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THE IMPACT OF CULTURAL HERITAGE ON DESTINATION BRANDING: CASE OF BORNOVA AND HERITAGE TOURISM

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ABSTRACT

THE IMPACT OF CULTURAL HERITAGE ON DESTINATION BRANDING: CASE OF BORNOVA AND HERITAGE TOURISM

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Destinations from all over the world have begun to realize the importance of branding in last two decades. Globalization has forced destinations to differentiate themselves from their competitors; important steps are being taken by destinations to grab a bigger share in an overly-saturated market. While branding, destinations may utilize various different attributes, such as their natural beauty, 3S (sun, sea, sand) attributes or their cultural heritage. In this context, Bornova can be defined as a destination that is under-utilizing its attractions, mainly its cultural heritage and rich history.

The aim of this thesis is to examine the effects of cultural heritage that is located within a specific destination on brand building process for destinations by inspecting the case of Bornova and assess its heritage tourism potential. In. In this thesis, qualitative research method and explanatory research models were used. Data was collected through semi-structured interviews with academics, practitioners and historian who conducted studies on this topic. Non-probable snowball sampling method were used to identify the interviewees. Then, SWOT, TOWS and PESTLE analyses were conducted based on the data collected. As a result of the analyses, many points-of-importance have been noted and suggestions about branding process of Bornova have been provided such as the Bornova's need for better social media exposure, new, innovative and appropriate slogan and logo, establishment of a destination marketing organization and regulated, scheduled cultural tours to promote the cultural heritage of Bornova more effectively.

Key Words: destination marketing, destination branding, destination image, cultural heritage, Bornova, heritage tourism

ÖZ

KÜLTÜREL MİRASIN DESTİNASYON MARKALAŞMASINA ETKİSİ: BORNOVA ÖRNEĞİ VE MİRAS TURİZMİ

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Dünyanın dört bir yanındaki destinasyonlar, son yirmi yıl içerisinde markalaşmanın önemini anlamaya başladılar. Küreselleşme, destinasyonları farklılaştırmaya zorladı; doygun bir pazardan daha fazla pay almak için destinasyonlar önemli adımlar attılar. Bu adımlardan biri olan markalaşma sırasında destinasyonlar, doğal güzellikleri, 3S (deniz, kum, güneş) nitelikleri veyahut kültürel miraslari gibi çeşitli özelliklerini kullanabilirler. Bu bağlamda Bornova, başta kültürel mirası ve zengin tarihi olmak üzere niteliklerini yeterince değerlendiremeyen bir destinasyon olarak addedilebilir.

Bu tezin amacı, belirli bir destinasyonun sınırları içerisinde bulunan kültürel mirasın destinasyonların marka oluşturma süreçlerine olan etkilerini incelemek ve miras turizmi potansiyelini Bornova örneği üzerinde incelemektir. Bu tezde, nitel araştırma yöntemleri ve açıklayıcı (explanatory) araştırma yöntemleri kullanılmıştır. Veriler, bu konu hakkında çalışmalar yapan akademisyenler, tarihçiler ve sektörde çalışan kişiler ile yapılan biçimsel olmayan mülakatlar aracılığıyla toplanmıştır. Görüşülen kişileri belirlemek için kartopu örnekleme yöntemi kullanılmıştır. Daha sonra toplanan verilere göre SWOT, TOWS ve PESTLE analizleri yapılmıştır. Analizler sonucunda, sosyal medya platformlarında Bornova'nın daha efektif tanıtılması, destinasyon yönetim organizasyonu ihtiyacı, yenilikçi ve uygun logo ve slogan oluşturulması, kültürel mirasın daha etkin bir şekilde tanıtmak için düzenli, programlı kültür turları düzenlenmesi gibi birçok önemli noktaya dikkat çekilmiş Bornova'nın markalaşma sürecine ilişkin öneriler getirilmiştir.

Anahtar Kelimeler: destinasyon pazarlaması, destinasyon markalama, destinasyon imajı, kültürel miras, Bornova, miras turizmi

ACKNOWLEDGEMENTS

TEXT OF OATH

I declare and honestly confirm that my study, titled "The Impact of Cultural Heritage on Destination Branding: Case of Bornova and Heritage Tourism" and presented as a Master's Thesis, has been written without applying to any assistance inconsistent with scientific ethics and traditions. I declare, to the best of my knowledge and belief, that all content and ideas drawn directly or indirectly from external sources are indicated in the text and listed in the list of references.

Hüseyin Ozan ALTIN

Signature

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January 26, 2021

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

SYMBOLS AND ABBREVIATIONS

ABBREVIATIONS:

DMO   Destination Marketing Organization

SWOT   Strengths – Weaknesses – Opportunities - Threats

TOWS   Threats – Opportunities – Weaknesses – Strengths

PESTLE   Political – Economic – Socio-Cultural – Technologic – Legal – Environmental

UNWTO   United Nations World Tourism Organization

3S   Sea, sun, sand.

CVB   Convention and Visitor Bureaus

CHAPTER 1
INTRODUCTION

In the current state of the tourism sector, destination brands and branding activities plays a crucial role. All around the world, more and more destination become aware of the necessity to build brands in order to effectively compete with other destinations on both national and international level (Baker & Cameron, 2008; Moilanen & Rainisto, 2008). Regardless of their size, touristic attractions, marketing strategies, intrinsic features and promotion campaigns, destinations that do not internalize the importance of branding are doomed to be unsuccessful in the struggle to attract more visitor. In order to gain a strong market share, to preserve the success and to maintain competitiveness among many competitors in the current status quo of tourism sector, destinations have started to show a tendency towards building their own brands in the last 30 years (Oppermann, 2000; Gnoth, 1998; Pike, 2015). Within this context, Govers and Go (2009) remarks that branding is a powerful and important marketing tool that destinations can liberally utilize to attract more visitors, commercial businesses and investment options to their destinations as well as to gain a competitive advantage by differentiating itself from their competitors. Due to these reasons, brands have started to have a very important place in the past decades regardless of their associated figure. This figure can be a physical product, a service, an experience and even ideas and destinations. Within this context, Buhalis (1998) states that branding strategies can be successful even if the entity that is being branded and sold is not physical. Nowadays, almost anything can be branded, non-governmental organizations, businesses, ideas, products that are associated with a specific lifestyles, entertainment activities of all kind and even destinations. Since the end of 1990's, there has been a rapid increase in the numbers of destination brands from all over the world.

While differentiating themselves from their competitors during the branding process, destinations focus on one or more of their unique characteristics, attractions or features. Within this context, Bowitz & Ibenholt (2009) argues that cultural heritage

products (both tangible and intangible entities) has become one of the most important attraction sources in touristic destinations. Lifestyle, historical baggage, cultural aspects, traditions, beliefs and values can be considered as a part of cultural heritage. There are many destinations throughout the world that relies on their cultural heritage to attract visitors, businesses and investment options regardless of their size and scope. Rome, Egypt, Bangladesh, Şirince, Greece are some examples that successfully positioned and branded themselves as cultural heritage destinations. Aside from these examples, there are many destinations that do not effectively use its cultural attractions due to various different reasons, such as the existence of other attraction options (sun sea sand, Health tourism, Geo-tourism etc.) or simply not giving sufficient importance to tourism sector in that destination.

As a destination with many opportunities to establish a safe and sound cultural heritage enterprise base based on its rich cultural heritage, Bornova is a metropolitan district of İzmir, which is the 3rd biggest city in Turkey. With its 450,992 populations, Bornova is the 3rd most populated district of İzmir (TÜİK, 2020). Although Bornova has adequate attractions and strong potential for it, tourism didn't have any place in the district's economy or social functions until 2010's (Emekli & Baykal, 2011). Duo have also listed the reasons why tourism didn't developed before: military units occupying extensive areas, establishment of heavy industrial areas throughout 1960's, establishment of Ege University and coastal districts given priority for infrastructure investments. Although tourism didn't have an important role in the economy of Bornova previously, beginning of the 2010's marks the first developments of tourism in the district. Increased tourism budget, establishment of new museums, restoration of Homeros Caves and opening them to public, establishment of spontaneous guided tours and the establishment of new museums fostered the development and importance of cultural heritage assets in the district. Bornova, a district which housed many different cultures throughout its 8500 years of existence, is a destination with a long history filled with rich cultural heritage. Be it for museums of various kinds, aesthetically pleasing and carefully maintained Levantine mansions or Homeros Caves, aside from these, Bornova has also natural attractions such as İkizgöller, Homeros Valley, Çiçekli Nature Reserve and built attractions such as Levantine Mansions whose history dating back to 1850's, Belkahve Ata Anı Evi Visitor Center, İzmir Adventure Park for the convenience of potential visitors. (Altın, 2016). In a world where the tourism is considered as one of the largest industries, Bornova is

definitely underutilizing its attractions, touristic products and other attributes. In 2019, tourism industry produced $1.7 trillion all around the world. Turkey, on the other hand, produced $34 billion thanks to its tourism industry (UNWTO, 2019). Considering these numbers, we can deduce that Bornova can definitely utilize its attractions more effectively and efficiently especially if the Bornova builds its tourism strategy based on the cultural heritage it possesses. Not only building a strategy, but also establishing a brand for Bornova will be immensely beneficial due to the advantages that building a destination brand yields for the destinations. These advantages will be explained later in this thesis.

As it is stated above, building a destination brand for Bornova will be useful and advantageous altogether. Therefore, main purpose of this study is to reveal and explain the effects of cultural heritage that destination possesses on destination brands and whether the cultural heritage products have any impact on the destination brand building process and its heritage tourism potential. Main goal of this thesis is to understand whether the cultural heritage is a reliable asset to build a strong, sound and sustainable destination brand by considering the Bornova district as a case study.

In the first chapter of this thesis, the concept of destination marketing will be discussed. First chapter begins with the overview information about destination marketing which includes various definitions from different researchers and destination marketing's difference from other types of marketing. Chapter continues with the history of the destination marketing, which is very self-explanatory and followed by the sub-topic of destination marketing organization, which is a non-profit organization aimed at promoting a destination. First chapter is concluded with the detailed information about the critical success factors for destination marketing activities.

In the second chapter of this thesis, the concept of destination branding will be thoroughly discussed. Chapter begins with the overall information about the destination branding concept and followed by the history of destination branding which explains the important milestones in the topic of destination branding. Chapter continues with the sub-topic of destination brand image; which discusses the branding image of destinations that are being perceived by customers. After that brand elements of destinations, mainly name, slogan and logos are debated. Chapter concludes with the successful examples of destination branding activities from all around the world. Examples that are used in this thesis are New Zealand, Oregon and Turkey. Third

chapter of this thesis examines the cultural heritage topic. Chapter starts with the definition and overview information about the cultural heritage and continues with the heritage tourism and heritage tourism marketing. Chapter concludes by explaining the relationship between cultural heritage and destination marketing.

In the fourth chapter of this thesis, district of Bornova was examined thoroughly, general information about the district was discussed as well as the history of Bornova was examined. Main touristic attractions of Bornova are listed and tabulated under 3 main headings: natural attractions, cultural attractions and built attractions. After explaining the methodology of this thesis; SWOT analysis was conducted to assess Bornova's potential as a cultural heritage destination followed by TOWS and PESTLE analyses.

CHAPTER 2
DESTINATION MARKETING

2.1. OVERVIEW OF DESTINATION MARKETING

For the last four decades, destinations from all over the world are facing with the effects of globalization. Nowadays there are cheaper flights, decreased language barrier between countries and free-flow of information all around the world. As the growth of the tourism sector continues to expand at an unprecedented rate thanks to the globalization, the number of touristic destinations available to potential tourists has increased dramatically which resulted in increased competition between destinations. To acquire much needed resources and gain new visitors in an overly-saturated market, destinations intensively compete with each other in order to develop new ways to enhance their attractiveness and competitiveness (Wang & Pizam, 2011). This intense competition between destinations resulted in recognition of marketing as a very important tool for gaining new tourists and capturing much needed resources in a very competitive environment (Pike, 2007).

In order to understand and define destination marketing, an explanation of destination is required. Oxford Dictionary defines destination as a "place to which something/someone is going or being sent". Destinations are not a tangible, single physical objects. Rather, they are a mixture of various experiences and different services provided to consumers (Buhalis, 2000). Pike (2004) defines the destination as a location that attracts prospective visitors for a limited amount of time. Therefore, destination marketing can be explained as a specific type of marketing that aims to promote a destination. From the point of view of destination marketing organizations; Pike (2004) describes the process of destination marketing as the match between assets and offerings of destination and the external opportunities. Depending on the area that will be marketed; towns, cities, regions and even countries can be the subject of destination marketing. In order to promote destinations, imagery and the popularity of the destination must be improved. In her study, Sharma (2013) defined destination marketing as a process of identification of various needs and wants of tourists' who

want to visit a destination. Kotler, Bowen and Makens (2006) points out that destination marketing helps locations and destinations develop and maintain popularity among tourists. However, they also point out that during this destination marketing process, planners mostly focus on the development part and largely ignore the attribute preservation, which attracted the tourists in the first place.

Vukonic (1997) designated the destination as the finish point of the journey while examining its etymologic roots. However, an innovative, practical and functional point of view sees the destinations as the combination of products and services that is being offered as a whole, which will be combined to provide a total experience of the destination (Murphy, Pritchard, & Smith, 2000). Thus, this new and integrated view put the destination into the center of tourism competition; which paved the way for the establishment of destination marketing as a standalone marketing topic.

Destination marketing differs from the other types of marketing in terms of the audience it targets. One of the main goals of destination marketing is to effectively communicate the previously established destination identity towards a predetermined target audiences in order to make the destination more attractive. According to Yavuz (2007); these audience groups can be separated into 5 clusters:

- Visitors are the people who visit the destination for a specific period of time. Visitors generally spend money on the destination in exchange for touristic products and services.

- Investors are the individuals or companies that create various different job opportunities for the locals living the destination. Most of the time, investors provide regional development by improving the infrastructure and establishing tourism facilities.

- Qualified employees are talented and expert people who can offer the service provided in a destination in the most efficient and effective way.

- Producers/Manufacturers: Business specialists which provide industrial development in the destination. They establish new job opportunities, generate income for the locals and act as a tax source for the local governments.

- Company Management / Boards: Headquarters / central administrations of commercial enterprises, already existing in the destination.

As it is stated above, destination marketing differs from other marketing types considering the audience it seeks to attract. Not only the audience, but also product that destinations offer makes it a unique process as well. In contrast with the other marketing types, destination marketing offers a combination of businesses, locations with a touristic value and even natural environment around the destination. Therefore, destination marketing is widely regarded as one of the most complex types of marketing.

2.2. HISTORY OF DESTINATION MARKETING

Destination marketing is an academic area that has received increased attention over the last four decades. First glimpses of the destination marketing literature were evolved from the area of tourism marketing back in the beginning of 1990's, which provided the foundations for a new academic literature area that solely centered on destinations (Pike & Page, 2014). Ritchie (1996) argued that the tourism marketing researches often conducted by academics and researchers with market orientation which paved the way for the evolution of destination marketing as a standalone area due to the fact that destination marketing field includes researchers with the special interest in applied studies that focuses on the challenges that practitioners face continuously.

The theme of destination marketing has been featured in many academic conferences. In 1990, the first academic conference that focuses on destination marketing, named "Selling Tourism Destinations" was held by the Geographical Institutes of the University of Groningen and the University of Reading (Ashworth & Goodall, 1990). In 1993, an academic conference conducted by the AIEST focused on the competitiveness issue of long haul destinations. In 1996, International Forum of Tourism chose the topic of the "Future of Traditional Tourist Destinations". In 1998, "Destination Marketing: Scopes and Limitations" conference held by AIEST, which is also the first conference with destination marketing on its name. Between 2005 and 2015, 5 International Conference on Destination Branding and Marketing conferences have been held. Furthermore, 4 Biannual Forums have been held between 2012 to 2018, with the main topic of advances in destination management (Pike, 2015). At the time of writing this, 2nd International Conference on Tourism Marketing and Destination Branding is expected to be conducted in October 2020. According to Pike

et. al. (2013), destination marketing conferences are the best example of the divide between destination marketers and academics, simply because their conferences were held separately. Up until the UNWTO's (United Nations World Tourism Organization) destination management conference in 2002, often practitioners and researchers met on separate occasions and meetings, which is a further evidence of divide between those two groups (Ryan, 2002).

Matejka (1973), marks commencement of destination marketing literature. First journal article on destination marketing topic was written by Matejka (1973), whereas first book on the topic was written by Gartrell (1988). As it is stated previously, first academic conference that focuses on destination marketing was held in 1990 while the first book on the destination marketing organizations was written in 1992, by Pearce (1992). Since 1990's, destination marketing has been a globally recognized area, with many academic papers and researches still exploring the depths of the topic. Even though there are more than 150 journals about tourism (first one dating back to 1946), Journal of Destination Marketing and Management, the first journal completely dedicated to destination marketing topic, was started to be published in 2012. However, in 2004, Place Branding and Public Diplomacy was launched that included mostly destination marketing articles. In 2015, International Journal of Tourism Cities was started to be published. Moreover, at around 15 journals have prepared special issues that solely focused on various destination marketing aspects. In 1999, the Journal of Vacation Marketing chose the theme of destination branding, which marks the first journal issue that focuses on a specific aspect of destination marketing field. Later on, various tourism journals such as Tourism Management, Tourism Analysis and Journal of Travel and Tourism prepared special journal issues that focuses on destination marketing throughout the 21st century (Pike & Page, 2014).

2.3. DESTINATION MARKETING ORGANIZATIONS

As it is stated previously, destination marketing activities often require an aggregate effort involving various different associations and organizations in a specified destination. Although most of the researchers agree on the features, scope of operations etc., literature still lacks a uniform definition for destination marketing organizations. Inkson & Kolb (1998) defines destination marketing organizations as official institutions which utilizes various different resources, people, and money with

the aim of generating and distributing goods and services (Inkson & Kolb, 1998). Harmony and collective effort between involving organizations are necessary to accomplish a shared objective. According to Vernon, Essex, Pinder & Curry (2005), in tourism industry, which is diversified and fragmented, collaborative actions are required to accomplish comprehensive and broad-based policies. In literature, many researchers recognize the positive outcomes and advantages of combining the efforts of public agencies, governmental organizations as well as various different private businesses in tourism industry (Buhalis & Cooper, 1998; Prideaux & Cooper, 2002). This combination of efforts often lead to more effective results, be it better destination image, stronger destination brand or better quantitive results such as higher tourism expenditure, higher tourist arrival numbers or return on investment.

Although its advantages are obvious, collaboration, partnership and aggregated activities are hard to conduct especially in tourism industry, due to its fragmented, dispersed and complex nature. These intrinsic aspects hindered the efforts of effectively developing and promoting tourism industry by acting as a barrier for inter-organizational and inter-communal cooperation (Wilson, Fesenmaier, Fesenmaier, & Es, 2001). As stated by Wang (2008), there are many challenges present for collaborative and cooperative marketing activities for destinations. First and foremost, various different organizations involved in tourism which makes up the diverse components of the industry presents the first challenge. Second challenge presented by Wang is again associated with the diverse and fragmented nature of the industry, which precludes a single umbrella organization or governmental agency to maintain all of the tourism / service products in a single destination (Prideaux & Cooper, 2002).

Operating on various different levels, tourism organizations of any kind can involve in the destination marketing activities. However, destination marketing organizations which are established by destinations to act as a "collective marketing vehicles", are usualy undertake bigger marketing activities that requires more complex, comprehensive efforts (Fesenmaier, Pena, & O'Leary, 1992). As it is stated above, destination marketing organizations rarely market the components of tourism industry of a destination individually. Destination as a whole is marketed to a specific consumer segment. This does not mean however, individual aspects are not highlighted at all. Most destination marketing organizations focuses on a specific tourism aspect in a destination, based on the image of destination. Therefore, in some cases, some aspects in a destination can be highlighted more than their counter-parts.

In the literature, the term of "destination marketing organizations" are used interchangeably with convention and visitor bureaus, which is usually abbreviated to "CVB"s (Mair & Jago, 2010). This multi-headedness and the inter-changeable use of two terms for similar-natured organizations in the literature is actually one of the factors that makes the literature review process difficult.

It is a known fact that the first travel advisories about a specific destination was issued in France during 1500's (Sigaux, 1966). First tourism related organization was established in 1864, in Switzerland. Similar to its contemporaries, these regional tourism organizations were working locally, rarely overlapping each other's boundaries. First official CVB (Convention and Visitor Bureau) was established in Detroit, Michigan in 1896. According to Spiller (2002), as the industralization disseminates throughout United States, nature of the business travels have also changed. Mass-scale business events, which are found to be quite profitable for destinations, have led to the emergence of academic colloquiums, conferences, corporate meetings and commercial conventions. Following the footsteps of Detroit, many other CVB's were established especially in North America. According to McClure (2004), first nation-wide tourism organization in the world was established back in 1901, in New Zealand. First regional office of tourism was established in 1903, in Hawaii (Choy, 1993). Especially after World War 2, many destination marketing organizations were established as the importance of tourism also increased. Developments in transportations technology, convenient transportation due to the planes being an everyday transporation means fostered the development of tourism industry, which indirectly caused the increase in the number of destination marketing organizations throughout the world. In 2008, Pike (2008) estimates that there are more more than 10000 destination marketing organizations in the world, even though exact number is unknown.

Destination marketing organizations can be established on different operational levels. There are three distinctive levels of destination marketing organizations, whose scope of activities changes accordingly: national, regional/provincial and local destination marketing organizations (Kaurav, Baber, Chowdhary, & Kapadia, 2015). National destination marketing organizations (DMO's), as their name suggests, usually focuses on the countries as a whole, and market the country itself rather than marketing its local governments individually. In the literature, national destination marketing organizations are sometimes called govenmental destination marketing

organizations. Regional/provincial destination marketing organizations on the other hand, focus on a specific region/area. As the Pike (2008) remarks, regional destination marketing organizations usually focus on a concentrated tourism zones. Although mostly operates in a specific region in a single country, the range regional destination marketing organizations may differ. As the example of European Travel Commission suggests, regional DMO's may also undertake transnational activities. Lastly, local DMO's aimed at fostering tourism development process in limited areas and usually established by single cities or even municipalities.

2.4. CRITICAL SUCCESS FACTORS OF DESTINATION MARKETING

Global environment is getting more and more competitive each day. Various destinations ranging from small regions to countries are trying to attract resources to themselves, be it tourists, commerce, industry, investment or permanent residents. In order to do that, destinations try to show their strengths and make themselves more attractive than their competitors: a process known as differentiation. In order to effectively differentiate themselves and create efficient and effective marketing strategies, destinations need to consider some factors; otherwise known as critical success factors (Baker & Cameron, 2008). According to Rainisto (2003), success factors are the main indicators whether marketing practices will be successful or not. These factors also determine whether a destination will be effective when developing its own marketing strategy.

Throughout the destination marketing literature, academics and researchers have come up with various different factors for success in the field. For example, in his research, Hankinson (2009) have found that in the literature, destination branding theory shares some similarities with corporate and services branding. He identified 5 similar areas in the literature that is critical antecedents for the destination brands: 1) Culture of the brand, 2) brand leadership, 3) coordination between departments, 4) brand communication and 5) stakeholder partnership.

In another research involving the success factors in destination marketing, Baker and Cameron (2008) identified numerous different critical success factors that destinations should include into their strategic plan to be effective. 33 critical success factors listed into 4 groups. These 4 groups are basically steps in building a destination brand; yet the distribution of individual critical success factors were made based on

the author's judgement.

In another research, Marais, Plessis and Saayman (2017) analyzed the critical success factors for business tourism destinations from the supply point of view in South Africa. Already a flourishing field, their main aim was to make tourism a sustainable sector by identifying its critical success factors. As a result of the interviews they conducted; finances, human resources, products and customer related aspects were identified as the important factors for business tourism destinations in South Africa.

CHAPTER 3
DESTINATION BRANDING

3.1. DESTINATION BRANDING DEFINITION

Several researchers provided various branding processes and relevant statements about how branding concept may help destinations of various kind and their marketing efforts. Therefore, there are numerous destination branding definitions in the literature. One of the first definitions comes from Ritchie & Ritchie (1998): "…a name, symbol, logo, word mark or other graphic that both identifies and differentiates the destination: furthermore, it conveys the promise of a memorable travel experience that is uniquely associated with the destination: it also serves to consolidate and reinforce the recollection of pleasurable memories of the destination experience." According to this definition, it can be deduced that destination branding differ from conventional product branding based on the fact that it promises and conveys the expectation of a good travel experience and memories. In this definition, the terms "goods" and "services" were simply replaced with "destination". In Ritchie & Ritchie (1998)'s destination branding description, it can be observed that fundamental differentiation characteristics of basic brand concept provided by Aaker (1991) is used. Moreover, experimental marketing concept from Pine & Gilmore (1998) is also emphasized. Similarly, Morrison & Anderson (2002) defines destination branding as a new channel to communicate the unique identity of the said destination by differentiating it from potential competitors. Destination branding concept aims to create and market a unique destination identity which helps tourists identify a destination and differentiate one destination from another. In other words, two main functions of the destination branding is identification and differentiation. Identification involves explaining the destination product to potential tourists. However, destination products are more complex than simple commercial goods. Product is associated with a physical offering in most cases but for destinations it is a complex entity consisting various material and non-material elements (Florek, 2005). 3S (Abbreviation of sun, sea, sand), historical sites, museums can be included in material elements of a destination product whereas traditions, culture and even attitude can be included in the non-material elements. On the other hand, destination brands differentiate the destination from its potential competitors based on the perceptions of the customers

such as special attachments that customers have in mind towards a destination and meanings. In general, parity associations are emphasized by destinations such as quality of infrastructure, excellent restaurants and well-designed living spaces (Baker, 2007).

Blain et. al. (2005) successfully points out that Ritchie and Ritchie's (1998) definition lacks the perception of customers, yet in the end it should affect the customers' choice of destination. Therefore, their definition includes concept of destination image and competitiveness since both of those aspects have impact on the destination choice. Based on the questionnaire and surveys they conducted on destination marketing organizations, Blain, Levy and Ritchie (2005) altered the definition on destination branding. Their definition had a holistic approach to branding of destination that involved new terms such as identification, differentiation from competitors, competitiveness of destination, tourist expectations and reinforcement as well as some new themes provided by destination marketing organization executives such as message of the brand, recognition and emotional responses of tourists.

In another research, Cai (2002) provides yet another definition for destination branding. His definition emphasizes the selection process of consistent brand elements such as logo, graphic, slogan, logo name, term etc. and combination of these elements. Main objective of these brand elements is to successfully identify the destination and distinguish it via image building process. Furthermore, his definition puts the name of the destination as the first and foremost reference. However, name of the destination cannot be changed liberally as conventional product brands.

In his definition of destination branding, Cai (2002) emphasizes the tangible elements of brands such as logos, names, marks and slogans, indicating that tangible elements yield more concrete results for positive image. Yet, Schmitt & Simonson (1997) argues that getting attraction through design processes generally mistaken for branding activities and over-utilizing graphic elements and visualization for differentiation of the destination should be changed with actual competitive advantages.

In order to have a competitive advantage and differentiation potential, product and destination brands should have emotional aspects and functional values. Based on the findings of his predecessors, Blain et. al. (2005) provided a new definition for destination branding which also includes the terms from practitioners and researchers: Destination branding involves various marketing activities that reinforces the creation

14

of branding elements such as name, logo, graphic details and word marks that identifies and differentiates the destinations, continuously communicate the potential of the good travel experience that is specific for the said destination, sustainably supports the emotional bond between tourists and destination and lastly decrease the cost of search and potential risks for consumers. Overall, this definition includes set of activities that creates a destination image for positively influencing the choice of potential consumers. Definition provided by Blain et. al. (2005) is the most thorough among all others. It includes conventional brand functions such as promise of added value, emotional bridge between destination and tourists and functional aspects. Moreover, experience of the consumers and brand image concepts are also integrated into definition (Henderson, 2007). Therefore, it can be deduced that destination branding has three fundamental elements; destination identity, destination image and positioning of the destination.

Since 2010's, newer definitions of destination branding were constructed by academics. For Qu et. al. (2011), destination branding is a "process of developing a unique identity or personality from the combination of all things in direct connection with one destination, making it exotic and totally different from other rivalries (or competitive destinations) in the tourism market". In a similar manner, Kladou et. al. (2016) simply describes place branding as applying the branding concept to a specific place by carefully considering special conditions which arise due to the unique nature of each different place.

Even though there are various definitions of destination branding, terminology is still unclear and various terminological elements are confused by practitioners and academics alike. In order to solve this confusion, researchers such as Hanna & Rowley (2008), Skinner (2008), Gertner (2011) and Ashworth & Kavaratzis (2008) focused on terminological elements such as destination marketing, destination branding, destination image, place branding, city marketing et cetera. Among those studies, Gertner's (2011) study includes 212 articles from 280 writer in the fields of destination marketing and branding between the years 1990-2009. According to his findings, most of these studies are subjective and qualitative. Cases in these studies consist of geographical units of various size such as countries, cities, towns. Also, the number of experimental researches and analyzes are limited. Furthermore, Gertner's (2011) study found out that in the literature, terms such as brand, branding and image are highlighted quite often, yet image and branding terms are generally used interchangeably.

In the literature, many different approaches to destination branding is found. For example, Gilmore (2002) considers destination branding synonymous with repositioning whereas Curtis (2001) considers synonymous with image building. Furthermore, destination branding concept is seen identical with traditional branding, where the destination takes up the role of company that produce various products (Heslop & Papadopoulos, 2002). In their article, Morrison, Pritchard and Pride (2004) argues that success of the destination brand relies on developing affectional and emotional links with potential tourists which supports the views of Morrison and Anderson (2002) who considered the concept of destination branding as a specific process which develops a unique destination identity that is somewhat different than its potential and existing competitors.

As it is stated previously, one of the main purposes of engaging in destination branding is to differentiate a destination. However, in the literature, many other less-known yet much more important reasons can be found. Uhrenholt (2008) lists the main purposes of branding a destination as follows:

- Relaying various messages and posts to potential visitors of the destination
- Identify and disseminate the identity of the destination
- If partnership exists, brand acts a unified voice that all partners can use.
- Distinguish the destination from its competitors.

According to Gartner (2014), destination brands do not have the structural brand stability that other conventional goods and service brands have due to the fact that "destinations are places of life and change". Furthermore, Gartner (2014) states that a consumer perceives brands valuable as long as product stability exists. However, destinations fail to provide identical experiences for every customer because they are multidimensional and contains various different services, attractions and tangible cues within their borders. Therefore, customers cannot return the destination product if they do not receive the satisfaction they expected from it. Furthermore, various different customer segments consume the different destination products at the same time, which makes the control over the brand harder for marketers (Hankinson, 2009). As a result of this, Gartner (2014) points out that because the brand elements can be changed and modified quite easily, destination brands often hold higher risks. Author also states that this modification of the destination brand elements may happen due to the natural

reasons or deliberate human interventions. Yet another point of difference between conventional products and destinations is that each destination is unique on its own way and is not being sold on the market. This makes the evaluation of the destination brand equity harder than commercial products, because consumers have no equity base for comparison (Gartner, 2014). Decisional process of choosing a destination is another point of difference between destinations and conventional goods and services. According to Cai (2002), destination choice includes buying a compilation of goods and services which entails some degree of uncertainty and a possibly high price tag. Also, destinations can't be tested prior to consumption; which further improves the uncertainty factor (Martins, 2016). To overcome this uncertainty factor, prospective consumers tend to conduct thorough information search. Throughout this search process, prospective consumers will build up a mindset that analyzes how the destination can meet their expectations and diminish the risk. This detailed information search conducted by the prospective consumer leads to increased importance of destination brand image, due to the fact that destination brand image plays a significant role while choosing a destination (Cai, 2002).

3.2. HISTORY OF DESTINATION BRANDING

Branding of the goods and services dates back to pre-industrial revolution era. However, modern day branding sprung its origins in the 19th century. Furthermore, marketers used the concept of branding extensively since 1970's (Room, 1998). Yet, it took a bit longer for destination branding to be thoroughly analyzed and recognized by academics and practitioners. Within this context, it is stated that even though destination branding literature has started to be saturated, there is still available gaps for development in terms of its theoretical framework and conceptualization (Hankinson , 2004).

Branding of destinations became a popular academic field around late 1990's (Oppermann, 2000). Before that, there has been a number of destination image (Hunt, 1975; Crompton, 1979) and destination identity studies. Different branding aspects has been closely studied for many years, yet literature mostly focuses on commercial goods and services. Even though branding concept has been in the use for over a century, branding a tourism destination is considered as a relatively new phenomenon. (Blain, Levy, & Ritchie, 2005).

According to Gnoth (1998), the first conference that included destination

17

branding was organized in 1997. Various approaches to brand development for destinations were discussed in the American Marketing Science conference in Miami, U.S.A. In 1998, the topic of "Branding the Travel Market" was chosen as the main subject for the 29th research conference of Tourism and Travel Research Association. Numerous different US cities and some country brands were discussed and disseminated (Ritchie & Ritchie, 1998). According to Pike (2015), first destination branding exclusive conference was held in 2005, by the Instituto De Formaçao Turistica in Macau with the attendance of more than 100 delegates. From 2005 to 2014, 5 International Conference on Destination Branding and Marketing have been held. In 2015, Contemporary Trends in Tourism and Hospitality organized a specific destination branding conference titled as "Re-Branding Serbia" (Pike, 2015). Established in 2015, International Place Branding Association held its' for conference in December 2016. Since then, IPBA holds annual conferences. As of writing this, 5th IPBA conference was expected to be held in December 2020, in Barcelona. Since 1999, there has been numerous special journal issues with the theme of destination branding. In 1999, an issue of Journal of Vacation Marketing was dedicated specifically to branding of destinations. In 2007, a destination branding exclusive issue has been prepared by Tourism Analysis. Recently, in 2013, an issue of Tourism Tribune was issued with the theme of "tourism destination branding and marketing". In 2014 and 2016, Journal of Destination Marketing and Management prepared issues with the themes of "destination branding" and "marketing and branding of conflict-ridden destinations", respectively (Pike, 2015). In 1999, Morgan and Pritchard (1999) published one of the first examples of country branding by analyzing the branding potential for Australia and Wales. Early in the 2000's, Morgan et. al. (2002) took on the editorial job for one of the first books on destination branding. Since then, academic field of destination branding broaden. Anholt (2005) published an article for nation brands as well as Baker (2007) edited a book for destination branding process for small cities. In 2009, Cai, Gartner and Munar (2009) took on the editorial job for a book focused on tourism branding whereas Molainen and Rainisto (2008) published a book called "How to Brand Nations, Cities and Destinations: A Planning Book for Place Branding". Later on, Pike (2015) published a book which thoroughly reviews the topic of destination branding.

We still have relatively few number of branding studies for Aegean region of Turkey and specifically İzmir. Although being the 3rd biggest city of Turkey, İzmir

still remains unrecognized of its branding potential. In 2010, Kaplan et. al. (2010) published an article about the application of brand personality concept to cities. In their research, İzmir, Ankara and İstanbul were chosen to explore the application of brand personality. Findings of their study indicates that individuals see İstanbul as an active, industrious and dynamic city. Ankara is perceived as a mature but malicious city whereas İzmir possesses liberal, popular and alluring traits.

In 2017, Pırnar et. al. (2017) conducted a research on the contemporary trends and new applications in city branding. Their literature review covers global trends in city branding field, as well as successful examples of it. Study contains a real-life case of İzmir and its potential as a brand. SWOT Analysis was conducted and some practical suggestions were provided for branding İzmir city such as İzmir's need for a unique stories, unique buildings and architecture and potential utilization of brand loyalty applications. Their study contains not only practical suggestions for İzmir brand, but also some sustainability policies which is a first in the literature.

Another study by Pırnar and Kurtural (2017) discusses the role of museums in city branding process for İzmir. Furthermore, potential effects of building a mega museum were examined. In their research, qualitative research was chosen, and in-depth interviews were conducted with experts. Their findings found a big gap in the literature about the effects on mega museums and city branding studies. Moreover, findings of their study indicate that there is a positive correlation between the number of tourists coming to a city and number of visitations to museums.

3.3. DESTINATION BRAND IMAGE

One of the most important issues to be considered during the process of branding a destination is to create a brand image that can correctly identify the destination. Destination brand image is an indicator and an integrated picture of how customers perceive the destination. This perception includes customers' attitude, thoughts and impression towards that destination (Baloğlu, Henthorne, & Şahin, 2014). Although there are vast communication networks today, tourists can gather limited information about their destination before visiting it. Therefore, we can say that destination brand image is an important function that draws a logical picture about a destination, which customers involuntarily use to build their own perceptions. Destinations with strong, positive brand images are generally favored by tourists

(Echtner & Ritchie, 1993). According to Pike (2008), destination branding has 3 fundamentally essential aspects: identity, image and positioning. From these 3 elements, practitioners and marketers extensively utilize brand positioning (name, logo and slogan) to create a brand image. In this process, brand positioning elements are mainly used for effectively reduce the disrupting competition and substitution. Furthermore, it is imperative for the success of the brand that the image that was created should match the identity of the brand. Figure 3.1., created by the Pike (2008), visualizes the relationship between these 3 aspects:
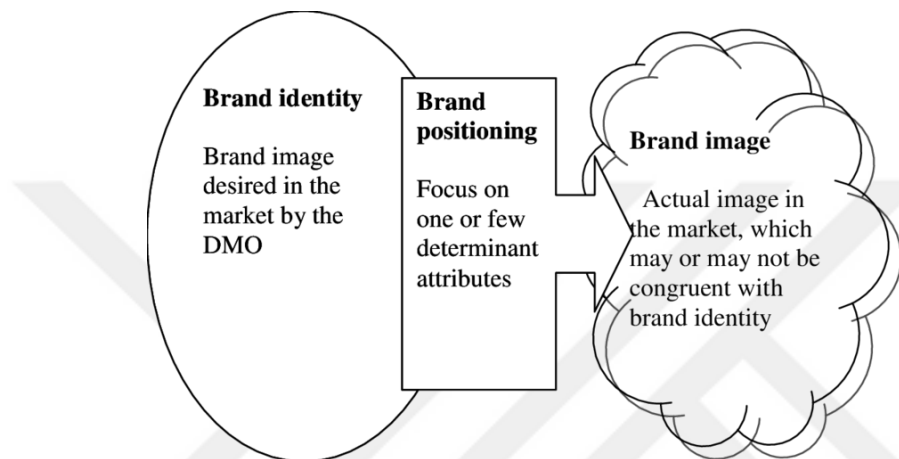
Figure 3.1: Brand identity, brand positioning and brand image

It is a globally known fact that image of the destination have the utmost importance over the branding process. Naturally, this importance was not ignored and a lot of research was done on the destination image and destination brand image fields. In her book, Özdemir (2014) compiled some of the earliest definitions of destination image. According to Hunt (1975), destination image is the opinions and impressions people have towards places that is outside of their permanent communities. Lawson and Bond-Bovy (1977) define destination image as the expression of the knowledge, impression, imagination and various emotional thoughts that people hold about a specific object or destination. Gartner (1993) on the other hand identifies three relational components of destination image; conceptual, stimulating and emotional. Parenteau & Cantallops (1995) describes the destination image as the positive or negative prejudices people have towards a destination.

Even before the emergence of destination branding as a standalone academic field, some cities conducted image-building strategies. During 1980's, Glasgow and New York engaged in marketing activities by launching their slogans: "Glasgow's

miles better" and "I Love New York", respectively (Morgan, Pritchard, & Pride, 2011). Following the example of Glasgow and New York, countries such as Australia, Hong Kong and Spain engaged in strategic approach to create and launch their own brands. Later on, cities such as Miami, Las Vegas and Portland also adopted the same approach in order to compete effectively with other destinations. (Almeyda-Ibáñez & George, 2017). However, for most cases, branding processes only consisted of image building activities. However, only generating an image for a destination is not enough in most cases. As Baker (2007) points out in his study, destination images (and brands in later steps) require constant maintaining as well as consistent care in order to build a strong brand identity which then will be used as a differentiation tool.

Destination brand image affects the potential tourists' choice of destination, their perception about the place and their behavior (Chon 1989, Özdemir 2014). One thing that stand out is that not every brand image is positive. Some associations of brand image may be perceived as unfavorable by customers. Emotional and conceptual components of the brand image decides whether the brand image will be perceived negative or positive (Özdemir, 2014). Destination brand image can be defined as the representation of a tourists' overall impression or comprehensive perception towards a specific destination brand (Pereira, Correia, & Schutz, 2012). Fundamentally, building an image for a destination brand involves using the most relevant associations of the destination and building a bridge to its brand as well as reinforcing its strongest differentiation points. Therefore, it can be deduced that utilizing brand as a tool allows destination marketers to understand the essence of the destination and create a positive image of the destination (Lee, Cai, & O'Leary, 2006). Also, by selecting consistent brand element mix and creating a positive image, destinations can easily identify and differentiate themselves and communicate their uniqueness to attract new visitors and investment. (Harish, 2010)

Destination brand image is a perception of the consumers, created via interpretation. These interpretations can be reasoned or emotional products of tourists experience towards a destinations (Dobni & Zinkhan, 1990). Concept of destination brand image is generally utilized to express and relay the customers' attitude towards the destinations' intrinsic characteristics such as name, culture, familiarity and extrinsic characteristics such as infrastructure, design of the destination, architecture or quality of service (Kirmani & Zeithaml, 1993). Moreover, attitude of the consumer towards a brand takes part in the process of building a brand image, as well as

familiarity rate of the consumers.

Many researchers conducted studies about destination image. In his research, Pike (2002), examined 142 studies between 1973 and 2000. Later on, he analyzed 120 more studies between 2001 and 2007. In this first part of his study, Pike found out that factor analysis are the most common analysis technique in destination image studies. Furthermore, 63 of the studies were conducted by using qualitative techniques. In a general view, he found out that many researchers prefer studying destination image of the countries, rather than cities or small regions (Pike, 2002). In the second part of his research, which covers 89 studies between 2001 and 2007, Pike (2007) found that there are more than 10000 destinations competing with each other, yet, most destinations are substitutable with each other due to standardization. Considering the geographical locations of destinations, European destinations are in the lead, followed by Asia and North America.

As it is stated previously, brand image is the aggregate of ideas, images and impressions that consumers hold towards a specific brand (Kotler, 1992). Coming from this definition, it can be deduced that brand image plays an important role in marketing a destination and eventually branding it. However, branding a destination is arduous just like conventional goods simply because destinations are easily interchangeable with other destinations. Therefore, creating a strong a brand for the destination becomes an imperative objective. Furthermore, while selecting a destination for the oncoming travel or leisure, brand image has been considered as the key factor to do so (Baloğlu & McCleary, 1999). Which can be understood as the favorable images created by the brand of the destination also helps the selection process of the tourists. Within this context, brand image answers the question whether the destination in question has the ability to satisfy the potential customers. Various messages relayed to customers through brand image. First and foremost, benefits and strong points of the destination product is transmitted to the customer as well as its positive traits. Also, brand image helps destination differentiate itself from competitors by presenting its "tangible cues" (Onkvisit & Shaw, 1989). Positioning of the destination is also affected by the destination brand image. Clear and convincing brand image helps destination position itself on a better place in the mind of customers, which gives the destination competitive advantage over competitors. Consequently, brand image persuades the customer to choose the destination and increase the confidence of customer towards the chosen destination. Despite the fact that

destination positioning is helpful for gaining competitive advantage, many destinations position themselves as "great places for entertainment and work" and also offer unique experiences, which makes them harder to be noticed in a such a large crowd of similar destinations (Morgan, Pritchard, & Pride, 2011).

According to Walmsley and Young (1998), there are extensive literature on the topic of destination brand image, especially for leisure tourism marketing. Most of the studies that can be found in this area is associated with the fundamental attributes establishing destination brand images. While reviewing the literature, Hankinson (2005) analyzed 18 articles and summarized most common attributes of destination brand images. Attributes have been grouped into 5 clusters: economic cluster includes commercialization and expensiveness of the destination whereas brand attitude cluster only includes the overall appeal. Physical environment cluster covers regional development, overall attractiveness, weather, pace of life in the destination, its natural situation, atmosphere, security and quietness. Cluster of people includes culture of the destination and its people, apparent language barrier, cultural distance and whether the destination is trendy or not. Last cluster, activities and facilities contains attributes such as suitability of the destination for children, whether the destination is interesting or not, accessibility, infrastructure and lastly, its cuisine.

Most of the articles and researches conducted on the destination brand image topic have focused on the leisure tourists' perspective. However, in his research, Hankinson (2005) analyzed the destination brand image from the perspective of the business tourists. Brand image of the 15 United Kingdom destination were collected by the researcher via repertory grid analysis method. Findings of the study yielded 264 attributes, which collectively grouped into 8 categories via content analysis. Attributes associated with the physical environment is the most evoked cluster among others, followed by principal economic activity within the destination, touristic and social facilities, accessibility of the destination, destinations' reputation strength, characteristics of the people within the destination and lastly, size of the destination.

3.4. BRAND ELEMENTS OF DESTINATIONS

Due to huge number of stakeholders such as various different non-governmental organizations (NGO), governmental institutions, businesses, educational institutions as well as tourists, permanent residents etc., destinations are very complex entities regardless of their scale. Because of the nature of destinations,

they often need an overall identity that unites all of stakeholders in a melting pot. This unity can be achieved by generating a common logo and an attractive slogan. Therefore, the process of branding a destination should be much more extensive and detailed than any generic product and commercial branding effort. (Ooi & Stoeber, 2010). From this statement, it can be deduced that brand elements of a destination brand should also be different than conventional commercial brand's elements.

Brands offer a unique image which allows destinations to be distinguished from its competitors. Therefore, it can be said that first step of branding process is to embrace its uniqueness and then creating the brand based on this unique aspect. Later on, destinations can develop slogans and logos for themselves in order to be recognized by potential customers and prospective tourists (Kozak, Andreu, & Gnoth, 2013). Logos and slogans allow prospective tourists to infer information about a destination even before extensive search, which reduces customers search time and destinations' marketing cost. Most brands consist of 3 fundamental elements: name, slogan and logos. All of these elements work together as interconnected elements which serves different functions to shape the brand itself (Gali, Camprubi, & Donaire, 2017). Furthermore, Kozak et. al. (2013) points out that all three elements of a brand strongly endorses customer awareness and brand recognition.

3.4.1. BRAND NAME

Names are the first and foremost references of any brand. Among all of the brand elements, name takes the lead of representing the brand (Cai, 2002). Customers perceive the band through their names and form their opinion, impressions based on the name. Once the image about a brand is formed in the mind of the customer, (negative or positive) brand name is the key brand element that triggers this opinion in later interactions.

Unlike conventional commercial goods and services, brand name for the destinations are fixed with the geographical name of the destination (e.g. Milano, New York, İstanbul) (Kozak, Andreu, & Gnoth, 2013). For most of the destinations these names were established centuries ago, and cannot in any way due to the people's unconscious awareness. Of course, there are some exceptions of this statement such as Ceylon changing its name to Sri Lanka or Burma changing its name to Myanmar, however it is a very rare occasion.

On their research about effectiveness of the destination brand names, Laran,

Dalton and Andrade (2011) found that prospective customers do not perceive the brand name as a persuasion agent. Rather, slogans take up the first position of persuasion tactic for destination brands. This result is probably associated with the historical standing of many destination names. In another research, Dass, Kohli, Kumar and Thomas (2014) analyzed the effectiveness of the name inclusion in the national slogans. Out of seven different characteristics of slogans such as creativity, message clarity, rhyming, name inclusion etc., results suggested that name inclusion in the slogans did not have an effect in the effectiveness of the slogan.

3.4.2. SLOGANS

Slogan is a combination of words which makes up a short, descriptive and persuasive phrase that can effectively convey information about a specific brand (Keller, 2003). Similar to brand names, slogans are one of the most powerful brand elements which are very effective in creating brand equity. Slogans are generally used for one purpose: relaying the unique features of destination to a prospective customer in the most elegant way possible (Supphellen & Nygaardsvik, 2006). In a supporting point of view, Özdemir (2014) argues that prior to create a slogan, special features that represent and identify the destination must be determined and appropriate message should be generated. According to Kohli et. al. (2007); slogans have three integral functions which acts as a complementary aspect to said brand. These functions are improving the recognition of the brand in targeted markets, enhancing brand image and differentiating the brand in the mind of the customer. Although names cannot be changed easily due to its fixed nature, slogans can be altered with ease which makes it the most dynamic element of a brand. This dynamic nature of slogans can act as a unifying factor between brand itself and its envolving image. Slogans also act as a representation of the brand personality of the destination and therefore aims to reflect brand image (Lee, Cai, & O'Leary, 2006).

Most of the authors in the literature unite on the importance of augmenting and integrating unique character of the destination and its main distinguishing points into the slogan (Pike, 2014; Klenosky & Gitelson, 1997). Moreover, Kohli et. al., (2007) points out that inclusion of the brand itself on the slogan can be advantageous as well as it facilitates association with the brand and fosters customer recall, yet integrating the brand may hinder the creativity of the slogan, even though its benefits are huge. In a supporting point of view, Ortega et. al., (2006) argues that for destinations that are

not well known, integration of brand name into the slogan may be beneficial due to the easy identification in the future.

Success of a slogan can't be measured easily. In their research, Kohli et. al. (2013) ascertained 4 characteristics of slogans which can be used to measure effectiveness. These characteristics are length of the slogan, its complexity, rhyme and the effect of the media. However, even though these four factors play an important role, there are still many different unknown and ignored external factors that may affect the final perception of the customers (Kohli, Thomas, & Suri, 2013). Slogans that will be used in destination brands should be easy to remember, original, memorable and capable of positioning itself in the customers' mind. Clarity is another factor. A simple sentence capable of impacting the costumer that relays the unique features of the destination should preferred. Any more effort to make slogan understandable will make it lose its effectiveness. Purpose of the slogan should be clear, which directly affiliated with its ability to convey messages. Slogans should be targeted towards the right market. Lastly, a successful slogan should evoke emotions in the minds of the customers (Gali, Campburi, & Donaire, 2017). In accordance with the role of emotions, Letho et. al. (2014) found that most effective slogans among top 10 destinations in the U.S.A. are the ones that awaken emotions and feelings. Also, endorsing the desirable parts of a destination is beneficial as well. In their study, Donaire & Gali (2012) points out that most of the destination slogans are ineffective not because they do not conform to the criteria stated above, but they lack originality. Repetitiveness and unoriginal slogans are quite common in the market, which harms the destinations' identity. (Donaire & Espelt, 2012)

According to Ateşoğlu (2003) as cited in Özdemir (2014), a successful slogan should be:

- Short and original,
- Easy to remember by consumers,
- Intriguing,
- Rhyming,
- Interesting, entertaining and stunning,
- Must emphasize the difference of the brand,
- Must conform the legal rules and traditions,
- Must state and emphasize the brand difference (difference from competitors)

- Should have the same meaning when translated into other languages.

In their study which contains 150 destinations around the world, Gali et. al. (2017) found that some destinations build their branding strategy only around generating name, logo or symbol. Slogans are ignored by these destinations even though its benefits are tremendous. Furthermore, their findings indicate that destinations that use slogans differ from each other: cities and countries often incorporate their name into the slogans they generate whereas regional destinations prefer not to. Some examples of the slogans are given in the table 3.1:

Country	Slogan
Scotland	"A Spirit of its own"
Greece	"All time classic"
Turkey	"Be our guest"
New Zealand	"%100 pure"
Spain	"#spainindetail
Morocco	"Much mor"
Egypt	"Where it all begins"
Ukraine	"It's all about U"
U. S. A.	"All within your reach"
Norway	"Powered by nature"
El Salvador	"45-minute country"
Denmark	"Happiest place on Earth"
Guetamala	"Heart of the Mayan world"
Mongolia	"Go nomadic"
Djibouti	"Djibeauty"
Michigan	"Pure Michigan"
Helsinki	"Welcome, you badass"
Kyrgyzstan	"Oasis on the Great Silk Road"
Ethiopia	"Land of the origins"
Tanzania	"The land of Kilimanjaro, Zanzibar and Serengeti"
Tajikistan	"Feel the friendship"
Maldives	"Sunny side of life"

Table 3.1.: Slogans used by different destinations

As it can be seen from the table above, destinations can use different aspects in their slogans. For example, countries such as Norway, New Zealand, Maldives and Tanzania uses their natural landscapes and overabundant natural resources in their tourism slogan whereas Guetamala, Kyrgyzstan, Mongolia, Ethiopia and Egypt utilize their historical heritage. Of course, not every destination uses tangible cues on their slogans. Turkey, Tajikistan, U. S. A., Scotland, Greece, Denmark and Djibouti uses their cultural, traditional aspects of their destinations.

Although the table above shows one slogan per country, destinations may attract various different markets, which leads to utilization of more than one slogan. Using customized slogans for each and every different market is very beneficial, which allows destination to create effective slogans for different markets. For example in 2009, Turkey has created various slogans for different regional markets; which are listed below (Wang & Pizam, 2011).

Slogan	Targeted Market
"What is your next Turkey?"	Israel
"Live your dreams"	Middle East
It's glamour of European and Asian variety. It's Turkey"	Far East
"Unlimited Turkey"	U.S.A.
"Cradle of civilization, center of love, dreamland"	Russia
"Unforgettable"	Germany, Austria

Table 3.2.: Slogans used by Turkey for different target markets

3.4.3. LOGOS

Logo is a symbol, image, art product or a visual design that represent a brand (Özdemir, 2014). Logos can also be used to indicate origin of the brand and build associations. It is one of the three brand elements that makes up a brand. Logos help develop brand equity via increased customer recognition and via helping maintain customer loyalty (Murphy, 1990). Due to their role in brand mix, logos are generally one of the most expensive assets of companies. A well-established, well-known, easily recognized, global logo helps companies find new customers easily and maintain the existing ones. According to Özdemir (2014), a well-known logo is an effective

differentiating tool in a globalized and standardized business world. Nonetheless, most of the logos have short life span, which means that their effectiveness will be hindered when utilized by destinations due to the fact that many destinations provide similar offerings to prospective customers.

Logos are also used to communicate with the destinations' stakeholders and audience, both internal and external. From the point of view of customers (tourists, prospective investors etc.) logos are the quickest way to identify product/service quality. Within this context, logos and other symbols that destinations use can be regarded as the destination's signature (Snyder, 1993). There are many benefits of using a logo, both in generic commercial products and in tourism industry. According to Hem & Iversen (2010) logos provide valuable insight about the culture of the organization and its attitude. Moreover, logos are easily recalled by the customers and easily recognizable, thus they help with the identification. However, not every logo is positively embedded in the mind of the customer. Also, in some cases, even though logo is recognized, customer may not be able to associate the logo with the destination it should represent. Many organizations overcome this problem by integrating the brand name into the logo, which is frequently used by destinations.

There are three success factors that logos should achieve in order to be effective: being recognizable, being meaningful and being affective. In the mind of the customers, recognition happens in two different levels. In the first level, customer perceives the logo. Then, customer associates the logo with the correct destinations, which is "recalling". First level of recognition depends on the graphic design of the logo. A good, strategic design of the logo is easily recognizable by the customers, which also creates familiarity. Second level of the recognition depends on the customers previous experiences with the brand as well as potential word-of-mouth that may affect the customers' behavior. Second success factor while creating logo is being meaningful. Meaningful logos should evoke same feelings and emotions throughout the people. Furthermore, logos that emit clear meanings are easily recognizable by customers and tourists, so that destinations should create logos in a way that logos can clearly and openly communicate the intended message. Last success factor for logos is their ability to generate positive affect among customers. In most of the cases, positive affect of a brand logo is transferred into the destination. Thus, customers' evaluation of the logo is positively correlated with their evaluation of the destination itself (Hem & Iversen, 2010).

Within the context of destination branding, logos perform and facilitates many functions. First and foremost, logos facilitate various DMO activities to help create a unique destination identity and brand image. In a globalized world, standardization is a curse over the destinations and logos help destinations distinguish themselves over other competitors (Blain, Levy, & Ritchie, 2005). According to van Riel and van den Ban (2001), logos can facilitate customer awareness and relay desirable attributes to prospective customers. Logos are the main communication tool that helps destination gain attention, expand its recognition and disseminate destination image. In destination branding concept, logos are often used for identification purpose. They evoke feelings, emotions, change the perception of visitors and create associations. Internally, logos can be used to create unified destination culture, which is definitely needed in a complex stakeholder scheme of destinations (Kapferer, 1997).

3.5. NEED FOR BRANDING THE DESTINATIONS

Destinations are considered as the biggest brands in tourism and travel industry (Pike, 2005). Technological advances and ever-increasing globalization lead to active competition between tourist destinations (Saarinen, 2005). Nowadays, destinations are embracing branding concept in a holistic point of view by building inclusive communities and offering new, exciting and unique promises (Kapferer, 2012). Therefore, it is only natural that destinations feel the need to brand themselves in order to attract tourists and investments. Furthermore, it is determined that the need for branding a destination originally stems from two main phenomena: differentiation effort and ever-changing customer preferences (Baker & Cameron, 2008). Intense competition between destinations in a saturated market brought the concept of differentiation. Destinations differentiate themselves to gain competitive advantage over other competitors. However, it is not an easy task to differentiate a destination product due to the fact that many tourism destinations can offer 3S (sun, sea, sand) or use their historical and cultural assets effectively. Moreover, technological developments in global communication tools such as social media allow destinations to market their offerings to potential customers from all over the world, which means that the number of competitors of a single destination increased almost ten-fold.

Thanks to the globalization, customers and tourists are pampered with destination options which can provide quite similar offerings. Almost every destination becomes easily substitutable in the market due to the previously stated

reasons such as intense competition, easy imitation and accessible information. However, destinations can avoid being substitutable by utilizing various branding strategies which allow them to acquire competitive advantage (Moilanen & Rainisto, 2008).

Competition between destinations is not limited to gaining and keeping tourists but also attracting financial investments, value-adding organizations as well as qualified human resource, students and permanent residents. Attracting these resources becoming harder and harder for destinations for several reasons. First of all, in developing economies such as Turkey, gaining and maintaining customer loyalty is harder than developed economies. Higher potential of economic crisis, environmental issues, political instabilities and potential terrorist activities drives those precious resources away. Considering this situation, competition between destinations to access these resources is expected to get more and more intense in the near future. Destination marketing organizations use tremendous amount of resources for this purpose (Hall, 2010).

Tourism industry experienced groundbreaking changes in the last 70 years. While the number of international tourists were 26 million in 1950; nowadays it exceeded 1.4 billion international tourists. Sustained growth was observed for the 9th consecutive year for tourism with %5 increase from the last year. Total international tourism export number was 1.7 billion USD with %4 increase from last year. Furthermore, it is calculated that growth rate in the tourism sector exceeds the growth rate of merchandise sales. In a more specific manner, Turkey received 46 million tourists in 2019; with an enormous %22 increase since 2018 (UNWTO, 2019). This numbers show us that tourism sector is fully globalized and nowadays almost all of the countries try to utilize their touristic destinations in most efficient and effective way possible.

Destination branding is considered as a collective effort involving all of the stakeholders in a destination (Morgan et al., 2002, 2003, 2004; Morrison & Anderson, 2002), which supports the similar argument of Pereira, Correia and Schutz (2012) about the process of branding a destination and the connective role of potential stakeholders. Destinations use their unique and special features to attract new customers, residents and businesses while also creating positive impressions and building strong brand equity. Within this context, it can be deduced that almost all of the stakeholders play various important roles to differentiate the destination from its

competitors. Continuing with the differentiation concept, Morgan et. al. (2011) found that in 21st century, attracting and keeping businesses, qualified human resources and financial investment using only "hard" factors such as infrastructure, stable economy, accessibility and well-designed urban areas is getting harder and harder. These hard factors were once very useful and many developed countries utilized it extensively to acquire new resources (investment, resident, know-how). However, even developing countries and undeveloped nations can provide those factors nowadays. As a result of that; "soft" factors took the stage rather than hard factors. Soft factors such as hospitable permanent residents, cultural events, authentic cuisine and music is being used in the last two decades to successfully brand a destination.

Changing customer preferences constitutes the second main reason for the need for branding. According to Baker and Cameron (2008), since 1990's, customers are getting more and more knowledgeable due to the free flow of information globally. This sophistication and extensive knowledge had a groundbreaking role for destination selection process. Nowadays customers see the destination selection as a way of expressing their lifestyle and their identity rather than lifeless group of event, activities, buildings and other attractions. In a similar manner; Cho and Fesenmaiser (2000) forecasted that in the oncoming decades, new experiences and discovering new cultures will overcome other factors and customers and tourists will choose their destinations as a way of personal self-realization and expression. A supporting argument comes from Swarbrooke and Horner (2007), which predict that tourists will avoid mass tourism and seek new experiences, customized services and personalized tourism variation. Furthermore, eco-tourism and sustainability will become important aspects in the minds of tourists. This transformation leads to various hardships for destinations. First and foremost, branding process started to be a requirement for destinations since hard factors became ineffective for attracting much needed resources in a saturated market. Destinations are required to take up a specific role and embrace it in a sustainable way. In his research, Yeoman & McMahon-Beattie (2006) agrees with this idea; customer and tourist of tomorrow is currently undergoing a huge change in their mindset in which foundational determinants of consumer behavior includes liberal values, higher educational levels, networking and ethical values. Additionally, customers generally want to see a specific value in a destination brand which they can identify themselves with. As it is stated above, customers and tourists value experiences, prefer to be intertwined with local life and seek ethical values in

both transaction and consumption. A destination can take up a role among these contemporary values and specialize itself in one of them (Yeoman, Munro, & McMahon-Beattie, 2006).

To sum up, Morgan et. al. (2011) highlights some recommendations for destinations to follow in a post-modern tourism environment. Customer preferences continue to change since 2000's, and customers of today expresses their character with the destination they choose and identify themselves with it. Therefore, new criterion of comparison between destinations arise. These criteria include creating sustainable communities, providing high quality living, attractive and authentic spaces as well as embracing innovation and creativity. Moreover, it is advantageous to protect their culture and traditions to attract post-modern customers

3.6. APPLICATION STEPS OF DESTINATION BRANDING

According to Morgan, Pritchard and Pride (2004), strategic orientation marks the first step in destination branding, which is also the first category that will be discussed. Previously, many authors including Curtis (2001) and Deffner and Metaxas (2005) voiced the need for long-term orientation in the destination brands. In a supporting argument, Ritchie & Ritchie (2002) pointed out the requirement for strategic mindset and approach to destination marketing for remain sustainable and maintain competitive advantage over other destinations. In their research, Baker et. al. (2008) identified 15 different individual critical success factors in the strategic orientation phase. Many of these factors include addressing the various trends such as seasonality, overcrowding, environmental problems as well as identifying main competition, new trends in the market and the need for improving the destinations' infrastructure. Furthermore, preserving local culture and values, creating new jobs and wealth for people as well as considering the psychology and attitude of the residents towards tourism are included in the success factors in the first phase.

Second step in the destination branding process is to establish a destination identity and create an appropriate image. According to Rainisto (2003), identity of the destination signals how that destination desires to be perceived and it includes unique characteristics of a brand that practitioners want to build and maintain in order to differentiate the destination effectively. On the other hand, Kotler, Asplund, Rein, & Heider (1999) defines the destinations image as the individual's attitude and ideas towards a particular destination. Image on the mind of the prospective consumer must

be validated and appealing in order to be attractive. Even though not every one of them is discussed here thoroughly, Baker et. al. (2008) identified 9 critical success factors associated with this step which generally includes the destination marketers' recognition of establishing an identity, potential brand improvement options, possible associations and positioning of the brand, possible new communication flow to customers and the importance of the customer experience rather than the tangible offerings.

Stakeholder involvement marks the third step in the destination brand building process. According to Simpson (2001), it involves everyone who are affected by the tourism development strategy. These people can be organizations, individuals, NGO's or commercial businesses who has a role in deciding the nature and future of the development. As Prideaux & Cooper (2002) points out, one of the basic requirements of successful destination brand is to address the needs and short-term objectives of stakeholders, both inside and out. Within this context, Baker and Cameron (2008) identified 6 different critical success factors in this phase. Involvement of national and local governmental administrations in the planning as well as considering permanent residents and commercial businesses' opinions is included in the success factors. Moreover, establishing a leadership within the stakeholder communities and analyzing the potential need for improving the channel of communication between existing stakeholders must be examined.

Last step of building a successful destination brand includes implementation of the brand, monitoring and reviewing. According to Simpson (2001), most of the brands that has been introduced to the potential customers fail on the end phases of the process, which means that successful plans must include combination of monitoring and review steps. In a supporting argument, Pride (2002) points out that sustained evaluation, continuous feedback and appropriate adjustment is also needed to determine the success of the brand. Even though discussions throughout the literature shows how important this phase is, Baker & Cameron (2008) identified only 2 critical success factors within this phase: inclusion of the agenda for every task and establishing the need for monitoring/review process.

In addition to Morgan and Pritchard, Anholt (2010) provided additional 9 stages for creating a successful destination brand. Starting with pinpointing the main segments in the market that the destination brand will compete in, these stages are considered vital for destination brands. Second step of creating suggests that main

stakeholders of the brand must be involved from the beginning. Therefore, many potential problems can be resolved from the outset. Third step involves conducting an audit which mainly involves key stakeholders. Strengths and weaknesses of the destinations and its potentials in the external markets can be assesses via this way. Fourth step consists of conducting a qualitative research in order to understand and evaluate how potential visitors both from internal and external markets assess your destinations. After examining the results followed by the research, customers' perceptions will be useful to create and generate appropriate strategies. Fifth step of building a destination brand is to conduct SWOT analysis and competitor analysis. Main point here is to make sure that both analyses should be conducted for each main segment of the destination. Sixth step involves choosing a model of brand-building; destinations may choose various different models such as rational features, essence of the brand or its personality to promote themselves. Seventh step marks the recruiting experts and academics as a steering group for the brand that will be launched. These individuals will help develop the brand and improve. Eights step is to recruit a brand agency to oversee the project and hopefully improve it even further. Lastly, ninth step marks the execution and the launch of the brand to the market (Anholt, 2009).

3.7. SUCCESSFUL EXAMPLES OF DESTINATION BRANDING

Since 1980's, brands from all over the world started to play an important role in our lives. Especially nowadays, branding is the most important tool of the marketers. Due to the importance it possesses, branding concept analyzed and examined by academics and researchers alike. Still, in the second decade of the 21st century, branding concept yields valuable information and new discoveries are presented by academics. Of course, the importance of creating and applying branding concept didn't go unnoticed by the tourism industry. From small regions to huge countries, destinations are adopting new branding strategies to distinguish and differentiate themselves in order to avoid going down to the spiral of standardization.

During the 1990's, practitioners have begun to investigate whether branding processes are applicable to the destinations. For commercial products and services, it was a big success but the nature of destinations is different than generic commercial products, therefore application of branding concept presented unknown challenges. According to deChernatony and Mcdonald (1992), branding is applicable to people and place. In a supporting argument, Kotler et. al. (1996) agrees by saying that

branding process can be extended into tourist destinations.

Since the beginning of the 21st century, many destinations formally engage in branding processes. However, first examples of destination marketing go back to 1980's. Many marketing campaigns back then relied on consistent communication with prospective visitors, New York's "I Love New York" and Glasgow's "Glasgow's Miles Better" campaigns are the best examples of early date destination marketing. These campaigns were mainly based on appropriate logo and slogan creation; therefore, they can't be considered as a complete branding effort.

1990's was the beginning of first glimpses of destination branding initiatives. Following the example of New Zealand, Scotland launched their own destination brand. Scotland's campaign consisted of various different organizations, both governmental and non-governmental. Furthermore, public and private sector worked closely to reach their goals. Main aim of the campaign was to increase the awareness to the Scottish culture, and to synergize the scattered marketing activities of various Scottish companies under united values, such as Scottishness and traditions (Morgan & Pritchard, 1999). Since then, many countries and regions adapted various versions of destination branding: New Zealand, Wales, Oregon State and Australia are the best examples among them.

3.7.1. OREGON

Oregon is one of the 50 states of USA. Located in the Pacific Northwest, Oregon is best known for its nature and beautiful environment. As of July 1st 2019, Oregon's population is 4,217,737 (United States Census Bureau, 2019). As of 2018, tourism is a 12.3 billion $ industry, that employs more than 115000 people in the Oregon State (Dean Runyan Associates, 2019). However, up until 1980's, Oregon's economy was based on natural resources such as logging, timber and fishing. State experienced a recession during early 1980's (Lehner, 2014), which forced the administration to look for alternative ways to expand their economy. In 1987, Oregon State administration launched "Oregon Comeback" strategy, which includes revival of Oregon Tourism Commission and the creation of "Brand Oregon" (Curtis, 2001). Going for more than 30 years under different names, "Brand Oregon" is one of the best examples of destination branding.

Oregon Tourism Commission had 4 goals to start with: creating a new and attractive destination image, making that image meaningful to all stakeholders,

highlighting the main attraction factor of Oregon, which is its people and lastly presenting Oregon to world in a creative way. Joining their forces with an advertising agency, Oregon Tourism Commission launched "Oregon: Things Look Different Here" campaign in 1988. Using Oregon's culture, unique lifestyle, beautiful nature as the main message, campaign was aimed at creating a symbiosis between tourism and economic development. Furthermore, all touristic regions in the state was required to use same advertising agency, thus almost all of the promotional products and messages would have a compatible image with Brand Oregon. Brand Oregon was created in order to unify communications between different stakeholders and coordinate various marketing activities conducted by tourism regions and businesses (Curtis, 2001). Throughout the 1990's, Brand Oregon had its ups and downs. In 1995, Oregon Tourism Commission was revived after a couple of years of stagnation, now taking the name of "Travel Oregon". In 2003, Travel Oregon was made semi-independent and led by 9 members, who is appointed by the Oregon State administration. Travel Oregon, otherwise known as Oregon Tourism Commission, conducts state-wide marketing campaigns and community enrichment projects, generate innovative advertisements and destination development initiatives by working closely with both private sectors businesses and governmental agencies (Oregon Secretary of State, 2019).

Travel Oregon has three main brand elements components: name, logo and slogan. Name of the brand consists of two words: Travel and Oregon. While Oregon is used in order to identify the geographical location, the word "travel" is used to express a stimulating meaning and to draw a mobilizing image in the mind of the prospective visitors. As a logo, political borders of the Oregon State is used with green fillings to represent the nature of the Oregon. Slogan-wise, Oregon utilized various different slogans throughout the last 30 years. Currently, Travel Oregon uses "Welcome to Oregon: a %100 real place". Nonetheless, slogan continues with "But while you are here, you might swear otherwise" under-sentence. Current marketing campaign of Oregon relies on its spiritual look and mystical experience. Therefore, a contrast between marketing campaign and slogan can be observed.

To summarize, Brand Oregon became of the best-known destination brand of the world with its sustainable, healthy growth. Now, tourism is one of the biggest industries for Oregon, with the GDP of 5.5 billion $. After a declining process following the economic crisis of 2008, Oregon's visitation and tourist spending

numbers rose for nine consecutive years. Since 2010, tourism spending has increased 3.1% on average whereas visitation numbers rose by 2.1%. In a similar manner, direct tourism employment throughout the Oregon State increased by 3.2% since 2010. More comprehensive statistics show us that from 1992 to 2018, travel spending in the Oregon rose from 4.04 million $ to 12.26 million $ whereas overnight trips increased from 21 million to 29 million. Furthermore, tourism employment rose from 71,400 in 1992 to 115400 in 2018 (Dean Runyan Associates, 2019). When evaluated from statistical perspective, Brand Oregon is an incredible success story, ongoing for more than 30 years.

3.7.2. NEW ZEALAND

New Zealand is a country situated in the Oceania continent. New Zealand consists of two islands, and located on the eastern-side of the Australia and southwestern side of Papua New Guinea. With the population of 4.951.500, majority (%70.2) of New Zealand has European ethnicity. Largest minority group is Maori, with 16.5%. There are also significant minority groups such as Asians and Polynesians. Maori, English and New Zealand Sign Language are the official languages, but 95.4% of the population uses English.(citation) Wellington is the capital of the country, but Auckland is the biggest city of New Zealand with the population of 1.606.564 as of 2020 (NZ Statistics, 2019). Considering various indicators such as human development index, freedom of economy, quality of life, education and lack of corruption, New Zealand is a highly developed country.

Just like the example of Oregon, New Zealand's tourism marketing and branding process started after an economic crisis. After the 1997 Asian Economic Crisis, New Zealand went through a series of restructuring to renew and revive the country's economy. This overhaul of economy meant that tourism will have an important role in the economy. In July 1999, New Zealand Tourism Board initiated a new tourism marketing campaign with the help of an advertisement agency: "100% Pure New Zealand" (Bose, 2011). Initially launched as a tagline to attract tourists (Roper, 2012), %100 Pure impacted other industries as well, especially agriculture and horticulture due to their image as a natural and green product. utilized various different aspects of New Zealand; beauty, cleanliness and green environment being the foremost of them (Everitt, 2009).When first created, %100 Pure New Zealand brand aimed at unifying diverse tourism products of New Zealand and offer them to prospective

customers. Furthermore, it focused on coordinating the public and private sector marketing efforts, which will fortify and support the overall country image and brand positioning.

Running for more than 20 years, %100 Pure New Zealand is a complete success story. According to Yeoman & McMahon-Beattie (2011), %100 Pure New Zealand is a destination brand that is admired by both practitioners and academics alike. Moreover, it is one of the strongest and longest running destination brands that has been ever created (Tourism New Zealand, 2009). Success of the New Zealand's destination brand is not a coincidence of course. Careful selection and effective usage of brand elements contributed immensely to success of the brand. Uniquely, slogan and the name of the brand is same: "%100 Pure New Zealand". Simple, global, short yet very effective, %100 Pure New Zealand reflects New Zealand's pastoral scene, natural purity and green environment perfectly. Logo-wise, %100 Pure New Zealand brand uses fern as their logo (Bose, 2011). Since the brand is created, many tourism agencies operating in New Zealand changed their logo to fern in order to unify their marketing efforts. The motive behind this unification process is to fortify the country image and destination identity among its competitive destinations.

Overall, %100 Pure New Zealand is a successful destination brand with a potential to grow even more. According to Bose (2011), success of the New Zealand lies on their mindset to unify various business sectors such as travel, service and lodging. Thus, tourism is one of the most crucial industries in New Zealand. With the 16.2 billion $ contribution, it constitutes 5.8% of the New Zealand GDP in 2019. As of 2019, touristic expenditure was 40.9 billion $; which makes it the biggest export industry in New Zealand. Even though agriculture and horticulture were the lead industries in New Zealand, since the establishment of %100 Pure New Zealand tourism plays bigger and bigger part in the economy. Comprehensive statistics show us that tourism expenditure rose from 15.4 billion $ in 1999 to 40.9 billion $ in 2019. Moreover, direct tourism employment increased from 152.604 in 2000 to 229.566 in 2019. For the last 4 years, visitor numbers rose consecutively; from 3.255.463 in 2016 to 3.867.756 in 2019 (Statistics New Zealand, 2019).

3.7.3. TURKEY

Established in 29 October 1923, Turkey is a country located in Southwestern Europe and Middle East. Due to the fact that Turkey has lands in both Asia and Europe,

it is considered as a transcontinental country. Turkey is bordered by Bulgaria and Greece on the northwest; Armenia, Azerbaijan and Iran on the east and Iraq and Syria by the southeast. Moreover, Turkey is surrounded by Aegean Sea by west, Black Sea by north and Mediterranean by south.

Turkish is the only official language of the country with %84 percent of the population using it. There are numerous ethnic groups in Turkey. Turks are the majority with %70-%75 of the whole population. Biggest minority group is the Kurds, with %19 of the population, followed by Circassians (%2). Religion-wise, even though 99.8% of the population is Muslim, Turkey is a secular state with no official religion (Central Intelligence Agency, 2020). As of 31 December 2019, Turkey has a population of 83.154.997 and it has an area of 783,356 km². Even though Ankara is the capital of the country, yet İstanbul is the biggest city of Turkey with the population of 15.519.267 as of 2019. (TÜİK, 2020). İzmir, Bursa, Adana, Gaziantep are considered as the major cities in Turkey.

As it is stated previously, Turkey is an unequalled country with one-of-a-kind political and geographical situation due to the fact that it act as a bridge between two continents (Alvarez, 2010). Country accommodates a wide variety of cultures that blends different aspects of Turkic, Ottoman, Western and Anatolian traditions. Additionally, many civilizations track their roots to Anatolia, such as Hittite, Hellenistic, Persian and even Roman (Alvarez, 2010). Due to this rich cultural baggage ancient historical roots, country hosts 18 World Heritage Sites of UNESCO: Aphrodisias, Troy, Safranbolu City, Cumalıkızık, Ephesus, Hattusha, Istanbul Historic Areas, Çatalhöyük, Pergamon, Xanthos-Letoon, National Park of Göreme, Hierapolis, Ani Archeological Site, Selimiye Mosque, Nemrut Mountain, Divriği Mosque and Hospital, Diyarbakır Fortress and Göbeklitepe (UNESCO, 2020). Aside from the cultural assets, Turkey hosts various tourism products with natural features. Due to its geographical location between three major seas, Turkey possesses adequate infrastructure and natural resources to boast 3S tourism. Moreover, Alvarez (2010) points out that Turkey has appropriate climate and facilities to support various water sport activities such as surf and yachting. Within this context, there are many touristic assets within Turkey that increases its appeal on the eyes of prospective visitors. First and foremost, natural formations such as Cappadocia and travertines in Denizli, rich geographical diversity, opulent flora, numerous lakes and rivers provide various different sporting activities such as rafting, canoe and diving (Tosun, 2008). Turkey is

also hosting a suitable climate and on-site facilities for winter tourism. Places such as Uludağ, Erciyes, Palandöken, Kartepe are amongst the best examples of winter tourism centers in Turkey.

According to Yolal (2016), when compared with the other Mediterranean destinations, Turkey was late to generate and build up its tourism strategy. First concrete attempts to enhance and expand the tourism sector was experienced in 1980's, even though there were some small steps taken in 1960's in order to benefit from tourism. In 1982, Turkey enacted the "Tourism Encouragement Law", which entails various incentives for small and medium enterprises and transfer of suitable lands to private companies to be used in tourism industry. Tourism Encouragement Law resulted in the faster and sound development of the tourism sector in Turkey (Erkuş-Öztürk & Eraydın, 2010). During the 1980's and 1990's, main focus of the country was to construct and build facilities and infrastructure such as airports, hotels and roads to handle the possible mass tourism opportunities. As a result of previously mentioned encouragement law and these touristic amenities development endeavor, in the short term, Turkey experienced increased number of tourist arrivals due to the fact that it is advertised as a low-price tourism destination throughout the world (Tosun, Okumuş, & Fyall, 2008).

According to Pırnar and Oral (1999), Turkey's tourism strategy is based on the efficiency of the tourism sector and high-level international competitiveness. Additionally, addressing the expectations and needs of both international and domestic tourists, sustaining the revenue coming from tourism while maintaining the naturality of the tourism assets and lastly extending the revenue coming from tourism to whole populace are also included in the tourism strategy of Turkey.

Official branding process of Turkey started back in early 2000's, when the Turkish Ministry of Economy initiated Turquality program in 2004. Main goal of the Turquality was to bring Turkish companies up-to-date with their foreign counterparts and provide support to companies that want to be recognized in the global market. In the following years, various campaigns were launched with different slogans such as "Turkey Welcomes You" in 2005, "What a Feeling" in 2007 and "More is Always on the Way" in 2008. In 2014, branding process of Turkey have taken a new step with the creation of "Turkey: Discover the Potential" slogan and a new logo. This redressing process was undertaken at not only for touristic aims but also for economic and industrial improvement (Zhumabaeva, Nurmukhan, & Jin, 2019). Back in 2015,

Turkey was the 19th most valuable nation brand in the world with the possible potential to increase its recognition even more. However, throughout 2016 to 2018, brand value of Turkey dipped tremendously. Nevertheless, as of 2019, Turkey is the 6th fastest growing nation brand in the world. With the value of $560 billion, Turkey brand is 31st valuable nation brand in the world (Brand Finance, 2019).

To summarize, even though brand of Turkey has undergone a bumpy process especially during the second half of 2010's, visitor numbers has started to turnaround and brand has started to recover again. Visitor numbers rose from 16.463.623 in 2003 to 32.997.308 in 2010, and to 51.747.198 in 2019. Especially after the sharp drop in 2016 (30.906.680 visitors), visitor numbers of Turkey are recovering and growing faster than ever. Tourism expenditure numbers give us a similar story: $13,85 billion in 2003 to $24.93 billion in 2010 and to $34.52 billion in 2019. Overall, as of 2019, tourism industry makes up the 3,8% of the GDP of Turkey (Republic of Turkey Ministry of Culture and Tourism, 2020).

CHAPTER 4
CULTURAL HERITAGE

4.1. CULTURAL HERITAGE DEFINITION

Cultural heritage can be defined as the tangible and observable artifacts, objects and intangible attributes, abstract features of a group of people. Almost all of the cultural heritage are inherited by society through generations. Moreover, not every legacy is considered as a "heritage", most of the heritage is chosen from the larger group of artifacts and attributes, carefully selected and maintained through generations. Also, heritage is the consequence of a careful selection process; not every historical markers are heritage items. (Logan, 2007). Cultural heritage covers many different aspects of society, such as customs, beliefs, traditions, objects, sacred places, buildings and even artistic expressions.

To better understand the definition of cultural heritage, first we should examine the words individually. Anything that is inherited from past generations is considered as a heritage, either tangible or intangible. Within this context, cultural heritage is not any money or property that's been passed down from generations, rather they are rituals, knowledge, traditions etc. Most cultures closely guard their cultural heritage due to the fact that it is their bond with the past. However, there are ample example of "lost" heritage. Lack of recordkeeping, loss of interest on the heritage or assimilation are the main cause of the lost heritages. Since the early 20th century, the term of cultural heritage has changed significantly. In one of their definitions, UNESCO (1989) defines cultural heritage as the collection of tangible and intangible material signs. These signs can be artistic or symbolic. Moreover, definition suggests that these signs must be maintained and handed on by the past generations to whole humankind. As it is stated previously, UNESCO divides cultural heritage into 2 groups: tangible and intangible cultural heritage. In the Convention for the Safeguarding of the Intangible Cultural Heritage in 2003, intangible heritage has been defined in form of a list: oral traditions,

expressions (such as songs, epics and tales), knowledge, performing arts, rituals, music, festivals, traditional craftsmanship, sites and lastly, spaces that are culturally important to a group of people. These sites can be religious areas, nationalistic areas, or simple places where the cultural events happen (Jokilehto, 2005). Obviously, intangible cultural heritage does not have a physical sense or presence. According to UNESCO, intangible cultural heritage is inclusive which means that intangible cultural heritage does not belong to a specific group of people. Similar practices, cultural features and traits can be observed all around the world, therefore one specific culture cannot claim the heritage to itself. Also, intangible heritage is mostly traditional, contemporary and continuously living, which means that a heritage is not only hereditary, but it also can be observed in the contemporary era even though the origins/owners of that particular heritage is not around anymore. Current activities and practices are also included as a heritage. In addition to that, current activities, practices and any other intangible heritage aspects are still continued are considered as a heritage. Lastly, intangible heritages are representative and community based. Community based means that either a group of people, societies or communities must recognize the intangible cultural heritage as a valuable part of the culture; obviously no other community can decide in their stead. With a supporting arguments, Timothy (2011) successfully points out that almost every destination possesses heritage, however not every heritage appeal to visitors/tourists. Tangible heritages on the other hand, includes observable aspects of a culture such as buildings, artifacts, clothing, artistic creations, historic places, sculptures etc. These objects are deemed worthy to preserve throughout the generations and maintained by a society intergenerationally (UNESCO, 2018). In contrast with the intangible heritages, tangible heritages are easy to maintain throughout the years, however they are open to decay and loss of interest. Although many traditions stick to the culture that their roots belong to, tangible heritage objects' origins may be lost in time. It is not only tangible heritages that are easy to forget; intangible heritage aspects can be lost in time as well. According to Logan (2007), there were numerous examples where the cultural practices have been eradicated in the past. Foot binding practice from China, Indian Sutree and human slavery are the best examples of dead cultural practices.

As the tourism numbers increase year by year, number of cultural heritage properties inscribed by the UNESCO rose exponentially as well. In 2010, UNESCO identified 911 cultural heritage properties. Over the course of 10 years, cultural

heritage list expanded continuously. In 2019, there were 1121 cultural heritage properties all around the world. Out of 1121 properties; 529 of them are located in Europe and North America, 268 of them are located in Asia and Pacific, 142 of them are located in Latin America and Caribbean, 96 of them are located in Africa and 86 of them are located in Arab States. Turkey possesses 23 properties in the UNESCO heritage list. From these 23 properties, 19 are cultural, 1 is natural and remaining 3 have mixed features (UNESCO, 2020). In their study; Su and Lin (2014) deduced that if the correlation between world heritage sites and international tourism numbers is proved; destinations that possesses such heritage properties will experience increased tourist arrivals and tourist expenditure. Moreover, their study yielded that if a country possesses one more heritage site than its competitor, it would attract 382,637 tourists more than its competitors. However, their study was conducted back in 2014; therefore it is normal if the marginal arrival number increases nowadays.

Especially since the beginning of the 20th century, importance of safeguarding and protecting cultural heritage wherever it may be has gained recognition. Political turmoil and World War I and World War II in during the 20th century resulted in the embezzlement and theft of many tangible cultural heritage items. Due to that, protection of the cultural heritage products and preservation of important cultural aspects has been the utmost priority for many countries in the world since the ending of WW2. Protection of the cultural heritage means every taken measure to protect cultural products and assets against fraud, theft, destruction and embezzlement (Simpson, 1997). Supporting this movement, one of the main focuses of UNESCO is to preservation of the cultural heritage all over the world. To effectively realize their main goal, UNESCO has hosted many conventions and distributed combination of recommendations to protect and promote cultural heritage all around the world in an international level. Of course, in this crusade of protecting and preserving the cultural heritage, UNESCO does not act alone. International Council on Monuments and Sites, otherwise known as ICOMOS, aims for the sustainable promotion and conservation of the archeological sites and historical monuments. ICOMOS also functions as the main counselor of UNESCO on various topics such as promotion and protection of the historical sites as well as culturally important monuments (Shimray, 2019). Even though first examples of this protection act can be traced back to 18th century Austria, the first official treaty for the protection of the heritage sites was signed in 1954. Hugely influenced by the WW2 and the destruction it has wrought, Hague Convention

for the Protection of Cultural Property in the Event of Armed Conflict seeks to protect cultural heritage during times of war (Hladik, 1999).

Many conventional goods, consumer products and various services have life cycles attached to them. Product life cycle can be explained as the continuous progression of the good through the market. It has 4 basic steps: introduction, growth, maturity and decline (Polli & Cook, 1969). Similarly, Thurley (2005) created a heritage cycle which consists of 4 steps. Cycle is created in order to integrate the past into the future of the society. As it can be seen from Figure 4.1., heritage cycle act as a framework model which shows that understanding a specific environment with historical background (or heritage) can lead to people valuing the environment more and more. By valuing the heritage more, people therefore care for it and even enjoy it even more. Model acts in a continuous manner, which means that by enjoying the heritage, people can understand it more deeply (Thurley, 2005).
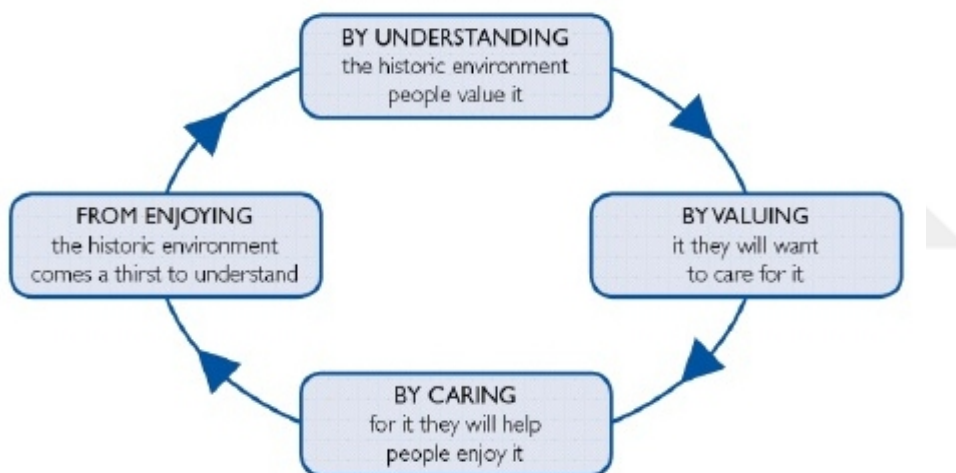
Figure 4.1.: The Heritage Cycle

4.2. HERITAGE TOURISM

Over the years, existence of cultural heritage in specific locations has affected destinations in many ways. Destinations that possess cultural heritage properties provide a new, exciting and mind-opening experiences for tourists. Additionally, cultural heritages bring commercial activities to all kinds of destinations which consequently improves the destination. Furthermore, if cultural heritage properties are present in a location; it may act as an identity strengthening function for the local residents in the respective destination (Timothy & Boyd 2003, Robinson & Smith

2006, Selwyn 1996). There are couple of different definitions for heritage tourism and literature shows that most of the time, cultural tourism, legacy tourism, arts tourism and heritage tourism are used interchangeable. Timothy (2011) lays out two different definitions from literature with similar meanings. First definition explains heritage tourism as simply engaging in touristic activities in places with rich heritage. Second definition is a bit more specific: in order to determine the type of the tourism as a heritage tourism, an intimate connection between the person and places is required. From a different point of view, Rosenfeld (2008) points out that heritage tourism is an effective tool which provides economic development for the destination as long as it attracts tourists and visitors from outside of the destination. Motivation of the visitors may vary but mainly it's the visitors' interest in the cultural offerings of the destination which can be artistic, historical, religious or even scientific. According to Timothy (2011) heritage tourism happens when tourists/travelers are exposed to local culture, traditional ways of life, contemporary art and previously-built attractions. Moreover, Hasan & Jobaid (2014) provides a clear heritage tourism definition. According to their definition, paying a visit to specific destination that possesses archeological or historical sites can be considered as a heritage tourism as long as the purpose of the visit is for gaining knowledge or entertainment. The National Trust for Historic Preservation institute in the U.S.A. defines the heritage tourism as the act of traveling away from where person lives to see and experience new locations and events that represent the stories and people of past and present. According to Timothy and Boyd (2006), heritage tourism entails visiting areas/location with historical importance which includes attractions built by the previous generations, special urban areas, dwellings, landscapes with agricultural features, and specific locations where important events and significant cultural occurrences happen. As the Mccain & Ray (2003) points out that boundaries and borders of the cultural heritage tourism is somewhat blurry. However, most researchers and academics agree that heritage tourism covers any tourism activity that involves visiting inherited properties with special connections to religion, aesthetic, art, history and architecture.

Heritage tourism is one of the biggest areas within the cultural tourism supra-field. It is one of the oldest, most known and widespread type of tourism which can be dated back to ancient Egyptians. Furthermore, it is a known fact that even in the Medieval times nobles traveled to places with cultural importance and historical background (Towner, 1996). According to Timothy (2011), pilgrimages that were

conducted mainly in Medieval Era marks the first recorded examples of heritage tourism. Often destinations such as cemeteries, burial areas, pagan ritual locations, cathedrals, shrines and palaces were seen as valid destinations by pilgrims. Thus, we can say that main purpose of first pilgrims to visit these areas are their importance as a heritage and cultural value. In the contemporary era, the first modern example of the heritage tourism were those of Thomas Cook's experiences. Being the father of modern tourism, Thomas Cook first started his career in 1841 by conducting train trips to England for more than 500 people to attend a special event. Later on, in 1860, he began to offer trips to Egypt, U.S.A., Palestine and Europe via both train and ships. His trips mainly consisted of visiting the heritage sites in respective destinations. Furthermore, it is a known fact that Cook guided people to American Civil War battlefields, Giza Pyramids and various sites in Washington (Timothy, 2011).

Back in 2008, Carlsen, Hughes, Pocock and Peel (2008) identified some success factors for heritage tourism. Mainly, these factors identify what destinations with heritage property should do/achieve to be successful. First of all, there must be a group tour access for visiting tourists, so that they can easily visit these heritage sites. In a similar manner, accessibility should be convenient. Tourists should access/visit these sites with ease, otherwise the destination will surely lose some of its tourists. Length of the visitations is important as well. Destinations should encourage night visits, so that tourists may spend the next day in that region as well. Related facilities to heritage tourism such as accommodation, lodging and entertainment must be in a close proximity to heritage site. Although most of the time it is outside of the field of expertise of local governments; destination image is also important, especially for tourists who came to the destination with a specific destination image in their minds. As an example; if the country position itself around the 3S local governments who are landlocked and who possesses heritage properties may have a hard time attracting tourists and tourists who wants to go to seaside may completely ignore the heritage sites.

Sometimes, unexpected heritage properties may become the main tourist attraction in the destination and foster heritage tourism. Dark tourism attraction is a good example of this. Chernobyl, Fukushima, Auschwitz Concentration Camps are frequently visited by tourists, sometimes in an illegal fashion. These places are dangerous or had horrible events yet tourists deliberately demand to visit these areas. Military heritages are gaining recognition as a tourist attraction as well. Nowadays

there are group tours conducted in and around the Maginot Line and similarly Balaklava submarine base (not operational now) in Ukraine are frequently visited by tourists. Not only obvious built heritages like military bases and run-down nuclear sites but also forests and natural areas can be used as an attraction as well. Best example of it would be "Iron Curtain Trail", which is still in development. This bike trail which spans 6800 kilometers, travels along the old iron curtain countries' natural areas and forests, which makes them the main attraction (Nagy, 2012).

Of course not every heritage properties can be utilized as a tourist attraction. Members of some cultures are quite conservative when it comes to sharing their heritage with the foreigners. Unsustainable tourism policies back in 1990's and 2000's (Riasi & Pourmiri, 2016) which supported exploiting cultural heritage for the sake of increased tourism expenditure made some cultures even more conservative, thus harder to open their heritage to international tourism. To counter that, Nagy (2012) points out 3 main points which have to be integrated into heritage tourism policies of countries. First of all, community who possesses the heritage must be willing to share their heritage with the outsiders and foreigners. If the members of the culture have no desire to share their heritage items to appease tourists, policies and attempted tourism activities may backfire and community may become even more conservative. Secondly, destination where the heritage tourism activities will be conducted should have an intact cultural resources. Most destinations have no heritage base and resources, therefore there is no point in conducting related heritage tourism activities in the region. Lastly, if there is no demand for heritage tourism, there is no point in making relevant investments; therefore there should be enough demand and interest in heritage tourism.

4.3. HERITAGE TOURISM MARKETING

Heritage tourism utilizes various natural resources, assets that have historical and cultural value and many other products to attract tourists. In his study, Ahmed (2006) argues that locations with rich heritage products help tourists understand the past and complement and enhance the present. Furthermore, author also points out that in the destinations with rich architectural heritage and archeological value such as Bornova, cultural heritage is mainly created and maintained by the people and their activities. Marketing activities play an important role for heritage tourism. According

to Gitera (2008), being fully market-oriented, highly competitive and almost-saturated market, securing a viable market share is critical for destinations which aims to engage in heritage tourism. Although heritage tourist profile is well-educated and their preferences generally do not change, a good marketing strategy is still required for attracting tourists to destinations with rich heritage base. In the contemporary era, many regions, countries or individual destinations have successfully utilized various marketing strategies to entice tourists (Iftekhar, 2006). On the topics of heritage tourism marketing, Hasan & Jobaid (2014) provides a clear differentiation between heritage tourism marketing and place marketing. In heritage tourism marketing concept, the product that is being marketed is not only the destination itself like in place marketing; but it also includes its enticing past that is dotted with the historical and cultural heritage. Furthermore, authors also points out that existence and possession of rich history and cultural heritage is not enough for heritage tourism marketing. Quality of the service provided at the destination and the visitor satisfaction is also of utmost important for heritage tourism marketing.

Light and Prentice (1994) successfully points out that success in the heritage tourism marketing lies in the core of understanding its demand. Correctly matching the customer needs and wants and generating appropriate marketing strategies lies in the core of successfully engaging in heritage tourism. Correct product development steps and promotional activities also helps. In a complementary point of view; Hall & McArthur (1993) identifies the stages that a practitioner has to consider in order to create a fruitful marketing plan for heritage tourism. These stages include internal and external analysis, thorough examination of marketing activities and management of marketing activities and lastly, assessment of the marketing process. Choosing appropriate media medium also affect the success of heritage tourism marketing campaign. According to Hasan & Jobaid (2014), marketers must utilize various different mediums such rather than conventional publicity campaigns, generic advertisements and social media campaigns.

4.4. CULTURAL HERITAGE AND DESTINATION MARKETING RELATIONSHIP

In the literature, destination marketing has been examined from various points of view, such as collaborative activities (e.g. Wang 2008; Wang & Xiang 2007), destination brand building process (e.g. Morgan, Pritchard & Piggott 2002) or

destination image building process (e.g. Baloglu & McCleary, 1999). Among all of these sub-topics, Alvarez (2010) points out that the process of destination image building, which are closely associated with destination brand building, stand out among others. While creating a destination image that is unique and original, DMO's also position their destinations accordingly to attract tourists and visitors to their destination. While positioning the destination in the mind of the potential visitors, DMO's often choose a feature that destination possesses. This feature(s) must be unique to the destination to be able to attract new visitors/tourists, otherwise competitive advantage cannot be sustained for a long time. As it is stated previously on the destination marketing organizations headline, most of the destination marketing organizations focus on a specific aspect in their jurisdictions while marketing the destination. Coastal destinations almost always focus on their 3S aspects, which is sun, sea, sand. Marseille, Çeşme, Ibiza are the best example for this. Destinations with political and finance backgrounds often marketing their convention, meeting capabilities as well as other superstructures. Ankara, London, Berlin, Strasbourg are some of the destinations that promote themselves as "political" destinations.

Some destinations on the other hand, highlight their cultural aspects, traditions, lifestyles, historical backgrounds, heritages etc. to attract new tourists and visitor. Within this context, cultural and heritage tourism can be defined as a sub-segment of tourism industry that strongly focuses on the cultural and heritage attractions within a destination. These attractions may include architectural heritage, traditions, museums, displays, excavation sites, historical landmarks etc. (Sigala & Leslie, 2005).

Although heritage tourism is popular among tourists, relationship between heritage itself and tourism needs to be examined due to conflict of interest that both sectors present. Naturally, cultural heritage products are maintained and kept safe for a long time. Conservation of these heritage items is the main aim of cultural heritage management in order to possess the heritage product for a long time. On the other hand, tourism aims to promote and develop these heritage products in order to attract more visitors and tourists to a destination that possesses the heritage products. These two very different aims presents a conflict of interest. In the literature, the incompatibility between cultural heritage management and tourism industry has been discussed by many academics and researchers (Jansen-Verbeke, 1998; Boniface, 1998; McKercher, Ho, du Cros, 2005).

This conflicting relationship stems from the idea that tourism industry exploits

cultural heritage products for monetary gains. Cultural heritage sectors point of view supports the idea that unsustainable ways of tourism sector leads to corruption of cultural heritage products, which therefore compromises cultural values that destination possesses (Urry, 1990). From the point of view of tourism industry, mere idea that "tourismification" exploits and corrupts anything that it has relationship with, is not acceptable due to the fact that tourism values are compromised (Hovinen, 1995).

On the other hand, many researchers argue that sharing resources in a mutual way may pave the way for new partnership opportunities, thus leading to better and more beneficial results. McCarthy (1994) remarks that tourism based on the cultural heritage may reestablish the relationship between the people and their cultural roots. In a supporting argument, Squire (1996) points out that cultural heritage tourism may rekindle the interest people have towards their own history, traditions, beliefs and culture.

Within this context, researchers such as Frew & Shaw (1995), Simons (1996) and Harrison (1997) consider the relationship between cultural heritage and tourism from the point of view of tourism industry. They argue that tourism activities based on the cultural heritage that destination possesses may act as a tool for creating an argument regarding the better conservation of cultural heritage products. After all, cultural heritage products are the main attraction for the destination. Moreover, through the touristic activities conducted within the boundaries of destination, awareness can be generated to protect and maintain the cultural heritage products for next generations.

In practice, many destination utilize their cultural heritage to attract tourists and visitors. One of the busiest cultural heritage destinations, Egypt liberally promote its cultural attractions to draw more tourists. Due to its rich culture and extensive background, Egypt offer various cultural heritage attractions to its potential visitors such as The Pyramids of Giza, Luxor Temple, The Avenue of Sphinxes, Sultan Hassan Mosque or Cairo Citadel.

Rome is another destination which makes use of its extensive and rich heritage and cultural aspects. With its history spanning more than 2500 years, Rome possesses numerous heritage sites, cultural products and historical sites. Moreover, existence of Vatican City within the city boundaries of Rome increases the number of cultural items and heritage sites even more. The Colosseum, St. Peter's Basilica, Trevi Fountain, Pantheon, Piazza di Spagna, Castel Sant'Angelo, Flaminio Obelisk, Victor Emmanuel

II monument, Piazza del Campidoglio etc. are some examples of the cultural attractions within the Rome and Vatican City.

Literature holds various different examples of cultural heritage and tourism integration. In their study, Hasan and Jobaid (2014) evaluated the cultural heritage tourism potential of Bangladesh. As a country with rich cultural heritage, Bangladesh has a very good potential to be a cultural heritage destination. Lalbag Fort, Seven Dome Mosque, Star Mosque, Kantaji's Temple, Bahadurshah Park, Curzon Hall, The Dargah of Hazrat Shah Amanat, Central Shadid Minar, Binat Bibi Mosque, Mahasthangarh are some examples of cultural heritage products that Bangladesh possesses. As a result of their analyses, researchers found that various different reasons hinder the successful development of cultural heritage tourism, such as lack of effective marketing, non-existent stakeholder coordination and low funding options. Furthermore, researchers also provided some requirements for successful implementation of marketing of cultural heritage tourism in Bangladesh which includes maintaining and protecting the cultural products and heritage assets, effective coordination between stakeholders and involving both governmental agencies and private sector members.

CHAPTER 5
METHODOLOGY

5.1. OVERVIEW OF BORNOVA DESTINATION

Bornova is one of the metropolitan districts in the city of İzmir, located on the slopes of Yamanlar Mountain. Bornova is the third largest metropolitan district of İzmir, with the 98.2% urbanization rate and 450.992 population as of 2019 (TÜİK, 2020). In line with these numbers, industry and services are highly developed. Moreover, among all other services, education is the most dominant of them. Bornova, situated 8 kilometers away from İzmir city center and 3 kilometers away from İzmir Bay, is one of the few landlocked districts of İzmir and surrounded by Kemalpaşa, Menemen, Buca, Konak, Bayraklı and Karşıyaka. Municipality of Bornova was established in 1882, and became an official district of İzmir in 1957. Being one of the younger districts in İzmir, Bornova has an area of 224 km². Furthermore, 33 neighborhoods and 12 villages form the administrative divisions in the district. Geographically, Bornova is one of the most advantageous locations within İzmir both economically and socially, considering its close proximity to İzmir Port, city center, major highways and transportation lines. These characteristics have led to the development of various industries in the district. 4 of the 6 industrial zones in İzmir are located in İzmir and these 4 industrial zones hosts around 200 establishments.

5.2. HISTORY OF BORNOVA DESTINATION

There are still ongoing discussions between academics and historians about the origins of the name of "Bornova". Although there is still no definite conclusion about the source of the name, many experts state that the name is not in Turkish. During the rule of Ottoman Empire, the name of the region was referred to as Birun Abad. According to Umar (1993) as cited by Mert (2008), name of "Birun Abad" was derived from "Prino Barys". In a supporting argument, Doğer (2000) points out that the word of "Prinobaris" is mentioned in the sources from 9th century. Doğer (2000) also explains that Prinobar means "wild oak" in old Greek. In another point of view, origins

of the "Bornova" comes from the Persian word "Birunabad". According to Saran (1970), the name of Birunabat was established by Persian King Darius I during the conquest of İzmir. In Persian language, Birunabad means "outer city". According to Kütükoğlu (2000), name of the Bornova comes from the geographical location of the district, where the land protrudes towards the sea. She supports this argument by analyzing the official documents in 15th and 16th century where the Burunvari and Burunova words can be seen. Lastly, as it can be understood from the different explanations given above, the name of Bornova has undergone many changes throughout the centuries. Mert (2008) points out that "Burunova" word should be the original descendant due to the geographical location and shape of Bornova.

Yeşilova Mound, which can be traced back to 6500 B.C., marks the first human signs in Bornova. Yeşilova Mound also acts as the first permanent human settlement in Western Anatolia. The site was first excavated back in 2005 by Assoc. Prof. Zafer Derin and opened to visitation thanks to the Yeşilova Mound Visitor Center built by the Bornova Municipality in 2014. Due to the alluvial soil brought by the rivers, Yeşilova Mound was slowly abandoned around 3000 B.C. (Derin, 2015) and a new settlement was found in Tepekule Mound in Bayraklı.

Around 1200 B.C. marks the Hittite rule over the Bornova and of course, Smyrna. Although there is no historical ruin that survived until contemporary age; a relief located in Kemalpaşa district (next to Bornova) is the best indicator of the Hittite rule over the land. From 11st to 6th century B.C., dominant sovereign over Smyrna and Bornova were the Aiol and Ion tribes from Greek civilization; which emigrated from Greek mainland (Doğer, 2000). During this period, Homer, who was considered the starting point of Western literature and compiled the Iliad and Odessa epics, also lived in Bornova. Many western travelers, writers, historians, politicians and archaeologists such as Pierre Loti, Gustave Flaubert and Lord Byron have visited these caves since the 18th century and mentioned them in their travel books (Altın, 2016). From 600 B.C. to 330 B.C., Bornova went into a political turmoil: first it was occupied by Lydians, then Persians, who were thought to have called "Burunabad". Following the Alexander the Great's conquest of Asia minor, Bornova came under the rule of Macedonians, until the Roman conquest in B.C. 190 (Doğer, 2000). There are artifacts on display (which were found and excavated in Bornova) at various museums throughout İzmir, from the Roman period that started in the late 2rd century B.C. From the 2rd century to 395 A.D., Bornova remained under Roman rule, followed by Eastern

Roman Empire rule: otherwise known as Byzantines. Bornova came under the rule of Turks in 1081 with the conquest of Çakabey. After a short 13-year period, Byzantine Empire reconquered the area. However, Bornova took its share from the political conflicts in Anatolia between Turkmens and Byzantine Empire. First, Principality of Aydınoğlu conquered the Kadifekale in 1317. Later on, in 1426; Ottoman Empire completely took control of Bornova and its surroundings (Baykara, 1974).

Starting from the 17th century, İzmir has become one of the most important ports of the Ottoman Empire (Mert, 2008). As trade between the Ottoman and Europe increased, demographics of the city has changed rapidly and İzmir became the new "favorite" of the Levantines. Levantine is the name given to a community of traders and merchants who migrated from Europe to the Ottoman Empire especially during late modern period. In order to escape from the stifling air of İzmir during that period, Levantines began to settle in Bornova, which is generally colder and less dense than city center. Since then, Bornova has become the center of the Levantine society in Izmir (Doğer, 2000). Levantines also brought their lifestyle and culture with them as well and introduced many firsts to Anatolian soil such as the first official football match; first athletics and cycling competition and first golfing club. Levantines has changed many aspects of Bornova. Aside from obvious demographic changes; architectural style of Bornova has been changed thoroughly during this period. Many mansions, houses and other buildings that can still be seen in Bornova today, brought to Bornova by the Levantine culture. (Altın, 2016).

5.3. ATTRACTIONS OF BORNOVA DESTINATION

Before identifying and classifying the touristic attractions of Bornova, a definition is due. According to Mill and Morrison (1992), a tourism attraction is considered as a phenomenon (object, person, place etc.) that has the ability to draw people towards it. This power of drawing is what makes the tourism product so valuable. Obviously, anything with a higher ability or power to attract potential tourists is more valuable as tourism product. Within this context, MacCannell (1976) argues that in order to be considered as a valid attraction; there must be tourists present, there has to be a site to be viewed by the tourists and a marker or an image must exist that brand the place as significant. Author also identifies two stages prior to the marketing of the attraction. These stages are 1) Naming 2) Framing and elevation. Naming stage guarantees that the site is worthy of preserving for the future generations whereas the

framing and elevation stage determines the borders around the said attraction; followed by the opening of visitation by potential tourists.

Another definition comes from the Middleton, (1988), in which an attraction is explained as a "permanent resource" that is continuously managed and maintained in order to entertain, educate the public that visits the attraction. Definition focuses on the permanency of the attraction and potential administration intervention. Moreover, this is the first definition in the literature that treats the touristic attractions as an economic resources. Similarly, Pearce (1992) emphasizes the naming and the managerial attention towards the attraction by defining the attraction as a site with a specific name that dons a specific natural or a human trait which the tourists and local management focuses on.

Just like the definitions; attractions have been classified in quite different ways in the literature. While classifying the attraction, authors often consider the scope, ownership, power of the attraction to draw people, attraction capacity and the permanency rate of the attraction. One of the first framework for classifying the tourism attractions in the literature has been constructed by the Mill and Morrison (1992); who differentiated the "primary attraction" and "secondary attraction". Primary attraction in this context can be explained as the attraction which has the ability to appease visitors for more than a couple of days, or even longer. Secondary attraction on the other is explained as the attraction that tourists' visit on their way to primary attraction. Many authors in the literature classify the tourism attractions based on their origin: man-made or natural attractions (Holloway, 1996). In a more detailed study, Swarbrooke (1995) classifies the attractions into 4 groups: natural, special event, man-made attractions which initially had no aim of attracting visitors and lastly man-made attractions that specifically created to attract tourists.

During this thesis, classification type presented by Nicholls, Vogt & Jun (2004) will be used and adopted to classify the attractions of Bornova destination due to the simplicity of presented classification framework, and its appropriateness to attractions of Bornova destination. As a landlocked district with no 3S attraction possibilities and being a highly industrialized area, Bornova must rely on its abundant heritage-type attractions. Previously mentioned framework constructed by Nicholls et. al. (2004) classifies heritage attractions into 3 groups: natural, cultural and built attractions. Authors further explain and give examples of each group. Natural attractions are explained as the attractions that has been created in the nature. Also, some sources in

the literature considers them as gifts of the nature as well. Flora, landscape, sceneries, trekking parkours, rural areas, lakes, wildlife, endemic fauna, forests are the main natural attractions in a destination. Cultural attractions can be defined as the attractions with cultural value to a specific group of people. Cultural attractions do not have to share the same cultural norms with the people living around them. Museums, traditional practices, archeological sites, historical sites, festivals, places are some examples of cultural attractions. Lastly, built attractions are the attractions that are purposely designed and built for various purposes, mainly to entice and allure visitors. Venues, visitor centers, historical homes, individual sites, theme parks and entertainment centers can be considered as built attractions. Attractions listed here is also suitable for the tourism.

Attractions of Bornova Destination		
Natural Attractions	**Cultural Attractions**	**Built Attractions**
- İkizgöller Lakes - Homeros Valley - Gökdere Canyon - Yamanlar Mountain / Forest - Various trekking parkours around rural villages - Çiçekli Nature Reserve	- Homeros Caves - Ege University Museum of Paper and Book Arts - Arkas Nautical History Museum - Ege University Ethnography Museum - Museum of Natural History	- Levantine Mansions - Grand Bazaar and Grand Mosque - Yeşilova Mound Visitor Center - Belkahve Ata Anı Evi Visitor Center - Urban area around Küçükpark - İzmir Adventure Park

Table 5.1.: Attractions of Bornova Destination

5.3.1. LEVANTINE MANSIONS IN BORNOVA

End of the 17th century marks the beginning of Levantine heritage in Bornova destination. As the trade relations started to take roots between Ottoman Empire and Europe, İzmir has become one of the most important cities in Eastern Mediterranean due to its location and natural port facilities. This intense trade traffic brought merchants, traders, investors or simple laborers from all around the world, which created the word, "Levantines". There is not a unanimous definition for Levantines.

Yıldız (2012) explains that Levantine is the word for people who lived in the Ottoman Empire, especially within port cities. Moreover, Levantines hailed from various different nationalities there are many examples of German, British, French, Italian and American Levantines that lived in İzmir.

According to Altın (2016), most of the Levantine families who settled around İzmir preferred Bornova for health reasons. Due to the high temperatures of İzmir, pandemics such as anthrax, cholera, flu were a common occurrences back then; thus most Levantine families chose to settle down in Bornova, to escape from the sickness. At around the end of 18th century, Levantines started to take residence around Bornova especially during summer. As a result of that, Bornova started to be known as a "summer town" (Altın, 2016; Arıcan, 2003). This gradual migration towards inland İzmir (Bornova), has led to the increase in Levantine population and of course, Levantine architecture. Mainly comes with the shape of palatial mansions that are scattered around urban areas of Bornova, Levantines Mansion makes up the biggest part of Levantine heritage in the district. As of writing this, there are almost 30 Levantine Mansions scattered around Bornova, some of them dating back to 1900's. Charnaud House, Fernand Pagy House, Steinbüchell Mansion, Aliberti Mansion, Murat Mansion, Wilkinson Mansion, Balladur Mansion, Belhomme Mansion, Davy Mansion, Richard Whittall Mansion, Bardisbanian Mansion, Edward Whittall Mansion, Paterson Mansion, Giraud Mansion, Pasquali Mansion, Macropoder Mansion are some of the examples of Levantine Mansions in Bornova. Aside from the houses and mansions, examples of Levantine architectural heritage can be observed through churches and chapels as well. The Church of Saint Mary Magdalene, Saint Mary's Catholic Church and Timios Stavros Orthodox Church are some standing examples of religious architectural heritage sites within the borders of Bornova (Altın, 2016; Arıcan, 2003).

5.4. METHODOLOGY OF THE RESEARCH

During this part of the thesis; research methods, data collection techniques and data types that are being used on this research will be explained. Throughout this thesis qualitative research methods was utilized and both primary and secondary data has been used. As for secondary data, first and foremost, literature review on heritage tourism was conducted to evaluate the Bornova as a potential cultural heritage destination. Academic articles and conference papers about the heritage tourism were

reviewed. Then, newspaper articles and books that is relevant to the cultural heritage on Bornova were examined. Furthermore, Bornova Tourism Master Plan, which was written in 2014, was examined thoroughly. SWOT Analysis towards the cultural heritage destination potential of Bornova district that were created within the Bornova Tourism Master Plan was analyzed and points that are relevant to cultural heritage and heritage tourism potential were sparsely used. Aside from articles and books, tourism related reports and publications were gathered from relevant institutions such as İzmir Development Agency, Chamber of Commerce and Turkish Statistical Institution. Previous publications and articles about the tourism potential of Bornova were examined, as well as relevant books about the history of the district, attraction centers of Bornova were scrutinized.

For the primary data part, two different data collection methods were used. First, semi-structured in-depth interviews were conducted with 6 people to gather qualitative data. These people were chosen by using non-probable snowball sampling method. However, not every lead was followed, sample members are chosen based on their various traits; academics with tourism background, authors with books about Bornova and its cultural heritage assets and tourism practitioners that is currently either living or conducting business in Bornova are chosen. From 6 people that was interviewed, 3 of them were between the ages of 30 to 40 whereas the other 3 were between the ages of 55 to 65. Interviewees consisted of 2 women and 4 men. From the 6 interviewees, 2 of them were academics, 1 of them was tourism agents and 3 of them were authors and historians. Interviews were conducted both face to face and over the phone. Interview durations were 25-30 minutes in average. Questions which can be found in Appendix 1 was generated and derived based on the previous examples and relevant studies in literature review. Lastly, author of this thesis conducted observations throughout the district by visiting almost all of the tourism attractions of the Bornova listed in the table 5.1. (Attractions of Bornova Destination). Observations were conducted without any participation. By combining both secondary and primary data and utilizing different qualitative research methods, it is assumed that the research will be more reliable and valid (Vaus, 2001).

Throughout this thesis process, SWOT-TOWS and PESTLE analyses were used to examine and analyze the potential of Bornova as a cultural heritage destination. According to the literature that was reviewed, SWOT analysis were generally preferred in similar studies (Bhatia, 2013; Pırnar, Kurtural & Eriş, 2019); therefore a SWOT

analysis were conducted to provide an assessment about the current situation. SWOT analysis is used to identify and examine internal and external factors that affect an entity (Sarsby, 2016). In our case, external and internal factors that impact the Bornova＇s potential as a cultural heritage destination is examined. Author chose to utilize SWOT analysis because it generates an overview information base about Bornova destination (Sarsby, 2016; Agrawal, 2016). Moreover, SWOT analysis helps providing strategic options and highlight potential risks and advantageous points which decision makers can capitalize on (Agrawal, 2016). Widely considered as the second step of SWOT analysis (Kulshrestha & Puri, 2017; Aboud & Şahinli, 2019), author decided to use TOWS analysis due to its comprehensive and advanced ability to generate extensive operational strategies for Bornova destination with various alternative strategic options and pathways by combining the environmental opportunities with the internal strengths and by minimizing the outside threats and inner weaknesses (Ravanavar & Charantimath, 2012). Finally, PESTLE analysis, which are mainly used for contemporary assessment of a market (Kolinos & Read, 2013) is used in thesis in order to analyze the external factors and environmental attributes which affect Bornova. Situated in a highly-competitive position, understanding the external component and environmental elements is critical for Bornova destination. Moreover, utilizing both SWOT-TOWS and PESTLE methods together will provide us a clear and comprehensive picture about the situational position of Bornova as a cultural heritage destination (Bhatia, 2013; Kolios & Read, 2013; Sarsby, 2016; Kulshrestha & Puri, 2017; Baudino et. al., 2017).

5.5. SWOT ANALYSIS

5.5.1. DEFINITION AND LITERATURE

SWOT analysis, which was first explained and described back in 1960's (Helms & Nixon, 2010), is a key strategic planning and therefore strategic management tool that various entities such as companies, individuals, corporations, educational institutions and even destinations can effectively utilize to generate an inclusive, overviewing organizational and competitive strategy (Gürel & Tat, 2017). In the literature, many researchers and academics laid out definitions for SWOT analysis. Thompson, Strickland and Gamble (2007) defines SWOT as a basic but effective strategic tool which can be useful to size up an organization's resource-wise

capabilities, weaknesses, external opportunities and potential outsider threats which will have obvious negative impact on the organization.

From the definition of Thompson et. al. (2007), we can deduce that SWOT composes of 4 different sub-areas which can be classified into two dimensions. Names of these sub-areas also give us the word "SWOT": Strengths, weaknesses, opportunities and threats. From these four factors, strengths and weaknesses give us the internal dimension which is closely related with the organization's capabilities and its latent deficiencies whereas the opportunities and threats makes up the external dimension, which is highly susceptible to environmental influences (Helms & Nixon, 2010). Internal dimension is immensely crucial to examine the provenance of competitive advantage and helps maintain it once the organization achieve required competitive edge by highlighting the assets that needs to be further developed and maintained. Moreover, internal components (strengths and weaknesses) helps company to pinpoint capabilities of the organizations, weigh up its resources and lays out its core competencies (Sarsby, 2016). On the other hand, external factors consists of opportunities and threats which are mainly associated with the environmental factors, thus outside of the control of organization. Opportunities are advantageous factors which organizations can take utilize to generate competitive advantage over its competitors or other actors in the sector (Thompson et. al., 2007). Threats on the other hand, are disadvantageous factors that are mainly external. Thus, we can deduce that threats are environmental factors in which organizations can avoid or reduce it by mobilizing the opportunities and strengths (Sammut-Bonnici & Galea, 2015).

5.5.2. SWOT ANALYSIS OF BORNOVA'S POTENTIAL AS A CULTURAL HERITAGE DESTINATION FOR DESTINATION MARKETING

5.5.2.1. STRENGTHS

1. Unique history filled with many stories and cultural assets
2. Local history dating back to 6500 B.C.
3. Various cultural heritage assets from different civilizations
4. Concentrated distribution of heritage assets within the district
5. Aesthetically pleasing architectural heritage
6. Existence of 4 museums within the district

7. Convenient geographical location of Bornova

8. Close proximity to coastal attractions and 3S. (Which may help Bornova to form cooperative marketing campaigns with other destinations)

9. Appropriate weather conditions for most of the year

10. Adequate medical facilities in the district

11. Welcoming and hospitable local population

12. Highly educated population

13. Previously built heritage establishments (such as Yeşilova Mound)

5.5.2.2. WEAKNESSES

1. Lack of qualified personnel for heritage tourism activities

2. Lack of multilingual human resource

3. Infrastructure deficiencies (wheelchair accessibility, fiber-optic internet etc.)

4. Lack of tourism investments in the district

5. Weak marketing and promotional activities

6. Inadequate accommodation capacities throughout Bornova

7. Scarcity of lodging enterprises (Beds and Breakfast, Hostels or Hotels)

8. Limited available space for further construction projects (Visitor centers, related facilities, superstructures etc.)

9. Lack of tourist information centers in Bornova

10. Lack of standardized tourist guidebook specific to Bornova

11. Heavy industry presence in the district

12. Lack of DMO's in the district

13. Lack of attractive brand elements, such as a logo or a slogan

14. Unplanned urbanization

15. Lack of awareness for Bornova's potential as a cultural heritage destination

16. Inadequate on-site presentation activities

17. Lack of multimedia applications describing the heritage

5.5.2.3. OPPORTUNITIES

1. Support for preservation of cultural heritage from Ministry of Culture and Tourism

2. Increased attention and demand for cultural and heritage tourism throughout the world

3. Price competitiveness of Turkey

4. All-year round availability of heritage tourism

5. International airport connection in İzmir

6. International cruise port connection in the region (Kuşadası)

7. Subway connection to Bornova from all around the region.

8. Increased impact of social media on reaching millions of people

5.5.2.4. THREATS

1. Close proximity to other busy tourist destinations (Çeşme, Ephesus, Kuşadası)

2. Intense competition due to very successful cultural heritage destinations on the region (Ephesus, Aphrodisias, Miletus, Troy, Şirince, Pergamon)

3. Unsustainable tourism policies, constituted by the government (For example opening of international borders before COVID-19 Pandemic)

4. Lack of uniform tourism policies of Turkey

5. Economic problems

6. Inadequate positioning approaches of İzmir and lack of destination marketing studies.

7. Active earthquake lines located under Bornova

8. Continuous / unsupervised migration to district.

9. Global warming affecting the archeological and architectural remains.

10. Changing tourism perception and consumption patterns of foreign tourists due to recent crises (Covid – 19 Pandemic)

11. Private restoration projects carried out without adhering to its original state.

5.6. TOWS ANALYSIS

5.6.1. DEFINITION AND CONSTRUCTION OF TOWS MATRIX

Being a variant of the SWOT Analysis, which are mainly used for situational circumstances, TOWS analysis are conducted based on the information provided by

the SWOT Analysis (Weihrich, 1982). According to Koontz & Weihrich (2010), although SWOT analysis allows companies, researchers and individuals to identify the internal strengths, weaknesses and external threats and opportunities, it provides a rigid and static information which can't be transformed into unique strategies (Weihrich & Koontz, 2010). Based on the various logical combinations between internal factors and external factors of an entity, TOWS matrix provides new ways of developing strategies (Ravanavar & Charantimath, 2012; Weihrich, 1982). Similarly, Aslan, Çınar & Kumpikaite (2012) contributes to this argument by stating that TOWS Matrix is a complementary tool which enhances the strategies by examining the inter-connectedness between weaknesses, threats, opportunities and strengths. Initially, Weihrich (1982) created the TOWS Matrix as a tool that allows easy formulation of strategies for companies. However, TOWS matrix then started to be used by individuals in developing career strategies as well. Furthermore, TOWS can also be applied on the destinations. Pırnar, Kurtural & Eriş (2019) utilized both SWOT and TOWS methods on their study about examining the alternative tourism developments in Urla district in İzmir, Turkey. Pırnar, Kurtural & Eriş (2019) first applied SWOT analysis on alternative tourism potential of Urla in order to develop suitable strategies and provide suggestions. Secondly, TOWS analysis is applied in order to illuminate the business owners, entrepreneurs, researchers about the hints on how alternative tourism options can be developed in Urla district.

With the help of TOWS matrix, managers and other decision makers can easily match the strengths and weaknesses that are essentially internal to the company with the opportunities and threats which are mainly external (Ravanavar & Charantimath, 2012; Kulshresta & Puri, 2017). By matching these internal and external factors, managers can easily generate 4 different classes of strategies: Strength-Opportunity (SO) strategies, Strength-Threat (ST) strategies, Weakness-Opportunity (WO) strategies and lastly, Weakness-Threat (WT) strategies (Hiriyappa, 2013; Koontz & Weihrich, 2010). Among these 4 strategy types, SO strategies (maxi-maxi) are generally used to utilize company's own internal strengths to exploit market-wide opportunities. Furthermore, ST strategies often yield the most successful strategies for the company (Baudino, Giuggioli, Briano, Massaglia & Peano, 2017). Secondly, ST strategies (maxi-mini) capitalize on the company's internal strong points to avoid any potential threats that company may or may not be facing currently. Thirdly, WO strategies (mini-maxi) aims at utilizing the external opportunities to overturn the

current weaknesses that company may have been facing. Lastly, WT strategies (mini-mini) attempts to reduce the impact of the external threats by minimizing the internal weak points of the company. (Weihrich & Koontz, 2010; Weihrich, 1982; Mugo, 2017)

As it is stated previously, both SWOT and TOWS analyses help decision makers and managers to construct safe and sound strategies for various entities such as brands, products, individuals and even tourist destinations (Kulshrestha & Puri, 2017). While evaluating the potential developments of strategies for touristic areas and destinations, Szeliga-Duchanowska & Goranczewski (2017) found out that for tourist destinations, although SWOT analysis is sufficient for deducing the internal (strength-weakness) and external (opportunity-threat) factors, TOWS matrix is often required to formulate a valid and reliable strategy.

By utilizing both SWOT and TOWS matrixes, researcher can easily triangulate different points, which is necessary for decision making processes in difficult situations (Szeliga-Duchanowska & Goranczewski, 2017). SWOT and TOWS matrixes interpret a data in two different points of view, even though they refer the same set of data and factors (Baudino, Giuggioli, Briano, Massaglia & Peano, 2017). As a potential tourist destination, Bornova may utilize SWOT and TOWS analyses to evaluate its potential as well as to understand its touristic attractions better. Moreover, by managing its assets, Bornova gains competitive advantage and may increase its tourist numbers and effectively optimize its potential.

5.6.2. TOWS ANALYSIS OF BORNOVA'S POTENTIAL AS A CULTURAL HERITAGE DESTINATION FOR DESTINATION MARKETING

TOWS Analysis	Strengths	Weaknesses
Opportunities	**S.O. Strategies** • S1, S2, S3, S5, S6, O2 • S9, O4 • S7, O5, O6, O7 • S11, S12, O8 • S1, S3, S5, O8	**W.O. Strategies** • W15, O8 • W5, O8 • W3, W4, W9, O1 • W10, W13, W14, O2
Threats	**S.T. Strategies** • S11, S12, T6 • S12, T11 • S1, S2, S3, S5, S6, T2 • S8, S9, T1	**W.T. Strategies** • W5, T1, T2 • W13,W14,W15,T1,T2 • W3, W4, W5, T6

Table 5.2.: TOWS Analysis of Bornova Destination

5.6.2.1. SO STRATEGIES

- Utilize Bornova's unique history, cultural heritage, museums and various other assets to match changing touristic preferences, such as increased attention and demand for positioning Bornova as a cultural heritage destination. (S1, S2, S3, S5, S6, O2)

- Spread the heritage tourism activities throughout the year, using Bornova's appropriate weather and climate. (S9, O4)

- Market Bornova as a convenient cultural heritage destination by promoting nearby international cruise port and airport, as well as pointing out the extensive subway lines which converges within Bornova. (S7, O5, O6, O7)

- Improve the image of Bornova as a tourist destination by promoting is highly educated, welcoming, hospitable and friendly population on different social media platforms. (S11, S12, O8)

- Promote Bornova's history, cultural heritage and other various assets in a sustainable and continuous manner on social media to reach masses. (S1, S3, S5, O8)

5.6.2.2. ST STRATEGIES

- By promoting and utilizing the highly educated, hospitable and friendly population, Bornova may correctly position itself, thus improving its image on the eyes of foreign tourists. (S11, S12, T6)

- A public opinion can be created by using educated population, so that future restoration projects within Bornova can be carried out in line with its original texture. (S12, T11)

- By using its extensive heritage, museums and other historical assets, Bornova may compete with other destinations more effectively by following the footsteps of already-successful heritage destinations. (S1, S2, S3, S5, S6, T2)

- By utilizing its appropriate climate and its convenient location, Bornova may attract tourists from other busy destinations such as Çeşme and Kuşadası since its close proximity to those locations. (S8, S9, T1)

5.6.2.3. WO STRATEGIES

- Bornova should establish and market multimedia applications for its touristic attractions, thus will have a bigger share in the social media where it can reach millions of people in a matter of minute. (W15, O8)

- By reversing its weak promotional capability and by creating more effective marketing campaigns, Bornova can benefit hugely from social media where the tourist exposure is global. (W5, O8)

- Bornova lacks both infrastructure (e.g. wheelchair accessible attractions) and superstructures (e.g. information kiosks and centers) to be a successful cultural heritage destination. By utilizing the support from Ministry of Culture and

Tourism, a cultural heritage destination overhaul can be undertaken. (O1, W3, W4, W9)

- Considering the increased attention and demand for cultural heritage assets and heritage tourism throughout the world, Bornova should develop its various weaknesses such as lack of standardized tourist guidebooks, non-existent on-site presentation and overall local lack of awareness of potentially being a cultural heritage destination. (O2, W10, W14, W13)

5.6.2.4. WT STRATEGIES

- Bornova is surrounded by quite successful tourism destinations some of which possesses cultural heritage or 3S. By starting to use social media more actively and effectively, Bornova can become successful like other destinations. (W5, T1, T2)

- Similarly, by developing itself both in social media and real-life, Bornova can compete with other famous destinations more successfully. (W13 W 14 W15 T1 T2)

- In order to change its bad position and to improve its image in the eyes of customers, Bornova must attract better investment options, engage in social media appropriately and increase its accommodation capacity. (W4, W5, W3, T6)

5.7. PESTLE ANALYSIS

5.7.1. DEFINITION AND LITERATURE

Being the first of the strategic management steps, strategic analysis often involves the analysis of environmental factors which the organization conducts its business within (Kolios & Read, 2013). These environmental factors can be divided as internal environment and external environment. Internal environment involves everything that company has more-or-less control over such as its development, potential capacity or resources (Rastogi & Trivedi, 2016). On the other hand, external environment involves various different factors that are not controlled by the organization, nevertheless still as much important as internal environment (Yüksel, 2012). For all companies, analysis of their own environment is required for creating a

sustainable, effective and continuous competitive advantage. Being a tool for extensive situational and environmental analysis (Perera, 2017), PESTLE analysis is mainly utilized for commercial and business purposes. It is an evaluation tool that covers external business environments which is naturally highly uncertain, fast-changing and dynamic (Gupta, 2013; Perera, 2017). Aside from evaluating, PESTLE analysis is also tasked with monitoring and analysing various different factors that play important roles in macro-environment that the organization conducts business. As stated by Cadle, Paul and Turner (2013), organizations can not control their external environmental factors. Within this context, PESTLE analysis can be labeled as an effective tool for identifying external factors such as opportunities or threats that will be taking part in the SWOT analysis.

PESTLE is the abbrevation of 6 different factor names (Perera, 2017):

- Political
- Economic
- Social
- Technological
- Legal
- Environmental

According to Perera (2017), main goal of the PESTLE analysis is to construct and draw understandable, valid, reliable conclusions about the industry itself, attractiveness of new markets, current share of the market as well as its potential performance and forecasts, key points to become successful in the market and lastly future development options. In order to understand the market situation better and acquire clearer and reliable information, PESTLE analysis is often constructed in collaboration with TOWS-SWOT analysis (Richardson, 2006). By utilizing both of these analytical tools, organizations can develop efficient and effective strategies that conforms both long-term and short-term goals. Moreover, they allow companies to position themselves correctly in the eyes of the customers (Johnson, Scholes, & Whittington, 2009).

As Yüksel (2012) points out; PESTLE analysis is highly specific, which means that application of the PESTLE analysis will be depending on various different factors such as the organizational structure, competition intensity, market in which organization is competing in, industry type etc. Within this context, it can easily be

deduced that PESTLE analysis requires delicate consideration of various factors and many other important points simply because cost of making a wrong prediction about the external environment will cause a huge cost increase on the organization (Kolios & Read, 2013).

Throughout the literature, PESTLE analysis has been given different names by various researchers such as PEST, STEP (Dare, 2006) or STEPE (Richardson, 2006). Credited as the founder of the PEST analysis, Francis Aguilar discussed about the environment and its encompassing factors: political, economic, technological and social (Aguilar, 1967). However, while creating the acronym, Aguilar used ETPS rather than the more common acronym of today: PEST. In 1980's, legal environment has been added. Starting from that point, PESTLE approach started to be used on different areas, industries and fields (Richardson, 2006; Katko, 2006).

As Yüksel (2012) points out, PESTLE analysis has fundamentally two different functions: identification of the environment in which organization in question operates within and yielding relevant information about the environment so that organization can develop effective strategies, forecast future possibilities and predict potential options in the future.

5.7.2. PESTLE ANALYSIS OF BORNOVA'S POTENTIAL AS A CULTURAL HERITAGE DESTINATION FOR DESTINATION MARKETING

5.7.2.1. POLITICAL FACTORS OF BORNOVA AS A CULTURAL HERITAGE TOURISM DESTINATION

As the effects of globalization continues to affect societies, industries and even tourism destinations, politic factors are getting more and more important worldwide. Political factors usually covers the intervention of the government in specific industries and certain business fields (Rastogi & Trivedi, 2016). Therefore, it can be deduced that all businesses are intensely affected by the political factors. These factors may include tariffs, government's support to certain industry, governmental taxation, internal regulations, international border regulations, customs as well as instability of

the destination, actions, perception and stance of the local administration, trade policy of the country, government's support to a certain industry, provided incentives (Perera; 2017, Gregorić; 2014). While considering the political factors of Bornova as a cultural heritage destination, political factors of Turkey as a country should be taken into consideration due to the fact that many political factors of Turkey directly affects Bornova. Political factors that affect Bornova as a cultural heritage tourism destination can be listed as:

- Regional political instability in neighboring countries such as Iraq and Syria.
- Continuous threat of terror activity in neighboring countries.
- Easy visa issuance process by Turkey.
- National and local government's support to tourism as a tool for local development.
- Negative travel advisories from foreign countries.
- Uncontrolled and unregulated immigration to Bornova.

5.7.2.2. ECONOMIC FACTORS OF BORNOVA AS A CULTURAL HERITAGE TOURISM DESTINATION

Economic factors contribute to the tourism in a specific destination both directly and indirectly. Economic factors affect almost all other factors and they are generally considered as the most important among others (Perera, 2017). Within this context, Tellioğlu & Tekin (2017) successfully point out that various kinds of tourism are very sensitive to economic developments, both positively and negatively. In positive circumstances where the economy in a destination is expanding or booming, tourism contributes to this economic expansion which can be seen from the increased touristic expenditures or tourist numbers (Kolios & Read, 2013). In negative circumstances, effects of the economic downturn or recession can be experienced in tourism industry as well, mainly in the shape of reduced tourist numbers received, less touristic expenditures thus leading to less foreign currency entering into the country (Perera, 2017). Due to these reasons, economic factors are considered as one of the most important factors within PESTLE. Economic factors includes wide range of

economic structures such as unemployment rate, exchange rates, poverty level, inflation, perception and attitude towards consumption, available transportation options, competition, disposable income and even demographic structure of the destination (Gregorić, 2014). Moreover, not only the internal economic structure of the destination, but also international trends, patterns and events can be included in the economic factors (Tellioğlu & Tekin, 2017; Ayaz, 2016). Economic factors affecting Bornova as a cultural heritage tourism destination can be listed as:

- Economic recession and downturn experienced throughout the world.
- Limited tourism investments in Bornova.
- EU – Turkey Customs Union.
- The weakness of the Turkish Lira against other currencies which creates a cheap holiday opportunity for foreign tourists.
- Infrastructure deficiencies and lack of accommodation in Bornova that may discourage potential tourists.
- Strong transportation links to global destinations via international airport and international cruise port.
- High unemployment rate.
- High and volatile inflation rate.
- Very successful heritage tourism destinations in the area, overshadowing Bornova.
- Heavy industry presence in the district, which may smear the image of Bornova as a cultural heritage tourism destination.

5.7.2.3. SOCIO-CULTURAL FACTORS OF BORNOVA AS A CULTURAL HERITAGE TOURISM DESTINATION

Being a labor intensive industry where the automation options are limited, human resources plays an important role in tourism industry (Rastogi & Trivedi, 2016). When the destinations and countries who are quite developed in the tourism industry are examined, we can easily see that not only their investments, attractions, resources, financial options, history or superstructures, but also their human resource, organizational power and overall hospitability are also considered as a major

contributing factors to their attractiveness (Çeken, 2003). Naturally, many industries, business environment and other entities are affected by the destination's cultural structure, educational level, urbanization, demographics, beliefs, values and traditions (Perera, 2017). Furthermore, destination's history, cultural background and stories that has been passed down from generations can also be considered here. If an organization wants to achieve success and strive for better performance, adapting to these variables are required. According to Gregorić (2014), Socio-cultural factors includes traditions of the destination, values, cultural practices, religious beliefs, perception towards various entities, ethical values and even norms and myths. These cultural aspects play important roles within tourism industry. Socio-cultural factors of Bornova as a destination can be listed as:

- Very hospitable population.
- Rich heritage that can traced back to various civilizations such as Byzantine, Hittite, Ottoman, Roman, Greek, Levantine etc.
- Young, dynamic population.
- Knowledgeable, educated potential tourists who can acquire any information anytime they want.
- Highly educated society.
- Numerous cultural and historical attractions.
- Unplanned urbanization leading to aesthetically bad looking modern buildings, apartments, etc.
- 2 universities in the district.
- Many aesthetically pleasing mansions, old houses, churches that can be traced back to 1850's.
- Changing tourist preferences and increased demand for cultural and heritage tourism.

5.7.2.4. TECHNOLOGICAL FACTORS OF BORNOVA AS A CULTURAL HERITAGE TOURISM DESTINATION

Regardless of whether it is based on the human resource, machinery or know-how, technology affects every industry and it became a vital part. Most businesses started to use internet more and more, leading to a business environment where the technology plays a critical role (Perera, 2017). Developments in the technology

directly affects tourism industry as well. New innovations in the travel sector may lead to increase in the number of touristic businesses in a destination, developments in the transportation industry can lead to shorter travels between destinations and more airports in regions (Kolios & Read, 2013). Moreover; with the help of innovations in the information technologies, in which the social media takes the lead, destination can reach to even larger audiences and attract potential tourists from new markets in which they wouldn't be able to send their message before these technological developments (Tellioğlu & Tekin, 2017). Technological factors that are related to destinations include competency of technology in the destination, technological infrastructure, internet coverage, percentage of population that have internet connection, transportation options, adequate infrastructure as well as multimedia marketing options, usage of augmented reality, virtual reality etc (Perera, 2017; Gregorić, 2014). As it is stated above, technological developments may lead to increase in the number of touristic businesses in the destination. However, there are many more aspects that technological factors have impact on. First and foremost, expansion of tourism sector creates many new employment areas, such as new hotel workers, restaurant workers, new employment areas in indirect businesses such as agriculture, non-food goods, decoration as well as even construction industry (Nicula & Spanu, 2019). Technological factors of Bornova as a destination can be listed as:

- Lack of official websites describing and marketing Bornova.
- Lack of multimedia applications describing the heritage within the district.
- Inadequate marketing of heritage tourism attraction on social media.
- Easy transportation from/to Bornova due to subway network.
- Wide internet coverage throughout the district, mainly for private use.
- Lack of public Wi-Fi connection points, which can be immensely useful for foreign tourists.

5.7.2.5. ECOLOGICAL FACTORS OF BORNOVA AS A CULTURAL HERITAGE TOURISM DESTINATION

Ecological factors affects tourism industry immensely. Among all other, ecological factors directly affect the tourism industry, its sustainability and future

direction. In many cultural heritage tourism destinations, fauna, flora, environment and other natural reserves are directly used as attractions in addition to cultural heritage assets possessed by the destination. Therefore, Demir and Çevirgen (2006) points out that although environment is an important attraction source, it should also be considered as a factor for sustainable practices. Many destinations are affected by the ecological factors. 3S locations are threatened by the global warming and its oncoming effect of rising sea levels. Cultural heritage destinations are threatened by the extreme weather conditions such as floods or drought simply because these weather phenomenon may affect the heritage attractions such as old mansion, excavation sites, old buildings etc (Marzieon & Levermann, 2014). Not only these, but also agricultural tourism locations are affected as well, especially destinations that promotes its agricultural products such as wine, fine dining, organic foods are facing climate change and its effects (Özdemir & Kervankıran, 2011). Ecological factors affecting Bornova as a cultural heritage tourism destination can be listed as:

- Global warming, causing weather anomalies.
- Possibility of floods and other extreme weather events, damaging the architectural heritage and ongoing excavation sites.
- All-year round availability of heritage tourism due to Bornova's mild climate.
- Heavy industry presence in the district, which leads to high carbon footprint.
- Natural attractions such as İkizgöller Lake, Homeros Valley, Gökdere Canyon, Yamanlar Forest, Çiçekli Nature Reserve possessed by Bornova.
- Air pollution due to heavy industry presence and due to Bornova's location on a main junction point as an entry point into İzmir.

5.7.2.6. LEGAL FACTORS OF BORNOVA AS A CULTURAL HERITAGE TOURISM DESTINATION

Due to being a district, not an independent destination which can establish its own regulations and rules, legal factors obviously affect Bornova less than other factors. Legal factors in a destination usually includes laws, guidelines, legal structure, relevant legislations regulations about a specific industry, written principles etc. (Perera, 2017; Gregoric, 2014; Telliğlu & Tekin, 2017). Specifically for travel

industry, these legal factors can be quite constraining. Currency limitations applied on the outgoing citizens or incoming tourists, custom restrictions, additional taxes and bureaucratic obstacles for foreign tourists, strict visa requirements for incoming tourists or completely prohibiting the tourism (İçöz, 2005). Cultural heritage destinations are strongly affected by these legal factors. For a cultural heritage destination to thrive, any limitations, restraints, laws that decreases the demand for tourism must be eased up since cultural heritage destinations are demanded by both domestics and foreign individuals. Otherwise potential tourists may choose to visit other "easier" alternatives.

- Easy visa issuance process by Turkey.
- Limitations in laws and regulations of local administration.
- Tourism Encouragement Law, which came into force in 1982 and is still ongoing.

CHAPTER 6
DISCUSSION AND CONCLUSION

DISCUSSION OF THE RESULTS

As the Pike (2005) suggests, destinations have started to be the biggest brands in tourism industry. As the result of an intense competition between destinations in an overly-saturated market, many destinations have adapted to concept of differentiation to gain the edge they require to establish competitive advantage over other destinations. Following this logic, Moilanen & Rainisto (2008) stated that destinations of all sizes (cities, countries, districts) can position themselves as a differentiated, unique, non-substitutable entity by integrating branding strategies. Various aspects of the destination can be highlighted during the positioning and branding process. If a destination possesses sun, sea and sand, 3S tourism will be prevalent. If a destination owns state-of-the-art health infrastructure and superstructures, health tourism will most likely to be prevalent. Similarly, destinations with rich cultural heritage usually strive in the heritage tourism area, such as Athens, Rome, Şirince etc.

Bornova, a destination with rich cultural aspects, heritage and history, has been under-utilizing its assets. After examining the literature and conducting interviews with both academics and practitioners, many points of interests has been discovered and following results are obtained.

However, it should be clearly stated that, since the results of the SWOT-TOWS and PESTLE analysis are too numerous, only the most important results, which are deemed most suitable for the subject and purpose of the thesis, are discussed below.

The results indicate that Bornova have indeed a unique history, heritage, cultural background and attractiveness. If these traits and assets are combined with the increased attention towards cultural heritage destinations, Bornova can be shaped into a wonderful heritage destination. Moreover, as Gluvacevic (2016) suggests, heritage assets can be visited in all seasons rather than a specific time. Bornova's mild climate and availability of heritage tourism throughout the year may also benefit Bornova as its transformation into a heritage destination continues.

Due to the non-optimized positioning approaches of İzmir and lack of destination marketing studies concerning İzmir, image and positioning of Bornova is negatively affected as well. As the participants suggested fervently, Bornova can

counter this situation by creating a better logo and generating a suitable slogan which will attract more people, more investment options and new business enterprises. Furthermore, as stated previously on literature review, Keller (2003), and Supphellen & Nygaardsvik (2006) suggests that logos and slogans are critical and crucial to create a destination brand; especially when said destination aims at promoting a feature that it possesses. In Bornova's case, it is the cultural heritage and historical background that must be promoted. As one of the original suggestions this thesis provides, an appropriate logo and slogan must be generated since Bornova lacks innovative & up-to-date logo and slogan. As it is stated previously on the literature review part, destinations use different aspects in their logo and slogan structure. Some destinations such as Norway, Tanzania integrate their natural beauty on their logo and slogan whereas destinations like Greece, Guatemala utilize their heritage, cultural background and history. In the same logic, Bornova should integrate its cultural aspects and heritage into its new logo and a slogan.

The concept of communication has changed dramatically in the last two decades. With its billions of users, social media has brought a new definition and concept to communication (Gümüş, 2016). Nowadays, social media allow destinations to market their offerings to potential customers from all over the world. Not only commercial brands but also destination brands can communicate with people through the various platforms that makes up the bulk of social media. Social media helps destinations in various different ways; it can attract foreign businesses, attracts visitors, increase export and develop existing businesses (Altunbaş, 2007). Although official social media accounts for Bornova exists on different platforms such as Twitter, Facebook and Instagram, they do not promote Bornova as a cultural heritage destination. Some spontaneous social media posts about the history, heritage and culture within the Bornova can be spotted but they are rare and cannot be effective while branding Bornova as a cultural heritage destination. As the participants of the study emphasized overtly, Bornova should have a social media account that is exclusive to promoting Bornova's cultural heritage, history and cultural attractions. Within this context, one might argue that social media account that we've discussed previously may also foster heritage tourism within the district.

The results indicate that Bornova lacks an established DMO in the district. As Bregoli (2012) suggests, destinations are usually hardest entities to oversee and manage due to their splintered and fragmented nature. Yet, destinations must still

provide an integrated, coherent experience to visitors. Therefore, some resemblance of coordination is required between the stakeholders, which a DMO can bestow perfectly. Although İzmir has a convention and visitor bureau, its effectiveness towards the quest of making Bornova a heritage destination and creating a brand is questionable. Therefore, a DMO that is exclusive to Bornova must be established. By establishing a DMO that is specific for Bornova destination, coordination between stakeholders can be handled easily, which also affects branding process. Many researchers and academics suggested that destination branding is a process in which the coordination is utmost requirement (Prideaux & Cooper, 2002; Hankinson, 2004; Bregoli, 2012). Therefore, establishing a DMO within Bornova helps not only supporting Bornova to be a heritage destination, but also fosters and speeds up the branding process. Naturally, for Bornova's DMO to be effective and successful, marketing experts, professionals, academics, researchers, historians and practitioners must be employed

Bornova is a bountiful destination in terms of architectural heritage. Abundant of historical buildings are dotted around the district center, which further enriches the cultural heritage that Bornova possesses. Grand Mosque and Grand Bazaar which are located within the centrum of Bornova are good examples are built attractions and architectural heritage. However, stated previously on the SWOT-TOWS analysis, literature review and the attraction of Bornova destination part, Levantine mansions lies at the core of cultural heritage of Bornova. Thanks to its extensive, rich historical background, Bornova contains more than 30 Levantine mansion within its borders as of 2020. At its peak, however, Bornova hosted nearly 70 mansions (Altın, 2016). This incredible treasure that lies within the borders of Bornova can be utilized and exploited better in the quest for Bornova to be a heritage destination.

One of the original results of this study indicates that Bornova under-utilizes its architectural heritage, mainly Levantine mansions. Stated previously on the literature review part, Sigala & Leslie (2005) points out that culture and heritage destinations often highlight their historical landmarks, museums or architectural heritage. As a destination with abundant architectural heritage, Bornova can brand itself and redress as a heritage destination through various ways. Cultural tours are one of the most known ways of doing it. Although sporadic, spontaneous cultural tours with guides are conducted within Bornova to visit these architectural heritage locations such as Levantine mansions, they are not as effective as scheduled, regulated tours. In the case Bornova, guides hold these cultural tours voluntarily, which means visitors

who would like to take the tours usually reach out the guides. Thus, it is apparent that word-of-mouth type of marketing is prevalent in the current situation of cultural tours within Bornova.

As one of the original suggestions of this thesis, one can argue that a scheduled and regulated cultural tour route must be established within Bornova, so that these tours can be promoted to foreign people and visitors who cannot learn about these tours otherwise. Moreover, new tour guides must be educated and trained to promote Bornova's cultural heritage, preferably by experts and professionals. Aside from marketing point-of-view, if the process of branding Bornova as a heritage destination wants to be supported and reinforced, cultural tours that involve visiting Levantine mansions must be conducted in a regulated and scheduled manner, rather than sporadic and spontaneous.

CONCLUSION

This thesis was conducted and implemented with the main goal of examining the effects of cultural heritage that is located within a specific destination on brand building process for destinations by considering the case of Bornova district and its heritage tourism potential. Throughout this thesis, the potential of building a destination brand for Bornova based on its cultural heritage has been assessed by also taking heritage tourism potential of Bornova into account. In the current situation of the tourism industry, destinations compete with each other in an overly-saturated marketplace. As a result of this intense competitive environment, an edge that will provide a competitive advantage is required. Some destinations exploit their natural beauty, others may utilize 3S or cultural aspects. As a destination with rich cultural heritage and a huge potential to conduct heritage tourism in, Bornova will surely benefit from creating a destination brand based on its extensive and rich cultural heritage.

For Bornova, creating a destination brand based on its attractions and cultural heritage would surely bring differentiation capabilities (Morgan & Pritchard, 2002), economic development (Ryan, 2002) as well as national and international recognition. There are numerous points-of-interests that should be taken into consideration while creating a destination brand. Within the context of Bornova destination, this thesis provides various different original suggestions for branding process of Bornova based

on its cultural heritage and rich history.

First and foremost, Bornova is in a dire need for better social media exposure and utilization. Nowadays, effective social media usage is a requirement for brand positioning, brand image and better marketing activities. Even though official municipality accounts exist, they are not very effective at promoting Bornova as a cultural heritage destination. Hence, a new social media endeavor should be started to promote Bornova. Therefore, a social media account whose sole aim is to promote Bornova's cultural heritage should be created so that Bornova can market itself and its brand based on its rich history and cultural heritage.

As Keller (2003) suggests, appropriate logo and slogan creation is crucial to success of destination brands. Although Bornova has a logo and a slogan, they are not suitable for proposed branding process of Bornova. Therefore an innovative, up-to-date slogan and logo must be generated and utilized during marketing activities. As stated fervently by participants and therefore one of the original suggestions this thesis, an appropriate logo and slogan must be created. Moreover said logo and slogan which will be generated for Bornova and its brand must emphasize the cultural heritage and rich history of the district in order to promote Bornova Brand and foster its heritage tourism potential.

Bornova is a destination blessed with a rich architectural heritage dotted around its borders. Concentrated mainly on fully urbanized district center, Bornova possesses 30 Levantine Mansions and many other historical landmarks, such as Grand Bazaar and Grand Mosque. Although this architectural heritage lies within the borders of Bornova for decades, it hasn't been put to use and utilized sufficiently. As one of the original recommendations of this thesis, regulated, scheduled cultural tours must be established within the district. Previously, cultural tours were also being conducted but it was sporadic, spontaneous and based on demand. Thus, these tours were marketed via W-O-M previously. By organizing these cultural tours in a regulated and scheduled manner, cultural heritage, historical background and architectural aesthetic of Bornova can be marketed and promoted to more people. Consequently, by conducting these cultural tours with professional tour guides and experts, branding process of Bornova as a heritage destination will be supported and reinforced.

As Bregoli (2012) points out successfully, managing and overseeing a destination is harder than most other entities due to its fractured and splintered nature. Regardless of its difficulty, a destination must provide a consistent, integrated and

systematic experience to its visitors, which a DMO can provide perfectly. Thus, a DMO that is exclusive to Bornova must be established. By establishing a DMO, Bornova's quest to become a heritage destination will be supported, as well as its branding process will be fostered and strengthened. Considering the heritage products located within Bornova and all of its potential, DMO needs to be established to manage the brand and its activities.

Aside from the results presented on this thesis; many constraints and limitations have been experienced throughout the research process. First and foremost, this study had only covered the district of Bornova, therefore results of this research process may vary if other districts are considered as a case study. Moreover, due to the time constraints and country-wide imposed quarantines due to the COVID-19 pandemic, literature review and observation has not been conducted as extensively as the author would have liked. For further research, implementation of this study can be applied to various different destinations with heritage capabilities, preferably destinations in different countries. Furthermore, a qualitative study that presents new brand elements for Bornova brand based on the newly-examined destination image might also be an interesting lead to follow.

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APPENDIX 1 – Interview Questions

1 – Do you consider Bornova as a suitable destination for cultural heritage activities? Elaborate your answers.

2 – Do you think that Bornova fully realize its cultural heritage potential? If not, elaborate your answers.

3 – What are the main attractions / cultural heritage facilities and resources of Bornova that can be used to promote the district?

4 – State the;

    a – Strengths of Bornova's cultural heritage tourism potential for destination marketing
    b – Weaknesses of Bornova's cultural heritage tourism potential for destination marketing

5 – In order to develop the cultural heritage tourism in Bornova district (by considering various external environments such as politic, social, legal, cultural and technological), please state the;
    a – Opportunities related for Bornova destination
    b – Threats that Bornova destination may be subject to

6 – Based on the strengths – weaknesses and opportunities – threats;

    a – What are the applicable strength – opportunity and weakness – opportunity strategies suitable for Bornova's cultural heritage tourism development for successful destination marketing?
    b – What are the applicable strength – threat and weakness – threat strategies suitable for Bornova's cultural heritage tourism development for successful destination marketing?