

THE TUNJUNGAN STREET'S PHYSICAL EVIDENCE THAT ATTRACT THE VISITOR IN SURABAYA

Keisha Amabel Saputra Sutikno^a, Billy Jovian Irwanto^b, Immanuel Sebastian^c, Vanessa Eileen Soewitno^d,
Yovita Aryani Harsono^e, Rico Mahendra^f

^{a/b/c/d/e/f} Architecture Department, School of Creative Industry, Universitas Ciputra, Surabaya, Indonesia
corresponding email : ksaputra01@student.ciputra.ac.id^a

How to Cite: Sutikno, et al (2024). The Tunjungan Street's Physical Evidence that Attract the Visitor in Surabaya. 8 (3) special edition, halaman 99-111. [https://doi.org/10.37715/aksen.v8i3 \(special edition\).4638](https://doi.org/10.37715/aksen.v8i3 (special edition).4638)

ABSTRACT

One of the iconic tourist attractions in Surabaya City is Tunjungan Street, which recently has regained public attention. After the government declared it to be “asleep” in 1990, this tourism was finally attempted to return by the Surabaya government. Moreover, the improvement in the economic sector, mainly in the MSMEs sector, has also become one of the reasons why Tunjungan Street started to be intensively developed again by the Surabaya government. The interesting thing about this area is that the researchers obtained opportunities to define physical evidence of the area, which is a marketing tactic and also evidence of the existence of a sense of place in this area. The aim of this research is to understand the reason for the government's success in reviving Tunjungan Street. This research used a qualitative method using a case study, supported by going directly to Tunjungan Street to observe the surrounding conditions. The results of the research revealed that physical evidence has proven to contribute to the marketing of the Tunjungan area. The results showed that the Tunjungan area, architecture, interior, and focal point became attractive physical evidence. This is shown by the crowding, interactions between visitors and sellers, and the friendly atmosphere along the corridor of Tunjungan Street. This research can be used for future consideration in forming a public space in a historical area.

Keywords: Architecture, Marketing Mix, Physical Evidence, Sense of Place, Tunjungan Street.

ABSTRAK

Salah satu objek wisata ikonik yang berada di kota Surabaya yaitu Jalan Tunjungan baru-baru ini kembali mengambil perhatian masyarakat. Setelah dinyatakan “mati” oleh pemerintah tahun 1990, akhirnya kembali diupayakan kembali oleh pemerintah Surabaya. Selain itu, peningkatan sektor ekonomi terutama di sektor UMKM pun menjadi salah satu alasan kawasan Tunjungan mulai gencar dikembangkan lagi oleh pemerintah Surabaya. Menariknya dari kawasan ini, peneliti mendapatkan peluang untuk mendefinisikan physical evidence kawasan yang merupakan taktik marketing, sekaligus menjadi salah satu wujud dari *sense of place* pada area Tunjungan. Dengan physical evidence yang baik, diharapkan dapat meningkatkan angka kunjungan ulang. Penelitian ini dibuat untuk mengetahui alasan dibalik berhasilnya upaya pemerintah dalam menghidupkan kawasan Tunjungan kembali. Penelitian ini menggunakan metode penelitian kualitatif dengan menggunakan studi kasus. Didukung juga dengan terjun langsung ke kawasan Tunjungan untuk melakukan observasi keadaan suasana sekitar. Hasil dari penelitian ini mengungkapkan bahwa physical evidence telah terbukti memberikan kontribusi dalam bidang marketing kawasan Tunjungan. Hasilnya, kawasan Tunjungan, arsitektur, interior, *focal point* menjadi daya tarik physical evidence. Hal ini ditunjukkan dengan adanya crowding, interaksi antara pengunjung dan penjual, dan suasana akrab di sepanjang koridor Jalan Tunjungan. Penelitian ini dapat digunakan di masa mendatang untuk menjadi bahan pertimbangan dalam pembentukan ruang publik di area bersejarah sebagai bentuk pelestarian budaya.

Kata Kunci: Arsitektur, Bauran Pemasaran, Jalan Tunjungan, Sense of Place, Tampilan Fisik.

INTRODUCTION

Being the second biggest city in Indonesia after Jakarta makes Surabaya's tourism number increase. Especially in this post-pandemic era, both domestic and international tourists visit Surabaya for vacation purposes. In 2023, the number of tourists in Surabaya reached 17.4 million. To accommodate the incredible number of tourists in Surabaya, the local government is working hard to make new tourist attractions as well as revitalizing heritage areas. One of the iconic tourist attractions in Surabaya is Tunjungan Street, which was recently revived by the attempts of the Surabaya government.

Tunjungan Street was once sentenced "dead" by the government in 1990, since it is untouched and abandoned. Fortunately, nowadays, the local government is starting to realize the importance of heritage sites in modern cities to keep the city alive. They have revived Tunjungan Street and defined it as the cultural heritage site of Surabaya. The revival of Tunjungan Street also became the solution to the growth of the MSME programme, and vice versa. The main concept and idea of Tunjungan Street is to blend modern-ethnic lifestyles while maintaining the heritage and localism of that area. One of the genius ideas proposed by the government is the alfresco dining concept, creating much more communication and interaction between the visitors and the site itself.

In tourism, attention to physical factors to increase the number of visitors is required. The

local government reused the abandoned building, utilizing empty spaces, creating community and attraction spots. The existing heritage buildings such as Siola Building, Majapahit Hotel, Varna Hotel, Hagakita Bank, etc. are put on purpose to attract the domestic and international tourists to come and visit Tunjungan Street.

Human resources and their talent in arts are also put to use by the government to attract people and crowd around the area. Some art installations and performances take place on the sidewalk to attract more crowds. The power of social media and word of mouth became the main marketing media of Tunjungan Street. People coming to this place tend to take pictures and post them on their social media accounts and gain views and engagement to help the growth of Tunjungan Street.

Based on the World Tourism Organization, tourism is an activity done by people in between their regular chores. It is one of the pillars of the world's economy, especially for developing countries like Indonesia (Kundu et al., 2012).

The initial aim of tourism is to escalate the quality of tourist's life by cooling off, relaxing, amusing, doing hobbies, and getting new experiences and wisdom (Constanta, 2009). Meyers (2009), on the other hand, explains that tourism is to fulfill the human nature of inquisitiveness and curiosity about a particular place.

Tourism could also contribute to the government's

conservation strategies for the local heritage site. Exactly as the ambition of tourism is to give new experiences, knowledge, and wisdom, tourism could bring people together to visit one peculiar place or even site to learn more about the history of that spot. Being the main attraction of a heritage site, that place itself should provide attraction, accessibility, amenities, ancillary services, and institution. One of the tourism concepts that accommodates the urban heritage of a city as the tourist-historic city. This concept creates a place's historical characteristics to be its own appeal. Conservation, renovation, rehabilitation, reconstruction are highly needed to make the local historical heritage still appealing and attractive to the tourists.

A historical area needs to be preserved by using elements of Sense of Place. Sense of Place is defined as the relation process of human and a particular place, through different types of sensing towards the physical and social situation of that place. The situation itself would give a peculiar experience, making it memorable and attached to a person (Kusumawidagdo, et al, 2019). Cross (2001) pointed out that a sense of place develops through 6 different relationships, that is biographical, spiritual, ideological, narrative, commodified, and dependent. Biographical relationship means it's related because of historical memories. Spiritual means it's related because of the emotional and unseen spiritual process. Ideological means it's related because of the morality and local ethics in the society. Narrative is related because of stories, myths, or

fiction. Commodified is when a place represents ideal self-actualization and lifestyle. Dependence is related because of demand or economic and material factors.

There are some physical factors affecting the sense of place of a commercial area. Those factors are crucial in preservation of a place or creating a typical one (Kusumawidagdo et al, 2019).

1. Area

The particular surrounding area creates the sense of a place, making it related to the people around that specific place.

2. Architecture

The extraordinary architecture of a place creates a special identity, such as a facade and building ornaments.

3. Interior

The interior elements affecting the sense of a place are layout, zoning, displays, signage, and indoor corridors.

4. Products

The variety of products sold in the commercial area is also adding value to the sense of placeness of an area.

5. Focal Point

Focal Point is some accents that could be found in commercial areas as a sign or landmark.

The presence a sense of place could also be a marketing tool for the particular site. Marketing of a tourism area as a services cape must be considered for the sustainability of the area. The marketing mix is the combination of elements

used by the company to sell products or services. Along with the changes in consumer behavior, the marketing mix is developed from 4P to 7P (Harrington et al., 2017).

- a. Product is something offered by the company or even place. It includes design, feature, quality, packaging, size, and everything that meets consumers' needs.
- b. Price is the amount of money to be paid by the consumer to meet their needs. The company must determine the price according to the product value and target market.
- c. Place is the market location, sales, and product or service distribution. This includes distribution channels, store locations, online distribution, and strategies.
- d. Promotion is an attempt by a company to provide information and improve communication between the company and consumers. The function is to generate demand for the product or service provided.
- e. People have a human role in providing products or services. This includes all elements related to human interactions in the sales process, such as showing personal attention, speed of service, and politeness in service (Kushwaha dan Agrawal, 2015).
- f. The process is a procedure used to provide a product or service to consumers. This is used to increase customer satisfaction.
- g. Physical evidence is the physical condition of a place, either its interior or exterior (Khan, 2014). This includes furniture, color, layout, website, promotion material, etc.

All these elements are collaborated to form an effective marketing strategy. In the case of Tunjungan Street, physical evidence becomes one of the most important things in tourism. In one of the studies in 2023, it is stated that physical elements that can establish a Sense of Place in a tourist attraction are the area, architecture, interior, product, and focal point.

Numerous other studies have written about the element of physical evidence as a major influence in marketing science. However, a study combining physical evidence with physical factors in an architectural place is still lacking. Therefore, this study can fill this gap. This study showed a novelty in defining the important role of physical elements of a place as one of the marketing mix elements.

METHODS

This study is a qualitative study using a case study. A single case study with a very in-depth focus is used in the Tunjungan Street area. The unit of analysis is the physical elements in the Tunjungan Street area, including the Tunjungan area, architecture, interior, product, and focal point.

Data collection is conducted by observation, documentation, and literature study. Source of triangulation is used, which is from different sources, including informant sources, observations, and literature study. Direct observations were conducted from September 14, 2023 to September 23, 2023. The aim of direct observations is to examine physical elements

in the area that can be physical evidence in this study. A list of questions asked to the visitors of Tunjungan Street is in Table 1.

Documentation was conducted on September 14, 2023, and September 23, 2023, in Tunjungan Street. Furthermore, it is conducted from 4 p.m. to 7 p.m. since many people were having activities in Tunjungan Street during these hours. Documentation technically resulted in information about that area to support the analysis process.

RESULT AND DISCUSSION

From the data collected, the research has found that it's clear that Tunjungan Street is very well designed by putting much effort in bringing it back to life through the physical elements inside as physical evidence in marketing mix and as a form of sense of place. Every single aspect is well thought by the government to create the relationship between the visitor and the site itself.

Area

Area arrangement becomes one of the influencing marketing elements that also forms the sense of placeness of Tunjungan Street. Area arrangement consists of several supporting factors such as site arrangement, parking arrangement, accessibility, and tenant arrangement.

a. Site Arrangement

First, the site arrangement of Tunjungan Street is considered excellent, where the overall site is arranged linearly with stores

on the side of the road. When entering Tunjungan Street, the visitors were greeted by the Siola building and also Taman Gantung. The Siola building is used for museum, public service areas, food court, and also sells local merchandise. Taman Gantung or the Hanging Garden is actually a pedestrian crossing bridge that was planted by some plants.

This bridge connects the commercial areas in Tunjungan Street. Moreover, the street is used as a commercial area, especially on the right side of the road. At the end of Tunjungan Street, a legendary hotel with historical stories is found, namely the Hotel Majapahit. Hotel Majapahit was built in 1910, this particular hotel was memorable because of the history of ripping of the blue part of the Netherland flag incident during the colonization era. This action resulted in the flag on top of this building becoming the Indonesian flag color which is red and white. This particular story is what makes the whole Tunjungan Street and this hotel iconic on its own.

Furthermore, there is Pasar Tunjungan opposite the hotel, which still preserved its old building. The street lights were approximately 5-6 meters apart to create a romantic and heritage atmosphere. Street furniture, such as benches, is provided for the visitors to take a rest while enjoying the atmosphere of Tunjungan Street.



Figure 1. Site Plan of Tunjungan Street
Source: Private documentation, 2023

b. Parking Area Arrangement

In their developing phase, the parking area

of Tunjungan during the day and weekdays was located in the backyard of several buildings. It can be seen that this area is particularly provided by the government. There are both open and closed spaces for parking vehicles.

The open spaces got less vehicles parked there, most likely because of the hot weather that stops them from parking in that space. Unfortunately, the parking attendants have got no uniform nor vest on, that could make people feel uncomfortable and unsafe.

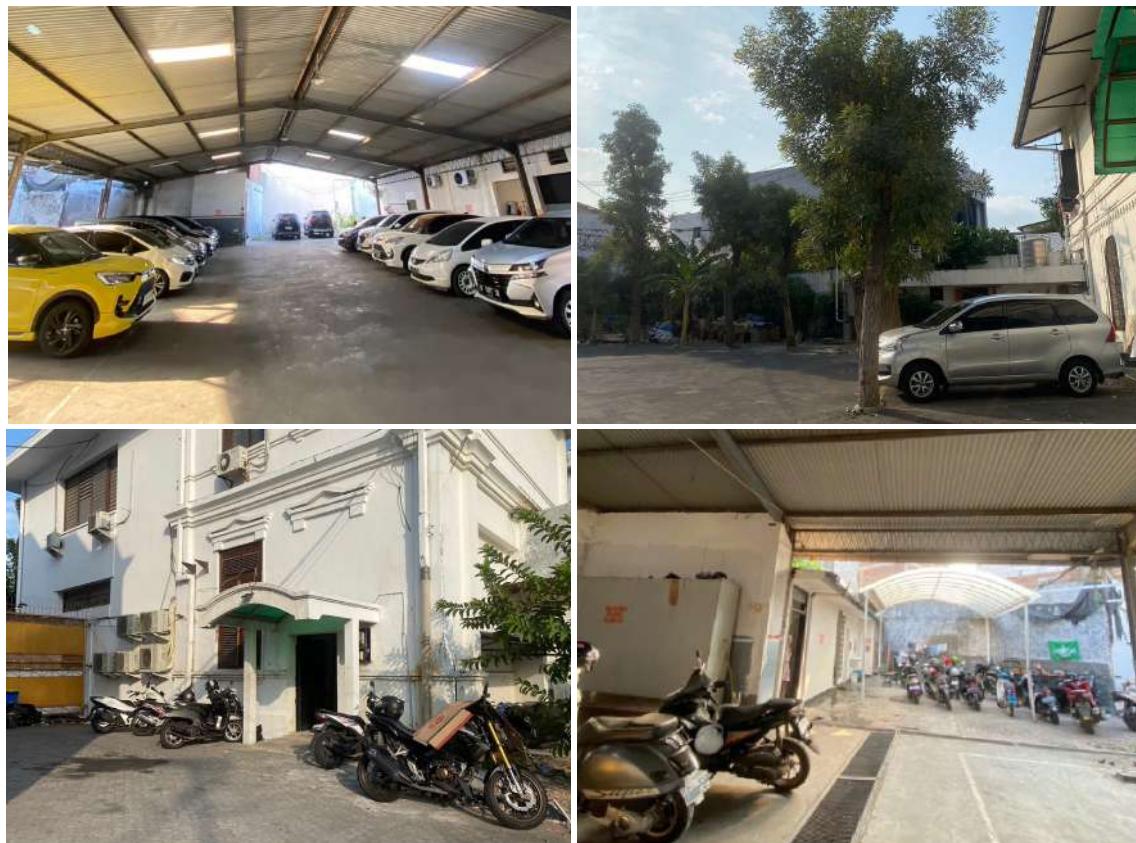


Figure 2. Parking Arrangement of Tunjungan Street
Source: Private documentation, 2023

c. Accessibility

Third, the accessibility for vehicle users, cyclists, and pedestrians was top-notch. The space for vehicle users is very wide, with 3 lanes for cars and 1 lane for bicycles. Every single vehicle direction was made in one way: to the Southeast, meanwhile the pedestrian access is freer. Moreover, a zebra cross equipped with a traffic light was also provided so that visitors could still cross the road safely and comfortably. The Hanging Bridge on the other side of the Tunjungan Street also could be used by the visitors to cross the road from one side to the other. The pedestrian path was quite wide as well, around 3 meters extended horizontally to provide the art performance, alfresco dining, and visitors activities.



Figure 3. Vehicle lanes and pedestrian
Source: Private documentation, 2023

d. Tenant Arrangement

Lastly, the tenant arrangement such as restaurants, cafes, retail, or other elements have also been proven to increase a good

relationship between humans and the environment. Most F&B tenants were on the right side of the road, selling drinks, snacks, and heavy meals. At night, too, there are portable food stalls selling street foods such as telur gulung, lemper, kelepon, and other traditional snacks.

Meanwhile, on the left side of the road was less. The left side of the road tends to be dominated by large buildings that function as hotels and some retail shops such as glasses, shoes, and other stores. Thus, more crowding was on the right side of the road since tourists were visiting Tunjungan to check on the culinary tenants, rather than the retail.



Figure 4. Shop, Resto, and Cafe at Tunjungan
Source: Private documentation, 2023

This result is linear to the research done by Ahmed & Haykal (2022) about accessibility in a particular area and Kusumawidagdo, et al (2019) about area as one of the forming physical factor of sense of place.

Architecture

Architecture becomes one of the important elements supporting the sense of placeness of an area, in this case, Tunjungan Street. Architecture applied in this area used the concept of Adaptive Reuse with the combination of industrial concepts in several cafes and restaurants. However, many buildings still preserved its colonial architecture as a facade.



Figure 5. Locaa Hands Cafe, Majapahit Hotel
Source: Private documentation, 2023

This finding also supports the sense of place theory (Kusumawidagdo et al., 2022; Xu et al., 2023). The architectural elements that form a sense of place in Tunjungan Street are the building itself, signage, and heritage ornaments. Those existing elements make Tunjungan Street completely unlike with other streets around Surabaya, and even other cities in Indonesia.

This result supports the research done by Ahmed & Haykal (2022) about symbolism in design and Kusumawidagdo, et al (2019) about architectural elements as one of the forming physical factors of sense of place.

Interior

Sense of place theory (Kusumawidagdo et al., 2022; Xu et al., 2023) is also found in Tunjungan Street by finding facts regarding store interiors and visitor crowding.

The first factor is the store interior, which uses vibrant colors such as red, blue, and yellow. Some stores used dark shades to give a classy, elegant, and romantic image. Furthermore, due to the limited tenant space, there were not many chairs provided. Several tenants responded to this by making a split level to increase the number of seats. Some also apply the alfresco dining concept. Many stores also use the open kitchen concept as an attraction for consumers. Consumers also could experience seeing their foods prepared and directly smell the aroma of the food. This smart concept could also give a

new experiences and knowledge about what they were about to have. One of the restaurants that use this visitor approach is 7Stars Restaurant.



Figure 6. Cafe Interior at Tunjungan
 Source: Private documentation, 2023

The second factor is visitor crowding, where there is not much crowding during the day. It usually occurred under the trees or street furniture, such as benches provided by the Surabaya government. However, the atmosphere is much different at night, and many people were sitting on benches on the side of the road. The alfresco dining concept also brings a different ambience in the area at day and night. The crowding at night at the outdoor space makes the whole Tunjungan Street feel alive, dynamic, and filled with joy and laughter.

This result is parallel to the research done by Ahmed & Haykal (2022) about presence of street

furniture and Kusumawidagdo, et al (2019) about interior space as one of the forming physical factors of sense of place.



Figure 7. Crowding at the outdoor area
 Source: Private documentation

Product

One of the interesting elements of an area is the products and stalls sold in that area. Products sold in the Tunjungan Area were FnB, such as coffee shops, mocktail bars, gelateria, cafes, snack stalls, and several heavy meals. Products sold came from various countries such as Indonesia, Singapore, Hong Kong, Japan, Korea, Italy, and the Middle East. The stalls were stretched to the back with a narrow facade so that the store layout is made as much as possible to create a comfortable and functional space.



Figure 8. 7 Stars menu
 Source: Private documentation, 2023

This result is linear to the research done by Kusumawidagdo, et al (2019) about product as one of the forming physical factors of sense of place.

Focal Point

The focal point in the area becomes one of the influential attractions. The focal point in this area included several supporting factors such as color, shape, artwork, and lighting.

a. Colors

First, colors appearing in this area during the day tended to be bright shades due to the vibrant colors in some of the stores. At night, the atmosphere turned romantic with warm white tones, in which some stores also used vibrant colors such as red, blue, and yellow. Several stores also used dark colors to create a classy, elegant, simple image. The variative colors present in Tunjungan Street shows that this particular area is adapting to modern lifestyle too, while still maintaining its own heritage characteristics.



Figure 9. Ikiwae Resto (a), atmosphere at night (b)
Source: Private documentation, 2023

b. Building Facade

Second, 30% of the buildings in the area used a colonial architecture style, while the rest used a modern architecture style with a more modern facade. The size of the building facades also varies, where some are wide and some are narrow. Some buildings also had more than 1 floor. This creates diversity and uniqueness at the site while maintaining the localism of Surabaya and Tunjungan Street.



Figure 10. CIMB Niaga Bank (a), Varna Hotel (b)
Source: Private documentation, 2023

c. Artworks

Third, artworks in this area were in the form of signage with Mlaku-Mlaku Nang Tunjungan written on it. Mlaku-Mlaku Nang Tunjungan is an iconic catchphrase of Tunjungan Street, coming from the famous song with the same phrase as its title. Moreover, the street signs and street lights were made thematically to emphasize the image of heritage that became the main concept of Tunjungan Street. The engraving creates a stereotypical memory of the mixed colonial and Javanese traditional

artwork. The shape of the street lamp also represents the paradigmatic lamp in Europe. This peculiar feeling is exactly what the local government wants the tourists to feel, sense, and explore in Tunjungan Street.



Figure 11. Street lighting, Mlaku-Mlaku Nang Tunjungan signage
Source: Private documentation, 2023

d. Lighting Element

Fourth, many lighting elements in Tunjungan Street use warm white color to increase the heritage and romantic image in Tunjungan Street. This is also supported by the lights of each building, especially the cafe, in which the recent trend used warm lighting. This causes a contrasting atmosphere between day and night.



Figure 13. LED Strip Light on a tree (a), lighting on the buildings (b)
Source: Private documentation, 2023

This result supports the research done by Ahmed & Haykal (2022) about symbolism in design and Kusumawidagdo, et al (2019) about focal point as one of the forming physical factor of sense of place.

CONCLUSION

The researchers found physical elements as physical evidence, including the Tunjungan area, architecture, interior, and focal point. The government did an exquisite job in arranging the site of Tunjungan Street, with stores on

both sides of the road. At the end of the street were Hotel Majapahit dan Pasar Tunjungan with their classic colonial architecture. Street lights used a warm white color with the shape of the iconic European lamp, and there were bench facilities with exotic engraving and shape for visitors to rest. The parking area during the day is located behind several buildings, which the management required to improve. Accessibility for vehicles, bicycles, and pedestrians is very good, with wide streets and specific zones. The arrangement of tenants and restaurants created a positive relationship between humans and the environment. Most of the F&B is on the right side of the road, while the left side is dominated by hotels and retail areas such as glasses stores, banks, and shoe stores creating crowds on the right side of Tunjungan.

Architecture in this area applied the concept of Adaptive Reuse and preserved colonial architecture in several buildings. Some of the buildings had shifted to a modern facade to show that this particular area is adapting to modern lifestyle too, while still maintaining its own heritage characteristics. The interior of stores had various color palettes, while some tenants used split levels to add more seats. Open kitchen and bar concepts were also used to increase visitor experience and knowledge about the product. Crowds were limited during the day, but it increased at night, especially around the benches on the side of the road. This could happen because of the presence

of some art performance (band and street busking) This area offered various products, and FnB stands from various countries with interesting lighting and design.

For the development of the location, the following steps need to be taken. First, the improvement of parking management, including increasing the use of vests by parking attendants to ensure the comfort and safety of the visitors. Some canopies could also be used in several parking areas to shield the vehicles from boiling heat and pouring rain.

Moreover, improving public facilities such as additional benches, rest areas, and trash can is required to increase visitors' comfort and hygiene. Few sink and hand sanitizer dispensers could also be added.

To maximize the different night atmosphere, organizing events and special promotions at night must be considered. Street busking is actually a great move to accommodate Surabaya's artists, which can attract more people to enjoy the atmosphere on the roadside benches. Lastly, the increase of street art that reflects the culture and history of the area is important to consider to enrich the visitor experiences.

This study is the basis for further research, in which further research can be developed with different methods, such as using a quantitative method, different elements of physical evidence, social and asset factors, and another marketing mix.

ACKNOWLEDGEMENT

The authors would like to thank their colleagues for their contribution and support to the research. Also, toward their lecturer, Dr. Astrid Kusumowidagdo who's highly helpful and supportive in completing this research paper. They are also thankful to all the reviewers who gave their valuable inputs to the manuscript and helped in completing the paper. This work has been funded by Pemerintah Kota Surabaya and Universitas Ciputra Surabaya. The opinions express here in are those of the authors.

REFERENCES

Anjani, H. D., Irham, I., & Waluyati, L. R. (2019). Relationship of 7P marketing mix and consumers' loyalty in traditional markets. *Agro Ekonomi*, 29(2), 261. <https://doi.org/10.22146/ae.36400>

Ahmed, Z. A., & Haykal, H. T. (2022). The impact of public space's physical characteristics on sense of place in Erbil City. Commercial streets as a case study. *Eurasian Journal of Science & Engineering*, 263-282.

Dwiputri, M. T. J. (2021). Analisa Sense of Place Kampung Wae Rebo untuk Pengembangan Wisata di Manggarai. *Aksen: Journal of Design and Creative Industry*, 5(2), 5–19. <https://doi.org/10.37715/aksen.v5i2.1827>

Hızlı Erkiliç, N., Durusoy Özmen, E., & Taştan, H. (2021). Interpreting the factors in forming the sense of place: The case of Kuzguncuk neighbourhood, Istanbul. *Iconarp International J. of Architecture and Planning*, 9(1), 261–285. <https://doi.org/10.15320/iconarp.2021.159>

Kotler, Keller. (2009). *Manajemen Pemasaran*. Penerbit Erlangga. Jakarta

Kundu, Suman, Kumas. (2012). Economic empowerment through rural tourism: the case of Tarapith-a-religious tourism destination in Birbhum District of West Bengal India. *Geografía. Malaysia Journal of Society and Place*. 8(7).

Kushwaha, G. S., & Agrawal, S. R. (2015). An Indian customer surrounding 7Ps of service marketing. *Journal of Retailing and Consumer Services*, 22, 85–95. <https://doi.org/10.1016/j.jretconser.2014.10.006>

Kusumowidagdo, A., Purbadi, Y. D., Wardhani, D. K., & Rahadiyanti, M. (2022). THE ANALYSIS OF SENSE OF PLACE OF MALIOBORO SHOPPING AREAS: A Study about Physical and Social Factors in a Historic Commercial Area. Penerbit Universitas Ciputra.

Kusumowidagdo, A., Wardhani, D. K., Swari, I. A. I., Rahadiyanti, M., & Kaihatu, T. S. (2019). *Panduan Penataan Kawasan Koridor Pasar Tradisional*. Penerbit Universitas Ciputra.

Lintang Persadaningrum. (2020). Social Memory Masyarakat Tentang Jalan Tunjungan Sebagai Koridor Cagar Budaya. Skripsi thesis, UNIVERSITAS AIRLANGGA.

Marques, A., Lacerda, D. P., Camargo, L. F. R., & Teixeira, R. (2014). Exploring the relationship between marketing and operations: Neural network analysis of marketing decision impacts on delivery performance. *International Journal of Production Economics*, 153, 178–190. <https://doi.org/10.1016/j.ijpe.2014.02.020>

Meyers. (2009). Panduan Pelaksanaan Ekowisata. Unesco.

Najafi, M, and Shariff M. K. B M. 2011. “Studies, The Concept of Place, and Sense of Place in Architecture.” *International Journal of Human and Social Sciences* 6 (3): 187–93.

Nirwanda, A. (2022). Dinamika Revitalisasi Ruang Publik Perkotaan (Studi Kasus: Kawasan Urban Heritage Jalan Tunjungan, Kota Surabaya). Perpustakaan Universitas Gadjah Mada, Yogyakarta. Retrieved 2024.

Prasetyo, V. A., Satrya, I. D., & Sudiarta, I. N. (2023). Strategi Pengembangan Tunjungan Sebagai destinasi milenial. *Jurnal Master Pariwisata (JUMPA)*, 760. <https://doi.org/10.24843/jumpa.2023.v09.i02.p15>

Tanjung, I. (2021). Analysis of the Effect of Marketing Mix 7P on Purchase Decisions at Sentra Snack Stores. *International Journal of Review Management Business and Entrepreneurship (RMBE)*, 1(2), 125–133. <https://doi.org/10.37715/rmbe.v1i2.2421>

Xu, C., Lam, A. H. C., Gao, X., & Chiu, D. K. (2023). Antique Bookstore Marketing Strategies as Urban Cultural Landmarks: A Case Analysis for Suzhou Antique Bookstore. In *Exploring Niche Tourism Business Models, Marketing, and Consumer Experience* (pp. 212–238). IGI Global.