts and culture? An analysis of ECoC bidbooks from 2020 to 2026. *Sustainability*, 16(8), 3377. https://doi.org/10.3390/su16083377

Crilley, D. (1993). Architecture as advertising: Constructing the image of redevelopment. In G. Kearns & C. Philo (Eds.), *Selling Places: The City as Cultural Capital Past and Present* (pp. 231–252). Oxford, UK: Pergamon.

Davidson, H. (2006). Opinion pieces: 'How has place branding developed during the year that place branding has been in publication?'. *Place Branding*, 2(1), 8–9. https://doi.org/10.1057/palgrave.pb.5990040

de San Eugenio Vela, J. (2013). The relationship between place branding and environmental communication: The symbolic management of places through the use of brands. *Place Branding and Public Diplomacy*, 9(4), 254–263. https://doi.org/10.1057/pb.2013.23

Dinnie, K. (Ed.). (2011). *City Branding: Theory and Cases*. Basingstoke, Hampshire: Palgrave Macmillan.

Dynon, N. (2011). Better city, better life? The ethics of branding the model city at the 2010 Shanghai world expo. *Place Branding and Public Diplomacy*, 7(3), 185–196. https://doi.org/10.1057/pb.2011.11

Evans, G. (2015). Rethinking place branding and place making through creative and cultural quarters. In M. Kavaratzis, G. Warnaby, & G. J. Ashworth (Eds.), *Rethinking Place Branding* (pp. 135–158). Springer.

Fernandez, N. (2013). The Importance of City Branding. *International Journal of Management Cases*, 15(3), 195-204. https://doi.org/10.5848/APBJ.2013.00077

Freire, J. R. (2005). Geo-branding: Are we talking nonsense? A theoretical reflection on brands applied to places. *Place Branding*, 1(4), 347–362. https://doi.org/10.1057/palgrave.pb.5990026

Giovanardi, M., Lucarelli, A., & Pasquinelli, C. (2013). Place branding and urban planning: The perception of place branding and the role of planners in the construction of place brands. *Journal of Place Management and Development*, 6(1), 39–53. https://doi.org/10.1108/JPMD-04-2012-0015

Godin, S. (2018). *This is Marketing: You Can't Be Seen Until You Learn to See*. Portfolio.

Gupta, A. (2010). Branding a nation: Framework for building favorable country-image. *Drishtikon: A Management Journal*, 1(2), 222–243.

Hanna, S., & Rowley, J. (2008). An analysis of terminology use in place branding. *Place Branding and Public Diplomacy*, 4(1), 61–75. https://doi.org/10.1057/palgrave.pb.6000084

Herstein, R., & Berger, R. (2013). Much more than sports: Sports events as a unique meeting place to enhance the city's brand. *Journal of Business Strategy*, 34(6), 38-44. https://doi.org/10.1108/JBS-06-2013-0047

Hospers, G. J. (2009). City branding and the tourist gaze. *Communications and Strategies*, 75(3), 41-58. https://doi.org/10.2139/ssrn.1478191

Kavaratzis, M., & Ashworth, G. (2005). City branding: An effective assertion of identity or a transitory marketing trick? *Tijdschrift voor Economische en Sociale Geografie*, 96(5), 506-514. https://doi.org/10.1111/j.1467-9663.2005.00488.x

Kavaratzis, M., & Ashworth, G. (2008). Place marketing: How did we get here and where are we going? *Journal of Place Management and Development*, 1(2), 150–165. https://doi.org/10.1108/17538330810889989

Kolb, B. M. (2006). *Tourism Marketing for Cities and Towns: Using Branding and Events to Attract Tourism*. Elsevier.

Li, Y., & Yu, R. (2024). Dimensional structure transformation of the top-tier global cities' city brand influence before and after the COVID-19 outbreak: Empirical study based on constructing assessment framework of similarity network analysis. *Urban Studies*, 61(1), 50-70. https://doi.org/10.1177/0042098020964304

Lucarelli, A., & Berg, P. O. (2011). City branding: A state-of-the-art review of the research domain. *Journal of Place Management and Development*, 4(1), 9–27. https://doi.org/10.1108/17538331111117133

Luthfi, H. A., & Widyaningrat, M. P. (2018). City Branding untuk Meningkatkan Keunggulan Kompetitif Pariwisata. *Jurnal Ilmu Sosial dan Ilmu Politik*, 22(2), 136-150. https://doi.org/10.22146/jsp.37886

Lynch, K. (1960). *The Image of the City*. Cambridge: MIT Press.

Maziashvili, M., Kowalik, I., & Pleśniak, A. (2023). The antecedents of participation in city branding: A comparison between Poznan (Poland) and Kutaisi (Georgia). *Cities*, 141, 104473. https://doi.org/10.1016/j.cities.2023.104473

Miller, D. (2017). *Building A StoryBrand: Clarify Your Message So Customers Will Listen*. HarperCollins Leadership.

Morgan, N., Pritchard, A., & Pride, R. (2010). *Destination Branding: Creating the Unique Destination Proposition*. Butterworth-Heinemann.

UNESCO. (2018). Memory of the World: Panji Tales Manuscripts. Retrieved from UNESCO

Zenker, S., & Braun, E. (2017). Questioning a "one size fits all" city brand: Developing a branded house strategy for place brand management. *Journal of Place Management and Development*, 10(3), 270–287. https://doi.org/10.1108/JPMD-06-2016-0033

Dwi Arief Priyono
Faculty of Economics & Business
Universitas Dian Nuswantoro Semarang Indonesia
Email: riefpriyono@gmail.com

Yohan Wismantoro
Faculty of Economics and Business
Universitas Dian Nuswantoro Semarang Indonesia
Email: yohan.wismantoro@dsn.dinus.ac.id