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Pentahelix collaboration strategy in building city branding of Pangkalpinang as a creative city

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ABSTRACT

Some cities have successfully developed effective branding strategies, such as emphasizing creativity in Poland, creativity and modernity in Bandung, Indonesia, and halal tourism in Padang City. Pangkalpinang City currently lacks a clear tourism-focused city branding strategy, which limits its ability to effectively communicate its unique potential This research examines the potential of Pangkalpinang City as a creative destination by addressing its challenges in branding and stakeholder collaboration. The study employs an explanatory sequential mixed-methods approach, integrating quantitative data from 100 respondents with qualitative insights from five key stakeholders. Quantitative findings reveal that while Pangkalpinang excels in accessibility and cultural richness, it struggles with weak tourist engagement and low brand loyalty. Qualitative interviews highlight the need for stronger synergy among academics, government, business, media, and communities using the Pentahelix model. The research concludes that implementing the "Authentic Pangkalpinang" branding strategy—leveraging Malay culture and tin mining heritage—can enhance the city's identity, foster unique tourist experiences, and encourage sustainable growth. The findings underscore the strategic role of cross-sector collaboration in strengthening Pangkalpinang's competitiveness as a creative city.

ABSTRAK

Beberapa kota telah berhasil mengembangkan strategi branding yang efektif, seperti menekankan kreativitas di Polandia, kreativitas dan modernitas di Bandung, Indonesia, dan pariwisata halal di Kota Padang. Kota Pangkalpinang saat ini tidak memiliki strategi city branding yang berfokus pada pariwisata yang jelas, yang membatasi kemampuannya untuk mengomunikasikan potensi uniknya secara efektif Penelitian ini mengkaji potensi Kota Pangkalpinang sebagai destinasi kreatif dengan mengatasi tantangannya dalam branding dan kolaborasi pemangku kepentingan. Studi ini menggunakan pendekatan metode campuran sekuensial penjelasan, yang mengintegrasikan data kuantitatif dari 100 responden dengan wawasan kualitatif dari lima pemangku kepentingan utama. Temuan kuantitatif mengungkapkan bahwa sementara Pangkalpinang unggul dalam aksesibilitas dan kekayaan budaya, ia berjuang dengan keterlibatan wisatawan yang lemah dan loyalitas merek yang rendah. Wawancara kualitatif menyoroti perlunya sinergi yang lebih kuat antara akademisi, pemerintah, bisnis, media, dan masyarakat dengan menggunakan model Pentahelix. Penelitian ini menyimpulkan bahwa penerapan strategi branding "Authentic Pangkalpinang"—memanfaatkan budaya Melayu dan warisan pertambangan timah—dapat meningkatkan identitas kota, menumbuhkan pengalaman wisata yang

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unik, dan mendorong pertumbuhan berkelanjutan. Temuan ini menggarisbawahi peran strategis kolaborasi lintas sektor dalam memperkuat daya saing Pangkalpinang sebagai kota kreatif.

INTRODUCTION

Pangkalpinang City, the capital of Bangka Belitung Islands Province, holds a strategic role in regional tourism. It offers unique attractions, including tin mining history, diverse seafood, Malay culture, and a harmonious community life. City branding can enhance Pangkalpinang's identity and potential, positioning it as a key player in local, national, and global tourism. In urban tourism development, a key issue is the lack of effective promotion to create an attractive city image (Kurniawan, Suganda, & Khadijah, 2023). Pangkalpinang City currently lacks a clear tourism-focused city branding strategy, which limits its ability to effectively communicate its unique potential (Fauzi, 2024). City branding goes beyond promoting locations; it helps rebuild and redefine a city's image (Kasapi & Cela, 2017). By implementing a city branding strategy, Pangkalpinang can gain a competitive edge, attract investments, and strengthen its identity (Kavaratzis, 2004). Such branding can positively impact tourism by enhancing the city's appeal to tourists, investors, and local communities (Jokela, 2020).

Some cities have successfully developed effective branding strategies, such as emphasizing creativity in Poland, creativity and modernity in Bandung, Indonesia, and halal tourism in Padang City (Dudek-Mańkowska & Grochowski, 2019; Aldianto, Budi, Anggadwita, Novani, & Wirawan, 2019; Azman, Suryani, & Amsal, 2019). Similarly, initiatives like “Brand New Helsinki” in Finland and Tokyo’s re-branding as a safe destination with innovative infrastructure demonstrate the transformative power of city branding (Herget, Petrů, & Abrhám, 2015; Duignan, 2021). In the Netherlands, Zwolle has successfully blended its Hanseatic heritage with modern cultural elements (Inklaar, 2021). These examples underscore the importance of realistic policies and branding strategies for economic development and tourism.

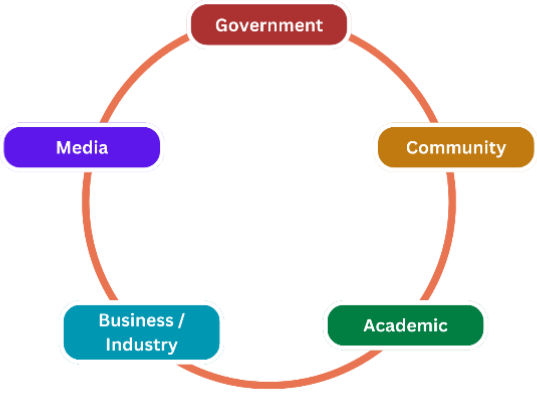

Figure 1. Pentahelix Collaboration Model
Sources: (Windiani, 2020)

Urban tourism pushes local governments to promote their cities through branding, which can positively impact perceptions among tourists and stakeholders when aligned with the city’s identity and potential. However, ineffective socialization, lack of participation, and poor coordination often hinder proper brand implementation (Pratama, 2016). Strategic partnerships at various levels—national, regional, and local—are crucial for creating cohesive and compelling narratives that resonate globally (Fauzi & Sumirat, 2023). Effective communication, coordination, and participation are essential for successful city branding.

Pangkalpinang City currently uses the slogan “City of Victory,” but it is more widely recognized as “The City of a Thousand Smiles,” a tagline created by the Mayor during the 2018-2023 period as part of his vision for the city, aligned with the Medium-Term Development Plan (RPJMD) (BAPPERLITBANGDA, 2021). This branding highlights the need to understand public perceptions and explore ways to support sustainable urban development through city branding (Gonzalez & Gale, 2023). Strategies like differentiation, creative cities, experience cities, and tourism cities can help Pangkalpinang remain competitive and promote sustainable growth (Al-Hinkawi & Zedan, 2021).

To compete in tourism, Pangkalpinang needs a city branding strategy, which can be implemented through the pentahelix model. This model brings together academics, government, community, business, and media to address complex issues comprehensively (Yuningsih, Darmi, & Sulandari, 2019). Focusing on creativity and Malay culture, this research aims to enhance the city's identity, address branding limitations, and support sustainable tourism. The pentahelix model (figure 1) promotes local wisdom-based tourism by emphasizing

uniqueness (Maturbongs & Lekatompessy, 2020) and fosters collaboration among stakeholders to strengthen the economy and drive shared innovation (Sukmadi, 2022).

This study aims to develop an effective city branding strategy for Pangkalpinang City that highlights its unique tourism potential, including its rich creativity, history, culture, culinary offerings, and harmonious community. By addressing the lack of a coordinated branding approach and its limited reach to tourists, this research seeks to formulate a strategy that leverages the city's strengths, and involves diverse stakeholders.

METHODS

As seen on Figure 2, this research uses an explanatory sequential mixed-methods design (Quan→Qual) approach that combines quantitative and qualitative methods with a critical and participatory theory perspective. Explanatory sequential mixed-methods design involves implementing an initial quantitative component followed by a subsequent qualitative component that relies on and is informed by the initial quantitative results (Plano Clark, 2019). Combining qualitative and quantitative methods in one study is an important approach to consider as it allows data to be widely verified, with high validity and reliability (Guest & Fleming, 2019). This approach aims to understand phenomena holistically and drive positive social change through active stakeholder engagement.

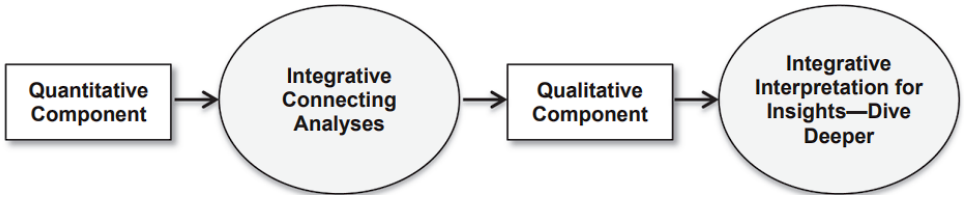

Figure 2. Explanatory Sequential Mixed Methods Design (Quan→Qual)
Sources: Plano Clark (2019)

Quantitative methods were applied to measure and analyze tourists' perceptions of the city's branding strategy. The population of this study consisted of Indonesian domestic tourists, with a sample of 100 respondent who had visited Pangkalpinang City. The sample selection was conducted using purposive sampling method, which allows researchers to selectively choose respondents who have direct experience with Pangkalpinang City, with the criteria that the respondent has visited Pangkalpinang City at least once. Quantitative surveys produce primary data through questionnaires distributed online via google form. The characteristics of the respondents can be seen through the following table:

Table 1. Quantitative Respondent's Profile

Profil	%
Gender	
Male	49%
Female	51%
Age	
15-25	21%
26-35	39%
36-45	31%
46-55	9%
Education	
Senior High School / Equal	22%
Diploma	1%
Bachelor's degree	67%
Master's degree	9%
Doctoral degree	1%
Occupation/Profession	
University Students	20%
Private Employee	22%
Entrepreneur	28%
Civil Servants	10%
Professional	15%
Housewife	4%
Unemployed	1%

Source: Data Processing (2024)

Qualitative methods were used to gain an in-depth understanding of stakeholders' roles and perspectives on the city's branding strategy. The research team conducted structured interviews with a range of key stakeholders, including tourism academics, tour guide, the regional tourism community, tourism marketing regulators from the provincial government, and media representative. This approach allowed the researchers to extract insights, experiences, and views directly from each stakeholder, so as to provide a comprehensive picture of Pentahelix collaboration in building Pangkalpinang's city branding as a creative city. The profiles of the informants can be seen in the table 2:

Table 2. Profile of Research Informants

No	Stakeholder	Informants
1	Academic	Head of Tourism Program Study, Muhammadiyah University of Bangka Belitung
2	Tour Guide	Vice chairman of DPD HPI (Indonesian Tour Guide Association) Bangka Belitung Islands Province
3	Community	Head of Masyarakat Sadar Wisata (Masata) Bangka Belitung Islands Province
4	Governnment	Head of Tourism Destination and Marketing Division of the Tourism, Culture and Youth Sports Department of Bangka Belitung Islands Province
5	Media	Pangkalpinang City Journalist

RESULTS AND DISCUSSION

QUANTITATIVE

A. VALIDITY AND RELIABILITY TEST

Testing the validity of an instrument is done to find out the extent to which the instrument can measure what should be measured (Alfiatunnisa et al, 2022). The validity test on table 3 is calculated based on the value of r count (Corrected Item-Total Correlation) > r table of 0.196, for df = 100-2 = 98; α = 0.05, then the question items in the study are valid and otherwise.

Table 3. Validity Test

Variable	r-Count	r-Table	Criteria	Variable	r-Count	r-Table	Criteria
CBA1	0,722	0,1966	Valid	TE9	0,699	0,1966	Valid
CBA2	0,679	0,1966	Valid	TE10	0,619	0,1966	Valid
CBA3	0,618	0,1966	Valid	TE11	0,740	0,1966	Valid
CBA4	0,668	0,1966	Valid	TE12	0,638	0,1966	Valid
CBA5	0,660	0,1966	Valid	BA1	0,342	0,1966	Valid
CBA6	0,721	0,1966	Valid	BA2	0,270	0,1966	Valid
CBA7	0,538	0,1966	Valid	BA3	0,373	0,1966	Valid
CBA8	0,698	0,1966	Valid	BA4	0,417	0,1966	Valid
TE1	0,396	0,1966	Valid	BA5	0,373	0,1966	Valid
TE2	0,338	0,1966	Valid	BA6	0,336	0,1966	Valid
TE3	0,323	0,1966	Valid	CBE1	0,278	0,1966	Valid
TE4	0,545	0,1966	Valid	CBE2	0,436	0,1966	Valid
TE5	0,450	0,1966	Valid	CBE3	0,337	0,1966	Valid
TE6	0,541	0,1966	Valid	CBE4	0,314	0,1966	Valid
TE7	0,509	0,1966	Valid	CBE5	0,262	0,1966	Valid
TE8	0,599	0,1966	Valid	CBE6	0,455	0,1966	Valid

Source: Data Processing (2024)

Furthermore, the reliability test on table 4 is used to determine the consistency of the measuring instrument, whether the measuring instrument is reliable for further use (Zulkifli et al, 2019). The reliability test in this study uses the Cronbach's Alpha technique, where an instrument is considered reliable if it has a reliability coefficient or Cronbach's Alpha value of 0.60 or more.

Table 4. Reliablitity Test

Variable	Cronbach's Alpha (>0,60)	N of Items
City Branding Attractiveness	0,818	8
Tourism Experiences	0,875	12
Brand Attitudes	0,670	6
City Branding Equity	0,762	8

Source: Data Processing (2024)

B. FREQUENCY ANALYSIS

In this study, 4 dimensions of city branding measurement are used, which are City Branding Attractiveness, Tourism Experience, Brand Attitudes, and City Branding Equity (Miftahudin et al, 2021). City Brand Attractiveness is a consideration through several things that are prioritised by tourism stakeholders in

managing the city (Miftahuddin et al, 2020). The tourism experience is the multidimensional activity formed by people's encounters with products, services and businesses (Sundbo & Dixit, 2020). Brand attitude is a consumer's emotional state that evaluates positive or negative reactions to a corporate brand (Sung-Hoon et al, 2021). Various marketing effects related to the brand, aligned with the hierarchical model used to evaluate activity effectiveness, serve as the foundation for measuring city brand equity (Sokołowska et al, 2022).

Table 5. Frequency Analysis

Variable	Sub-Variable	Score (Frecuency Analysis)
City Branding Attractiveness	Tourism Attraction	84,40
	Accessibility	85,40
	Amenities	82,40
	Anicilary Service	83,00
	Total CBA	**83,80**
Tourism Experience	Hedonism	84,40
	Novelty	84,60
	Local Culture	85,40
	Refreshment	83,10
	Meaningfullness	83,70
	Involvement	81,10
	Total TE	**83,72**
Brand Attitudes	Proud to Live	85,70
	Overall Lifestyle is Good	85,10
	Good Reputation among Residents	84,90
	Total BA	**85,23**
City Branding Equity	City Diversity	53,20
	City Safety and Comfort	86,10
	Brand Awareness	70,80
	Brand Loyalty	52,90
	Total CBE	**65,75**

The results of the questionnaire given to 100 respondents who have visited Pangkalpinang City, obtained results through frequency analysis using IBM SPSS Statistics 27 software based on four main variables: City Branding Attractiveness (CBA), Tourism Experience (TE), Brand Attitudes (BA), and City Branding Equity (CBE) as follows:

1. In the City Branding Attractiveness (CBA) variable, the total score of 83.80 indicates that the attractiveness of Pangkalpinang City for tourists is quite strong. The sub-variable with the highest score is Accessibility (85.40), which indicates that tourists highly value the ease of access to the city. The Tourism Attraction sub-variable scored 84.40, indicating that tourist destinations in Pangkalpinang have significant appeal to visitors. On the other hand, Amenities has a lower score of 82.40, indicating that tourist support facilities need to be improved to increase tourist comfort. Another sub-variable, Ancillary Service, scored 83.00, which indicates that additional services such as tourist information and other supporting facilities are good enough, but there is still room for improvement.
2. On the Tourism Experience (TE) variable, with a total score of 83.72, the Local Culture sub-variable recorded the highest score of 85.40, indicating that tourists highly value the rich local culture in Pangkalpinang. Novelty, which reflects the unique or different experiences tourists have, has a score of 84.60, indicating that tourists find new and interesting things during their visit. Hedonism recorded a score of 84.40, meaning tourists enjoyed a fun and fulfilling tourism experience. However, Involvement obtained the lowest score of 81.10, indicating that tourists' participation in tourism activities still needs to be improved. Other sub-variables such as Refreshment (83.10) and Meaningfulness (83.70) show that the tourism experience in the city is satisfying enough, but there are still opportunities to make it more meaningful and refreshing for tourists.
3. The Brand Attitudes (BA) variable showed very positive results with a total score of 85.23. The Proud to Live sub-variable recorded the highest score of 85.70, reflecting local people's pride in their city. Overall Lifestyle is Good scored 85.10, indicating that the lifestyle in Pangkalpinang is considered good by tourists. Good Reputation among Residents, with a score of 84.90, indicates that the city has a good reputation among locals, although there is still room for further improvement to make this reputation stronger among tourists and outsiders. These high scores indicate that Pangkalpinang has a fairly strong brand in the eyes of locals and tourists, but continued efforts are needed to maintain and improve these positive perceptions.
4. Finally, on the City Branding Equity (CBE) variable, the total score of 65.75 indicates that Pangkalpinang's brand equity still needs to be improved. The sub-variable with the highest score is City

Safety and Comfort with 86.10, which confirms that Pangkalpinang is seen as a safe and comfortable city by tourists. On the other hand, City Diversity obtained the lowest score of 53.20, indicating that the diversity of the city's attractions has not been the main attraction for tourists. Brand Awareness, with a score of 70.80, shows that while awareness of the Pangkalpinang brand is high, there is still room to improve its visibility. Brand Loyalty recorded a score of 52.90, indicating that tourists' loyalty to Pangkalpinang is still low and efforts are needed to build stronger attachments between tourists and the city.

Overall, while Pangkalpinang has great potential in terms of accessibility, cultural richness, and city safety, there are still challenges in terms of providing supporting facilities, increasing tourist engagement, and strengthening loyalty to the city's brand. Through a more focussed strategy on improving these aspects, Pangkalpinang has the opportunity to become a more competitive and sustainable tourist destination, both locally, nationally and globally. The combination of existing strengths and improvements in weak areas will strengthen Pangkalpinang's position as an attractive and highly competitive tourist destination.

C. QUALITATIVE

Furthermore, the results of the quantitative analysis will be integrated with the results of interviews with key informants representing pentahelix stakeholders. The pentahelix strategy, involving academics, government, business, community, and media, effectively develops tourism potential (Hakim, 2022). The interview instrument as seen on table 6 was measured through 6 dimensions of city branding consisting of Presence, Place, Pulse, Potential, People, and Pre-requisites, and additional question regarding the interviewees' perceptions of tourism stakeholder collaboration in Pangkalpinang City.

Table 6. Research interview results

A. TOURISM ACADEMIC		
Dimension	**Statements**	**Categorization**
Presence	Pangkalpinang has a unique impression as a city with a rich heritage of tin mining history, yet it is still lesser known than other popular destinations in Indonesia. Existing attractions, such as Pasir Padi Beach and the Tin Museum, are starting to raise public awareness of the city, but it still needs a more aggressive promotional strategy to compete on a national level.	Tin Heritage; Historical City
Place	The city of Pangkalpinang has its own charm with its mix of colonial and modern architecture, as well as the natural beauty of its beaches. However, the city's infrastructure still needs significant improvement, especially in terms of public transport and accessibility, to support a better traveller experience and facilitate exploration of the city's various attractions.	Colonial and Modern Architecture
Pulse	The cultural life in Pangkalpinang is very attractive to tourists, the city is very celebratory with various festivals such as the Pasir Padi Festival and many culinary events featuring Bangka specialities. These events reflect local creativity and are a major draw, but still need to be developed and promoted more widely to strengthen the city's creative identity.	Festive; Culinary specialities; Local Creativity; Celebratory
Potential	Pangkalpinang's economic potential in the tourism and creative economy sectors is huge, especially in the development of MICE and local culture-based creative industries. Opportunities to attract investors in the tourism sector are promising, but require improvements to the investment climate and supporting infrastructure to increase the city's competitiveness, especially efforts to reduce airfares to Pangkalpinang.	MICE Tourism; Local Culture-Based Creative Industries
People	Interactions between tourists and local communities in Pangkalpinang are generally very positive, with hospitality and mutual cooperation characterising the Malay and Chinese communities. Local communities are actively involved in welcoming tourists through various initiatives such as tourism villages, beach, and festivals, which provide authentic experiences that enrich tourist visits.	Multicultural Harmony; Authentic Experience
Pre-requisites	The quality of public services in Pangkalpinang, such as security and cleanliness, and convenience are quite good but there is still room for improvement, especially in terms of consistency. The city's readiness to provide facilities for tourists is adequate, but there is still room for improvement in standards and variety to meet the expectations of both domestic and foreign tourists, as well as to support branding as a creative city.	Tourist-Centric Services
Additional	The pentahelix collaboration in Pangkalpinang has started to be established, but still needs to be strengthened, especially in terms of coordination and synergy between sectors. As an academic, my contribution focuses on research and development of tourism human resources, as well as bridging academic knowledge with practice in the field to support the development of the city's creative image.	Pentahelix Collaboration; Tourism Research; HR Development

Dimension	B. TOUR GUIDE Statements	Categorization
Presence	Pangkalpinang's distinct identity comes from its lifestyle and culinary creativity shaped by its business history, setting it apart from other destinations. However, low public awareness of tourism is caused by poor coordination among stakeholders and the government's suboptimal role, emphasizing the need for improved synergy to boost tourism and awareness.	Culinary Specialities; Creative
Place	Pangkalpinang's low tourism awareness stems from poor coordination between stakeholders and limited government involvement. Improved collaboration is needed to promote the city more effectively. Additionally, well-maintained public facilities and infrastructure provide convenience for tourists, making the city competitive with other well-developed destinations.	Stakeholder Synergy; Good Public Facilities
Pulse	The unique lifestyle and social traditions in Pangkalpinang, such as traditional breakfasts and gatherings, provide authentic experiences that distinguish the destination. Government and private sector support for cultural festivals promotes local culture, highlighting the city's creative identity through dance, music, and culinary events.	Authentic Experiences; Cultural Festivals; Creative Identity
Potential	The unclear development of tourism and the creative economy underscores the need for stronger stakeholder collaboration to improve the tourist experience beyond culinary and beach attractions. With most tourists being domestic, better tourism management is required to attract international markets and foreign investors, enhancing Pangkalpinang's appeal as a destination and investment opportunity.	Investment Opportunity
People	Pangkalpinang's friendly and diverse community fosters positive interactions with travelers, enhancing its image as a welcoming destination. Local wisdom-based tourism, with active community involvement, provides travelers with unique, authentic experiences and meaningful social interactions, making the destination more appealing beyond its natural scenery.	Community Involvement; Authentic Experiences; Welcoming Destination
Pre-requisites	Good public services in terms of security, cleanliness, and comfort positively shape tourists' perceptions of Pangkalpinang, making it a safe and pleasant destination. However, despite affordable accommodations, the lack of engaging experiences deters repeat visits. Developing the MICE sector could enhance the city's appeal. Building creative branding requires stronger promotion and collaboration among stakeholders, with better coordination and active involvement needed to align the city's creative vision.	Comfort; Engaging Experiences; Collaborative Promotion
Additional	A pentahelix collaboration among the government, private sector, academics, and the community is crucial for optimizing local assets and creating a strong creative brand. Intensive discussions on shared responsibilities can drive synergy and maximize tourism potential. Tour guides and stakeholders play a significant role in shaping the city's positive image by delivering memorable and engaging experiences. Quality hospitality ensures tourists leave with a positive impression, encouraging repeat visits.	Memorable Experiences; Quality Hospitality
Dimension	**C. COMMUNITY** **Statements**	**Categorization**
Presence	Compared to other cities, Pangkalpinang serves as the central hub of the Bangka Belitung Province, making it an economic center, particularly for the creative economy, which can be further developed through its culinary potential and MICE industry. The local community has become increasingly active in organizing and participating in various events, positioning the city in a favorable momentum for hosting city-wide events to attract tourists.	Creative Economy Hub; Culinary Specialities; MICE Tourism
Place	City landmarks are increasingly being developed as aesthetic symbols of Pangkalpinang. The city's urban planning is considered highly supportive of the tourist experience, as there are now fewer tourist spots that require navigating narrow roads.	Aesthetic Urban Planning; Tourist-Friendly Infrastructure
Pulse	Pangkalpinang's cultural life, blending Malay and Chinese traditions through the Tongin Fangin Jit Jong philosophy of Religious Tolerance, attracts tourists. Festivals like the Pasir Padi Festival reflect the city's creative identity by combining traditional arts with modern elements, offering an authentic yet innovative experience. Collaborations between culinary practitioners, local artists, and creative communities further enhance Pangkalpinang's image as an authentic and creative city.	Authentic, Multicultural Harmony, Celebratory
Potential	The creative economy can boost the tourism potential more effectively than the destinations themselves. Since the variety of tourist attractions in Pangkalpinang is somewhat limited, sectors like culinary tourism and other creative industries hold greater potential for development.	Creative Economy; Culinary Tourism
People	Many tourists from outside Pangkalpinang sometimes face language barriers, but the city's strong sense of hospitality ensures that language is not a significant obstacle.	Warm Hospitality; Multicultural

	The people of Pangkalpinang warmly embrace visitors, having lived in a multicultural environment for centuries, especially between Chinese and local cultures, which leaves a lasting authentic impression on tourists.	Heritage; Authentic Experience
Pre-requisites	Regarding security, cleanliness, and comfort, tourists have not expressed any complaints, contributing to a positive perception of the city, with many public figures eager to return. Most tourist spots have sufficient facilities, though consistency in maintenance and sustainability remains a challenge. Service quality can be enhanced by optimizing culinary and creative economy-based events and festivals, as these are key strengths of the city.	Culinary and Creative Events
Additional	There is currently limited participation from tourism organizations and communities in tourism activities. Therefore, it is essential for stakeholders to come together to foster collaboration and build strong relationships, creating a healthy tourism ecosystem. The role of the 'Tourism Awareness Community' in shaping the tourism climate in Pangkalpinang involves offering ideas and various recommendations based on the knowledge and research of experts in their respective fields.	Stakeholder Collaboration
	D. GOREVNMENT	
Dimension	**Statements**	**Categorization**
Presence	Pangkalpinang stands out as a business and service hub, supported by strong MICE facilities and a vibrant culinary sector. The city attracts business travelers who prioritize MICE events before exploring its tourism offerings, such as its culinary scene. Additionally, Pangkalpinang leverages the creative economy as a key attraction, supported by well-developed infrastructure like hotels and airports, making its creative industry more competitive than other areas in Bangka Belitung.	Business Hub; MICE Tourism; Creative Economy
Place	Pangkalpinang's physical and aesthetic improvements must reflect local identity and wisdom, with landmarks like Masjid Kubah Timah reinforcing the city's image as an authentic Tin City. While offline public transportation is still lacking, the city is supported by online transport and travel agent services, making it convenient for business-oriented visitors.	Local Identity; Authentic Landmark
Pulse	Public spaces in Pangkalpinang offer opportunities for tourists and locals to interact, reducing social gaps, but local culture is less prominent than contemporary influences. More efforts are needed to highlight local culture as a key attraction. Developing Pangkalpinang's creative identity through local events requires commitment and a unified vision from all community elements, with a focus on culinary and music to strengthen the city's creative identity.	Local Culture; Creative Identity; Community Engagement
Potential	The tourism and creative economy potential in Pangkalpinang is strongly supported by the development of the industrial and service sectors, along with its strategic position as the gateway to Bangka Island. However, stronger supporting facilities are needed to fully optimize its tourism appeal. Focusing on specific themes, particularly MICE, is key to attracting investors and business partners. The city's strength in business trips should be continuously promoted to maximize its economic potential.	MICE Tourism; Business Tourism
People	Pangkalpinang fosters positive interactions between tourists and locals, known for their friendliness and low crime rates, reinforcing the city's image as a welcoming and safe destination. Local involvement in providing authentic experiences is enhanced by the strong harmony among diverse ethnic groups, with a shared philosophy of unity and mutual support, making the city unique and memorable for visitors.	Welcoming Destination Cultural Harmony Authentic Experiences
Pre-requisites	Good public services, including easy access to information and continuous human resource development, play a key role in building Pangkalpinang's positive image as a tourism and creative economy-friendly city. Adequate and accessible public facilities cater to tourists' basic needs, providing comfort and enhancing their overall experience, reinforcing the city's position as a well-prepared destination.	Tourist Comfort Destination Readiness
Additional	Good public services, including easy access to information and continuous human resource development, are essential in building Pangkalpinang's positive image as a tourism and creative economy-friendly city. Adequate and accessible public facilities ensure tourist comfort and enhance their experience, solidifying the city's readiness to serve visitors. Stakeholder collaboration is vital for creating a creative branding that reflects the city's service quality, further strengthening its image as a creative destination focused on tourist experiences.	Service Quality; Stakeholder Collaboration; Creative Destination
	E. MEDIA	
Dimension	**Statements**	**Categorization**
Presence	Pangkalpinang has a unique image that has not been fully exposed. Travellers see the city as an attractive destination thanks to its tin history, Malay culture and culinary diversity. However, compared to cities like Bandung or Yogyakarta, Pangkalpinang is still under-recognised. More targeted promotion through mass and digital media can strengthen this impression, especially by highlighting aspects that other cities do not have.	Tin Heritage; Malay Culture; Digital Promotion

Place	Although infrastructure continues to be improved, unfortunately it still does not reflect the uniqueness and characteristics of Bangka Belitung, which is rich in culture and natural charm. The lack of funding in the tourism sector makes the development of supporting tourism infrastructure less attention. Meanwhile, public facilities in Pangkalpinang are mostly adequate, but limited public transport remains a challenge amid the dominance of private vehicle use by the community.	Cultural Identity; Tourism Infrastructure
Pulse	Local culture in Pangkalpinang has great potential to attract tourists. Festivals such as Pasir Padi and various art events reflect the city's creative identity. However, it is often seen that the promotion of these events lacks consistency, making it difficult to build a lasting impression in the minds of tourists. If organised as annual events with strong media support, these events can become tourist magnets.	Creative Identity; Event Promotion; Annual Festivals
Potential	Pangkalpinang's economic potential in the tourism and creative economy sectors is considerable, particularly in MICE (Meeting, Incentive, Convention, and Exhibition) and locally-based culinary. However, I see the main challenge is the lack of coordination between stakeholders and the lack of incentives to attract investors. By creating a strong city narrative as a MICE and creative economy destination, Pangkalpinang can attract more business partners.	MICE Tourism; Culinary Economy; Stakeholder Coordination
People	The friendliness of the local people in Pangkalpinang is one of the city's main selling points. In my coverage, the interaction between travellers and the community has always been positive, especially in the context of community-based tourism such as village tourism. However, many communities need training to align their capabilities with travellers' needs, such as hospitality and authentic experience management.	Community-Based Tourism; Authentic Experience
Pre-requisites	As a tourist city, Pangkalpinang has shown improvements in public services, such as security and cleanliness. However, many tourists complain about the inconsistency in the quality of these services. To support branding as a creative city, public service standards should be clearer and consistently applied, including in terms of signage, tourist information centres, and digital facilities.	Public Services; Digital Facilities
Additional	Collaboration between sectors, especially government, community and media, is often the topic of media coverage. Although collaboration is already underway, it is often out of sync and not optimal in achieving common goals. The media can play a big role by serving as a communication bridge between stakeholders. By improving coordination and building trust between sectors, Pangkalpinang can create a more sustainable and competitive tourism ecosystem.	Stakeholder Collaboration; Competitive Tourism Ecosystem

Source: Data Processing (2024)

D. QUANTITATIVE AND QUALITATIVE INTEGRATION

The integration of quantitative and qualitative findings in this research provides deep insights into the dynamics of developing Pangkalpinang's city branding as a creative city. Quantitative analysis revealed that the city's appeal, particularly in terms of Accessibility (score 85.40), is one of the factors strengthening its tourism potential. On the other hand, elements such as Amenities and Ancillary Services scored lower (82.40 and 83.00, respectively), indicating the need for improvements in tourist facilities and support services to enhance the overall visitor experience. The qualitative data supports these findings, with stakeholders from the business and community sectors emphasizing the importance of developing transportation infrastructure and additional services like more integrated tourism information. Thus, the integration of these two methods underscores the need for a holistic approach to increasing the city's competitiveness by optimizing supporting infrastructure.

The analysis of the Tourism Experience variable also highlights interesting integration between the quantitative and qualitative findings. The high score for Local Culture (85.40) shows that tourists highly value Pangkalpinang's rich local culture, which encompasses both Malay and Chinese traditions. Qualitative interviews reaffirm the importance of cultural festivals and community-based tourism in creating more authentic and engaging experiences for visitors. However, the lower score for tourist engagement (81.10) suggests that while local culture has strong appeal, active tourist participation in cultural activities still needs improvement. Interviews with local community stakeholders stress the need to increase tourist involvement through interactive activities such as village tourism visits and participation in cultural events.

Furthermore, the results for the Brand Attitudes variable, with a score of 85.23, indicate a strong emotional attachment to Pangkalpinang from both tourists and locals. This finding is reinforced by interviews with academics and the media, where local pride in the city's identity is reflected in its social life and multicultural interactions. The harmony between the Malay and Chinese communities is a unique attraction that strengthens the city's positive image among tourists. However, both quantitative and qualitative data emphasize that, while the city's reputation is quite good, continuous efforts are needed to further strengthen these positive perceptions among external tourists, particularly through more strategic promotion focusing on the city's cultural strengths.

Finally, the City Branding Equity variable, with an overall score of 65.75 and Brand Loyalty only at 52.90, reveals that tourist loyalty to the Pangkalpinang brand remains low. Qualitative analysis reinforces this finding, with various stakeholders highlighting the lack of consistent and memorable tourist experiences as a major barrier to building loyalty. While tourists feel safe and comfortable in Pangkalpinang, the limited variety

of engaging experiences makes them less motivated to return. This suggests that the integration of quantitative and qualitative findings underscores the importance of developing richer and more diverse tourist experiences to improve brand loyalty.

CONCLUSION

The results show that Pangkalpinang has great potential as a creative tourism destination with advantages in high accessibility, rich local culture, and good perceptions of city safety. However, there are weaknesses in tourist support facilities, tourist involvement in cultural activities, and low loyalty to the city brand. Cross-sector collaboration through the Pentahelix approach is considered capable of integrating these potentials into an effective city branding strategy, with a focus on developing authentic tourism experiences and improving supporting facilities and services to create more sustainable competitiveness.

This research highlights the strategic role of Pentahelix collaboration in building Pangkalpinang's city branding as a creative city, particularly in enhancing brand equity through synergy between academia, government, community, business and media. Theoretically, this research contributes to the literature of city branding development with an inclusive collaborative approach. Practically, the results are relevant to encourage the development of supporting infrastructure, diversification of tourist attractions, as well as the promotion of culture and authentic experiences that can increase the city's competitiveness at the national and global levels.

Based on this research, it is recommended that Pangkalpinang City immediately implement an "Authentic Pangkalpinang" strategy that utilises the uniqueness of Malay culture and tin mining history as the main elements in city branding. To overcome the challenges of lack of tourism brand loyalty and low tourist engagement, the government and other stakeholders need to strengthen collaboration through the Pentahelix model. This can be started by increasing tourist engagement through interactive community-based programmes, such as cultural tours in tourist villages or local culinary festivals that highlight local wisdom. The 'Authentic Pangkalpinang' branding is expected to strengthen the city's identity as an authentic creative destination, creating an immersive and distinctive tourism experience through distinctive natural attractions, such as the fusion of Malay-Chinese multicultural harmony and the hospitality of residents, which become unique selling points in attracting domestic and international tourists. The implementation of this strategy will not only strengthen tourism competitiveness, but also encourage the growth of the creative local economy in a sustainable manner.

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