K-means Cluster Analysis of Unique Selling Proposition, Destination Brand Image, and Loyalty in the Tourist Perspective

Yusri Abdillah

Departement of Business Administration, Universitas Brawijaya

yusriabdillah@ub.ac.id*

Abstrak

Abstract

The tourism industry is becoming increasingly competitive, and a destination must differentiate itself from competitors through a strong image and unique qualities that can attract tourists. However, the process of creating such an image is highly complex due to the overlap between brands, corporate services, tourism products, and the diversity of stakeholders involved. This research aims to delve into the analysis of tourist preferences towards destination attributes, such as unique selling proposition, destination brand image, and destination brand loyalty, utilizing the K-Means Cluster method. The total sample, derived from the data provided by the Central Statistics Agency of Batu City, consists of 271 respondents distributed across five tourist destinations: Alun-Alun Wisata Kota Batu, Jatim Park II, Jatim Park III, Jatim Park I, and Eco Green Park. The K-Means Cluster analysis results reveal patterns of variance in tourists' assessments of specific destinations. Particularly, these findings underscore the dominant role of the unique selling proposition, especially in destinations that emphasize environmental values and the uniqueness of attractions. This discovery simultaneously contributes significantly to understanding the factors influencing tourist preferences across various destinations. In the theoretical context, the findings of this research indicate that tourists' responses to specific attributes can vary significantly depending on the destination visited. For destination marketers, understanding tourist clusters can help destination managers design more targeted marketing strategies tailored to the preferences and behaviors of specific tourist groups.

Keywords: Unique Selling Proposition; Destination Brand Image

INTRODUCTION

The branding of tourist destinations plays a crucial role in marketing efforts that influence the decisions of tourists to choose a particular destination (Darmawan and Yusuf, 2018; Diarta, 2015). In the context of the branding of tourist destinations, brand equity can be measured to determine the extent to which a position is ingrained in the minds of consumers. Brand equity, referring to the value of a brand and depending on high levels of loyalty, brand awareness, quality, brand strength, and the presence of patents that give an advantage to the brand (Miller and Henthorne, 2007), is a key element in assessing the attractiveness and image of a destination. The dynamics of destination image creation become a complex issue not only because there is an overlap between service brands, companies, and products but also due to the diversity of stakeholders, diverse customer bases, and various product offerings (Kusyanda et al., 2023). The higher complexity of destinations creates the potential for different outcomes in marketing strategies. The destination marketing process, referring to the Destination Marketing Organization, has four potential channels to convey information, as emphasized by Pereira et al. (2012): primary (word of mouth); secondary (through mass media); tertiary (through travel agents, tour operators, and exhibitions); and quaternary (based on personal experience).

Meanwhile, from the perspective of Customer-Based Brand Equity concerning the terms "brand" and its association with "image," it refers to a collection of feelings, ideas, and attitudes held by consumers about a brand, reflecting an emotional connection that characterizes the brand perception.

Conversely, when "brand" is associated with "personality," in this case, from the tourist's perspective, it refers to the human-like characteristics that differentiate the brand from its competitors (Latif et al., 2016; Pektaş et al., 2019). This approach requires a deep understanding of these elements in the context of tourist destinations. Simultaneously, the perception of visitors before and after visiting a destination will be enhanced by the brand image. This image plays a crucial role in shaping visitors' decisions in choosing a destination to visit. When a destination has a positive cognitive image, it will also create a good affective image and incline visitors towards recommending it. Therefore, the importance of the destination image as an unpaid but effective marketing tool to attract more tourists through destination recommendations cannot be overstated (Stephens-Balakrishnan et al., 2011).

The interconnection between destination branding and the unique selling proposition in the tourism sector, as perceived by tourists, relates to how the destination brand image influences their perceptions of the uniqueness and attractiveness of a destination (Henthorne et al., 2016; Wang et al., 2019). In this context, understanding and leveraging the complex relationship between the destination brand image and the unique selling proposition can be key to developing more effective marketing strategies to capture the interest and preferences of tourists. Furthermore, the relationship between the destination brand image and destination brand loyalty has a positive impact on recommendation behavior through word of mouth (Miller and Henthorne, 2007). This means that if visitors have a positive impression of the destination image, they are likely to consider the destination as a choice for their current visit and possibly select the same destination for future vacations. It can be suggested that the effect of the brand image on the tourism industry will continue to grow and endure in the minds of customers. As a result, the brand image has a significant impact on exploring the effects of a conceptual framework of the brand image, which includes brand awareness, associations, superiority, affection, resonance, corporate social responsibility, tourism management, and advertising (Hallmann et al., 2014; Hanna et al., 2018).

Based on the discussion narrative above, there is a research gap that can be identified in the theoretical context. The research gap pertains to the need for a deeper integration and understanding of the interaction between destination branding and unique selling proposition in the tourism sector from the perspective of tourists. Theoretically, there is still a need for a more in-depth exploration of the dynamics of the relationship between destination branding and unique selling proposition and how their interaction can influence tourist perceptions. Certainly, to delve deeper into this research gap, researchers can propose studies that focus on gaining a more nuanced understanding of how the destination brand image can be strengthened or compromised by the unique elements that constitute the selling proposition. Additionally, further exploration is needed to clarify the extent to which the positive influence of destination branding can enhance the unique appeal of a destination.

Unique Selling Proposition (USP)

The theory of unique selling proposition was first developed by Reeves (1961), who stated that using the unique selling proposition approach is more effective and successful in advertising campaigns compared to those that do not use the unique selling proposition approach. Research by Omilusi (2019) agrees that unique selling proposition can be a motivating factor for consumers to choose a product/service even if it may be more expensive than other products/services. Furthermore, it is explained that most unique selling proposition campaigns can be seen and observed in radio, television, and print media advertisements. In tourism studies, researchers argue that tourism slogans can influence tourists' attitudes and travel intentions (Zhang et al., 2017). Richardson et al. (1993) and Wang et al. (2019) universally consider unique selling proposition as a measure of the effectiveness of tourism slogans and its ability to stimulate the interest of potential tourists to come and visit. The adoption of unique selling proposition in tourism, as a form of the service industry, has a higher level of complexity compared to manufacturing products, especially in terms of the physical evidence that needs to be displayed in services. Practically, unique selling proposition serves as a clear framework for analyzing distinctive features in marketing tourism. Some considerations in unique selling proposition include (1) the desire to sell the destination to customers; (2) tourism resources (or attributes) desired by customers, and (3) competitive advantages through the uniqueness of tourism resources (or attributes) offered in that destination (Miller & Henthorne, 2007).

Destination Brand Image

Further elucidation by Chi et al. (2019) highlighted that brand image is intricately linked to consumer sentiments toward a specific brand, encompassing a series of brand associations in the consumer's mind and aiding in brand recall. In the context of tourism, destination brand image is defined as an individual's psychological expression of beliefs, emotions, and overall perceptions regarding a specific destination. A favorable destination brand image enhances the awareness of prospective tourists regarding the distinctive attributes of the destination that set it apart from competitors (Fakeye & Crompton, 1991). According to Yuwo (2013), destination brand image can be seen as everything that connects visitors' thoughts about the attributes of a specific destination (which can be a country, island, or city), involving an interactive system of thoughts, opinions, emotions, visual representations, and intentions to visit a destination. However, Wisker et al. (2023) expounded on the challenges inherent in building a destination brand image. In the process of development, tourism managers must encompass several factors, such as the creation, positioning strategy, and implementation of a specific brand (Morgan et al., 2002). More specifically, other considerations in shaping the destination brand image include the physical environment (Morgan et al., 2002), offered activities (Hankinson, 2005), tourism facilities and infrastructure (Embacher & Buttler, 1989), cultural attractions and cuisine (Lin et al., 2011), and comfort and convenience (Im et al., 2012).

Destination Brand Loyalty

Ekinci et al. (2013) agree that brand loyalty is a crucial factor in generating competitive advantage for organizations by fostering long-term relationships with consumers. In the context of tourism, brand loyalty can enhance travelers' sentiments toward a place, representing a level of attachment to the destination and serving as a primary goal of marketing strategies. In general, brand loyalty emerges as one of the most critical strategic elements in tourism marketing associated with organizational performance, specifically aimed at improving organizational performance (Morando & Platania, 2022). Pike and Bianchi (2013) explain that destination brand loyalty refers to tourists' intention to revisit a destination and their willingness to recommend it to others. Therefore, is widely considered as tourists' intention to revisit a destination or recommend it to friends and relatives, also known as attitudinal loyalty (Boo et al., 2009). This concept has been previously stated by Shoemaker & Lewis (1999), emphasizing that loyal tourists are more likely to act as advocates for a destination. They not only contribute to spreading positive word-of-mouth but also assist in enhancing service quality.

K-means Sektor Pariwisata

The clustering approach in destination tourism governance is implemented as an effort to encourage more business-centric interactions (Haugland et al., 2011). Therefore, businesses within a cluster are positioned to have a stronger bargaining power within the industry structure, both with consumers and other related institutions. Theoretically, Porter (1990) has proposed that the business cluster model is capable of contributing to regional economic growth and has been adopted by the tourism sector to enhance the competitiveness of destinations (Wolfe & Gertler, 2004). Furthermore, Andersson et al. (2004) explain that although clustering processes can occur naturally and spontaneously, they still require encouragement through effective planning and strategies. Haugland et al. (2011) elucidate that through the formation of clusters, the management of the network of tourism institutions becomes more centralized and easier to coordinate. The formation of clusters is expected to provide a strong position for tourism businesses in a destination, ultimately leading to the destination's ability to outperform others. However, despite the potential benefits, there are challenges in the implementation of clusters, such as the reluctance of cluster managers to engage more actively and deeply in governance. On one side, with the formation of clusters, tourism destination managers can collaborate to create a stronger bargaining position. On the other side, they have to compete with each other, leading to the perception that sharing information and knowledge within the cluster network often carries the risk of knowledge and strategy piracy (Novelli et al., 2006).

METHOD

This research adopts a quantitative design approach involving the distribution of questionnaires to domestic tourists visiting tourist destinations in Batu City. The determination of the sample size relies

on the Slovin formula, facilitated by an online sample size solution available at www.qualtrics.com, providing the minimum required sample size. This calculation takes into account data from the Central Bureau of Statistics of Batu City regarding the total number of national tourists in the year 2022. Based on this calculation, 271 respondents are selected as the sample, specifically targeting domestic tourists visiting tourist destinations in Batu City. For the selection of the research objects, namely Alun-Alun Wisata Kota Batu, Jatim Park II, Jatim Park III, Jatim Park I, and Eco Green Park, the choice is based on the five largest rankings in terms of the number of visitors in the year 2022. Consequently, in determining the sample size, this research also employs cluster sampling Refer to Table 1.

Table 1. Cluster Sample

Ranking	Tourism Destination	Sample Total
1	Alun-Alun Kota Wisata Batu	155
2	Jatim Park II	40
3	Jatim Park III	33
4	Jatim Park I	22
5	Eco Green Park	20

Source: Researcher. 2024

This research employs the K-means cluster analysis technique to create profiles regarding the perspectives of domestic tourists on unique selling proposition, destination brand awareness, and destination brand image. The objective of this multivariate statistical analysis technique is to identify naturally adapted groups from observations. The SPSS software is utilized to integrate cluster analysis as the chosen method. Cluster analysis is an exploratory technique that seeks multidimensional observations from groups of units that are similar to each other, without prior knowledge of whether these uniform groups exist in the dataset (Amicarelli et al., 2022). As a non-hierarchical algorithm that divides the dataset into a predetermined number of clusters, the K-means or iterative approach is currently under examination (Ketchen and Shook, 1996). Moreover, as implemented by Ketchen and Shook (1996) in strategic management research, non-hierarchical techniques have two main advantages compared to hierarchical clustering approaches. The final technique maximizes homogeneity within clusters and heterogeneity between clusters by, firstly, allowing observations to exchange cluster membership in cases where the non-hierarchical procedure is less influenced by outlier components; and secondly, conducting multiple data processing iterations.

RESULT AND DISCUSSION
Result

In the K-Means Cluster analysis, this study explores the relationship between unique selling proposition, destination brand image, and destination brand loyalty at the level of tourists associated with tourist destinations. Figure 1 illustrates that in the tourist destination of Alun-Alun Wisata Kota Batu, Cluster 1 predominantly dominates the understanding of attributes in tourist destinations.
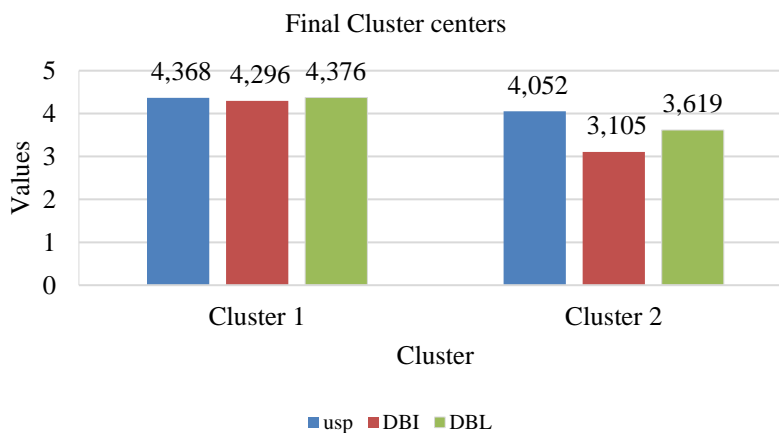

Figure 1. K-Means Cluster in Alun-Alun Wisata of Batu City
Source: Researcher. 2024

The unique selling proposition (4.368) exhibits the highest mean value compared to destination brand image (4.296) and destination brand loyalty (4.376). Thus, it can be interpreted that tourists in Cluster 1 appreciate and identify this tourist destination based on its unique offerings or attributes possessed by Alun-Alun Kota Batu. Meanwhile, at the tourist destination Jatim Park II (see Figure 2), it describes the inherent attributes based on the results of the K-Means Cluster analysis.
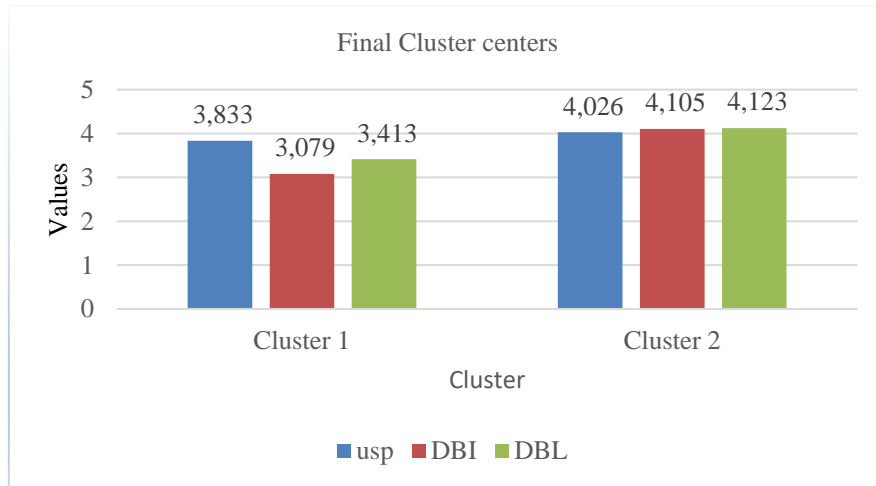

Figure 2. K-Means Cluser in Jatim Park II
Source: Researcher. 2024

The analysis results indicate that Cluster 2 predominantly dominates the understanding of attributes in the tourist destination, where destination brand loyalty (4.123) shows the highest mean value compared to unique selling proposition (4.026) and destination brand image (4.105). The graph above interpreted to mean that tourists in Cluster 2, which dominates the understanding of attributes in Jatim Park II, tend to be emotionally attached or loyal to this destination. Their loyalty to the destination brand seems to be a more dominant factor in influencing destination choices and visitation decisions. At the tourist destination Jatim Park III, as reflected in Figure 3, it provides a comprehensive overview of the attributes identified through the K-Means Cluster analysis.
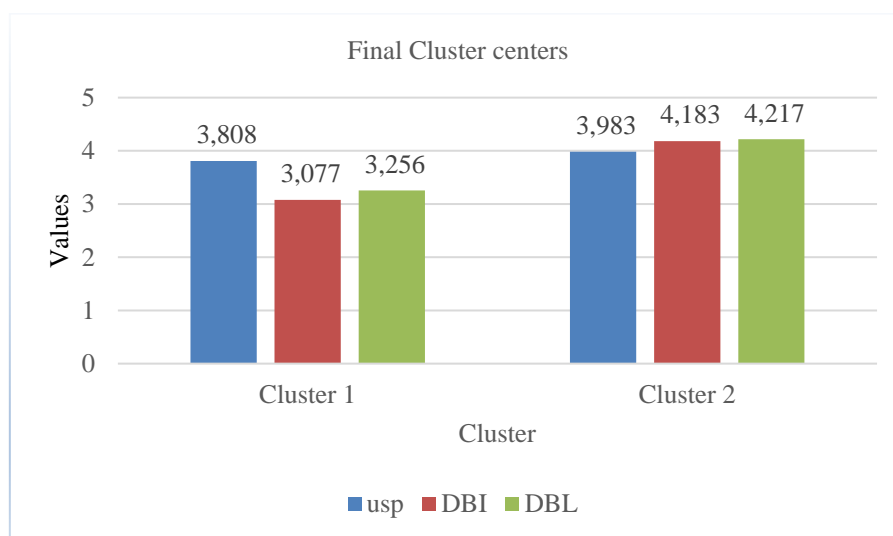

Figure 3. K-Means Cluser in Jatim Park III
Source: Researcher. 2024

In this context, Cluster 2 is identified as the group that dominates the understanding of attributes in this tourist destination. Within this cluster, it is found that destination brand loyalty (4.217) has the highest mean value compared to unique selling proposition (3.983) and destination brand image (4.183). This indicates that the group of tourists included in Cluster 2 tends to give greater consideration or

attention to destination brand loyalty than focusing on the unique selling proposition or destination brand image. The analysis of K-Means Cluster for the tourist destination Jatim Park I (see Figure 4)
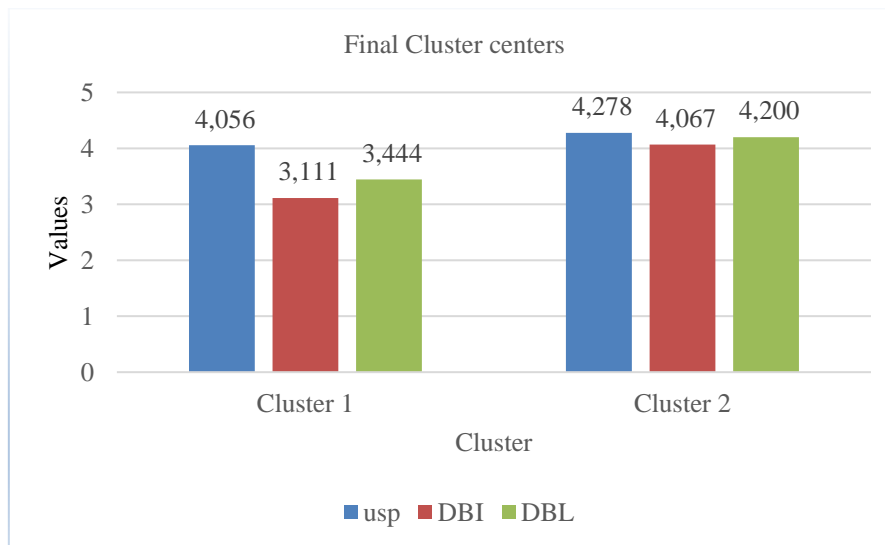

Figure 4. K-Means Cluser in Jatim Park I
Source: Researcher. 2024

The analysis of K-Means Cluster for the tourist destination Jatim Park I (see Figure 4) reveals that Cluster 2 dominates compared to Cluster 1, where destination brand image (4.308) predominates in terms of the highest mean value compared to unique selling proposition (4.090) and destination brand loyalty (4.231). This finding highlights that the group of tourists in Cluster 2 tends to place greater emphasis on the destination brand image than on the unique selling proposition or destination brand loyalty. Finally, in the case of the Eco Green Park tourist destination, which emphasizes environmental values and offers unique attractions compared to other destinations, the results of the K-Means Cluster analysis (see Figure 5)) indicate that Cluster 2 dominates over Cluster 1.
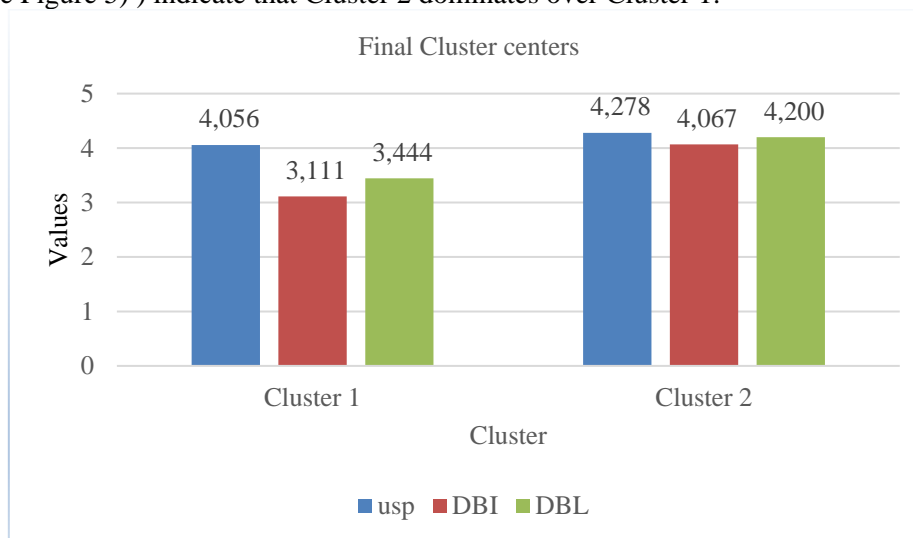

Figure 4. K-Means Cluser in Eco Green Park
Source: Researcher. 2024

In this context, the unique selling proposition (4.278) yields the highest mean value compared to attributes such as destination brand image (4.067) and destination brand loyalty (4.200). These findings indicate that the group of tourists belonging to Cluster 2 tends to place a greater emphasis on the unique selling proposition than on the destination brand image or brand loyalty. The dominant unique selling proposition with a high mean value suggests that tourists in this cluster highly value the unique offerings and environmental values promoted by Eco Green Park.

Discussion

A unique selling proposition is a factor or idea presented by a brand to convey to consumers that the products or services offered are different or even superior to those of competitors (Henthorne et al., 2016). Tourists tend to be motivated or interested by specific advantages that may not be present in other tourist destinations. Therefore, marketers or tourism destination managers can leverage this uniqueness as the main attraction to draw more visits from this group of tourists. Vrana et al. (2011) explain that the unique selling proposition has been confirmed as a commonly used approach to measure the effectiveness of a slogan. Although destination brand image and destination brand loyalty also play important roles, these findings highlight that, in the context of Alun-Alun Kota Batu, the unique selling proposition is a more dominant factor in shaping tourists' perceptions and preferences.

The dominant unique selling proposition with a high mean value indicates that tourists in this cluster greatly appreciate the unique offerings and environmental values promoted by Eco Green Park. This may reflect that the primary attraction of this destination lies in its unique environmental values and distinct attractions compared to other destinations. This provides valuable information for marketers and destination managers to focus more on promoting and developing the unique aspects that can differentiate their destination in the tourism market.

Although the unique selling proposition and destination brand image remain important, these findings highlight that, in the context of Jatim Park II, the experience and satisfaction leading to brand loyalty are key factors in the destination's appeal. Brand loyalty plays a crucial role in building affective images and meaningful emotional attachment, indicating that brand loyalty can enhance tourists' feelings towards a particular destination (Liu et al., 2020). Ekinci et al. (2013) agree that brand loyalty is an important factor in creating competitive advantage for organizations by establishing long-term relationships with consumers. From a destination management perspective, understanding the dominance of destination brand loyalty in this cluster provides strategic insights. Marketers and destination managers can focus on efforts to build and strengthen emotional connections with the destination. Initiatives such as enhancing the tourist experience, membership programs, or incentives for loyal visitors may be effective steps in maintaining and enhancing brand loyalty for Jatim Park II.

This research also reveals a strong emotional attachment and loyalty to the destination Jatim Park III. Destination brand loyalty becomes a more dominant factor in influencing consumer behavior and visitation decisions. Although the unique selling proposition and destination brand image remain relevant, these findings emphasize that, in the context of Jatim Park III, elements that build and sustain tourist loyalty are key to the destination's appeal. From a destination management perspective, understanding that destination brand loyalty dominates in this cluster provides valuable strategic insights. Marketers and destination managers can focus their efforts on strengthening and deepening the emotional connection between tourists and the destination. Initiatives such as loyalty programs, the development of more immersive tourism experiences, and communication strategies that foster closeness with loyal visitors can be strategic steps in maintaining and enhancing destination brand loyalty for Jatim Park III.

CONCLUSSION

The results of the K-Means Cluster analysis on the four tourist destinations, namely Alun-Alun Wisata Kota Batu, Jatim Park II, Jatim Park III, and Eco Green Park, provide in-depth insights into tourists' preferences and behaviors. These findings indicate significant variability in tourists' assessments of destination attributes. Alun-Alun Wisata Kota Batu highlights the importance of the unique selling proposition, particularly unique advantages, as the main attraction. Meanwhile, Jatim Park II and Jatim Park III show that the experience and brand loyalty play a crucial role in influencing tourists' preferences, with strong emotional attachment to these destinations. For Eco Green Park, the focus on environmentally friendly values and unique attractions becomes a primary emphasis, where the unique selling proposition dominates tourists' attention.

This research also contributes theoretically, as the findings suggest that tourists' responses to specific attributes can vary significantly depending on the particular destination. This emphasizes the importance of understanding the destination context in developing marketing strategies and destination management. The findings particularly underscore the dominant role of the unique selling proposition, especially in destinations that emphasize environmentally friendly values and unique attractions. This

could contribute to the literature on the influence and mechanisms of unique selling propositions in the context of tourism. Furthermore, this research provides practical contributions, particularly for destination managers, emphasizing that destination management can benefit from focusing on brand image management and developing tourism experiences that reinforce elements dominating tourists' attention, whether it be the uniqueness of offerings, brand loyalty, or positive image. For destination marketers, understanding tourist clusters can assist destination managers in designing more targeted marketing strategies tailored to the preferences and behaviors of specific tourist groups.

REFERENCES

1. Amicarelli, V., Lagioia, G., Sampietro, S., & Bux, C. (2022). Has the COVID-19 pandemic changed food waste perception and behavior? Evidence from Italian consumers. *Socio-Economic Planning Sciences*, *82*, 101095.
2. Andersson, T., Schwaag-Serger, S., Sörvik, J., & Hansson, E. W. (2004). *The Cluster Policies Whitebook.* Malmö: IKED.
3. Boo, S., Busser, J. and Baloglu, S. (2009), "A model of customer – based brand equity and its application to multiple destinations", Tourism Management, Vol. 30 No. 2, pp. 219 -231.
4. Chi, H. K., Huang, K. C., & Nguyen, H. M. (2020). Elements of destination brand equity and destination familiarity regarding travel intention. Journal of Retailing and Consumer Services, 52.
5. Darmawan, D., & Yusuf, A. (2018). Analisis Ekuitas Merek Berdasarkan Perspektif Wisatawan Pada Taman Sri Baduga Purwakarta. *Value: Journal of Management and Business*, *2*(2).
6. Diarta, I. K. S. (2015). The Influence of Bali Brand Equity on Tourists Traveling Behavior. *E-Journal of Tourism*, *2*(2), 96-114.
7. Ekinci, Y., Sirakaya-Turk, E. and Preciado, S. (2013), "Symbolic consumption of tourism destination brands", Journal of Business Research, Vol. 66 No. 6, pp. 10-15.
8. Embacher, J., & Buttler, F. (1989). A repertory grid analysis of Austria's image as a summer vacation destination. Journal of Travel Research, 27(3), 3-7. https://doi.org/10.1177%2F004728758902700302
9. Fakeye, P. C., & Crompton, J. L. (1991). Image differences between prospective, first-time, and repeat visitors to the Lower Rio Grande Valley. Journal of travel research, 30(2), 10-16.
10. Haugland, S. A., Ness, H., Grønseth, B.-O., & Aarstad, J. (2011). Development of Tourism Destinations: An Integrated Multilevel Perspective. *Annals of Tourism Research, 38*(1), 268-290.
11. Hallmann, K., Müller, S., & Feiler, S. (2014). Destination competitiveness of winter sport resorts in the Alps: how sport tourists perceive destinations?. *Current Issues in Tourism*, *17*(4), 327-349.
12. Hanna, P., Font, X., Scarles, C., Weeden, C., & Harrison, C. (2018). Tourist destination marketing: From sustainability myopia to memorable experiences. *Journal of Destination Marketing & Management*, *9*, 36-43.
13. Hankinson, G. (2005). Destination brand images: a business tourism perspective. Journal of Services Marketing, 19(1), 24-32. https://doi.org/10.1108/08876040510579361
14. Henthorne, T. L., George, B. P., & Miller, M. M. (2016). Unique selling propositions and destination branding: A longitudinal perspective on the Caribbean tourism in transition. Tourism, 64, 261–275.
15. Im, H. H., Kim, S. S., Elliot, S., & Han, H. (2012). Conceptualizing destination brand equity dimensions from a consumer-based brand equity perspective. Journal of Travel & Tourism Marketing, 29(4), 385-403. https://doi.org/10.1080/10548408.2012.674884
16. Keller, K. L. (2016). Reflections on customer-based brand equity: Perspectives, progress, and priorities. *AMS Review*, *6*(1–2), 1–16. https://doi.org/10.1007/s13162-016-0078-z
17. Ketchen, D. J., & Shook, C. L. (1996). The application of cluster analysis in strategic management research: an analysis and critique. *Strategic management journal*, *17*(6), 441-458.
18. Kusyanda, M. R. P., Suriani, N. M., & Andiani, N. D. (2023). The tourism destination brand image of lovina beach: A factor analysis. *Jurnal Pendidikan Teknologi dan Kejuruan*, *20*(1), 46-56.

19. Latif, W. B., Islam, M. A., Noor, I. M., Mohamad, M., & Kongsompong, K. (2016). Imagination of brand image for tourism industry. *Problems and Perspectives in Management*, (14, Iss. 2 (contin. 1)), 138-142.

20. Lin, Y.-C, Pearson, T. E., & Cai, L. (2011). Food as a form of destination identity: A tourism destination brand perspective. Tourism and Hospitality Research, 11(1), 30- 48. https://doi.org/10.1057%2Fthr.2010.22

21. Liu, Y., Hultman, M., Eisingerich, A. B., & Wei, X. (2020). How does brand loyalty interact with tourism destination? Exploring the effect of brand loyalty on place attachment. *Annals of Tourism Research*, *81*, 102879. https://doi.org/10.1016/j.annals.2020.102879

22. Miller, M. M., & Henthorne, T. L. (2007). In Search of Competitive Advantage in Caribbean Tourism Websites: Revisiting the Unique Selling Proposition. *Journal of Travel & Tourism Marketing*, *21*(2–3), 49–62. https://doi.org/10.1300/J073v21n02_04

23. Morando, M., & Platania, S. (2022). Luxury Tourism Consumption in the Accommodation Sector: The Mediation Role of Destination Brand Love for Potential Tourists. *Sustainability*, *14*(7), 4007. https://doi.org/10.3390/su14074007

24. Morgan, N., Pritchard, A., & Piggott, R. (2002). New Zealand, 100% pure: The creation of a powerful niche destination brand. Brand Management, 9(4-5), 335-354. https://doi.org/10.1057/palgrave.bm.2540082

25. Ngan, N. H., & Chinh, N. V. (2020). *Impact of E-WOM on Destination Brand Awareness and Destination Brand Image: The Case of Ly Son Island*. 3.

26. Novelli, M., Schmitz, B., & Spencer, T. (2006). Networks, clusters and innovation in tourism: A UK experience. *Tourism Management*, *27*(6), 1141–1152. https://doi.org/10.1016/j.tourman.2005.11.011

27. Omilusi, M. (2019). Human tragedy as electoral strategy: Nigerian politicians and the unique selling proposition (USP) towards the 2019 general elections. *Sociology International Journal*, *3*(2). https://doi.org/10.15406/sij.2019.03.00171

28. Pektaş, F., Özdemir, E. G., & Tepavčević, J. (2019). The impact of destination image on destination recommendation. *Uluslararası Yönetim İktisat ve İşletme Dergisi*, *15*(4), 1226-1235.

29. Pereira, R. L., Correia, A. L., & Schutz, R. L. (2012). Destination branding: A critical overview. *Journal of Quality Assurance in Hospitality & Tourism*, *13*(2), 81-102.

30. Pike, S. and Bianchi, C. (2013), "Destination brand equity for Australia: testing a model of CBBE in short haul and long haul markets", Journal of Hospitality and Tourism Research, Vol. 20 No. 10, pp. 1-21.

31. Porter, M. E. (1990). *The Competitive Advantage of Nation.* New York: The Free Press

32. Richardson, J., Cohen, J., Uysal, M., & Fesenmaier, D. R. (1993). State slogans: The case of the missing USP. Journal of Travel & Tourism Marketing, 16, 101–118

33. Reeves, R. (1961). Reality in advertising. New York: Knopf

34. Shoemaker, S., & Lewis, R. C. (1999). Customer loyalty: The future of hospitality marketing. *International Journal of Hospitality Management*, *18*(4), 345–370. https://doi.org/10.1016/S0278-4319(99)00042-0

35. Stephens-Balakrishnan, M., Nekhili, R., & Lewis, C. (2011). Destination brand components. *International Journal of Culture, Tourism and Hospitality Research*, *5*(1), 4-25.

36. Vrana, V., Zafiropoulos, K., & Sigala, M. (2011). Associations between USPs and design characteristics of Mediterranean countries' websites. Journal of Hospitality Marketing & Management, 20, 766–790.

37. Wang, Y., Huang, L., Li, J., & Yang, Y. (2019). The mechanism of tourism slogans on travel intention based on Unique Selling Proposition (USP) theory. *Journal of Travel & Tourism Marketing*, *36*(4), 415–427. https://doi.org/10.1080/10548408.2019.1568950

38. Wisker, Z. L., Kadirov, D., & Nizar, J. (2023). Marketing a Destination Brand Image to Muslim Tourists: Does Accessibility to Cultural Needs Matter In Developing Brand Loyalty? *Journal of Hospitality & Tourism Research*, *47*(1), 84–105. https://doi.org/10.1177/1096348020963663

39. Wolfe, D. A., & Gertler, M. S. (2004). Clusters from the Inside and Out: Local Dynamics and Global Linkages. *Urban Studies, 41*(5), 1071–1093.

40. Yuwo, H., Ford, J. B., & Purwanegara, M. S. (2013). Customer-based brand equity for a tourism destination (CBBETD): The specific case of Bandung City, Indonesia. Organizations and markets in Emerging Economies, 4(1), 8-22.

41. Zhang, H., Gursoy, D., & Xu, H. (2017). The effects of associative slogans on tourists' attitudes and travel intention. Journal of Travel Research, 56, 206–220.