

Gjirokastra'S Promotion as a *Branding & Marketing City*

Jonida Avdulaj

Dep. of Public administration Eqrem Çabej University, Gjirokaster, Albania

E-mail: jonidaqendro@hotmail.com

Klodian Muço

Dep. Political Economy and tourism Eqrem Çabej University, Gjirokaster, Albania

E-mail: klodianmuco@hotmail.com

Received: August 19, 2016 Accepted: September 7, 2016

doi:10.5296/ber.v6i2.10129 URL: <http://dx.doi.org/10.5296/ber.v6i2.10129>

Abstract

The sustainable development of the tourism phenomenon and the impact that it produces it is important not only for the enterprises receiving tourism but also for the economic sectors correlated with the structures above as handicrafts, trade and services, turning tourism in a primary factor for the economic development of a region or a country.

To talk about tourism in a city very rich in "contrasts" such as Gjirokastra, is an issue that goes beyond simple economic aspect, generating significant consequences in terms of geography and especially in social level. This is because Gjirokastra is a city with a glorious history since the fifteenth century, rich in culture, archaeology, *enogastronomia* (Food and wine) and several endless natural beauties. Although is the capital of the most important cultural event, the national folk festival which perform the tradition through the art. Shortly, Gjirokastra is a genuine multidimensional brand; the promotion of it would increase the income, the employment, the consumption and most of all it would transform into in an international city. Certainly to promote this brand it is needed a coordination between decision-maker institutions and local businesses but above all is necessary an efficient and comprehensive marketing plan that promote "*brand*" pointing at the same time in the centre of the universe "tourist".

Based on this affirmation, this paper requires just to give some modest idea on the development of the city image through qualitative and quantitative analysis of data obtained

from a sample of tourists visiting various cities in the world and recently have visited the Gjirokastra.

Keywords: Gjirokastra, City marketing, promotion, Marketing strategy

1. Introduction

1.1 A Brief History of the "Gray City"

The region of Gjirokastra is one of 12 regions in Albania with a surface 2.884 km² and a population of 75172 inhabitants¹. Gjirokastra city is a remarkable city, with historical and architectural value, with a particular style and atmosphere which make it one of the most important regions related to the tourism sector.

The split between two worlds is asphalt, where the top side of city looks like a stream of roofs which create a stone creature, with a little oriental style houses which radiate the unique elements and the brilliant past. While at the bottom of the city is the modern part with asphalt and concrete palaces. The contrast can be seen from the familiar personalities born in this city who have made known their city through their fame, the former communist leader Enver Hoxha, who ruled the country in the name of unique Communism in the sense of its own while the second one through his novels, the great writer Ismail Kadare.

Also Gjirokastra is known for two stories but yet unproven scientifically due to the lack of data and a legend. Thus, the mystery of the city has been and continues to be as well as his narrow street called sokak (narrow paths). The mythical legend origins the name of the stone city referring to an heroic act that made Princess Argjiro by jumping with her son from the eastern walls of the castle thus not allowed falling into enemy hands then, the Turks, and consequently the city took the name of this princess. But this myth collapses because of the data of the Byzantine time (before the Ottoman occupation) we see and find the data jointly with the name of this city. Another version says that the mythical pale stone city has taken its name from the Greek word Argyrokastron in English is translated as silver, because silver colour prevails in this city. Even today Greek people continue to call it Argyrokastron.

Another relevant given data is linked with the name of a tribe of this city called Argjir. So this city in its genesis carries magic as its past is relatively unknown and only the proximity of centre of the classical and Hellenistic Jerma or today called Antigone and the Roman city Hadrianopolis near the village Sofratik and often is alluding to the settlement earlier in Gjirokastra is the medieval castle. But archaeological findings within the fortress have unearthed pottery in 4 different stages of housing before the Ottoman period, in the centuries V - II BC, centuries V - VII A.D, centuries IX-X and centuries XII - XIII, which rejects the allegations above. The earliest traces of these stages brought a substantial wall built with blocks, which makes all think that there was an important fortification before the Roman period on this side of the river of the Drinos valley (prior year B.C 168).

Even today the castle is a witness alive of the magic of this city that has as "bridesmaids" traditional neighbourhoods Cfaka, Dunavat I and II, Manalat I and II, Palorto, Varrosh,

¹ www.istat.gov.al, 2014

Meçite, Hazmurat, Old Bazaar (Pazari i Vjetër). These neighborhoods are embedding in a circle pointing in the middle the Argjiro castle. The Gjirokastra city because of having such uniqueness is declared a city museum in 1963 and in July 2005 it was declared by UNESCO as a world asset by introducing so invaluable list of assets worldwide. While since 1968 Gjirokastra is national and international folk festivals. In the Argjiro castle folk groups from Albania, Kosovo, Montenegro, Macedonia, Italy gather every four years but not only that. Also Balkan nationwide festival which takes place every year brings a wonderful parade of all participating countries displaying their inheritance folkloric values and making a spectacle of unique spiritual. But Gjirokastra has even more to visit like the Castle, Qafën e Pazarit (neck Bazaar), the Museum of Arms in Castle, the Ethnographic Museum, the house restored recently to great writer Ismail Kadare, home of dictator Enver Hoxha, characteristic houses as Zekate, Skëndulate, Babameto I and II, Inn of Zagoria, Inn of Dulaj, Hammam of 7 Fountain etc. For lovers of archaeology in the Drino's valley just 14 km from the ancient city of Gjirokastra are situated Antigonea and Handrianopoli of the Roman style. The early Christian churches of St. Mary of Labova and Peshkopi have the irreplaceable values in historical and architectural assets of our region. For those who appreciate most the nature Gjirokastra again has what to offer as the natural park of Viroi, Sotira, Cold Water of Tepelena, Hotova, Plateau of Çajupi (1536 m), Thermal Waters of Benja (Permet) and the canyons of the rivers in Suha, Zagoria and Vjosa. (Regional rural development strategists, district of Gjirokastra 2007).

The closeness to the coastal city of Saranda and Greece makes the visit even more interesting in this city.

Despite all of the architectural, the natural and historic elements of Gjirokastra today should offer more in terms of open competition where each touristic potential country is doing the best to attract more tourists or travellers. In order to achieve it for Gjirokastra city we must know what are the key points of its strengths and how should promote these values. More than anything else this issue does marketing as one of the key elements to the success of development strategies.

1.2 Tourism Marketing

There are a number of studies in the field called destination that are completely oriented to tourism (Walmsley and Young, 1998) which gives us the right to address this topic. What is observed in these studies is the fact that the focus of their country's image, *brand* and the decision of tourists to go for tourism in these countries (Echtner and Ritchie, 1991). But how the tourism industry has started? The development of the touristic market has its origins in the 19-th century when the industrial revolution advances allowed movements for other purposes such as cultural, social, business, etc. Britain's traveller, Thomas Cook in 1841, as did the first tourist tour of history, was the first entrepreneur who threw the idea that tourism should be taken as an activity of a commercial nature. A decade later, Cook founded the first travel agency (known by the name of Thomas Cook & Son), something that was not previously conceived by then. Over time, tourism has taken a special significance and today is making possible to generate very large incomes in the world and involving round a billion people in the tourist movement. Luckily today City Marketing aims to become a city with its

own brand and original one, so this lead on having a certain value in the perception of the consumers. When we talk about *Brand* mind goes on names recognized and affirmed internationally, and people are willing to pay more for these *Brands* and trademarks than any other physical assets (Moilanen & Rainisto, 2009). Today, fortunately, this term can also be used as Anholt defines cities Place Branding as "the management of a country's image through strategic innovation and coordination of economic policy, trade, social, cultural, and local assets" (Moilanen & Rainisto, 2009). Then we can say that brand countries have almost the same benefits as a business brand (Moilanen & Rainisto, 2009). The concept of country brand can be traced back to place promotional efforts, which act as the essential element of marketing of the country, especially in the context of tourism (Barke and Harrop, 1994). But also "the brand image of the country" is used as a strategic management tool to attract foreign investment and improve the urbanization (Warnaby and Davies, 1997, Papadopoulos and Heslop, 2002).

Among the most potential cities or called "brand city" are New York, London, Paris, Rome, Barcelona, Madrid, etc. These cities even today offer brilliance which carries over them not only for value but also because of having good use of their marketing management. Cities "brand city" provide what people want from them where once Adam Smith wrote that the needs of producers should be considered only in connection with the fulfilment of customer needs.

Just meeting these needs in the best possible way through the development and investment have brought in possession of competitive advantage among all tourist destinations. But not always these such efforts has been successfully completed to be competitive and this for a variety of reasons.

According Aakers (2002) the more dangerous trap is the tendency of organizations to define their own products instead of considering the basic consumer needs, desires and requirements. The fact that developed and implemented strategies have not been effective due to the limitations and inaccuracies that have carried on. Levitt (1960) calls the failure in these cases as marketing myopia. But to succeed aspiring cities for city marketing should identify market segments with potential customers and know how to communicate with them to meet the needs of their own. According to Van den Berg and Braun (1999) are distinguished four general categories of customers: residents, companies, visitors and potential investors.

1.3 Marketing Concept versus City Marketing

Marketing is one of the disciplines which have gone through several stages and its most primitive philosophy says that customers will buy what the market has without being based on customer real needs. This is considered as the product ages and in modern times today we have a reversal of this philosophy and the right one of course. Today customer needs are essential for the activity of an entity and its competitiveness. Marketing is that tool which implements and makes the meeting of these needs on the market. So Kotler (1972) defines marketing as a set of activities aimed at exchange through facilitating and consumption. Kotler (1988) strengthens the definition of marketing as a business function that identifies current needs and desires unfulfilled, define and measure their size, which determines the

purposes and programs of the organization can make better to serve these markets.

AMA² defines marketing as "the process of planning and execution of the concept, price, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and original goals". Baker 1996 defines how to establish and maintain mutually satisfactory exchange. All scholars of marketing have evolved together or split one of the tools of well-known marketing. So McCarthy (1960) developed the marketing mix consisting of four components or known as 4P's marketing mix: Product, Price, Promotion, and Place.

As it is known for entities marketing plays a very important role in their success for tourist destinations it has the same importance. Various authors have defined the marketing of tourist destinations such as *City marketing*: City marketing is the promotion of a city or a neighbourhood within it in order to encourage certain activities that take place there. It is used to change foreign perceptions of a city to promote tourism to attract inwards migration of residents, or allow the relocation business. An important feature of the city marketing is the development of a new point of reference, buildings and structures (Smyth & Hedley, 1994). City marketing can be seen as a license for the marketing results of the non-profit which allows expand the definition of marketing. In this way it is related to the growing demand from the public sector on marketing concepts (Tross, 2006). But it should be noted that *city marketing* is a process more difficult and complex as compared to the labeling of goods and services, due to the fact that this process involves many factors and should be adopted in consideration, such as geography, attracting tourism, natural resources, local products, the characteristics of the people, institutions and infrastructure (Dinnie, 2004; Fan, 2006).

Consequently unlike product marketing tourism marketing has three additional elements; people, physical environment and processes that are unique to the service and recognized as the marketing of tourism 7P: Product, Pricing, Place, Promotion, People, Process, Physical Evidence.

2. Theoretical Framework

2.1 *Tourism and the Tourists in Gjirokastër*

One of the most interesting sector in the economic development of a country is tourism, which sets in motion a complex mechanism that stimulates growth in some sectors of the economy, and relatively opens many jobs, not only in tourism but also in others sectors of economy. According to the WTO in 2015, 10% of global GDP came from tourism, 1 in 11 people working in tourism with a contribution of 1.5 trillion in exports and significant growth for 2015. So tourism itself is one of the most dynamic sectors in times of crisis. In Albania, although these figures are again re-dimensioned we can say that they are still satisfactory. For 2015 we had 3,526,000 tourists who spent an average of about 543 thousand each during the time that remained in Albania, or 171.2 milliards ALL with a contribution of 5.9% of GDP. They worked in the sector 180,000 employees, or about 18.4% of total employees.

²American Marketing Association

Gjirokastra is a city with a very high potential in tourism, which is one of the cultural centres and the most important tourism in southern Albania. Its unique characteristics, historical and architectural values have become one of the most attractive cities for tourists both domestic and foreign. Gjirokastra is an intriguing city that triggers curiosity for historical researchers, political and cultural. It was estimated by UNESCO as a unique case of architecture, cultural and historical monuments and a precious heritage, harmonious coexistence between ethnic and religious communities³.

In terms of number of tourists we can say that the trend is very positive. According to Mayor number of tourists in Gjirokastra for 2015 reached up to 43,000 with an increase of 13% compared to last year.

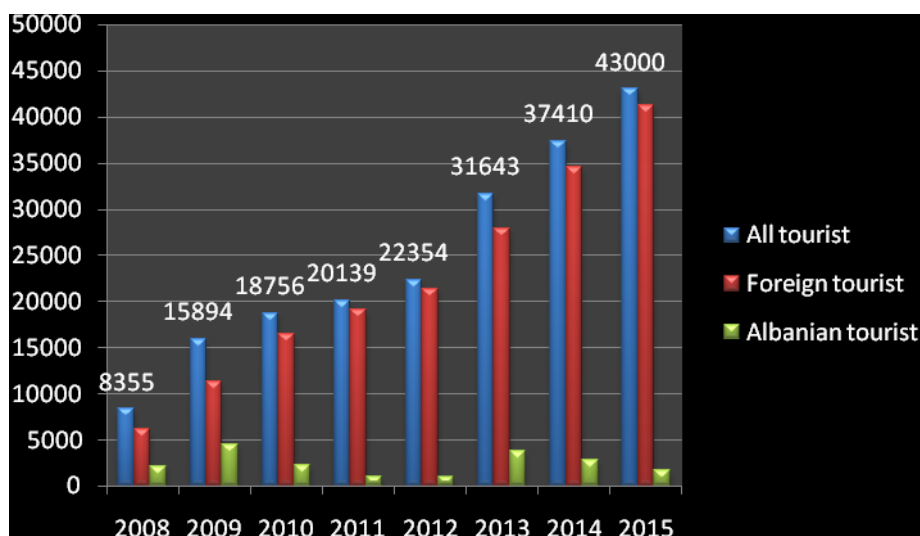


Figure 1. The flow of tourists in the district of Gjirokastra in years

Source: Municipality of Gjirokastra, 2016

The increasing number of visitors in the region of Gjirokastra has contributed positively to economic development as well as in the growth of social welfare.

There is a steady increase in the contribution of tourism revenue for the municipality of Gjirokastra; in 2015 they reached up to 25%. The figures in question are very encouraging and suggest that somehow a place like Gjirokastra has all potentials to live only with tourism.

Of course to further develop this sector need to be considered epochal change in the tourism sector, closely linked to the new requirements of the tourists and the opportunities offered by the web. So now we need more originality and innovation to deliver a more attractive tourist offer.

Unlike many other sectors of the economy, the term innovation in tourism means development of a tourist offer as well as original and creative one.

³ The report published on Gjirokastra's Foundation site.

If Gjirokastra in such conditions till now has benefited from tourism by having a consolidated offer tourist model "history and architecture" now is the time to make up the big step in qualitative tourism increase, for which is needed a mutation progressive tourist offer order to a better demand of today's tourist which is always the most dynamic and personalized one. According Guigliermini and Proietti (2015), 33% of European tourists want to be protagonists in the new tourist trips and not just spectators. According to Goetz and Rossi a good tourist offer should transform an existing product (by integrating other parts complementary to transform it) in "the unique experience tourist"⁴. To achieve this is needed capacity to stimulate the tourist displacement as in space, to all the territory, both in time throughout the year and ending in this way the presence of them only in certain seasons.

Based on this focus tourism in Gjirokastra it should not be considered only as an issue only for travellers interested in historical and architectural attractions (castles, museums, homes feature). Already tourism should be viewed in the entire part of territory, promoting the Gjirokastra's tradition, *gastronomy* (food and wine), handicrafts, places, and nature⁵. So, seeing Gjirokastra as a single multidimensional product, where each of us will benefit from each other. In this sight the ways of promotion will benefit from the events and by the interaction of a tourist offer with another one⁶. In this context territory will not be just a set of physical features in a geographic area, but also a "place" in which factors of environmental type will integrate harmoniously with the social one, so the territory will be a reflection of the interaction of the environment, the man and his activity⁷.

2.2 Promotion of Gjirokastra Image

We will consider the strategy followed by Professor Grandi for the transformation of the Bologna city, Italy in a *City Branding* within the promotion and realization of the idea to transform Gjirokastra into a *City Branding*⁸. We started from the stage research, in which the definition of a strategy to promote consisted in considering this element as a single one (Scipioni & VECCHIATO, 2002; Franz, 2012) and an evaluation and application phase that will not run from us because we have not prerogative to do as required adoption of responsible public administration.

Data recovery is performed through a questionnaire addressed to a sample of foreign tourists but not only, who visited Gjirokastra in 4 weekends period May 16 to June 12.

The questionnaire was distributed by employees of the tourist information office and several employees of some activities that provide services to foreign tourists. Completed questionnaires were 100 such and all questions have been closed.

With regard to geography tourists we can say that about 70% of those who completed the questionnaire were Europeans and the rest were American. The Figure 2 more specifically

⁴Rossi, A., & Goetz, M. (2014). *Creare offerte turistiche vincenti con Tourist Experience Design*. Hoepli.

⁵ Morelli P. (2003), "Beni culturali e turismo nelle città d'arte italiane" Franco Angeli.

⁶ Keller, P. ed., 2005. *Innovation in tourism-creating customer value*. Ed. AIEST.

⁷ Gismondi, R., & Russo, M. A. (2008). Alcuni dati sul turismo enogastronomico in Puglia. *Università degli studi di Foggia*.

⁸ Grandi, R., 2013. *Bologna City Branding*.

shows us the dominance of Americans followed from the British, Albanian and Polish.

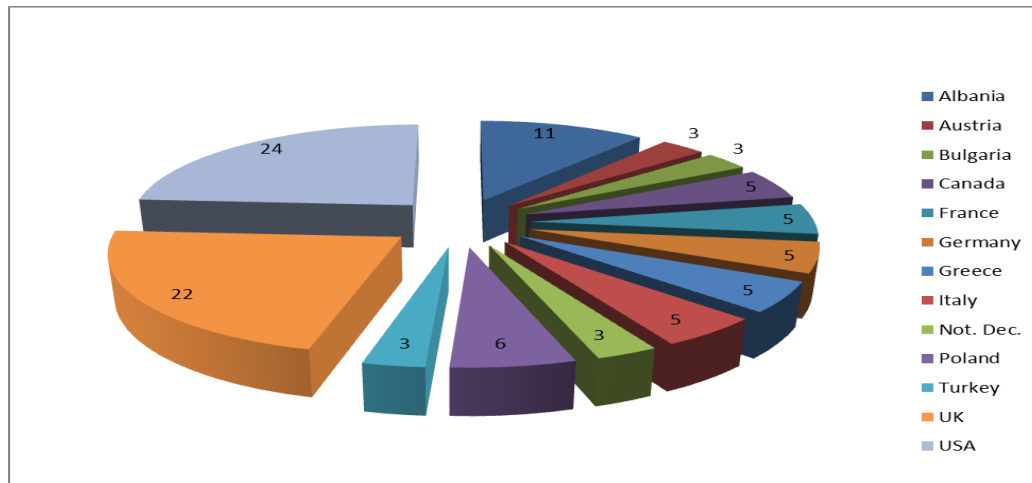


Figure 2. The tourists geography in years

Source: The survey conducted by Avdulaj & Muco 2016

As regards about gender we can say that the questionnaires pointed out that tourists from the gender perspective are more homogeneous.

But by the given result is very interesting and encouraging the data of the age of tourists where over 12% are from 18-25 years but also old people consist in 9% of them and it shows that Gjirokastra offers attractions for all ages, this is very positive of course.

2.3 The Empirical Analysis on Gjirokastra'S Impact and Impressions on Foreign Tourists

There is a wide support in the economic literature on the positive impact that image, tourism opportunities and offers of tourism development in a particular region (Gartner, 1989; Chon, 1990; Pike, 2005; Scipioni & Vecchiato, 2002). The evidence given above shows that the following part will verify that really the impact on the safety on the quality workforce, on the rich history that this country carries in relation to the image, making part of UNESCO etc. To carry out this analysis we started from a model of linear multivariable, taking as variable dependent Gjirokastra in UNESCO and variables independently Safe City (Sc), Cultural Offer (Co), Services (S), Education (E) and Skilled Workforce (Sw)

$$Gjir_UNESCO = \beta_1 + \beta_2 Sc + \beta_3 Co + \beta_4 S + \beta_5 E + \beta_6 Sw$$

By using the data processing Gretl program, we take these results:

Table 1. Using observations 1-100 (Dependent variable: Gjir_UNESCO)

	Coefficient	Std. Error	t-ratio	p-value	
Safe_City	0.692479	0.091943	7.5316	<0.0001	***
Cultural_Offer	0.1114	0.0545398	2.0425	0.0439	**
services	0.160463	0.0777263	2.0645	0.0417	**
Education	0.363518	0.112335	3.2360	0.0017	***
Skilled_Workforce	0.0550532	0.0871101	0.6320	0.5289	

Mean dependent var	4.810000	S.D. dependent var	0.506423
Sum squared resid	82.58805	S.E. of regression	0.932388
R-squared	0.964691	Adjusted R-squared	0.963204
F(5, 95)	519.1045	P-value(F)	2.57e-67
Log-likelihood	-132.3286	Akaike criterion	274.6572
Schwarz criterion	287.6830	Hannan-Quinn	279.9290

From the results above we see that in the period in question we have a very positive correlation between UNESCO and Gjirokastra in Sc, C, S, E, with a regression equation:

$$Gjir_UNESCO = \beta_1 + 0.69 \beta_2 + 0.11\beta_3 + 0.16\beta_4 + 0.36 \beta_5 + 0.05 \beta_6$$

With $R^2 = 0,964$ and with R^2 correction = 0,963. The result of this correlation is very surprising for two reasons, the first is the fact that a city to have foreign it should be safe. The safety of the city is the primary factor for tourists once again. This is confirmed with the best thing with the considerable decline of tourist flow to the protests in Egypt or to some extent even in France after the attacks occurred in Paris.

The second interesting result is the facts that the tourists pay more attention to employee's behaviour and service than the culture itself as offering tourists on all that want to feel good and comfortable.

To this model, Std. Error (ϵ) is very low; this result shows that the margin of error is low. By regarding the model we can say that its results are reliable because we have a high R^2 , Durbin-Watson is also greater than 1, and the p-value is very low. To assess the importance of the model we have also made other tests, ranging from White to heteroscedasticity test as R^2 was very high and this test turned out that there is no heteroscedasticity. Also to evaluate the importance of the model we proved and evaluate the model with criteria: *t i student* with confidence coefficient $\alpha = 0:05$ emerged that are important explanatory variable.

To reinforce the above mentioned results to show that an important city in terms of tourism has as explanatory variables, safety (very important with 3-star *p-value*), multiculturalism, education, cultural activities and *partnerships*. While the services and the work force have a very low impact.

Table 2. OLS, using observations 1-100 (Dependent variable: Importantcities)

	<i>Coefficient</i>	<i>Std. Error</i>	<i>t-ratio</i>	<i>p-value</i>	
Safe_City	0.567404	0.0970124	5.8488	<0.0001	***
Multiculturalcity	0.13543	0.0747751	1.8112	0.0733	*
services	0.00206738	0.069754	0.0296	0.9764	
Education	0.14135	0.104721	1.3498	0.1804	
Skilled_Workforce	0.00592854	0.0785307	0.0755	0.9400	
Partnership	0.118666	0.075316	1.5756	0.1185	
Cultural_Activity	0.117716	0.0718654	1.6380	0.1048	

Mean dependent var	40000	S.D. dependent var	0.777460
Sum squared resid	34652	S.E. of regression	0.805535
R-squared	64334	Adjusted R-squared	0.962033
F(7, 93)	9.2201	P-value(F)	2.13e-64
Log-likelihood	5.6405	Akaike criterion	247.2810
Schwarz criterion	5.5172	Hannan-Quinn	254.6615

Table 3. OLS, using observations 1-100 (Dependent variable: CulAct)

	<i>Coefficient</i>	<i>Std. Error</i>	<i>t-ratio</i>	<i>p-value</i>	
Age	0.078475	0.0849935	0.9233	0.3582	
International_reputation	0.0648017	0.122936	0.5271	0.5994	
Good_Image	0.207552	0.0727817	2.8517	0.0053	***
Multiculturalcity	0.00317598	0.114089	0.0278	0.9779	
Location	0.0423465	0.0852751	0.4966	0.6206	
Gjirokastra_UNESCO	0.715542	0.130262	5.4931	<0.0001	***

Mean dependent var	4.240000	S.D. dependent var	1.045626
Sum squared resid	105.9928	S.E. of regression	1.061877
R-squared	0.944390	Adjusted R-squared	0.941432
F(6, 94)	266.0569	P-value(F)	1.11e-56
Log-likelihood	-144.8039	Akaike criterion	301.6078
Schwarz criterion	317.2388	Hannan-Quinn	307.9339

Meanwhile the cultural activities are as explanatory variables: the image of the city and Gjirokastra as part of UNESCO. The city image is explained as organizing events, such as the impact that leaves after visiting Gjirokastra. While the fact that takes part in UNESCO makes it even more reliable and attractive in organizing cultural events.

To conclude we can say that the above models have some limitations because the questionnaires were developed in a relatively short period.

However, although the models have limits we may say that public institutions and private enterprises should focus on the improvement of the services and on delivery of them in the future in more partnership to increase the flow of tourists, to increase the number of cultural activities, as these activities will carry the guarantee of success if it will be held in Gjirokastra. And above all an improvement and a consolidation of the overall image both nationally and internationally.

3. Conclusions

At the end we come to some interesting conclusions endorsed by the above methods used but not only. Recently the number of tourists has been a positive trend and their nationalities is diverse but are dominated by Americans which left behind as the English, the Italians, the

Japanese, the Czechs, the Polish and the Albanians. What is an interesting element of this study is the age of the tourists because it turns out that Gjirokastra is visited by young people aged 18-25 years old but also from pensioners too. Also the frequented gender is very homogeneous as women as well as men.

We see from the models that one of the most important conclusions of empirical models is the fact that once tourists learn the history of Gjirokastra and attractions that it has and the first factor to consider in is the safety of the city. Gjirokastra is a very peaceful and safe city so it satisfies this fundamental criterion. Secondly, they consider education and service, therefore we can say that the continuous improvement is needed in this respect which it could come as the local public institutions as well as by the bidder of tourism services but not only.

Thirdly, empirical analysis noted that a very important weight in attracting more visitors or tourist are all the facts that we all already know as multiculturalism, good image and history that carries Gjirokastra. For this reason, we can say convincingly that Gjirokastra fulfils all the criteria for being *city marketing* and is being transformed later in a city brand. To realize this issue is needed a coordination of policies and strategies both at the central and local level and a closer cooperation of all economic and political actors in Gjirokastra without neglecting throughout the value chain of the tourism industry.

References

- Azevedo, A. (2005, October). Cities as brands: The role of communication strategy in place marketing context. In *SOPCOM 2005: 4^o Congresso da Associação Portuguesa de Ciências da Comunicação* (pp. 1777-1786).
- Balencourt, A., & Curado, Z. A. (2012). City Marketing: How to promote a city?: The case of Umeå
- Ciriković, E. (2014). Marketing Mix in Tourism. *Academic Journal of Interdisciplinary Studies*, 3(2), 111. <http://dx.doi.org/10.5901/ajis.2014.v3n2p111>
- Demirbag, K., M., Yurt, O., Guneri, B., & Kurtulus, K. (2010). Branding places: applying brand personality concept to cities. *European Journal of Marketing*, 44(9/10), 1286-1304. <http://dx.doi.org/10.1108/03090561011062844>
- Gismondi, R., & Russo, M. A. (2008). Alcuni dati sul turismo enogastronomico in Puglia. *Università degli studi di Foggia*.
- Grandi, R., (2013). Bologna City Branding.
- Keller, P. ed., (2005). *Innovation in tourism-creating customer value*. Ed. AIEST.
- Kotler, P., Bowen, J. T., Makens, J. C., Xie, Y., & Liang, C. (2006). *Marketing for hospitality and tourism* (Vol. 893). New Jersey: Prentice hall.
- Metaxas, T. (2009). Place marketing, strategic planning and competitiveness: The case of Malta. *European Planning Studies*, 17(9), 1357-1378. <http://dx.doi.org/10.1080/09654310903053539>

- Morelli, P. (2003). *Beni culturali e turismo nelle città d'arte italiane*, Franco Angeli.
- Pike, S., & Page, S. J. (2014). Destination Marketing Organizations and destination marketing: A narrative analysis of the literature. *Tourism Management*, 41, 202-227. <http://dx.doi.org/10.1016/j.tourman.2013.09.009>
- Prentice, R. (1993). *Tourism and heritage attractions*. Routledge.
- Rossi, A., & Goetz, M. (2014). *Creare offerte turistiche vincenti con Tourist Experience Design*. Hoepli.
- Sevin, H. E. (2014). Understanding cities through city brands: City branding as a social and semantic network. *Cities*, 38, 47-56. <http://dx.doi.org/10.1016/j.cities.2014.01.003>
- Smith, S. L. (1994). The tourism product. *Annals of tourism research*, 21(3), 582-595. [http://dx.doi.org/10.1016/0160-7383\(94\)90121-X](http://dx.doi.org/10.1016/0160-7383(94)90121-X)
- Trošt, K., Klarić, S., & Dropulić-Ružić, M. (2012). Events as a Framework for Tourist Destination Branding-Case Studies of Two Cultural Events in Croatia.

Copyright Disclaimer

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/3.0/>).