Stakeholders Reactions to Rebranding of Madiun City: Case Study in Indonesia

Luthfi Widad Erdiana
Faculty of Economics, Universitas Islam Negeri Maulana Malik Ibrahim
luthfi.widad@gmail.com

Slamet
Faculty of Economics, Universitas Islam Negeri Maulana Malik Ibrahim
slametphd@manajemen.uin-malang.ac.id

Abstract

The Indonesian people have called Madiun City "Kota Brem," "Kota Pecel," and "Kota Sepur" since the Dutch era. In line with the Mayor's leadership policy, the city branding of Madiun was shifted from "Madiun Kota Gadis" to "Madiun Kota Karismatik" and finally to "Madiun Kota Pendekar". This study examines stakeholders' reactions to the rebranding of Madiun City. This study uses qualitative research paradigms and case study methods. The primary data sources were obtained through extensive interviews and non-participant observations. Secondary data came from documentation. Data analysis uses Miles and Huberman's interactive model approach. The study found that the stakeholders are apathetic when responding to the city rebranding due to their low participation and lack of knowledge in the decision-making process. Differences of interest between the government and stakeholders result in a low response.

Keywords: city brand, city rebranding, reaction, rebranding, stakeholders

INTRODUCTION

The principle of regional autonomy through the law of the Republic of Indonesia Number 22 of 1999 on Local Government grants regions/cities around the archipelago the flexibility to implement any strategies to increase Local Own-Source Revenue (PAD) (Mantiri, 2018). The main sectors contributing to PAD include tax, retribution, and regional wealth (Aji et al., 2018). Regional tourism is one of the contributors to regional wealth because it is directly related to industry, trade, restaurants, and hospitality, which are producers of local taxes and retribution (Wahid, 2018). Tourism retribution and the number of visiting tourists significantly increase the local revenue (Yanti & Hadya, 2018). One of the strategies to strengthen the regional tourism sector involves the implementation of city branding (Herget et al., 2015; Mantiri, 2018; Pellokila et al., 2023). City branding refers to the promotion of regional/city products, including tourism and industrial offerings, to attract tourists and generate economic benefits (Prideaux et al., 2006), through a distinctive logo and tagline (Tiaraputri & Diana, 2021). Therefore, establishing city branding can be considered to improve the regional economy and support the regional/city tourism sector.

The implementation of a city branding strategy within a city is proven to bring about a positive influence on the decisions of tourists (Sa'diya & Andriani, 2018; Utami & Azis, 2021). Besides, city branding can stimulate economic growth in the region/city through investors (Paganoni, 2012). The successful implementation of city branding, according to Anholt (2007), is when the city meets the city brand index hexagon, which comprises six dimensions: presence, place, potential, pulse, people, and prerequisite. City branding strategies have been successfully applied in major cities in the world, such as Amsterdam, Copenhagen, and Hong Kong (Setiawati et al., 2020). Several cities in Indonesia have also implemented city branding, with some undergoing rebranding multiple times. For instance, Jakarta's city rebranded from "Enjoy Jakarta" to "+Jakarta" (Aprianto et al., 2023), and Yogyakarta rebranded from "Jogja Never Ending Asia" to "Jogja Istimewa" (Nurjanah & Nurnisya, 2016).

The previous study of city branding and/or city rebranding in Indonesia has not received special attention from both the central government and the community. This is evident through the absence of a legal basis that regulates and protects how to brand or rebrand a city (Yuli, 2011; Damayanti et al., 2017) and the lack of standardization in the development of branding for cities in Indonesia (Satria & Fadillah, 2021; Rahmanto, 2015). Nevertheless, some studies analyze that the application of city rebranding can serve as a government tool in communicating new policies (Joo & Seo, 2018; Yurisma et al., 2015; Jokela, 2019), representing local values within community life (Sudarmanto, 2022; Satria & Fadillah, 2021; Zinaida et al., 2020; Widodo & Setiansah, 2014), and strengthening a city's competitive advantage (Shirvani Dastgerdi & De Luca, 2019; Miladiyah & Slamet, 2014). However, the implementation of city rebranding requires substantial funds (TPBO, 2019) and involves a complex process that includes multiple stakeholders. Thus, establishing city branding can bring a lot of benefits, but it also may cause new problems.

Stakeholder involvement in the city rebranding elicits diverse reactions. City rebranding is closely related to political dynamics within the government. Rebranding efforts are often marked as a strategy to signify the power of the government (Ma et al., 2020; Firzal, 2018). Consequently, the government frequently overlooks the needs and participation of the city's residents in this decision (Mugobo, 2021). Conversely, cities that engage in effective communication between the government, residents, and other stakeholders receive positive reactions during the rebranding process (Wiyono et al., 2021; Monteiro, 2016). On the other hand, the city rebranding process with minimal government involvement faces numerous challenges and receives negative reactions from stakeholders during the implementation (Jannah, 2014).

This study analyses the stakeholders' reaction to the implementation of city rebranding in Madiun City, which has undergone three rebranding phases: from "Madiun Kota Gadis" to "Madiun Kota Karismatik"

and most recently to "Madiun Kota Pendekar". Unlike prior research dominated by product rebranding (Webster & Keller, 2004), this study fills a gap by focusing on stakeholder involvement and responses to city rebranding. The responses given by stakeholders to the rebranding of the city vary: they either support, reject, or act indifferently depending on the strength of stakeholder involvement and responsibilities. This approach provides a comprehensive understanding of the various responses in the rebranding process of Madiun City.

Stakeholder Reactions

The key to successful city rebranding is the involvement of stakeholders (Handoko et al., 2015). Previous studies on stakeholder involvement in the city branding process have been conducted by Braun et al. (2013), Mustika (2017), Saktianingrum et al. (2020), and Setiawati et al. (2020). Stakeholders refer to the group of people or individuals responsible for the development (Sulaiman et al., 2015). Their involvement varies according to their roles and responsibilities (Simanjorang et al., 2020; Medho, 2023; Ridho & Kurniasari, 2023). The stakeholders are divided into the triple helix stakeholders, which consist of government, business, and academics (Etzkowitz & Leydesdorff, 1995). This model involved the quadruple helix by incorporating the community as a non-governmental organization, and it further developed into a quintuple helix with the addition of mass media (Carayannis & Campbell, 2010).

Based on their involvement, stakeholders play as policymakers, planners, facilitators, executors, and researchers (Mustafa & Marsoyo, 2020). Stakeholders awareness of responsibilities needs to be built in regular meetings through dialogue (Amalan et al., 2021; Simamora et al., 2016), coordination (Amalan et al., 2021; Mahfud et al., 2014), forum group discussion (Nugroho et al., 2014), and development planning evaluation (Muh. Asriadi et al., 2022; Purwaningsih, 2022; Amalan et al., 2021). Hence, stakeholders' engagement in city rebranding needs to have the same vision to achieve successful city rebranding.

The term' reaction' has been widely known as one's attitudes and feelings. In psychology, it refers to an individual's reaction elicited by stimuli perceived through the five senses (Sobur, 2003). According to the S-R Communication Model, the response is interpreted as a simple action reaction to a stimulus from the outside (Karyaningsih, 2018). The response is feedback on the message delivered by communicators (Karyaningsih, 2018). Feedback is divided into negative and positive feedback (Robertson, 1991). Positive feedback comes up if the response is in line with the received stimulus, while negative feedback occurs when the resulting response goes the other way. However, certain cases pertain to a third type of feedback named zero feedback, which refers to the response in between. As studies progress, the type of feedback grows with the discovery of neutral feedback (Littlejohn, 2009). Thus, response is basically one of the properties of human psychology due to external conditions, such as the presence of positive feedback, negative feedback, or neutral feedback.

City Rebranding

City branding is a strategy to identify the identity and uniqueness of the city and the way to communicate it to the target consumer (Herget et al., 2015). City branding constitutes the identity of a city through the visualization of names, logos, symbols, and events that are readily etched in the minds of the public and tourists (Mihardja et al., 2019). Therefore, the selection of city branding is necessary to emphasize the unique brand character but universal with a global appeal, and most importantly, representing the character of the community within (Dawood, 2023). Besides, city rebranding is the case of the renaming of cities, the name, logo change, and the city ecosystem change, making people and tourists feel at home and want to stay in cities (Herget et al., 2015). The decision to rename the brand is complex and takes a long time (Noviardi et al., 2020), due to market changes (Collange & Bonache, 2015; Noviardi et al., 2020), and driven by internal and external factors (Chan & Eunike, 2019).

There are three main challenges in implementing city rebranding: the effect of

city rebranding cannot always be anticipated, the lack of stakeholder responsibility, and lack of accountability among stakeholders in the process (Anholt, 2007; Henninger et al., 2016; Moilanen, 2015). Not all rebranding is successful; some of it fails. This failure is due to the lack of a well-planned remark (Lambkin & Muzellec, 2010; Miller et al., 2014; Lozano, 2013), the absence of involvement of stakeholders (Lambkin & Muzellec, 2010; Miller et al., 2014), the lack of a clear vision and the absence of a description of the future, the lack of understanding of consumer preferences, the lack of focus on product benefits, and the lack of communication of brand image (Miller et al., 2014). Thus, city rebranding occurs for various reasons, such as economic changes, demographics, government policy, or circumstances affecting the city's brand.

METHOD

This research adopted a qualitative research paradigm with a case study approach. A case study is a qualitative approach to exploring a phenomenon, activity, or program over a specified period (Creswell, 2013). The case study was selected for this research because it needs to explore city rebranding activity in Madiun City, which has undergone several rebranding efforts. This study involved primary and secondary data. The primary data were collected through non-participant observation and interviews. The secondary ones were obtained from previous research and official documents of the Madiun City government. The research instruments were the researchers themselves. The observation was performed on the phenomenon of changes in ornaments around Madiun City. The interview was conducted using purposive sampling, where the informants were selected based on their authority or knowledge relevant to the research topic (Creswell, 2013). The key informants of this study were the Department of Culture, Tourism, Youth, and Sports (Disbudparpora) of the Madiun City, academics, businesspeople, the community, community leaders, and the media. Research Informants were chosen as they were stakeholders involved in the city rebranding of Madiun (see Table 1).

The data were analyzed following the four stages of Miles & Huberman's interactive model (Basrowi & Suwandi, 2008). Firstly, the data collection process involved preliminary studies, observation, documentation collection, and naturally in-depth interviews without strict rules. This method aims to foster a friendly environment between researchers and informants and mitigate suspicions. Secondly, data reduction, where the researcher classified data using a thematic analysis approach to obtain data that answers research questions. Thirdly, the data were presented in narrative form. Finally, conclusions were drawn, and data were verified before publication. The data validity test in this study was ensured through source triangulation by assessing the consistency of data obtained from each informant (Sugiyono, 2016).

FINDINGS AND DISCUSSION

Since The Dutch era, Madiun City was initially well known as the "Kota Brem", "Kota Pecel", and "Kota Sepur". Despite this, Madiun City has also implemented city branding initiatives and undergone rebranding three times from "Madiun Kota Gadis" to "Madiun Kota Karismatik" and finally to "Madiun Kota Pendekar". Madiun City experiences city rebranding with every transition of the regional head. This means that each city's branding only lasts for 5–10 years, depending on the tenure of the regional head. The city branding of Madiun reflects the vision and mission of the elected regional head, which is visualized in branding. The Madiun City rebrand to "Kota Pendekar" was not chosen without reason; it stands for Pintar (smart), Melayani (service-oriented), Membangun (Constructive), Peduli (Caring), Terbuka (Open), and Karismatik (Charismatic) that represent the aspiration of the current government. Additionally, the term "Pendekar" was selected to honor Madiun's local wisdom as the largest center of pencak silat in Indonesia.

The frequent rebranding of Madiun City has blurred the city's branding itself. Solo City is one of the successful cities in terms of city branding. With the branding "Solo the Spirit of Java", Solo has managed to become one of the cities in Indonesia with

Table 1. Research Informants

No	Name	Category
1	WPA	Department of Culture, Tourism, Youth, and Sports of the Madiun City
2	WK	Academics
3	TPU	Media
4	MT	Community
5	TS	Community leader
6	IS	Business owner

city branding that lasted for a dozen years and is still relevant today (Pandansari et al., 2020). The city branding of Solo has undergone changes, but the change was not that comprehensive, and it retains the tagline of the city (Pandansari et al., 2020). The sustainability of Solo City branding fosters a good response from people with diverse backgrounds (Mustika, 2017).

The response of pros and cons has recently also been harvested against the change of city branding of Jakarta. However, after being confirmed, Jakarta only changes the city slogan to adjust the vision of the elected governor. The city branding of Jakarta, "PlusJakarta", is still maintained. Only the slogan is altered from "Maju Kotanya, Bahagia Warganya" to "Sukses Jakarta untuk Indonesia!" (TvOne, 2022). Therefore, the regional government should distinguish between city branding and government slogans because city branding is not only adaptive but also needs to last a long time so that the stakeholders and community know and actively participate in supporting the city branding.

Stakeholder involvement in city rebranding

City rebranding in Madiun City occurs with every change of regional leadership. The primary responsibility and the initiator of city rebranding in Madiun is the elected mayor. As the highest decision-maker, each new mayor of Madiun City made the idea of rebranding the city as a political campaign reflect their vision and mission. Consequently, Madiun's city rebrands every electoral

cycle. This underscores the significant influence of the mayor in shaping and directing the city's rebranding strategy. Thus, rebranding a city is a complex policy that requires the involvement of various stakeholders. The city's rebranding of Madiun was initiated by the regional head, but the implementation involved the participation of various stakeholders. These stakeholders are classified as the quintuple helix, which includes the government, academics, business owners, community, and media. Each stakeholder plays a different role in the process and implementation of city rebranding.

The government takes the role of a policymaker and planner. The government possesses the authority to plan and initiate city rebranding. The government formulated the vision and mission and outlined it in the Regional Medium-Term Development Plan (RPJMD). Additionally, the government oversees the implementation of the city rebranding policies by listening to the aspirations of other stakeholders during the Deliberation of Development Plans (Musrenbang) or by conducting regular meetings with communities in Madiun City. Through these mechanisms, the government ensures that city branding initiatives align with the needs and desires of the community.

The role of academics in the transformation of city rebranding in Madiun is as a researcher. Academics contributed ideas during the forum "Serap Aspirasi," which was organized by the local government to gather aspirations. In these forums, academics provide perspectives rooted in their respective fields of expertise. The city rebranding pro-

cess to "Madiun Kota Pendekar" also involved collaboration with external academics from another city to formulate the "Pendekar" logo. This collaboration ensures that the rebranding concept is enriched by the city's identity and cultural heritage and values. By integrating an academic perspective, the city rebranding of Madiun can develop both the cultural resonance and the identity among its residents.

The involvement of business owners in the decision-making process for Madiun's city rebranding does not seem as prominent as in other sectors. Local entrepreneurs typically participate in Musrenbang as a part of the community, and there is no specific forum that directly facilitates discussions between the government and local business owners. Musrenbang is only attended by the community's representatives who are conscious of the development of Madiun City. The limited engagement of business owners in the city rebranding decision may hinder the alignment of branding with the needs of the local business community. Indeed, business owners play a crucial role as executors, ensuring the success of city rebranding by providing supplies and products to meet the demand of the market. This potentially impacts the overall effectiveness of the city branding implementation.

Madiun is well known as a pencak silat community. In the decision-making process regarding the rebranding, the community reported not being involved from the beginning. However, dialogues between the government and the community were conducted in the implementation of city rebranding to ensure the safety and stability of Madiun City. Padepokan pencak silat entrusted as a Kamtibmas to maintain public security. So, communities in Madiun take the role of executor to leverage the strong cultural identity of pencak silat and maintain strong belonging between the community and their city.

Media plays a facilitator in a crucial role in informing and communicating the city's branding. Additionally, the government collaborates with local media to launch and introduce the new city branding. The Madiun City government has also created its media, named "Madiun Today", under the Department of Communication and Infor-

matics (Diskominfo) to inform the public about upcoming events in the city. This initiative helps to widely disseminate and enhance the recognition of Madiun's city rebranding, ensuring it reaches a broader tourist.

This study found that the government is the primary stakeholder initiating city rebranding. However, in its execution and implementation, all stakeholders have been highly involved in discussion and dialogue. Nonetheless, each role needs a sense of awareness and responsibility. Thus, the city's rebranding can have a good impact on urban living, including the economy, tourism, human resources, and infrastructure.

Stakeholder reactions to rebranding

The study found that most of the stakeholders in Madiun City are not involved directly in the process of city rebranding. It caused neutral feedback in responding to the city rebranding. They understand all the changes in Madiun, including its logo, and the brand, as a usual pattern for the new regional head. This change also does not directly influence society's economic and social lifestyles. An informant as a community asserted,

> "The people here do not care. They also follow the government. As long as they have a good program within the safe limits of the community, it is still possible that they will follow the decision. That is what I know. Nobody refuses or does the demonstration. The most important thing is that the community feels the impact. Whatever the name the city is called, they will follow it. The community should also participate in that, but the people here accept it the way the government plans." (Interview with MT, [05/06/2023])

The decision to rebrand Madiun City was made internally by the local government and only facilitated the debate on the development plan with stakeholders after the establishment of a new city brand. This low involvement makes stakeholders and communities accept the rebranding less than optimally. In addition to neutral reactions, low stakeholder participation can also cause negative perceptions and rejection (Mugobo, 2021). The stakeholders need to be involved in the decision on the city rebranding from the beginning. They are also discussed in

research by Bonakdar & Audirac (2020), Firzal (2018), Masuda & Bookman (2018), and Mugobo (2021), which shows that current urban restructuring policies do not pay much attention to residents' aspirations and are dominated by leaders' power ambitions.

The stakeholder involvement in implementing city rebranding in Madiun City is relatively robust, as evidenced by the government's efforts to facilitate open dialogues to absorb aspirations with the stakeholders. However, the participation of stakeholders in these dialogues remains low. As a result, when city rebranding is already implemented, each stakeholder does not commit to their roles and responsibilities. The lack of critical nature of stakeholders leads to less optimal responses. Stakeholders tend to ignore and do not want to know the urgency of the city's rebranding policy. The stakeholders are easily able to accept the changes but tend to be passive in showing their support, even though one of the factors to the success of the rebranding is the active involvement of all stakeholders (Källström & Siljeklint, 2023). However, some stakeholders regret that the city's brand shifts as leadership changes. They believe this change has resulted in a loss of the richness and uniqueness of the city. As an informant from the media asserted,

> *"Well, you see, consistency makes it easily recognizable. But Madiun's city branding keeps changing, and people get confused about what the city actually represents. That's the unfortunate part. For example, Madiun used to be known for its Pecel and Brem, but these are no longer prominent. Brem, in particular, is almost invisible today. Maybe the older generations still remember Madiun as the 'City of Brem', but the younger generations might not be aware of this heritage." (Interview with TPU, [05/06/2023])*

Clear policy decisions are essential to foster high levels of responsibility among all parties involved, ensuring stakeholders understand the rationale behind the city's rebranding. A lack of clarity and information about city rebranding can lead to confusion and misunderstandings and raise ignorance (Cleave et al., 2017). Meanwhile, the city rebranding of Madiun City does not meet the criteria by excluding the ability of stakeholders to understand and participate in the city rebranding so that the stakeholder reaction to city rebranding remains neutral. Like branding in a product or company, city branding should stay for a long time.

CONCLUSION

In conclusion, the city rebranding in Madiun engages quintuple helix stakeholders, namely: the government as policymakers, planners, and coordinators; academics as researchers; community and businesspeople as executors; and the media as facilitators. However, diverse stakeholders have not taken the city rebranding in Madiun seriously. The city rebranding by the government often functions solely as a part of the leader's vision and mission without adequate consideration of the sustainability of the city's identity. The stakeholder response to frequent city rebranding is neutral, indicating acceptance but low involvement. Nevertheless, frequent rebranding has led to a blurred city identity. The government must adopt a more strategic and cohesive approach to strengthen collaboration and involvement from each stakeholder in developing the city, thereby ensuring long-term growth and development.

This study has two limitations. Firstly, it focuses on a single city and cannot be generalized across others due to differences in culture and leadership, which may lead to varied interpretations of rebranding. Secondly, researchers were unable to access key informants, such as the Mayor of Madiun, to gain deeper insight into city rebranding and its values. Therefore, future research should adopt a comparative approach, accommodating the unique characteristics of different cities.

REFERENCES

Aji, B. P., Kirya, I. K., & Sesila, G. P. A. J. (2018). Analisis Sumber Pendapatan Asli Daerah (PAD) Dalam Pelaksanaan Otonomi Daerah Di Kabupaten Buleleng. Bisma: Jurnal Manajemen, 4(2), 95–104. https://ejournal.undiksha.ac.id/index.php/JMI/article/viewFile/4586/3521

Amalan, A., Utha, A., & Yusuf, M. (2021). Analisis Peran Stakeholder Dalam Perencanaan Pembangunan Daerah Kabupaten Buton Utara. Publica : Jurnal Administrasi Pembangunan Dan Kebijakan Publik, 12(1), 41. https://doi.org/10.33772/publica.v12i1.13926

Anholt, S. (2007). Competitive Identity: Brand Management for Nations. In Cities.

Aprianto, H., Nurhasana, R., & Badry, A. I. (2023). Transformasi City Branding di Jakarta Menuju Kota Kolaborasi. Edunomika, 08(01), 1–7.

Basrowi, B., & Suwandi, S. (2008). Memahami Penelitian Kualitatif. Rineka Cipta.

Bonakdar, A., & Audirac, I. (2020). City Branding and the Link to Urban Planning: Theories, Practices, and Challenges. Journal of Planning Literature, 35(2), 147–160. https://doi.org/10.1177/0885412219878879

Braun, E., Kavaratzis, M., & Zenker, S. (2013). My City - My Brand: The Different Roles of Residents in Place Branding. Journal of Place Management and Development, 6(1), 18–28. https://doi.org/10.1108/17538331311306087

Carayannis, E. G., & Campbell, D. F. J. (2010). Triple helix, Quadruple helix and Quintuple helix and how do Knowledge, Innovation and the Environment relate to Each other? a proposed framework for a transdisciplinary analysis of sustainable development and social ecology. International Journal of Social Ecology and Sustainable Development, 1(1), 41–69.

Chan, A., & Eunike, F. (2019). PDC Corporate Rebranding Process To Be Custombandung. Jurnal Manajemen Bisnis, 10(2). https://doi.org/10.18196/mb.10181

Cleave, E., McCauley, B. W., & Arku, G. (2017). Just Because You Could, Doesn't Mean You Should: Exploring If (And When) Cities Should Brand through A Case Study of The City of London, Ontario. Canadian Journal of Urban Research, 26(2), 1–14.

Collange, V., & Bonache, A. (2015). Overcoming resistance to product rebranding. Journal of Product and Brand Management, 24(6), 621–632. https://doi.org/10.1108/JPBM-10-2014-0730

Creswell, J. W. (2013). Qualitative Inquiry & Research Design: Choosing Among Five Approaches (3rd ed.). Sage Publications.

Damayanti, R., Rahayu, R. K., & Ulfah, I. F. (2017). Mapping Model of City Branding Formulation In Indonesia. International Conference on Democracy, Accountability and Governance, 163, 199–206. https://doi.org/10.2991/icodag-17.2017.37

Dawood, W. D. (2023). Branding a city: What makes a successful design? Itsnicthat.Com. https://www.itsnicethat.com/features/branding-a-city-graphic-design-branding-thematic-310523

Etzkowitz, H., & Leydesdorff, L. (1995). The Triple Helix-University-Industry-Government Relations: A Laboratory for Knowledge Based Economic Development. EASST Review, 14(1), 14–19.

Firzal, Y. (2018). Rebranding city: A strategic urban planning approach in Indonesia. IOP Conference Series: Earth and Environmental Science, 126(1). https://doi.org/10.1088/1755-1315/126/1/012165

Handoko, L. A., Hermansyah, P., Kharisma, N., & Septiyana, T. O. (2015). Kota Reyog sebagai City Branding Kabupaten Ponorogo (Analisa Akun Instagram @PARIWISATAPNG). Prosiding Simposium Nasional, 918–930.

Henninger, C. E., Foster, C., Alevizou, P. J., & Frohlich, C. (2016). Stakeholder Enggament in the City Branding Process. Journal of Place Branding and Public Diplomacy, 12(4), 285–298. https://doi.org/10.1057/s41254-016-0002-1

Herget, J., Petru, Z., & Abrham, J. (2015). City Branding and Its Economic Impacts on Tourism. Economics and Sociology, 8(1), 119–126. https://doi.org/10.14254/2071

Jannah, B. (2014). Pengaruh city branding dan city image terhadap keputusan berkunjung wisatawan ke Banyuwangi. Jurnal Administrasi Bisnis, 17(1).

Jokela, S. (2019). Transformative City Branding and The Evolution of The Entrepreneurial City: The Case of 'Brand New Helsinki.' Urban Studies, 57(10), 2031–2046. https://doi.org/10.1177/0042098019867073

Joo, Y. M., & Seo, B. (2018). Transformative City Branding for Policy Change: The Case of Seoul's Participatory Branding. Environment and Planning C: Politics and Space, 36(2), 239–257. https://doi.org/10.1177/2399654417707526

Källström, L., & Siljeklint, P. (2023). Branding Kristianstad: a case of rebranding and stakeholder engagement. Place Branding and Public Diplomacy, 0123456789. https://doi.org/10.1057/s41254-023-00299-1

Karyaningsih, P. D. (2018). Ilmu Komunikasi (A. C (ed.)). Samudra Biru.

Lambkin, M. C., & Muzellec, L. (2010). Leveraging Brand Equity in Business-to-Business Mergers and Acquisitions. Industrial Marketing Management, 39(8), 1234–1239. https://doi.org/10.1016/j.indmarman.2010.02.020

Littlejohn, S. W. (2009). Teori Komunikasi Theories of Human Communication.

Lozano, R. (2013). Are Companies Planning Their Organisational Changes for Corporate Sustainability? An Analysis of Three Case Studies on Resistance to Change and Their Strategies to Overcome It. Corporate Social Responsibility and Environmental Management, 20(5), 275–295. https://doi.org/10.1002/csr.1290

Ma, W., de Jong, M., de Bruijne, M., & Schraven, D. (2020). Economic city branding and stakeholder involvement in China: Attempt of a medium-sized city to trigger industrial transformation. Cities, 105(March), 102754. https://doi.org/10.1016/j.cities.2020.102754

Mahfud, M. A. Z., Haryono, B. S., & Anggraeni, N. L. V. (2014). Peran Koordinasi Stakeholder Dalam Pengembangan Kawasan Minapolitan di Kecamatan Nglegok, Kabupaten Blitar. Jurnal Administrasi Publik (JAP), 3(12), 2070–2076.

Mantiri, M. (2018). Analisis City Branding Kota Bitung dalam Menarik Investor dan Wisatawan. Jurnal Riset Bisnis Dan Manajemen, 6(1), 43–62.

Masuda, J. R., & Bookman, S. (2018). Neighbourhood Branding and the Right to the City. Progress in Human Geography, 42(2), 165–182. https://doi.org/https://doi.org/10.1177/0309132516671822

Medho, Y. F. (2023). Collaborative Governance Antara Bengkel APPek Dengan Pemerintah Desa Lifuleo Dalam Pengembangan Wisata Pantai Oesina. Innovative: Journal of Social Science Research, 3(2), 5705–5721.

Mihardja, E. J., Mulyasari, P., Widiastuti, T., & Bintoro, K. (2019). Strategi City Branding. In Penerbitan Universitas Bakrie. Penerbitan Universitas Bakrie. https://doi.org/10.1016/j.jbusres.2008.05.011

Miladiyah, U. R., & Slamet, S. (2014). Strategi Competitive Advantage untuk Membangun City Branding Kota Batu sebagai Kota Wisata. Iqtishoduna, 10(2), 89–98.

Miller, D., Merrilees, B., & Yakimova, R. (2014). Corporate rebranding: An integrative review of major enablers and barriers to the rebranding process. International Journal of Management Reviews, 16(3), 265–289. https://doi.org/10.1111/ijmr.12020

Moilanen, T. (2015). Challenges of City Branding: A Comparative Study of 10 European Cities. Place Branding and Public Diplomacy, 11(3). https://doi.org/10.1057/pb.2015.6

Monteiro, P. D. S. (2016). Stakeholders' Involvement in City Branding : The

Participation and Identification of Porto Residents on The Image of The City. In Dissertação de Mestrado - University of Porto (Issue September). University of Porto.

Mugobo, V. V. (2021). Until the Logo Do Us Part : An Assessment of Local Stakeholders ' Perceptions of a City Brand after the Introduction of a New Logo. Expert Journal of Marketing, 9(2), 96–103.

Muh. Asriadi, A. M., Helmi, S., Kassymova, G. K., Retnawati, H., Hadi, S., & Istiyono, E. (2022). Effect of Job Satisfaction on Service Quality mediated by Lecturer Performance at State Universities. V, 62–71. https://doi.org/10.31643/2022.08

Mustafa, F., & Marsoyo, A. (2020). Tipologi Peran Stakeholder dalam Mendukung Reforestasi di Daerah Istimewa Yogyakarta. Jurnal Planoearth, 5(1), 35. https://doi.org/10.31764/jpe.v5i1.1653

Mustika, H. (2017). Peran Serta Stakeholder dalam Membentuk CIty Branding The Spirit of Java di Jalan Slamet Riyadi Kota Surakarta. Jurnal Pembangunan Wilayah Dan Kota, 13(1), 67–82.

Noviardi, F., Rahmanto, A. N., & Slamet, Y. (2020). Logo rebranding: Indonesian tax authority public relations strategy in forming organizational culture images. Informasi, 50(1), 30–45. https://doi.org/10.21831/informasi.v50i1.29594

Nugroho, H. C., Zauhar, S., & Suryadi. (2014). Koordinasi Pelaksanaan Program Pengembangan Kawasan Agropolitan di Kabupaten Nganjuk. Jurnal Pembangunan Dan Alam Lestari, 5(1), 12–22. https://jpal.ub.ac.id/index.php/jpal/article/view/147

Nurjanah, A., & Nurnisya, F. Y. (2016). Pemanfaatan Digital Public Relations (PR) dalam Sosialisasi Tagline "Jogja Istimewa" Humas Pemerintah Kota Yogyakarta. Journal Aristo, 4(1), 130–145.

Paganoni, M. C. (2012). City Branding and Social Inclusion in the Glocal City. Mobilities, 7(1), 13–31. https://doi.org/10.1080/17450101.2012.631809

Pandansari, D. A., Purnomo, E. P., & Kasiwi, A. N. (2020). Dinamika City Branding Kota Surakarta Dalam Menarik Minat Berkunjung Wisatawan. Jurnal Ilmu Pemerintahan Widya Praja, 46(1), 242–254. https://doi.org/10.33701/jipwp.v46i1.1036

Pellokila, I. R., Lamoren, D. S., & Otemusu, R. (2023). The Effect of City Branding on Tourism Business Through City Image as a Moderating Variable. Proceedings of the International Conference on Applied Science and Technology on Social Science. https://doi.org/10.2991/978-2-38476-202-6_40

Prideaux, B., Laws, E., & Moscardo, G. (2006). Managing Tourism and Hospitality Services (Theory and International Applications). CABI. https://www.google.co.id/books/edition/Managing_Tourism_and_Hospitality_Service/BTGt2fvYVXUC?hl=en&gbpv=0

Purwaningsih, M. R. (2022). Pelaksanaan Musrenbang Daerah Dalam Proses Perencanaan Dan Penganggaran Partisipatif. Jurnal Litbang Sukowati : Media Penelitian Dan Pengembangan, 6(1), 151–164. https://doi.org/10.32630/sukowati.v6i1.346

Rahmanto, A. (2015). City Branding: A Government Communication Model in Marketing Local Potential in Central Java (A Case Study on the Three Cities' Branding: Surakarta, Semarang & Pekalongan). Reorienting Economics & Business in The Context of National and Global Development, 470–483.

Ridho, M. F., & Kurniasari, N. (2023). Kajian Peran Stakeholder dalam Pembangunan Kota Berbasis Smart Living di Pagedangan Tangerang. 9–16.

Robertson, D. S. (1991). Feedback Theory and Darwinian Evolution. Journal of Theoretical Biology, 152(4), 469–484. https://doi.org/https://

doi.org/10.1016/S0022-5193(05) 80393-5

Sa'diya, L., & Andriani, N. (2018). Peran City Branding dan Event Pariwisata dalam Meningkatkan Kunjungan Wisatawan. Jurnal Kompetensi, 12 (1), 258–265.

Saktianingrum, D., Hastjarjo, S., & Rahmanto, A. (2020). Community Rules in City Branding Communication (Study on "Boyolali Smile of Java" city branding in Boyolali, Indonesia). International Journal of Multicultural and Multireligious Understanding, 7 (10), 740. https://doi.org/10.18415/ ijmmu.v7i10.2177

Satria, F., & Fadillah, F. (2021). Konsep City Branding dan Identifikasi Nilai Lokal pada Kota-Kota Indonesia dalam Mendukung Nation Branding Indonesia. Jurnal Desain, 8(2), 147. https://doi.org/10.30998/jd.v8i2.8118

Setiawati, S. D., Suryana, A., Sugiana, D., & Priyatna, C. C. (2020). Pendekatan Triple Helix dalam Membentuk City Branding. Altasia Jurnal Pariwisata Indonesia, 2(2), 177–185. https:// doi.org/10.37253/altasia.v2i2.561

Shirvani Dastgerdi, A., & De Luca, G. (2019). Strengthening the city's reputation in the age of cities: an insight in the city branding theory. City, Territory and Architecture, 6(1). https:// doi.org/10.1186/s40410-019-0101-4

Simamora, R. K., Rudi, D., & Sinaga, S. (2016). Jurnal Ilmu Pemerintahan dan Sosial Politik UMA Peran Pemerintah Daerah dalam Pengembangan Pariwisata Alam dan Budaya di Kabupaten Tapanuli Utara. Jurnal Ilmu Pemerintahan Dan Sosial Politik, 4(1), 79–96.

Simanjorang, F., Hakim, L., & Sunarti, S. (2020). Peran Stakeholder Dalam Pembangunan Pariwisata Di Pulau Samosir. Profit, 14(01), 42–52. https://doi.org/10.21776/ ub.profit.2020.014.01.5

Sobur, A. (2003). Psikologi Umum Dalam Lintasan Sejarah. Pustaka Setia.

Sudarmanto, J. A. (2022). The Performativity of the Yogyakarta Logo as a City Branding. JADECS, xx(xx), 142–149.

Sugiyono, S. (2016). Memahami Penelitian Kualitatif. CV Alfabeta.

Sulaiman, A. I., Lubis, D. P., Susanto, D., & Purnaningsih, N. (2015). Komunikasi Stakeholder dalam Musyawarah. Jurnal Mimbar, 31(2), 367–378.

Tiaraputri, A., & Diana, L. (2021). Logo dan Tagline "Siak The Truly Malay" Kabupaten Siak Provinsi Riau dalam Hukum Kepariwisataan. Journal of Private and Economic Law, 1(1), 47–62.

TPBO. (2019). How to Finance Place Branding Initiatives? Strategies and Examples. Placebrandobserver.Com. https://placebrandobserver.com/how-to-finance-place-branding-initiatives-strategies-examples/

TvOne. (2022). Terjawab, Heru Budi Masih Pertahankan Logo PlusJakarta tapi Ganti Slogan Era Anies Baswedan. Tvonenews.Com. https:// www.tvonenews.com/berita/87745-terjawab-heru-budi-masih-pertahankan-logo-plusjakarta-tapi-ganti-slogan-era-anies-baswedan

Utami, N. A., & Azis, E. (2021). Pengaruh Pelaksanaan City Branding Terhadap Keputusan Berkunjung Wisatawan Di Kota Bandung. E-Proceeding of Management, 8(5), 4471.

Wahid, W. N. (2018). Strategi Pemasaran Pariwisata melalui City Branding dalam Meningkatkan Pendapatan Asli Daerah (PAD) Kota Lumajang. Jurnal Fakultas Ilmu Sosial Dan Ilmu Politik Universitas Airlangga.

Webster, F. E. J., & Keller, K. L. (2004). A roadmap for branding in industrial markets. Journal of Brand Management, 11(5), 388–402.

Widodo, B., & Setiansah, M. (2014). Strategi Pencitraan Kota (City Branding) Berbasis Kearifan Lokal (Studi Kasus di Kota Solo, Jawa Tengah dan Kabupaten Badung, Bali). Komunikasi PROFETIK, 7(2), 33–44.

Wiyono, B., Rahmanto, A., & Utari, P. (2021). International Journal of Multicultural and Multireligious Understanding The Role of Stakeholders in

the City Branding Policy " Madiun Karismatik " Madiun City Government. International Journal of Multicultural and Multireligious Understanding, 8(1), 510–515.

Yanti, N., & Hadya, R. (2018). Kontribusi Sektor Pariwisata Terhadap Peningkatan PAD Kota Padang. Jurnal Benefita, 3(3), 370. https://doi.org/10.22216/jbe.v3i3.3692

Yuli, A. (2011). City Branding Sebagai Strategi Pengembangan Pariwisata Ditinjau dari Aspek Hukum Merek.

Jurnal Ilmiah Ilmu Hukum QISTI, 5 (1)(1), 50–68.

Yurisma, D. Y., EBW, A., & Sachari, A. (2015). Kesenian Tradisi Reog Sebagai Pembentuk Citra Ponorogo. Visualita, 7(1), 11. https://doi.org/10.33375/vslt.v7i1.1081

Zinaida, R. S., Sunarto, S., & Sunuantari, M. (2020). City branding of Palembang: understanding cultural identification through logo and tagline. International Journal of Communication and Society, 2(1), 30–40. https://doi.org/10.31763/ijcs.v2i1.106