

Chapter 4

St. Petersburg as a Tourist Destination Searching for the Gastronomic Brand*

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1. Introduction

In recent years there has been a significant growth of interest in regional gastronomic brands. In this chapter the authors analyze the structure, content, and individual characteristics of the gastronomic industry as a key component of regional tourism. The apparent interest in the gastronomic component stems from tourists' desire to obtain a deeper understanding of the specificities of the area they are visiting and their wish to diversify and intensify the impressions garnered on their trips.

The purpose of this chapter, therefore, is to discover whether it is possible to create a gastronomic brand for a territory that lacks a pronounced local cuisine and to define the foundations and the specific ways in which such a brand might be created. We take St. Petersburg, Russia, as a test case for considering the possible methods of gastronomic brand formation under conditions of multiculturalism and lack of a well-defined local cuisine.

Currently, St. Petersburg is not known as a tourist destination for a gastronomical experience. The search for a gastronomic brand is based on the underlying principles of place branding and recognition of the crucial role that branding plays in creating a tourist image of a territory. It is also based on research concerning the gastronomic component of a place and an analysis of the motivational factors underpinning gastronomic services targeted at tourists.

St. Petersburg is one of the largest tourist centers in Europe. Largely because of the city's cultural image being world famous, the level of development and promotion of St. Petersburg's entire branding as a tourist destination is considerably superior and not as a gastronomic brand. However, the image of a particular location cannot be considered to be complete without a gastronomic component. The effect of

gastronomic branding as an instrument to promote a location on the international tourism market should not be underestimated.

However, in the case of St. Petersburg, the gastronomic component of its tourist brand is not clearly defined and does not by itself attract tourists to the city.

This chapter is organized as follows. In section 2, “Theoretical Framework,” the authors examine the following: the connection between gastronomy and tourism; the idiosyncrasies of the gastronomic experience of tourists; the fundamental principles of regional branding; and the characteristics of gastronomic branding of destinations.

The third section “Data and Methodology” contains a description of the methodology employed for conducting stakeholder interviews, the criteria under which the stakeholders were selected, and the components of the main stakeholder groups.

In section 4, titled “Findings,” the authors present the key results of the stakeholder survey and in-depth expert interviews and then conduct a PEST analysis of the St. Petersburg gastronomic brand.

The fifth and sixth sections illustrate respectively the conclusion and limitations and suggestions for further research.

2. Theoretical Framework

Gastronomy and Tourism: The Gastronomic Experience

The mutual influence of tourism and gastronomy has long been noted (Bessiere, 2001; Boyne and Hall, 2004; Fields, 2002; Hjalager, 2002; Jones and Jenkins, 2002; Kivela and Crofts, 2006; Richards, 2002; Scarpato and Daniele, 2003). Gastronomy holds a prominent place in the tourist industry for several reasons. Involving gastronomy in the tourist industry leads to diversification of the local economy and benefits several stakeholders: farmers, producers of industrial products, the tourism sector, hotels, and local residents (Blakey, 2012). At the same time, tourism has many positive effects on the development of gastronomy; it amplifies the demand for gastronomic services, and it encourages preservation of and support for a gastronomic cultural heritage, gastronomic traditions, old recipes, and so on.

The modern economy is becoming an experience economy (Gilmore and Pine, 2008). One of the latest trends is that consumers aspire to obtain diversified experiences for not only the so-called higher needs but also basic needs. That is, tourists desire to have the experience of consuming local food, and authentic dishes and traditional methods of cooking and serving are of crucial importance. These conditions have transformed gastronomy into an industry where the key goal is the “production” of impressions.

Gastronomy is one of the key aspects of a region’s identity (Richards, 2002), and it plays a significant role as part of the cultural tourist product, representing an important element of tourists’ impressions of a destination. Gastronomy provides a substantial cultural and historical basis for creating such impressions. This cultural

and historical basis allows gastronomy to actively and successfully perform the functions of the “impressions industry” by considering the target tourist group that is interested in becoming acquainted with local authenticities and territorial identity. The targeted tourist strives to obtain a unique tourist experience.

However, it is important to distinguish between the approaches of residents and nonresidents, or tourists, in forming impressions. Local residents’ interest in local gastronomic traditions is much lower compared to that of tourists. Residents are mostly interested in becoming acquainted with the gastronomic culture of other nations in local restaurants. Tourists consider food consumption to help form a comprehensive image of a tourist destination and a source of information regarding local habits and local people’s attitudes (Gordin and Trabskaya, 2013).

There has been an increased tendency in recent years to link the gastronomic motivations of tourists to the creative industries because these motivations represent mass reproduction of certain ethnocultural values as a distinctive type of entertainment. Moreover, immersion in an authentic ethnocultural environment has become popular as a form of “edutainment” comprising both educational and entertainment functions (Pine and Gilmore, 1999). Edutainment ideas have laid the foundation for a new type of tourism—creative tourism, which allows tourists to develop their social and professional skills while becoming acquainted with a country or a territory (Gordin and Matetskaya, 2011).

The role of the gastronomic factor in the formation of tourist preferences differs according to the place. Moreover, for some tourists, the gastronomic factor can become the key for creating a separate type of tourism. For other tourists, the gastronomic factor does not play an important role even in the general assessment of the tourism product quality (Hall and Mitchell, 2005).

Acknowledging the importance of considering the gastronomic factor in creating different types of tourism, the authors of this chapter developed their own classification of types of tourism connected with the gastronomic factor. First, professional gastronomy or educational gastronomy tourism refers to specialists who visit a country (region) to attend special training courses on sommelier and chef programs (such as the Culinary Art Academy “Le Cordon Blue,” or the International Culinary Center “Interchef” in Israel). Or, specialists might travel to obtain training from a particular specialist in a particular restaurant.

Second, tourism oriented toward gastronomes and gastronomic aesthetes indicates that the gastronomic factor is the principal and sometimes only motivation for travel: the national cuisine, a particular restaurant, or even a specific dish has great value. Culinary connoisseurs of this type have little or no interest in the culture and history of the country. This type of tourism can be considered niche tourism because it concerns limited groups of like-minded people (Novelli, 2005).

In the third category, creative tourism, the gastronomic component is emphasized because tourists express themselves through their culinary skills and want to form groups on this basis.

The fourth category is tourism oriented toward admirers of different types of cuisine with different levels of “immersion” in other tourist activities. This is a characteristic of Indian cuisine, where admirers learn about the culinary as well as the behavioral traditions of the country.

Finally, in gastronomy tourism, tourists are interested in the local cuisine as part of the local culture. Gastronomy is important to these tourists on a level with other component parts of travel. This category of travelers appears to be the principal consumer of the St. Petersburg gastronomic brand that has cultural and historical, rather than culinary, characteristics.

Thus, we have defined the role of gastronomy in tourism, the correlation between gastronomy and tourism, the mutual influences of the two sectors, and the classification of tourists according to the level of significance that the gastronomic factor has for them. Next, we define the role of gastronomy in regional branding. Accordingly, it is necessary first to analyze the characteristics and principles of destination branding as a whole and then to distinguish the features of the gastronomic branding of particular territories.

Destination Branding

The United Nations World Tourism Organization (UNWTO) defines a destination brand as a place that has been characterized as attractive to visit (*Handbook on Tourism Destination Branding*, 2009: 14).

A number of studies are dedicated to place branding issues. The research “Marketing Places” (Kotler et al., 1993) is generally regarded as a classic within this field. Kotler writes about the necessity of place marketing to “promote a place’s values and image so that potential users are fully aware of its distinctive advantages” (Kotler et al., 1993: 18).

Currently, one of the world’s leading authorities on the branding of countries and cities is Simon Anholt, who has written a number of works (Anholt, 2005, 2006, 2007, 2010) and established several indices, such as “The Anholt-GfK Roper Nation Brands Index” and “The Anholt-GfK Roper City Brands Index.” Anholt is the first researcher to recognize that the reputation of countries, regions, and cities is similar to the brand of a company or product and depends mainly on their prosperity and qualified management (Anholt, 2011). According to Anholt, by a brand of destination we mean “competitive identity,” something that distinguishes one territory from another and makes it memorable (Anholt, 2009). Brand identity is central to the branding of a place (Rainisto, 2003: 44).

Place branding has been extensively studied in recent years (Braun, 2008; Dooley and Bowie, 2005; Govers and Go, 2009; Kavaratzis, 2009; Zenker, 2011; Zenker et al., 2009).

The destination brand should reflect the essence, the spirit, and the values of a territory. The destination brand should be oriented to both tourists and local residents (Winfield-Pfefferkorn, 2005). In territorial branding, it is important to reflect the true values and the spirit of a destination: something that belongs to a place in reality connecting it to its cultural and historical features (Saraniemi and Ahonen, 2008). One of the most important points relating to a successful destination brand is that “brand is something that has to be built and actively managed” (Andersson, 2007: 128).

The promotion of a destination brand is a process that requires the coordinated activities of different groups of stakeholders (Brisson, 2012). Destination brands should be built by different stakeholder groups: not only travel agencies, museums, theaters, hotels, and tourist authorities, but also residents (“their characteristics, behaviour and reputation could make a city more attractive to visitors, new residents, investors, and companies” [Braun et al., 2013: 18]); ambassadors (“put a high value on getting access to first-hand information about the place and being involved in the marketing of the place” (Andersson and Ekman, 2009: 50); and so on.

We note the positive features of territorial branding in the context of tourism. The destination brand forms a unique identification of a territory on the travel services market by promoting the destination’s key advantages. The destination brand also increases recognizability of the region, attracts potential tourists, and stimulates activity among local residents. Tourist destination branding is an effective mechanism to promote a territory in the international tourism market. The efficiency of branding in tourism is related to the emotional impact of a brand on the target audience. The destination brand is a promise of memorable impressions and good experiences that are the main motivation in tourism (Ritchie and Ritchie, 1998).

Place branding is increasingly being practiced in several cities (Paris, Estonia, Perm, Hong Kong, Amsterdam, Berlin, etc.). Destination brands can be created for cities, countries, and also for groups of countries “meta-region” or a “macro-region” (Andersson, 2007). An interesting example of this is the place branding of the Baltic Sea Region “with its ten countries and at least as many national cultures” (Andersson, 2007: 121). “Brand building effort, whether in terms of an overarching brand or different sub-brands, would also probably encourage the development of a common identity, which, in turn, would make brand building easier” (Andersson, 2007: 128).

Destination brands could be based on culture, nature, interesting personalities, and so on. The authors of this study are interested in the destination brands created on the basis of gastronomy.

City Branding by Leveraging Gastronomy

When a territory is associated with its gastronomy, the territory’s attractiveness increases (Boyne and Hall, 2003; Grew, 2004; Kim et al., 2009). Gastronomy can offer a destination a competitive advantage as an additional travel motivation for tourists (Baloglu and Uysal, 1996; Boyne and Hall, 2004; Fields, 2002; Hall et al., 2003). Local cuisine is regarded as a symbol of a tourist destination. Gastronomy can be considered the tourist resource of the location (Fields, 2002).

Food has a direct impact on the level of tourists’ satisfaction in visiting a territory because it can emotionally influence them. Statistically, expenses for food and drink are equal, averaging one-third of the total expenses of tourists (Lertputtarak, 2012). A competent utilization of gastronomy in territorial promotion increases the inflow of tourists and investments, provides greater profits, and stimulates

subsequent visits to the territory. The demand for gastronomic branding of a territory is increasing.

On the basis of place branding, the idea of tourist place branding has contributed to the formation of gastronomic brands of places.

A gastronomic brand is a complex concept that comprises many elements, and many stakeholders must participate in gastronomic brand formation.

The United Nations Educational, Scientific and Cultural Organization (UNESCO) conducts a project in which cities compete for being known as the “gastronomic city.” To win this title, a city must display the following characteristics that are elements of a city brand: “well-developed gastronomy that is characteristic of the urban centre and/or region; vibrant gastronomy community with numerous traditional restaurants and/or chefs; endogenous ingredients used in traditional cooking; local know-how, traditional culinary practices and methods of cooking that have survived industrial/technological advancement; traditional food markets and traditional food industry; tradition of hosting gastronomic festivals, awards, contests and other broadly-targeted means of recognition; respect for the environment and promotion of sustainable local products etc.” (UNESCO, 2013).

These component parts of the brand should be supplemented with “. . . cookbook and kitchen gadget stores, culinary tours and tour leaders, culinary media and guide books, caterers, wineries, breweries, distilleries, food growers and manufacturers, culinary attractions and more” according to the International Culinary Tourism Association (<http://www.culinarytourism.org>). Supermarkets are undeservedly out of the list but we should not underestimate their importance in the perception of local color by tourists (Blichfeldt and Therkelsen, 2010). Local food markets are, in our opinion, an even more essential component part of the gastronomic brand. It is here that tourists encounter a whole variety of food produced in the region, discover traditional ways of storage of agricultural products, and also learn about the taste preferences of the local community. We should not forget that the heart of the gastronomic brand lies in its recipes, cooking traditions, and local ingredients. It should be mentioned that the use of local ingredients is of great importance for building the place brand. Thus, one of the studies (Murphy and Smith, 2007) shows the important role played by chefs in promoting local ingredients in the local tourism market. However, it must be emphasized that this tendency is a feature of those countries where the personality of an individual chef plays a significant role in the creation and promotion of a restaurant’s image. But in Russia the key figure in planning the image of a restaurant is its owner. They, in their turn, invite a chef who is in accord with their own concept of the restaurant that has been planned in advance.

Gastronomic brand formation is an integrated process that requires involving stakeholders from different sectors, not only the field of gastronomy but also hotels, travel agencies, cultural institutions, and city authorities.

It is important to note that local gastronomic brands are formed in different ways. Some destinations have their own pronounced historically developed brand, for example, Italy, France, Belgium. A number of territories actively work on creating gastronomic brands for their destinations; for example, the campaign A number

of territories actively work on creating gastronomic brands for their destinations: the campaigns Taste of Wales in Great Britain, the Niagara Cuisine in Canada, and so on (Lin, 2011). The last project enabled the creation of strategic alliances between food products, producers, distribution companies, hotels, restaurants, and other concerned parties, a factor that has been reflected in a strengthened regional gastronomic brand (Okumus, 2007). In 2002 the government of Thailand launched the project “Global Thai,” which was designed to increase world awareness of Thai cuisine and establish a multitude of Thai restaurants in different countries (Wilson, 2011). Therefore, experience has shown that lack of a culinary tradition is not necessarily an obstacle in creating a gastronomic brand.

It is also worth noting that some tourist destinations lack a gastronomic brand and branded authentic cuisine, dishes, or locally produced food. The authors are interested in the following questions: Do these destinations really need a gastronomic brand? Is it possible to form a gastronomic brand for such destination types? The authors believe that regional historic and cultural traditions can indeed form the basis of a gastronomic brand emerging in such places.

3. Empirical Setting, Data, and Methodology

Empirical Setting

St. Petersburg’s tourism brand is based on its cultural heritage and it has several competitive advantages. The city’s historic center is one of the largest in Europe. There are large architectural ensembles, a clear architectural plan, and a relevant waterway backbone. The city has its own unique natural and cultural features, such as the “white nights.” The city is famous worldwide for its orchestras, opera, and ballet troupes. St. Petersburg’s rich history is reflected in the masterpieces of literature, music, and fine arts that the city has produced (Gordin, 2011). St. Petersburg’s cultural heritage is characterized by its considerable breadth as well as the high degree of professionalism of its specialists. There are 7,783 national cultural heritage sites in the city, and UNESCO has placed the historic center of St. Petersburg and its groups of monuments on the list of world heritage sites. There are 148 museums, 62 theaters, and 17 working concert organizations in the city.

However, St. Petersburg lacks a unique gastronomic brand that has acquired international standing. The branding of the food and alcohol products that are most popular among tourists (caviar, vodka) has general national standing and is devoid of any regional specificity. Thus, the impact of gastronomic factors is limited to the attractive network of restaurants in the city.

The problem is further aggravated by the fact that Russian cuisine does not possess a well-regarded image on the world gastronomic map because it is a derivative of French cuisine, which heavily influenced Russian cuisine in the eighteenth and nineteenth centuries.

Data and Methodology

The main objective of this research was to determine the prospects for gastronomic brand creation within St. Petersburg. Specifically: How do different groups of stakeholders estimate the existing gastronomic brand? Is gastronomic brand formation considered to be an important task for a territory and is a brand necessary for the region? The main practical task of the research, therefore, was to define the components necessary for the formation of the gastronomic brand of St. Petersburg. The principal directions and components of gastronomic brand formation are identified on the basis of a two-stage expert survey of local stakeholders.

At the first stage, the authors conducted a survey where 43 stakeholders of gastronomic brand creation were asked to share their opinions on these issues. The main task was to define the attitude of the stakeholders toward formation of the gastronomic brand of St. Petersburg and to identify specific components (directions of formation) of the gastronomic brand.

The selection of stakeholders was conducted according to the following criteria.

The first criterion is stakeholders' affiliation to one of the sectors that is a potential participant in gastronomic branding (restaurants, travel agencies, hotel restaurants, guides, researchers, and buffs of the local gastronomic culture).

The second criterion is the connection of a certain organization to a local theme (cultural or gastronomic) of St. Petersburg.

The third criterion is the stakeholders' professional experience and competence in their field. (This fact was revealed through a preliminary gathering of information on the experience and achievement of a particular stakeholder and the gathering of recommendations.)

Considering the above criteria, the list of stakeholders included the following (see Table 4.1):

The data obtained were processed with Atlas.ti software for quantitative data analysis. The research time frame was from April 2011 to August 2014.

At the second stage we conducted a series of in-depth expert interviews to obtain more detailed descriptions of the main components of a potential St. Petersburg gastronomic brand. These experts expressed their detailed opinions regarding every component of the formation of a St. Petersburg gastronomic brand (see Table 4.2).

The research time frame was from April 2012 to August 2014.

On the basis of completely transcribed interviews, an open coding was conducted. It was a line-by-line analysis of the concepts that were mentioned by the

Table 4.1 The List of Stakeholders

Sphere	Number of Stakeholders
Restaurant business	22
Hotels	8
Travel agencies	6
Guides	7
Total number of experts	43

Table 4.2 The List of Experts

Position of the Expert	Number of Experts
The consultant of Ingria business incubator	1
The researcher of the gastronomic sphere	2
The researcher of hotel restaurant	1

experts interviewed. Some concepts were more descriptive and others were more analytical.

Programs for coding the concepts were created and then combined in the categories that cover a field. Processes of separation, conceptualization, and categorization of data were conducted.

Then, a case description all findings obtained was made. In this, we discussed the themes that were indicated in the interviews, distinguished the main categories in every case, and analyzed the interviews. The most common tendencies (the primary analysis) were taken into consideration.

Thus, the interview analysis followed a robust process. First, a transcript of the interviews was obtained. Second, the texts were read line by line, the codes and the authors' comments were identified, and the analytical and descriptive codes were obtained (the analytical codes were based on the concepts used in the research protocol). The analysis first examined a particular situation, and then a microanalysis studied the characteristics of the interview. The subject of the analysis was subjective evaluations and opinions expressed during the interview. We distinguished the categories obtained during the interviews and that were provided in the research protocol. Third, a primary description of the cases was created taking into account each of their details and special features. Fourth, the cause-and-effect relations among the categories were determined from facts, opinions, and evaluations of the conception. An analysis of the connection between a category and a subcategory was conducted. The results were compared and contrasted, identifying deviations and phenomena that contradicted the revealed regularities. These phenomena were also categorized. Fifth, conclusions were drawn based on the interpretation of the categories that were obtained in the course of the analysis and categorization of the research.

We used grounded theory (Strauss and Corbin, 2001) because the authors had presupposed that the subject under investigation requires a new interpretation and building of new knowledge obtained from the interviews.

In the last stage, we conducted a PEST analysis to define the main factors that influence the formation and promotion of a St. Petersburg gastronomic brand. In the course of conducting the analysis according to the classical scheme, we used the experts' estimations (five experts in the restaurant business and the experts of National Research University—Higher School of Economics were interviewed). The research time frame was October 2014.

The main limitations of the research related to the large potential number of experts and the process of their selection. The authors also faced the practical problem of interviewing the experts. Relatively few experts agreed to give an interview and referred to a lack of time or the absence of a belief that the situation could be changed.

4. Findings

Designing a St. Petersburg Gastronomic Brand

With regard to building the gastronomic brand of St. Petersburg, almost all stakeholders stated that the city does not have one presently and some stakeholders emphasized that this was due to the lack of a pronounced local cuisine and the dominance of foreign cuisine in the city; the others mentioned that St. Petersburg had been a European city since its very foundation and that is why it does not have its own authentic gastronomic brand. The stakeholders pointed out that gastronomic brand formation and a gastronomic component were disregarded by policymakers at the present time.

Taking the specificity of the destination into account, the stakeholders considered the local culture and traditions to be the foundation of a gastronomic brand. The main results, building on those published earlier (Gordin and Trabskaya, 2013), of the stakeholder survey are presented in Table 4.3.

Table 4.3 The Main Results of the Research

Stakeholders' Opinion	Number of Answers of the Stakeholders
The present situation in the field of gastronomic branding in St. Petersburg	
The experts stated that the city currently did not have any gastronomic brand	43
The relevance and prospects of St. Petersburg gastronomic brand formation	
Gastronomic brand formation is an important and necessary direction in the development of St. Petersburg as a tourist destination.	26
The prospects for brand formation are positively evaluated.	23
The ways to create a St. Petersburg gastronomic brand	
The food products and dishes that are popular in St. Petersburg cannot serve as a basis for gastronomic brand formation because they are not attractive to tourists.	28
Considering the specificity of the destination, the experts considered the local culture and traditions to be the foundation of a gastronomic brand.	26
The components of a gastronomic brand that are capable of increasing the attractiveness of the city by different types of tourists.	
“St. Petersburg imperial cuisine”	32
“Creative Cafes of the Silver Age: Building a Bridge between the Past and the Present”	23
“Leningrad cuisine”	25
“St. Petersburg as the gastronomic gate to Russia”	18

In the course of the stakeholder survey, the authors identified the components of a gastronomic brand. As is shown above, the experts mentioned the most frequent four components of the gastronomic brand of St. Petersburg.

Then the components selected by the stakeholders themselves were elaborated in the course of deep expert interviews. The results are presented in Table 4.4.

We have analyzed the opinions of the stakeholders and find that all components of the gastronomic brand of St. Petersburg mentioned by the experts are united by a number of principles:

Building a gastronomic brand on the basis of its cultural and historical heritage;

Covering the main periods and aspects of St. Petersburg's development that, in the opinion of the authors, excite the main interests of tourists (a series of in-depth interviews with guides and a historian of St. Petersburg's gastronomic culture was conducted);

Selecting the components that are potentially attractive to new segments of tourists (the majority of tourists in St. Petersburg are seniors with a high level of income).

The city's gastronomic brand and its components should be based on the principle of theatricalization of food consumption by adding mythological flavor to the process, which can be achieved through various events.

To properly introduce the previously noted gastronomic components and a new gastronomic course requires launching a series of gastronomic events and building the brand using presentations, exhibitions, and so on.

PEST Analysis

The present analysis researches the external factors that impact the field of gastronomic branding. Gastronomic branding is a complex process and it must be developed from the ground up without a gastronomic brand. The main actors here are restaurants, travel agencies, and hotels. These fields are analyzed within a political, economic, social, and technological (PEST) analysis framework. We conduct the analysis not of particular industries but the intersection of the fields that are connected to gastronomic branding. We analyze the internal factors that influence the key actors of gastronomic branding. They are displayed in Table 4.5.

In general, the difficult political and economic situation has an ambiguous impact on the gastronomic branding of a city such as St. Petersburg. The key actors of gastronomic branding are in a complex situation: the rate of inflation and the decline in consumer demand affects branding.

Complicating factors include the recent (2014) collapse in the ruble exchange rate and the prohibition on the importation of products from some countries. However, these factors may create changes in the assortment of food and open up opportunities for the development of enhanced connections with local producers and cause a focus on local cuisine and local food products. However, this is not helped, in policy terms due to the lack of effective support for these sectors. Set against this though is the prospect that the local tourism authorities are beginning to develop the concept of a gastronomic brand for St. Petersburg.

Table 4.4 The Components of a St. Petersburg Gastronomic Brand

Name of the Component	Cultural and Historical Basis	Envisaged Component Formation	How is the St. Petersburg brand enriched and supported? The importance for and the contribution towards the general St. Petersburg brand	Example of restaurants which can drive creation of components of St. Petersburg gastronomic brand
“St. Petersburg imperial cuisine”	Culture and traditions of imperial St. Petersburg. This component is based mainly on the cultural brand of St. Petersburg. The most important part of culture-historical heritage of St. Petersburg was created in the imperial period of the city’s history: imperial architecture (e.g., the Winter Palace); paintings collections (containing, for example, the masterpieces by Leonardo da Vinci, Rubens); the art of ballet (e.g. such ballets as ‘Swan Lake’, the Nutcracker’ were created here)	Tourists dipping into the imperial epoch, theatricalized meals in the style of imperial St. Petersburg. Premises with a luxurious interior which were historically associated with the tsarist court or Russian aristocracy. This component should be implemented by professionals from the ‘haute cuisine’ sector.	The support of the main St. Petersburg brand built on the ground of imperial culture-historical heritage. The tourist product becomes more complete.	Russian Vodka Room № 1
Creative Cafes of the Silver Age: Building a Bridge between the Past and the Present.	The Silver Age (the end of the 19th century—the beginning of the 20th century), one of the high-water marks of Russian art. The following refers to this epoch: The Russian avant-garde (Malevich, Matyushin); music (Stravinsky), the new art of ballet (The Rite of Spring, ‘Le cygne’).	The “silver age cafes” brand should be formed by drawing a parallel between the modern cafes with creative atmospheres and the historically creative cafes at the turn of the twentieth century. The main idea of this component is recreation of creative atmosphere of ‘silver age cafes’ for tourists and simultaneously the creation of a modern creative cafe where it is possible not only to eat but also to see an art exhibition, to have a discussion, and to watch a performance.	Promotion of the relatively undeveloped cultural component (The Silver Age), formation of both the classical and creative city image.	The Stray Dog art-cafe

<p>'Leningrad cuisine'</p>	<p>History and culture of Soviet St. Petersburg (the 1920s–1980s) which was then called Leningrad. In this period the Socialist realist style of painting was created (Moiseenko, Plastov); architecture was developing at first in the style of Constructivism (Fomin, Shchusev) and then in Stalin's Empire style (Trotsky); soviet ballet was also developing ('Romeo and Juliet'; 'Creation of the World'; 'Spartacus').</p>	<p>The gastronomic component 'Leningrad cuisine' should be based on the nostalgic reminiscences of Russian tourists and on the interest of tourists from other countries in Soviet history and culture as representing an unusual, exotic period in world history.</p>	<p>Enrichment of the city image, supplement it with new colors. St. Petersburg is not only an imperial but also a soviet city, giving multifacetedness to the image.</p>	<p>Kvartirka Soviet café Mari Yanna restaurant</p>
<p>'St. Petersburg as the gastronomic gate to Russia'</p>	<p>From the moment of its foundation St. Petersburg has naturally been a multicultural city. From the very moment of its foundation, people of different nationalities were invited who contributed to the history and culture of the city. Moreover, St. Petersburg has always been a port city which also determines its multiculturalness.</p>	<p>The formation of this component would follow the logic that the creation of St. Petersburg as a city was designed to join many cultures and traditions. Such a culinary diversion would allow a tourist visiting only St. Petersburg to obtain a general 'gastronomic' impression of Russia that would motivate her to visit other regions of the country. The concept of an outlet that should provide a tourist with the opportunity to become acquainted with the authentic cuisines of the Russian peoples, the typical dishes, the customary methods of consumption, and with their traditions and art as well. A tourist should have the chance to acquire both gastronomic and cultural experiences.</p>	<p>Enrichment of the city image; revealing another facet of its culture and history: multinationality, multiculturalness, tolerance. It adds to the image the features of openness, hospitality, and tolerance to different cultures.</p>	<p>Pomorsky restaurant</p>
<p>The ethnic portfolio may include such cuisines as the Cossak, Tatar, Karelian, Kalmyk, as well as the cuisine of the indigenous peoples of the Russian North.</p>				

Table 4-5 PEST Analysis of St. Petersburg Gastronomic Brand Formation

Factor	Influence on the Formation of a Destination Gastronomic Brand (St. Petersburg)	Actions
<i>Political</i>		
The existence of administrative and bureaucratic barriers (by entry in the sector, in the daily operations of restaurants and hotels)	<p>This factor represents the difficulty of entering the sector and meeting competition by family non-chain locations that do not have “administrative leverage”, and creative restaurants. Domination of chain locations on the market standardise product and services, aspire mainly to reduce expenses and are not concerned about following the conception or creative ideas.</p> <p>This factor mostly refers to actors such as restaurants and hotel restaurants and to a lesser degree, travel agencies, whose activity is not limited by stiff administrative barriers of entering and existing in the sector.</p> <p>In the field of gastronomic branding, the present factor decreases the possibility to implement creative strategies of hotel restaurants.</p>	Special effort (of restaurants, hotels community) should be directed at overcoming bureaucratic barriers.
The lack of effective support programmes on the part of the authorities for the restaurant business, hotels, travel agencies	<p>To form a gastronomic brand, it is necessary to develop a goal-directed programme. The formation and promotion of a gastronomic brand as a support for intersectoral alliances between tourism and the restaurant business, the main actors of gastronomic branding. This is especially relevant under the subsidence of restaurants, hotels and the travel agencies market.</p>	Formation and promotion of suggestions on required forms of support for intersectoral alliances in the tourism field and the restaurant business
The loyalty of the authorities to St. Petersburg gastronomic brand formation, support and promotion of local cuisine	<p>Until autumn 2014, the local authorities did not specify any actions directed at forming the programmes of supporting local cuisine and forming a gastronomic brand. However, in autumn 2014, the authorities began discussing development of local cuisine promotion and local gastronomic brand formation. These are only the first steps in this direction. However, the possibility of forming a centralised programme of local brand development and preferences and providing organisations participating in the programme with motivation can become an important factor in the formation of St. Petersburg gastronomic brand.</p>	Active involvement of actors in the development and implementation of the programmes of the St. Petersburg gastronomic brand creation

Escalated relations between Russia, Europe, and the United States

This factor may influence the formation of a St. Petersburg gastronomic brand. Generally, the critical political situation has affected the image of Russia and St. Petersburg. As a consequence, the number of foreign tourists in Russia and St. Petersburg has decreased, which has significantly impacted the restaurant business, travel agencies, and hotels. However, it is possible that this critical situation will have a healthy influence on gastronomic brand formation because the operation of restaurants, hotels and travel agencies is under harsh conditions. These organisations must develop creative new approaches and expand their tools to attract tourists.

Introduction of prohibition on the importation of products from European countries, the United States, Australia, etc.

The prohibition on the importation of food products from European countries, the USA, Australia, etc. has a particular impact on gastronomic brand formation. The experts estimate the share of imported food products in St. Petersburg and Russia in different ways. This fact will impact the price level in restaurants and hotel restaurants on assortment policy, on the principles of menu formation (some menu items will be removed and replaced with products from other countries) and likely even on the existence of restaurants based on the use of foreign food products.

This factor will also reflect on formation of relations with local suppliers. It can make restaurateurs use local products, enter local products and dishes on menus, motivate local producers, and create a demand for local products. Perhaps, this factor will become an enforced impulse of refocusing on local products and dishes.

The prohibition has a special impact on haute restaurants that use special high-quality products. With regard to St. Petersburg, this factor will mostly affect the “Imperial Cuisine” component because the main restaurants involved are haute restaurants. Generally, this factor may have a positive impact—the use of local food products.

Special effort should be directed at strengthening the reputation of St. Petersburg as a tolerant and open city. Gastronomy can become one of many tools in establishing the attractiveness of St. Petersburg.

The replacement of imported products with local products, adjustment of menus and an assortment of products in restaurants. Introduction of new items in programmes and menus with a focus on local cuisine and local produce.

The search for new partners, networking with local producers.

Table 4.5 Continued

Factor	Influence on the Formation of a Destination Gastronomic Brand (St. Petersburg)	Actions
<i>Economic</i>		
The drop in the exchange rate of the ruble	<p>In the restaurant and hotel business, this factor will be reflected in the cost of development of gastronomic products, feedstock and an increase in the expenses of restaurateurs.</p> <p>In the field of travel agencies, this factor primarily means refocusing Russian tourists on the internal market—travelling inside the Russian Federation. This summer, Russians chose Simferopol, Sochi and St. Petersburg.</p>	<p>In the field of gastronomic branding, this factor makes it more relevant to use the market conjuncture (refocusing of Russian tourists on the internal tourism market). For example, promotion of the “Leningrad cuisine” gastronomic brand is directed partly at nostalgic memories of Russian tourists. A drop in the exchange rate of the ruble is an additional reason for the use of local food products in restaurants and hotel restaurants and to focus on local cuisine to a greater extent.</p>
The high rate of the development of inflation	<p>This factor reflects price increases in the restaurant business.</p> <p>In the tourist and hotel business, this means a decline in the demand for travelling to St. Petersburg and internal services among Russian tourists.</p> <p>In the field of gastronomic branding, this may indicate that some tourists will refocus on the internal market.</p>	<p>Creativity, reduction in prices, transition of restaurants to a lower price category.</p> <p>The experts explain the impacts of this factor in different ways. Some think that restaurateurs and hoteliers will be less inclined to invest money in the development of new conceptions in this period. Other experts consider that the crisis, on the contrary, stimulates the creative activity and search for new ideas and conceptions.</p>
Decrease of investment attractiveness of the region	<p>This factor indicates the decline of investment in the restaurant business, hotels, travel agencies and the gastronomic branding of foreign investors.</p>	<p>The actions directed at the correction of a destination image.</p>
The stagnation of consumer demand	<p>This factor represents the trend of the decline in demand on the part of Russian tourists for services of the restaurant business, tourism sector, hotels, and as consequence, the drop in income of restaurateurs, hotels, and travel agencies. This effect escalates competition for customers.</p>	<p>Under the conditions of the competition for customers, it is becoming more relevant to offer them a new strong attractive element: a substandard thematic location with a strong and attractive conception can easily survive in the competitive struggle. The basis of this conception can be a local gastronomic brand of St. Petersburg.</p>

Social

The change of reference points in the collective consciousness	The tendency to consume local products	Gastronomic brand must meet this demand
The change of the demographic composition of tourists—the increase of the percentage of young and middle-age people	The increase of importance for interactive and playful forms of introducing a tourist product	Organising dining events in a theatricalised form (“St. Petersburg imperial cuisine”) or with a high level of creative activity among tourists (“Cafés of the Silver Age”)
The entwinement of social and physiological needs in the process of tourist activities	Tourists aspire to make tourist product consumption more saturated in the context of time and cost savings	Through an organising creative process of food consumption, tourists become acquainted with local culinary artefacts and intangible cultural heritage.
The increase of importance of factors that prolong positive impressions of a trip	The intention of tourists to store different impressions of visiting a tourist destination	Introduction of unusual (theatricalised, playful) forms of consumption of traditional public catering services makes a strong impression of visiting the city

Technological

Automation of the restaurant, hotel and tourist businesses	Automation of the restaurant, hotel and tourist businesses is becoming an economically efficient management decision. The organisations that have automation facilities obtain cost leadership.	The use of new technologies The appearance of new advertising media
The revival of old recipes in preparing dishes	Requirement of using old recipes	Necessary to buy equipment for kitchen maximisation corresponding to authenticity
Requirement of creating interiors of particular historical periods	Development and reconstruction of authentic historical designs of interiors, equipment, tables, clothing of servers, etc.	Necessary to buy materials, furniture, dishware, and clothing that correspond to a particular historical period

5. Conclusion

Gastronomy is an important factor motivating tourists to visit a destination, and it is a factor that can significantly increase the attractiveness of an area.

This chapter analyzed modern approaches to building a gastronomic brand as a component of a destination's general tourism brand. A novel study was devoted to analyze the processes used in creating a gastronomic brand for cities that lack unique, authentic cuisines. The authors consider possible methods of building a necessary gastronomic brand for St. Petersburg. A need has arisen for new managerial approaches to build the city's gastronomic brand, and the authors have attempted to introduce a framework. The authors' suggestions are based on studying a large amount of specialized literature as well as drawing on results of an experts' survey. The findings obtained and conclusions drawn are intended to serve as a step toward building the gastronomic brand for the popular tourist destination of St. Petersburg.

The research can be considered as having applied meaning because it allows one to change the emphasis in promoting St. Petersburg as a cultural destination.

The research has practical importance. One result is that after presenting the research to the St. Petersburg Committee for Development of Tourism, the committee decided to elaborate the concept of developing gastronomic tourism in St. Petersburg.

6. Limitations of the Study and Suggestions for Future Research

It is necessary to specify the limitations of the study. In the present research, only a small number of experts were surveyed. There are many restaurants, hotels, travel agencies, cultural institutions, and so on in St. Petersburg. However, we interviewed only 43 experts. This paucity is due to an unwillingness shown by experts to take part in the research; the majority of them were reluctant to answer questions. Therefore, only a small sample of experts could be further expanded.

The authors plan to study the following aspects of gastronomic branding in their upcoming research efforts: the role of gastronomic branding in determining the general attractiveness of a territory; gastronomic brands of other regions of Russia; characteristics of the potentially mutually advantageous relationships between public catering enterprises and cultural institutions; characteristics of gastronomic enterprises in cultural clusters (e.g., 'Museum Quarter in St. Petersburg' case); the role gastronomic enterprises play in theaters and museums in terms of forming the gastronomic brand of a tourist destination.

Note

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