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City Branding through Increasing Tourism: A Case Study of "Serpihan Surga", Madura, Indonesia

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Abstract

The model of City Branding in Madura named "Serpihan Surga " and focusing on the strategy of the government to brand their city by a new brand. City Branding revealed that "Serpihan Surga ," which a new brand for Madura, has shown increased tourism in Madura. The government supports the success of the City Branding and people in the Program, Stakeholders, and Culture to boost tourism, which will have an impact on the economic sector and increased tourism significantly. This article using a method of qualitative supported by an interview with some key informants also study of supporting documents. A method of qualitative supported by an interview with six key informants with purposive sampling also study of supporting documents. The NVivo 12 Plus application had been used to analytic the data which Concept Maps, Group Analyze and Cluster Analyze in this research. There are three point of finding in this research are Program based on decree No. 27 of 2017 Art. 7 that Branding "Serpihan Surga " was launched in 2022 and Visit Madura application has function is to help tourists to explore tourism in Madura or called as a tour guide application. Visit Madura application can make it easier for users to find attractions in Madura District by displaying the distance from the user's location to the destination. Partnership is supported by the infrastructure stakeholders involved, that Team Planalogi, Architecture Team and Expert Team of Economic Development. Of the implementation of the program involved, there is the Government and Society. Cultural, that Cultural preservation in Madura always does every year like the "Festival Wong Mountains" to other annual events. Community involvement in the implementation of City Branding becomes one of the factors.

Keywords: *City Branding, "Serpihan Surga", Tourism, Madura.*

I. INTRODUCTION

Indonesia consisting of various regencies and cities are currently competing to create the famous region through the characteristics of a city. Act No. 32 of 2004 states that the regional government has regional autonomy providing the widest opportunity for each area to organize, plan, and manage the potential of what is available in each area according to the circumstances or the existing problems. Each regional government tries to increase the regional income (PAD) as it can minimize the subsidy from the central government and reduce the burden on the state budget.

The phenomenon of competition among cities with a marketing technique known as city branding is an attempt to establish an identity or image of the city aiming to introduce to the public through slogans or icons that can present the existing situation in the area.

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According to Ashworth and Voogd, city branding is the image of the city as innovative management seeking to improve the coordination of social, economic, commercial, cultural, and government regulations (Michalis Kavaratzis, 2004). Formation of city branding is not just focused on making a logo or slogan, but also must see the meaning contained in the brand, and there should be a spirit expected to describe the activities of the city, both society activities, bureaucracy characters, or infrastructure that can support the city to make it more well-known. City branding needs the synergy of all elements including society, government, city, and transport infrastructure, as an element of city formation. The absence of a good synergy establishment of city branding will cause the efforts in vain. The function of city branding is to introduce the city's identity (Michalis Kavaratzis, 2004).

Some cities in Indonesia has implemented a strategy of city branding as a tool to promote the tourism potential, such as Yogyakarta with "Jogja Istimewa", Solo with "The Spirit of Java", Surabaya with "Sparkling Surabaya", Banyuwangi with "The Sunrise of Java", and Bandung with "Paris Van Java". These are examples of cities using city branding strategy on the international scale. The following data are the number of visitors coming to East Java and Madura in the 2015-2017 period, either domestic or foreign tourists.

Table 1. Data on Domestic and Foreign Tourist Visiting East Java and Madura, Indonesia in 2015-2017

Year	Central Java		Madura	
	Foreign	Domestic	Foreign	Domestic
2020	375,166	31,432,080	271,000	469,477
2021	579,942	36,899,776	387,591	573,371
2022	421,191	33,030,843	318,537	692,842

Source: East Java BPS 2017

Indonesian territory consists of various areas, one of which is the East Java Province, composed of 29 regencies and 6 cities. East Java Province implement a city branding strategy. One of the cities in this province implementing the strategy is Madura. Madura is located between two regencies that have been widely known for their trademarks, Pekalongan with "Batik Pekalongan" and Tegal with the maritime city having a hot spring destination. Seeing these conditions, Madura should work to improve the tourist destinations that can be widely known.

There are various tourism sites in Madura, ranging from beaches such as athletic thistle and swimming pool Waterpark on a national scale, and there are mountains and hills tours due to Madura's geography at the foot of Mount Slamet. Excursions related to spirituality are also available as some people still maintain cultural heritage. Unfortunately, existing tourism potential has not been utilized properly. Only a few people knowing the area due to the lack of tourism promotion by the government. The first Madura's slogan "Madura Ikhlas" means a beautiful, communicative, green, efficient, safe, and healthy city. However, this tourism has not been improved as there is no special appeal, and Madura is still as a transit route for people wanting to travel through the north coast of Java. Hence, the Madura Regent, in cooperation with the Regional Development Agency (Bappeda), tourism department, and community leaders, created a city branding strategy expected to improve and strengthen tourism in the area. The following table shows the number of tourists coming to the Madura in 2015 and 2016 after implementing the city branding.

Therefore, the authors wanted to examine a program created by the tourism department through the formulation of a city branding strategy aiming to improve and strengthen tourism in Madura with the slogan "Serpihan Surga ". The implementation of the city branding is interesting to study in order to discover whether the meaning of the slogan has reached the community.

II. LITERATUR REVIEW

Marketing City to Branding City

(Lynch, 1960) defines identification as "the degree to which a person can identify or remember a place as distinct from other places." Accordingly, identification is a distinction that is, at first sight, apparent and noticeable, as well as sturdy as generating pictures on people's minds even though they have not seen it before. Identity is almost always unique and not reproducible. The growing town has a unique identity consisting of either negative or positive images and memories. The city's picture consists of the view of urban elements including monumental buildings, public spaces, and other special features. When discussing the image of the city from the perspective of city branding, it should be noted, first of all, that many cities are now trying to promote themselves through iconic artifacts. In general terms, city branding is based mainly on three key attributes: image, uniqueness, and authenticity. Almost every city has city branding on its agenda to redevelop its image (Mihalis Kavaratzis & Ashworth, 2007). Branding, primarily based on marketing strategies, is increasingly used for urban marketing and promotion, similar to products.

Kotler even argues that 'places are products of which identities and values must be designed and marketed as products' (Kotler, et al., 1999). According to Ashworth, one of the goals of city or place branding is to discover or establish individuality that makes the area distinct from others (Ashworth, 2009; p.9). The key objective in the development of urban brands is to express the city in a globalized world. If a city wants to 'work' to be efficient, it requires economic prosperity and an attractive picture. City branding must, therefore, be concerned with 'how culture and history, economic growth and social progress, infrastructure and architecture, landscape and the environment, among other things, can be incorporated into a market identity suitable to all people' (Zhang & Zhao, 2009. p. 248). Thanks to the rapid change in technology and the transition from a regional to a globalized world, cities are forced to compete with each other in order to be an enticing tourist destination, a place of work, a vibrant cultural place, and many more (Kotler & Gertner, 2002). Kavaratzis argues that increasing competition among cities could be seen as one of the results of globalization evident in different forms and fields of activity (M Kavaratzis & Ashworth, 2005, p. 1). The contemporary city needs to be continuously changed. In this context, cities design strategies to help, 'sell', and promote them on the global market. A literature survey indicates that there are three major approaches to promoting cities: cultural mega-events, preservation, promotion of architecture and the construction of emblematic buildings (Hankinson, 2007, p.240; M Kavaratzis & Ashworth, 2005, p.1).

Branding is a means of promoting the area through promotional campaigns, but the word branding is a means of displaying an operation that has an identity created by the current conditions. City branding is a technique aiming to create a place that can "speak" or "explain" to the public (Purwianti & Lukito, 2014; Trabskaia, Shuliateva, Abushena, Gordin, & Dedova, 2019; Yananda, 2014). City branding is a method of creating a city or area that can be identified by the target audience as investors, visitors, and a sequence of activities through slogans, logos, symbols in a range of other advertising media. A city branding campaign is not only about a slogan or a sale, but also must have a clear sense in the form of an image of the situation and the condition. It is about expectations for the city in which seeing or hearing signs, logos, or symbols will remind people of the city (Kalandides, Kavaratzis, Boisen, Mueller, & Schade, 2012; Son, 2015). The idea of city branding is to place the city's logo to capture people's minds, making them want to visit the city. Moreover, community branding is also supposed to adopt a style that demonstrates how the community is introduced. According to (Larasati & Muzayin, 2016; Zafira, 2017), there are some criteria for city branding. The first is attributes dealing with the form of the emblem or logo as a prerequisite to make the city branding intended to convey the concept, vision, attractiveness, and personality of the city. The

message has an essential role in the establishment of city branding as a message in the form of tales, history, and other fascinating items that can be unique tourism to visit the city. The second is differentiation concerning the distinction between one city and another as the city will have its uniqueness. The last is an embassy in which stakeholders have the goal of creating a community to come and live in the region.

Group branding can be interpreted in a three-level engagement framework. The first level refers to the physical and visible aspects that can be seen from an area. The second level is made up of advertising methods used by the city to promote itself. The third level is people's contact with the world through their voices and the media. In the process of urban branding, such multi-level communications should be concerned (Derudder, Taylor, Witlox, & Catalano, 2003; Mihalis Kavaratzis, 2009; Morgan, Pritchard, & Pride, 2003).

City Branding Through Increased Tourism

Since the emergence of mass tourism in the 1960s, city tourism has consistently been one of the fastest-growing segments of the travel market in developed countries (Ashworth, 1989; Jansen-Verbeke & Van Rekom, 1996; Law, 2002; Maitland, 2006; Selby, 2004). International transit arrivals worldwide are expected to reach 1.4 million by 2020 and 1.8 billion by 2030 (UNWTO, 2016). Over the period 2007-2014, the number of city trips worldwide increased by 82 percent and reached 22 percent market share of all holidays, according to the latest official statistics (IPK International, 2015/2016, p. 8). Together with a sustained rise in city tourism, cruise tourism has increased by 248 percent, while water, sand, and relaxation holidays have increased by 39 percent, and tours have shown a steady growth rate of 21 percent over the past eight years. All developed and developing economies are experiencing the growth of city tourism. In 2014 the market share of city holidays was 21 percent in Europe, 17 percent in North-America, 25 percent in Asia-Pacific, and 22 percent in Latin-America (IPK International, 2016).

Spillane in (Postma, Buda, & Gugerell, 2017) explains that tourism is a nomadic or temporary travel activity done by individuals or groups. One's interest in tourism aims to balance happiness with both dimension environmental science, social, cultural, and natural. Tourism is an activity event conducted by individuals or groups, whether in the country or abroad. These activities require the ease of services as support. The government is also expected to facilitate these activities to fulfill people's desires (Riza, Doratli, & Fasli, 2012). City branding is a part of efforts to improve the local culture of a city as a cultural city (Castillo-Villar, 2018; Larasati & Muzayin, 2016). In supporting the promotion of culture, community participation and role, communication, and implementation of the event as media are required to attract attention (Mihalis Kavaratzis & Ashworth, 2007; Lucarelli, 2018; Riza et al., 2012). The city has a significant effect on the city's image (Castillo-Villar, 2018; M Kavaratzis & Ashworth, 2005; Shirvani Dastgerdi & De Luca, 2019). The influence of city branding is also a direct impact on the image of the city and the visit of youth travelers but does not affect the image of the city through the intervening (Mihalis Kavaratzis & Hatch, 2013). City branding is one-factor influencing business opportunities as a result of social and network promotion (Hereźniak, 2017; Purwianti & Lukito, 2014; Riza et al., 2012). Phase supporting city branding can be seen from the communication in the planning, implementation, and evaluation (Komninos, Kakderi, Panori, & Tsarchopoulos, 2019; Pompe, 2017; H. Wang et al., 2012). In planning the vision and mission of the program formation, promotions are carried out, and the evaluation phase was done by improving infrastructure.

City branding also happened in Shanghai. The branding's effort can be traced back to promoting the city as a tourist choice since China has introduced policies of openness and reform. Tourism was first seen as an essential economic sector in the city planning formulated in the early 1990s that could generate direct revenue, increase domestic consumption, create job opportunities, and restructure urban industries (Komninos et al., 2019; Kunzmann, 2004; He, 2011). In order to turn Shanghai into a first-class metropolis

and an enticing tourist destination, tourism was introduced as the main objective of the '11th Five-Year Plan' (2005-2010) and the medium-term tourism development plan (D. Wang, Park, & Fesenmaier, 2012; H. Wang et al., 2012).

In the effort to increase tourism, various measures have been taken. These measures included massive investment in tourism infrastructure, the creation of new tourist spots, the development of various tourist routes connecting the historic civilization of the city with recent modernization, and the formulation of official tourism service standards (Hankinson, 2007; Lu, 2003; Michalis Kavaratzis, 2004; Setianti, Dida, & Ni Putu Cynthia Uttari Putri, 2018; Zhang & Zhao, 2009). Taking its undoubted advantage of combining the culture and civilization of capitalism, Shanghai succeeded in attracting increasing numbers of domestic and foreign tourists. Tourism development became a rapidly growing part of the economy of the city, and city branding was undertaking tourist-oriented advertising. The Shanghai Tourism Festival was a positive promotion of tourism. It has been successfully held every fall since 1996 (H. Wang et al., 2012). To describe marketing of city branding increased tourism (Larasati & Muzayin, 2016; Zafira, 2017) they analyze from several aspects, i.e. : Partnership (Stakeholders and Infrastructure); Program (Product, Packaging, Place, Price, Promotion); Culture by the people.

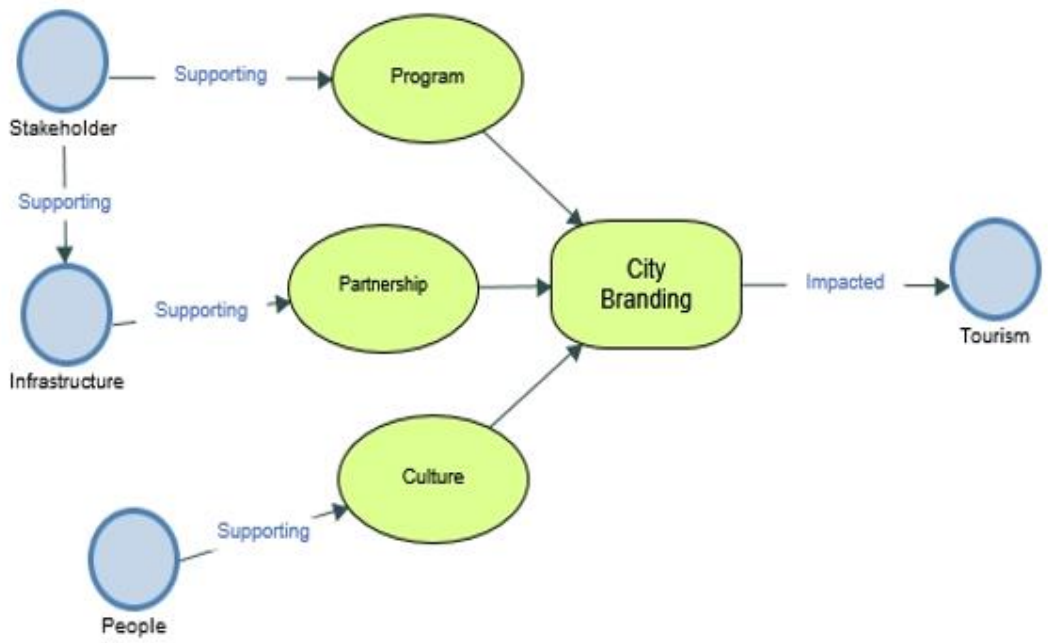

Figure 1. City Branding Concept Map by Nvivo 12 Plus

III. RESEARCH METHOD

This paper will discuss the concept of City Branding as an effort to improve tourism in Madura Regency. City Branding in promoting Tourism supported by the government, stakeholders, and the community who work together in this improvement program. The research question is as follows how City Branding has in a role and influence to increase tourism in Madura. Using a qualitative research approach with the purposive sampling method, referred to as decision sampling, is the conscious choice of the participant based on the attributes possessed by the participant (Etikan, 2016). It is a known strategy that does not involve fundamental hypotheses or a fixed number of participants. Data from this study were collected using Several methods as follows: interview and documentation. Interview questions were based on literature reviews and the data of college governance issues exposed in the media that answer the research questions. The interview questions

addressed to key informants. The following informants were selected based on the City Branding implementation supported and organized by the key informant's interviews are:

a) Head of Planning and Finance

b) Staff for Planning

c) Development Expert Team

d) Team Architecture

e) Planning Team

f) Two travel managers.

This research also used NVivo 12 plus application to analyze the Data Interview and Documentation. NVivo application is one of the qualitative research data to the analysis application that has been used by many qualitative Researchers around the world (Sotiriadou, Brouwers, & Le, 2014). This application helps researchers visualize and categorize data interviews, and documentation with Cluster Analysis, Concept Maps and Group Analysis. Cluster analysis is used to analyze how strong the relationship between one variable is with another variable. Cluster analysis is used to map thoughts in a concept and propositions based on variables and Group analysis is used to see which variable is more dominant to have an interrelation between existing variables.

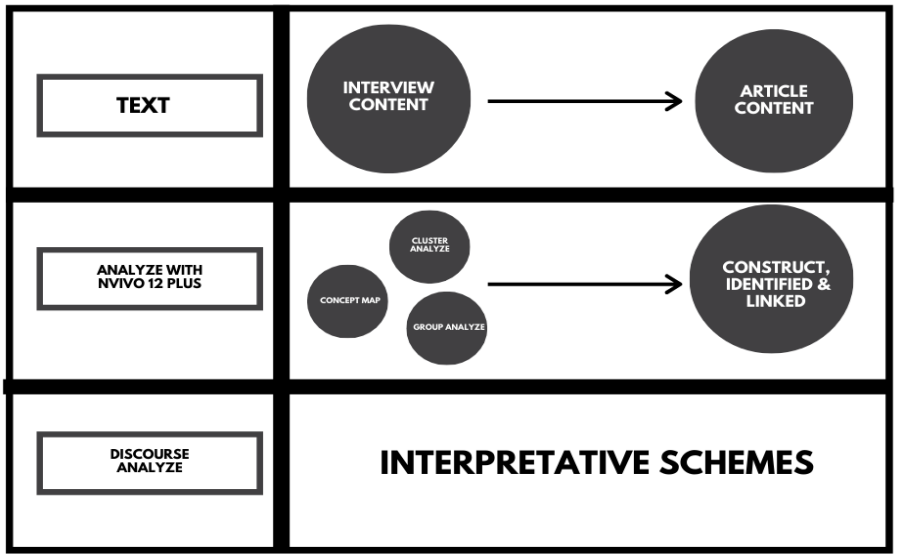

Figure 2. Research Method Structure

Source: Author

Data analysis is carried out the stages of transcribing the results of interviews into text data, entered into the Nvivo application, then the Nvivo 12 Plus application will analyze concept maps, group analysis, and cluster analysis. The results of data processing are analyzed and confirmed on several theories that support and relevant in City Branding Study. Interview data collected until the starting write the article is completed within two and a half months.

IV. RESULTS AND DISCUSSION

The Role of City Branding “Serpihan Surga ” in Increasing Tourism in Madura

“Serpihan Surga ” is one of the major programs in improving tourism in Madura Regency. Implementation of development programs in terms of development was carried out every quarter, and then marketing was done every two weeks to update the latest

developments via social media or websites. The Madura Government used the city branding strategy as a first step to introduce the potential existing in the area. The Madura Regent has a vision and mission associated with city branding that aims to build Madura that it can progress. The regional community, with support from the regional government, wants to use natural resources as a typical regional product. Based on the geographical location, soil structure, and weather, the southern region of Madura is suitable for growing pineapples. Pineapple is a plant growing in all seasons that, during the dry or the rainy season, pineapple plants keep growing with good quality as the statement from Head of Planning and Finance:

"Madura is the main producer of pineapple. The pineapple was selected because of its much production in Madura. The icon was used because the natural resource community was ready and able to increase economically or businessly the income of the regional economy".

Figure 3. Brand of Madura

The "Serpihan Surga" branding was launched in 2016 before the 442nd anniversary of Madura, located in the regency hall, marked by the delivery of a PIN to community leaders, and then continued with cutting tumpeng (rice cone) and flying balloons (Madura-pusere-jawa-city-branding-, 2016). The logo is a visual identity reflecting the characteristics, traits, potential, and cultural communities of Madura Regency, which are different from other regions.

City Branding Program of Madura

The decree No. 27 of 2017 Art. 7 states that city branding logo used by all levels of government Madura aims to promote and build a positive image of Madura through: official government activities, the use of merchandising and printing products, dissemination activities to the community/auxiliaries organizations and other networking (SME products), and promotional activities or other means of socialization. There is the typical pineapple processed product as a Madura jam program, syrup, chips, and Batik Madura fabric. These products will be distributed to souvenir shops in Madura, with simple processed products that impacted on society's economy and reduce unemployment. It is one form of city branding implementation in terms of products made by the Madura Government. Batik Madura fabric is Madura's mainstay product. The name of Batik Madura is based on the production process where before the yarn is knitted, it must first be tied up that the design and color match the desired pattern. The flower pattern or image used is beamed tetris blocks. This holster also has its own flexibility and is untangled that people call it a Batik Madura. Data in 2018 show the following Batik Madura weaving production.

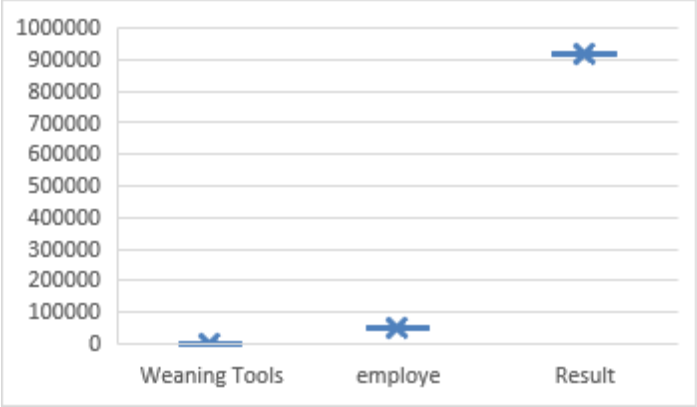

Figure 4. Data on Batik Madura Weaving Production

(Source: Batik Madura Weaving Production House, 2018)

The figure data show that the production of Batik Madura fabric in Madura was ± 915,750 pcs/year with 50.875 workers. Traditional looms used for the production process amounted to 2,035 units. Consumers consider that the Batik Madura Weaving is a perfect type of fabric considering the traditional weaving system and adding its selling points for people visiting Madura, as explained by a consumer:

"To Madura, if you don't buy Batik Madura, it's not visiting Madura anymore, the weaving is excellent quality and durable fiber!"

The Madura Regency Government has designed a city branding program by increasing travel destinations in Madura, particularly in the hill and coastal in southern Madura areas. The government considered this program to be superior and able to increase tourist visits to Madura. It is consistent with one of the interview statements with the Subsection resource for the Planning and Finance of Tourism Department.

"The program was not formed in part, but since the beginning of elected regents in accordance with the vision and mission that would form the "Serpihan Surga " brand from there establishing a leading tourism sites development program in southern Madura, followed by the development of tourism and marketing awareness groups, namely through exhibitions and Visit Madura application."

Visit Madura application can ease users in finding tourism sites in Madura Regency by displaying the distance from the users' location to the destination. It is accompanied by a video preview as an essential feature to describe tourism sites in Madura. This term is corresponding to the context of tourism. Smart technologies change consumer experiences and generate creative tourism business models. Cloud computing, big data, mobile apps, location-based services, geo-tag services, sound technology, virtual reality, augmented reality, and social networking services are all cutting-edge examples of smart technologies enhancing the tourism experiences and services (D. Wang et al., 2012).

The Partnership of Madura City Branding

A program will not run without the support and cooperation of the various parties. In the partnership system, there are three essential pillars, which are crucial in the development of tourism destinations, namely the government, private parties or investors, and society. The role of regional government in this regard must be able to act as a regulator and facilitator. In that sense, the government as a regulator should be able to make rules or policies that can build an optimal development of the region. Moreover, as the facilitator, the regional government is expected to provide guidance and training to the community to be able to become professional resources ready to become perpetrators of direct tourism services.

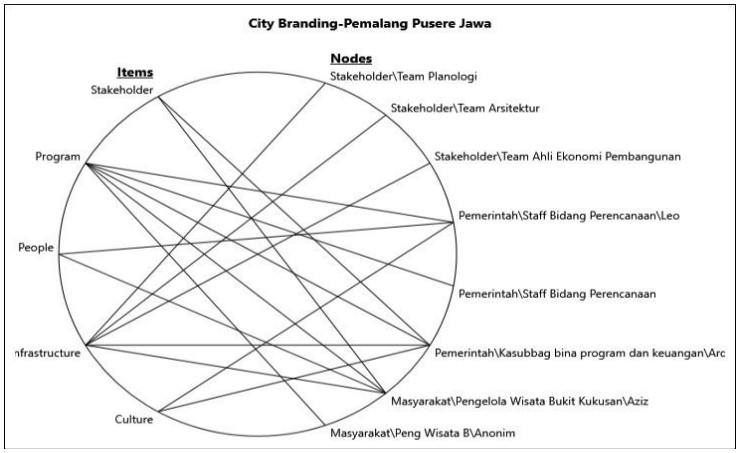

Figure 5. Group Analysis of NVivo 12 Plus

From the figure 5 above, it can be seen that the dominant network in seeing the partnership was formed in the process of implementing programs and infrastructure. The infrastructure stakeholders involved were the Planalogy Team, Architecture Team, and the Economic Development Expert Team. The program implementation also involved both the government and the community. Figure coding above shows the relationship between the factors supporting the city branding with various actors involved. While the government was actively engaged in the process of implementing materials and infrastructure, and the community around the tourism areas have carried out tourism management activities that have been supported and optimized by the Madura Regional Government. Implementation of the program, especially in the management of existing tourism sites in Madura, was conducted by the government and its staff in collaboration with the villages for the management and development of tourism sites. The following is Madura tourism data.

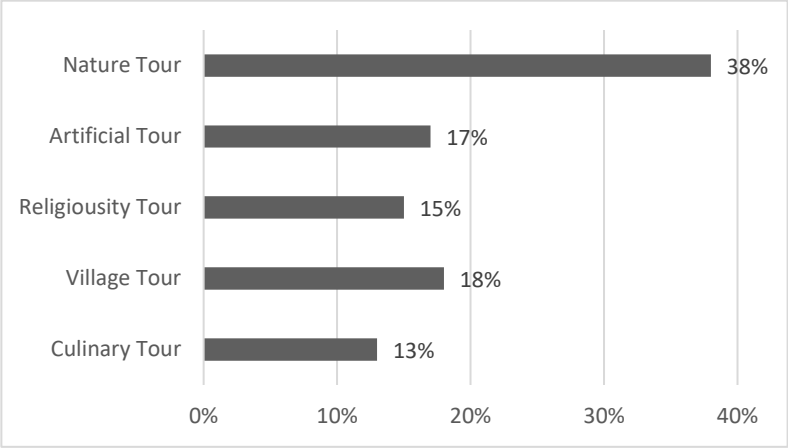

Figure 6. Tourism in Madura

(Source: Tourism Department, Youth and Sports, 2017)

Figure explains that in 2017, the most visited tourism sites in Madura were natural tourism by 38 percent. There are 27 natural tourism objects in Madura Regency. The village tour followed it, and the least visited one was the culinary tour. The number of natural tourism visits in Madura Regency was inseparable from the city branding program. A similar case also happened in Beijing in which the existence of city branding was one of the strategies to promote what was owned by the region as part of the reconstruction of regional development in supporting the economic system. The city branding strategy, as the process of establishing an area that can be recognized by the public, it was not only based on the slogan or icon only. However, it must have the

personality or characteristics of the people reflected in the culture of the city (Zhang & Zhao, 2009).

Culture of Madura toward City Branding

The personality characteristics of the Madura Regency community were generally the same as other regions, namely being friendly and still preserving the culture. Cultural values influence to attract tourists to visit an area, as can be seen in the following figure.

Table 2. Correlation Variable of Culture

Variable	Pearson Coefficient
Government-Culture	0,85
People-Culture	0,49
Program-Culture	0,46

Source: Coding Cluster Analysis by Nvivo 12 Plus

The table 2 above shows that the cultural issues in the city branding have been correlated with another variable supported behind. Culture of Madura supported by Government significantly ranged 0,84. This figure is almost perfect in the standard of Pearson Correlation Coefficient, meaning that in the aspect of a culture in Madura, it has outstanding support by the government in the city branding process. Culture preservation in Madura was carried out annually, such as the "Festival Wong Mountains" and other events. Community involvement in the implementation of city branding became one of the factors. People were required to preserve the culture owned as a form of cultural identity-area course with the support of the regional government. The matrix above also shows the public enthusiasm for city Branding. Six public responses were supporting the presence of city branding in Madura. From these statements, it was expected that the public would agree with the city branding as it could improve tourism in Madura. According to (Purwianti & Lukito, 2014), city branding is one factor influencing business opportunities as a result of social and network promotion to improve the economy. Moreover, the government budget spent on program enhancement was quite a lot.

The branding effect of culture or entertainment and generally branding on the social mosaic of cities was a final but an essential consideration. Mommas suggests that the tourism and popularity of city branding were not explained by economic functionality alone. It was also crucial for its socio-cultural effect. Brands derived their city branding through culture and entertainment to six tourism sites, primarily from the fact that they transformed the multiform truth around us to a specific order or coherence. Brands eased us to 'read' each other and our places and goods climate. Branding was not merely an economic activity inspired by market considerations in this respect (Han et al., 2018; Michalis Kavaratzis, 2004; Kunzmann, 2004). Branding is a tactical answer to the uniqueness issue in an increasingly generic and even trivialized environment (Mihalis Kavaratzis & Ashworth, 2007; Zukin, 2002). In conclusion, marketing and branding must positively promote cultural development in the regions and cities, and at the same time, social growth and community leisure and entertainment management must be organized and harmoniously reinforcing the city's name (Kunzmann, 2004).

The Impact of "Serpihan Surga" City Branding on Tourism

Table 3. Budget Madura Tourism Improvement

Strategic Output	Output (%)
Improving the quality of regional development Planning and government performance	8.76%
Development of natural tourism potential	**83.98%**
Involvement of youth organizations and the program activities	3.40%
Sport program	3.87%
Total	100%

Source: Tourism Department LAKIP 2018

The table 3 indicates that the budgeted strategy of Rp34,114,702,500.00 shows a significant output figure in tourism development as much as 83.98 percent of the four planned programs. The program includes improving the quality of regional development planning and reporting performance, as well as developing tourism potential, especially in nature. That is Madura set the levy for travel is appropriate and can be reached by tourist visitors. The data also shows a significant rise in tourist visits in Madura for their City Branding. Such a statement of informant following:

"There are several very significant tourist arrivals after the city branding program. Tourist revenue visiting the region is also significant. Therefore, it is expected to increase our revenue from the program we carry out."

From these statements, it is understood that the increase in tourism was increasingly optimal with the presence of city branding by the government in various ways, as those mentioned above. The success of a significant increase in tourism occurred in January 2018 and peaked in July 2018. The implementation must have been adjusted to the regional budget. The success of the city branding program also required good cooperation from all sections involved in the program.

V. Conclusion

"Madura Pusere Java" city branding is a step to increase tourism. The strategy used by stakeholders, people, program, culture, and infrastructure, has been said to be quite successful. However, there are still several issues that have not been successful. The city branding program undertaken must be superior to the government to increase tourism in Madura. The government has an optimistic view that the program is superior and able to increase tourist visits to Madura. The city branding can boost tourism in Madura, thereby increasing the economy of the people in this regency. The government budget spent on program improvement is ineffective, and it has been proven from the very significant in tourist arrivals after the implementation of the city branding program. Tourist revenue coming into the region is also significant. Hence, it is expected to increase the revenue of Madura Regional Government.

Conflict of Interest

On behalf of all authors, the corresponding author states that there is no conflict of interest.

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