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DEPARTMENT OF BUSINESS ADMINISTRATION

MASTER DEGREE THESIS

**CITY MARKETING AND BRANDING: EMPHASIZE ON THE CITY OF
"İZMİR"**

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Supervisor

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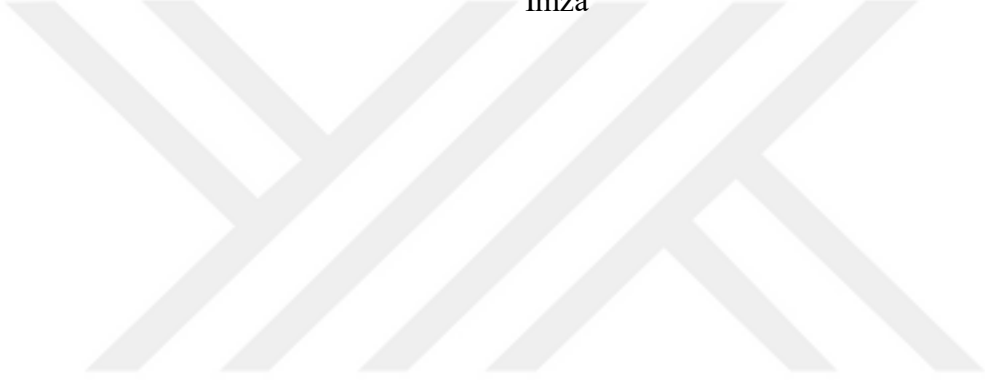
ÖZET

ŞEHİR PAZARLAMASI VE MARKALAŞMASI: "İZMİR" UYGULAMASI

Yüksek Lisans Tezi

Aksu SELÇUK

Yaşar Üniversitesi

Sosyal Bilimler Enstitüsü

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Günümüzde rekabet olgusu artık sadece ürün piyasası ve şirketler bazında değil, şehirler ve ülkelerde arasında da gittikçe önemi artan bir konu haline gelmiştir. İnternet, sosyal medya, bilişim teknolojilerinde ve ulaşımda hızlı gelişme, bireylerin gelir düzeylerindeki artış, insanların daha çok seyahat yapma eğilimini doğurmuştur. Bu eğilim şehirlerin ve ülkelerin kendilerini ziyaretçiler için daha çok tercih edilir bir destinasyon olarak pazarlama yollarını aramaya teşvik etmiştir. Bir pazarlama unsuru olarak "Markalaşma" olgusu şehirlerin ve ülkelerin gündemine girmiştir. Şehirler veya ülkeler, marka olmalarını sağlayacak özelliklerini tespit edip, bunlardan faydalanma yoluna gitmişlerdir. Bu çalışmada kentlerin markalaşma süreci ve başarılı marka kent örnekleri ayrıntılı olarak incelenmiş ve İzmir'in uluslararası arenada marka bir kent olabilmesi için hangi özelliklerinin öne çıkarılması gerektiği, anket uygulaması yardımıyla araştırılmıştır.

ABSTRACT

CITY MARKETING AND BRANDING: EMPHASIZE ON THE CITY OF "İZMİR"

Master Thesis

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Recently competition phenemon has become increasingly an important issue not just for product market and companies but also for cities and countries. The rapid development in internet,social media,information Technologies and accessibility and increase in the income levels of individuals cause individuals to be inclined to travelling more. This inclination has caused cities or countries to seek for marketing ways to market themselves as more preferable destination for visitors. "Branding" phenomenon is put on the agenda by the countries and cities as a marketing option. Cities or countries have tried to identify their attributions which are likely to make them a brand and benefited from them in the branding process. In this study, the branding process of a cities/countries and successful brand cities were analyzed and it was tried to be answered the question of "What are the features of İzmir that should be emphasized to make İzmir appealing on the global agenda?" by the assistance of a survey implementation. This survey is a part of the research made on the subject of "Development of İzmir Brand Identity"

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INTRODUCTION

The objective of this thesis is to reveal the influences of city branding. Why cities need to be branded like commercial products in order to be successful. Successful branding can help cities make themselves desirable, just as unsuccessful branding can cause cities to be undesirable. It is possible for a poorly branded city with the proper strategy to turn itself into a success. In what way, does a city brand make difference? There are multiple factors affecting the branding success. In order a city to brand itself successfully, it must possess a set of distinctive characteristics that are functional as well as non-functional. If a city is to be decleared as a brand, it must begin with developing its fundemental functional attributes that are for example offering employment opportunities, not being excessively expensive in comparision to wages, providing perfect and affordable housing, public transportation, having adequate educational offerings, encouraging cultural activities to take place in the city, having an attractive climate. In addition, a city must enhance its non-functional attributes such as individuals' perception and experience of the city, individuals' belief in the city, what it stands for, what kind of people lives there and should market its history, place quality, lifestyle, culture, diversity.

Since city branding has come into existence as a major urban development tool, city authorities are confronted to multiple of new questions: What city branding means? How should it be developed and who are responsible to develop it? Which type of

communication tools should be benefited from? How should the brand management be succeeded? Which slogans and logos should be selected to make the city unique in the minds? Which symbols and colours should take place in the Logo of the city? Which emphasis should take place in the slogan of İzmir? In the first section of the study, the concepts of brand and branding is discussed. Everyone confronts to brands everywhere they look, in stores, in ads, in television commercials, within the internet or on social media. Most companies recognize brands but fail to comprehend the right essence behind the brand and its function in shaping the customers' purchasing behaviour. Many companies perceive branding as a process that involves visual demonstration of a company that is just a tangible aspect. Everyone is driven by the emotions, promises and values hidden within the brand. Brands mean much more than just a logo,name. The process of brand management has been growing in importance day by day and the way brands are perceived by companies which adapt brand management strategies to reap success has been changing. Branding is not only the task of marketing department but also the task of the top management of the companies. The section begins with the definition of brand and branding. Within the same section, the benefits of branding, the build of a strong brand, historical development of branding are discussed. Later on, the section is concluded with the importance of branding.

In the second section of the study, the notion of destination marketing is discussed. Under this title, destination marketing tools are defined which are "positioning", " image" and " branding". Destination marketing is the process of contacting with potential visitors to shape their destination preference, travelling intention and affect their final destination choices. Now people are travelling not only for the sake of pleasure but also they are seeking for something new, exceptional and exciting. So individuality has gained more importance rather than mass standardization of products. Following, the section is ended with the application of branding to places.

The third section and fourth section of the study are related the subject of city branding. Under this section, the development of city branding, critical success factors in the city's branding, success in brand management, the features of a successful city brand, the principles of creating a "city brand", process to develop a

city brand, strategies pursued during the city branding work, city branding and innovation, benefits of city branding,the reasons of city branding failure, successful city brand examples are emphasized.

1. CONCEPTUAL DEFINITIONS: THE CONCEPTS OF BRAND AND BRANDING

1.1. The Definition Of Brand&Branding

Brands and branding are concepts having a long background. In Greek and Roman times, branding was used as identification mark for stores and tradesman signs. Prior to hedges are used in stock farm in order to distinguish one's bovine from others' bovine, farm owners branded their cattle by stamping them in order to recognize their flock.(Landa,2006)

The notion of branding also is arised as a result of the exercises of tradesmen who desired to put a stamp on their work without influencing the prettiness of the piece adversely. The tradesmen distinguish their work by using their initials, any symbol or another mark. Soon, the bovine and art with high guality started to be easily specified by consumers with the asistance of definite emblems or marks. Customers would essentially look for the particular stamps that had reconciled with better products in consumer's mind. If the producers succeed to differentiate their product as predominant in terms of consumers, following the producer's stamp started to be perceived as better compared to others.

Today, the notion of branding has evolved and the branding means not only a way to recognize a commodity or firm but also means a cohesion to commodities and firms. With branding activities it is aimed to generate a perception of superior quality and following conclude with involvement in the mind of consumers. In order to understand branding concept, it is important to know what brands are. So, what is the exact definition of "brand" ? Brand definition is a highly controversial issue. When you ask the meaning of brand to ten different marketing people or brand managers, you will most probably get ten different answers. Various definitions for brand are given by different literary sources.

 For instance according to Aaker (2011); brand consists of name or symbols for instance logo, trademark or design of package that enables the consumers to

recognize the commodities or services of any seller and seperate these commodities and services from those of competing firms. Therefore, brands cause the customer to be aware of the source of the product and safeguard the customers' and producers' interests and protects them against the efforts of competing firms to imitate the product.

Brand identification and other brand related responses are generated by the mass of experimentations related with the definite commodity or service. Those experiences may occur directly concerning with its use or at the end of the effect of advertisement and media interpretation.

A brand is not only just a symbol or word which enables consumers to distinguish products and firms. A brand aims to create a particular image, message or an emotional attachment in the minds of consumers once they hear the name of the firm, goods or services. A brand is composed of both the tangible and intangible qualities. Intangible qualities are generally quite difficult to define and comprehend obviously. A brand generate a perception in customers' mind that there exists no other product that is quite similar to this special one. A brand gives promise to its customers and expected customers to deliver value upon which its customers can rely over long periods of time (Panda,2004)

When we take a closer look at various definitions of branding:

"*Brands can be seen as logos, shorthand, recognizable company names and images, identity and value systems, risk reducers, evolving entities, images in consumers' minds, personalities and relationships.*" (de Chernatory& Dall'Olmo Riley 1998,418 cited in Järvisalo 2012:5).

While a commodity is made in a factory, a brand is bought by the customer. Contrast to a commodity which is possible to imitiate by a rival firm, a brand is matchless. A commodity inclines to be rapidly out of fashion and can not be demanded any more but a successful brand is everlasting(Sheikh,2008).

Al Ries and Jack Trout(1994) proposed that "*The most powerful concept in marketing is owning a word in the prospect's mind*".

"A brand is not a product or a promise or a feeling. It is the sum of all the experiences you have with a company." (Foundation Multimedia,2014)

1.2. The Benefits Of Branding

Strong brand realization and favorable image regarding a product cause this product to be preferred by consumers more compared to others in other words, increase the competitiveness of the product against the competing products.According to Dolak(2004) and Hague(1994), the possible gains from strong branding that are likely to be occured on the part of both supplier and customer are the followings:

1. Purchasing decision of consumers are influenced and ownership experience is shaped.

2. A trust and emotional attachment is occured among consumer and product or company thanks to branding. This emotional attachment following causes the decision making in the market to be predicated on feelings not just rational or reasonable causes.

3. Branding simplifies the buying decision of consumer and helps make buying determination earlier. In a product market in which several options exist and the product features are actually indistinctive, a powerful brand causes the consumer to rely upon its supplier or seller and have some expectations regarding the seller's product without even being informed of the product features. A strong brand enables consumers to feel confident in their choice. People buy products from a strongly branded company often without making any comparision with other companies' products since it gives customers comfort.

4. A powerful brand prevents individuals to alter their choice of commodity. If your brand succeeds to maintain its place in the minds of its consumers, your brand will come to minds of your customers first once they hear or talk about your product category.

5. A brand demanded by the consumers more compared to other products will be more easily sold to large merchants and distributors who are seriously sensitive to consumers' needs.

6. It is possible for competing firms to imitiate your products, your product patent may come to end someday, trade secrets may leak out to the competititors. However, your brand will continue to be uniquely yours since a brand is not something that can be stolen from you.

7. Brands also causes people to connect with one another.

8. "A brand not only enables sellers to seize an immediate sale but also to form a continious impression of their products."

9. A strong branded company will have a great company value when it is sold.

10. A powerful brand makes consumers be more glad about their buying decision. The favorable perception of product quality by consumers ensures them to worry less even if they purchase from an unrecognized producer. Using a strongly branded product will cause them to trust in the product.

1.3. Building A Strong Brand

Human beings don't make decisions rationally. Like the personal relationships, individuals adhere to a brand in the same way they attach to each other. Purchase decisions are made the same way, first emotionally and then logically. Once they are emotional attached to your product, then they will justify their buying decision based upon product characteristics and benefits. Hence it is inevitable to build a strong brand in terms of companies. According to Dolak (2004:3), followings are the steps to build a strong brand:

1) Begining with a product of good quality : In order to build up a powerful brand, you are obligated to start with a product with high quality that provides customers with a superior performance. High quality is a preliminary condition in order to entry so don't perceive just high quality is sufficient to differentiate your brand from those of competitors.

2) Determining brand's singular distinction, identifying brand's message, and positioning brand appropriately in the marketplace: When you have a product with high quality, then you are obligated to determine the singular distinction for your good that is fundemental to your target market. Do you take place in customers'

mind as best, first, most cheap or luxurious in your category? It is very essential to identify your singular distinction.

Several times, the first brand in a category comes out as the category leader and then this perceived leadership position of the brand lasts very long time. Unless your brand is launched first in your category, then create a new category in order to position your brand as the first in that category. In other words, being first in your category enables your brand to maintain its leadership position in your category for many years. For instance Federal Express was not the first package delivery company therefore they succeed to place itself as the first brand by creating a new category which is overnight package delivery. Also it sustains its leader position in that category for years and years.

Your brand must do something better than the other competitors, for example your brand must cause people to feel better, do something much better, obtain a high quality much higher than competitive brands. Spare the time to comprehend and analyse your category and following position your brand in some way that differentiates your brand from others within the category.

When identifying your message that will be conveyed to people, try to determine a single word or short expression. For instance when Volvo is said, the word of "safe" comes to minds, or when Coco-Cola is said, the phase of "*less filling, tastes great*" arises in the minds of people. If one of your competitors in your category owns the same word, determine a distinct word.

3) Arousing emotional response: "*Develop accessible attributes for your brand. Your brand should readily tap into your target market's psyche and evoke an emotional response.*"(Dolak:2004:4)

4) Build the image: You need to build up the message that you consider to generate about your company's value verbally, visually or by means of your actions. Note that it is important to form an unforgetable name for your brand. Generate a visually effective logo and write a slogan or tagline for your brand. Your brand should get into touch with whole marketing channels with one voice, in the same tone and style.Namely, your brand image must remain fixed across whole communication channels.

5) Market the image: Your logo, name, ads and all marketing communication materials should persistently communicate your brand's determined message. Your official website, mailings, sponsorships and events should be used effectively in the process of marketing your brand's image.

The branding effort should be adopted by the overall organization. From the CEO of the organization to the customer service staff, the sales department or the people responsible for cleaning are obligated to be aware and reflect the brand's uniqueness and distinction at each communication point with your market.

6) Live the message: You are supposed to deliver on the promise you gave to your market. Regardless of your brand image or positioning, you are obligated to deliver on these promises in the mind of your market.

Each staff in your organization must be given a training to think from a brand perspective. All the employees who communicate with customers should speak and behave in accordance with your brand's values.

1.4. Historical Framework

1.4.1. Historical Development Of Branding

If you think that the notion of branding is relatively modern, begining with the industrial age in England and following moved to the rest of Europe and the U.S., you are not right. Since the time people produced goods to trade or sell, or as far back in time as when people owned cattle, there have been trademarks, symbols, signs or posters, pictorial signs, and hawkers.(Landa, 2006)

 "*In the beginning…The term branding comes from the Old Norse "Brandr" which means to burn. Cattle, slaves, timber and crockery were burnt or branded with the markings or symbols of the owner using a hot iron rod. The concept of branding was essentially to depict ownership, in particular things which had value, this practice dating back to 2000BC. The transition from "This belongs to me, so leave it…" to "This was made by me, so buy it" started to evolve in the 1800's*." (Brand new: The History of Branding , 2012)

After the second half of the 19th century, branding started to emerge as an advanced marketing tool. The industrial revoluation and rising of new communication tools

enable the companies to advertise and introduce brands over larger regions. Especially the developed forms of transporting goods evolved. Before the 19th century, producers actualized the transportation of the commodity by ship. This caused large scale commercial branding to be limited to regions served by certain ports and firms close to those shipping points. The enhancement of the railroad system during the late 19th century both in the United States and other parts of the industrialized world progressively lowered the transportation limitation (Mote D. Brands and Brand Names, n.d.).

An example of the evolution of branding is an English beer brand that is called as "Guinness". It is established in 1750 by Arthur Guinness. Before the 20th century, the beer is favored by only local people in a small region of the United Kingdom. Thanks to the enhanced shipping and distribution technologies, Guinness was emerged as one of the most recognized brands by 1980s (Mote D. Brands and Brand Names, n.d.).

A well known example of branding in the United States is Coca-Cola which exists since 1880s. Due to the technological developments mentioned above, Coco Cola succeeded a superior brand recognition by means of its name and the (legally protected) shape of its soft drink bottle (Mote D. Brands and Brand Names, n.d.).

In the 1950s, consumer packaged products companies such as Procter and Gamble, Unilever, General Foods improved the brand management discipline or marketing as we know it today, when they realised the quality of the products of competitors available in the market improve. A brand manager should give a product an identity which differentiates it from other of competitors. In the 1950s and 1960s, some of brands like Tide, Kraft and Lipton became superior in marketing activities, establishing the benchmarks for all brands today. This indicated the begining of the almost 50 years of marketing which says that winning was identified by comprehending and analysing the consumers better than the competitors and getting the total brand mix rightly. The brand mix is more than the logo or the product price, it is the promotions and the advertising (Arons, 2011).

1.5.   The Importance Of Branding

Nowadays, it has become so important to be a brand because of the following reasons (Ak, 2006);

- Community structure has changed,

- Target audience has changed,

- Goods and services have diversified,

- Options for consumers have multiplied,

- Marketing rules has changed,

- Promotion through advertising started to lose its importance.

- Many different instrument such as sponsorship, MPR, CRM, Direct Marketing etc. has gained importance.

- PR(Public Relations), Strategic Communications has gained importance. Purchased goods and services are not just important for consumers anymore, now the person, institutions and organizations behind the goods and services have become fundamental.

- Mass media has diversified, every day a new medium has emerged such as Internet therefore it has been more difficult to address the target audience.

- Consumer buying trends and the time of purchase have changed.

- Corporate identity, brand image have become more important.

- Not only the product, but also the additions placed on the product has gained importance in consumer's purchasing reasons.

Nowadays, businesses need more knowledge and people that are in high qulity and knowledgeable. Dependence on intuition and estimation have loosed its importance and scientific and expertise have become more important on every issue than ever.

Under this conditions, it has been inevitable for all kinds of business organizations to create a brand but it has been a business that requires intensive, long-term effort and investment. Systematic of building a brand has become more difficult and the cost of creating a brand has increased more with each passing day. Therefore, in finance, economics, banking, stock exchange conditions, brand value of the firms has been measured more than their tangible value.

2. DESTINATION MARKETING

Destination marketing is defined as the promotion of a city or a region within it that is composed of a large number of activities to encourage the definite activities to take place there. Destination marketing activities are actualized in order for destinations to appeal to citizens, visitors and business enterprises and attract inward migration of residents. Destination marketing is required a long time period comprising several steps. The first step is to review the existing situation of the destination through a detalied investigation on the assets of destination, opportunities, and audiences (Kavaratzis and Ashworth, 2008). The second step is to determine a particular vision for the destination and the goals which should be fulfilled with the collaboration and compromise of a wide range of stakeholders. Following the next step is planning some particular projects that enable to succeed the expected goals and dividing the roles among the participating bodies. What comes next is the implementation (Ashworth and Voogd, 1990 cited in Kavaratzis and Ashworth, 2008:3). The last step of destination marketing is evaluation of the results of all activities.

2.1.   Positioning As A Destination Marketing Tool

Positioning means a marketing strategy that targets to occupy an exclusive position in the minds of consumers concerning a product or service, as compared to competing brands. Companies implement this strategy by highlighting characteristics of their brand or attempting to create an appropriate image through advertising. Unless reliability of a brand is destroyed, it is to hard to reposition the brand (businessdictionary)

Positioning theory can be explained on the basis of three basic subjects. First is the fact that human beings are living in an atmosphere overwhelmed with information. Second is that human mind develops a defence system against this knowledge mass.

Third is that the only way to cut through this mass and be distinguished in this mass is to communicate simplified and focused message (Ries and Trout,1986:169)

Marketers must aware that customers will position their products without their help unless they have shaped their mind regarding the product. Therefore, marketers must not leave the product's position over and must determine positions that will enable their products to be differentiated in the chosen target market (Bennett and Strydom,2001:75)

According to Bennett and Strydom (2001), there exists two type of positioning that can be used for the travel and tourism services:

- Objective positioning, where the organization tries to adapt its commodities and services to the demands and wants of the choosen target market(s). In this case, one or more features of the offered products or services can be altered or new features can be added on.

- Subjective positioning, where existing customer's image was formed or modified without attempting to change physical features of the products and services (Bennett and Strydom,2001:75).

Positioning themes are not only the basis of all the product or service marketing but also they are the basis of destination marketing. Destination positioning, that is a process of setting and sustaining images for a destination enables marketers to build up and execute particular strategies (Sarma,2003). Destination brand positioning can be done through the comparison of competitors. So, in order to manage in the city branding, the companies should create a differential competitive advantage. Especially when similarities between the competitors in the market is high, the positioning activity turns out to be more essential for the companies.

According to Kavaratzis(2008), in city brand positioning, it is important what the city provides to people and what the attributes of city are. Therefore, initialy the analyse of the current situation of the city should be made. The positioning can be made through historical structure , modern constructions, trade opportunities. In positioning of a city, more than one property can be used. But in order to

prevent any possible ambiguity that can be arised in the mind of the consumer about the brand, particular and powerful attributes of the city should be used. In this case, positioning activity will be more successful.

Kavaratzis(2008) states that the positinioning requires the well comprehension of how the city is perceived by the consumers. Through the marketing researches, the perceptions of consumers about the city should be learned and if necessary, the city should be repositioned. In the existence of any unfavorable ideas and prejudices about the city, marketing communications should be applied or necessary changes should be done in the city in order to change the unfavorable ideas. These changes can be both physical or image-related. The changed related with image requires intensive marketing functions.

It is so important to determine the advertising tools and channels required for brand positioning. The most accessible channels that are possible to have an impact on a large amount of the population should be chosen. Among these advertising tools , those can be said: Tv, radio, internet, phone, newspapers,magazines, brochures, direct mail, boards and other positioning tools.(Kavaratzis,2008)

Following steps should be pursued in order to position a destination (Aksoy, 2011);

- First the natural, historical, cultural,commercial, arts and entertainment assets owned by the destination should be analysed.

- The city's unique, original features are revealed. A destination may be original both with the cultural diversity of its citizens or its well-preserved historical texture. For instance, Sydney with its Aboriginal population, Prague and Venice's with its historic texture are authentic, original cities.

- Considering this features, it should be identified that which destinations are in competition with the stated destination.

- It should be determined which tourists groups and investors should be targeted.

- It is determined which property will be emphasized in positioning of the destination. If possible, the destination should not take possession of more than one property since a destination can be told to a particular target audience with only one certain property. Otherwise, ownership of more than one property creates communication confusion. At the end of this phase, the "idea" that will be owned by the destination is determined.

- A design company that will form the destination's logo and emblem should be agreed. By this way, the destination will obtain a corporate identity.

- Those having a say about the destination such as the residents, artisans, merchants, public officials, universities is informed about the city's "idea". They are asked to make the projects that implement this idea . This process is a dead- end and continuous process.

2.2. *"Image" As A Destination Marketing Tool*

Cities create image in the mind of the consumers and city image is composed of the knowledge,emotions and ideas in the minds of the consumers. The image of the city affects the attractiveness of the cities and cities having positive images appeals to more visitors. Therefore, an effective strategic image management is required. The strategic image management consists of five issues that are followings:

1) The components that form city image

2) The measurement of city image

3) The design of city image

4) The transmission of city image to neighbourhood

5) The correction of negative image

An image of a destination is shaped on the basis of the previous holiday experiences, rumour, knowledge from other individuals, travel agencies and the media. The factors that enable people to sort these mental images are generally regarding cost, personal safety, climate, scenery, sanitation. These attiributes may have an considerable impact on their choice of destination.

2.2.1. Destination Image

Crompton (1979) and Kotler, Haider and Rein (1993) define a destination image as the sum of all the thoughts, beliefs and impressions of an individual or group regarding a particular location.

According to Fishbein(as cited in Pike and Ryan,2004:5-6)., the overall image of a destination is composed of the combination of the two components that are followings:

Perceptual and cognitive: Referring that a destination image is measured by the features of its resources and attractions which prompt tourists to visit that destination. In other words, it mainly concentrates on the destination's physical attributes. Cognitive image is directly descriptive, observable and measurable.

Affective: Referring to the feelings and emotions raised by tourist destination, that are usually neutral, favourable or unfavourable.

Cognitive components of the image has a significant impact on the affective component. Namely, "the actual experience of having been on vacation at a tourist destination has an important effect on the destination image from a cognitive and emotional point of view" (Lopes,2011)

According to Kotler, Haider and Rein (1993), in the absence of any knowledge, experience or observation in the minds of consumer regarding city, the formation of city image would not be possible in the minds of consumers. Because in this case, the information processing in the minds would not work. In the absence of any positive image in the consumer mind, the information processing will work negatively.

City image is the set of beliefs that are developed by the individuals. Two different person whose decisions regarding a city are similar can have different attitudes to the city. For instance, the issue of traffic jam in İstanbul may not be a problem for a person with the idea of making trade. On the other hand, a person who is pursuit of a quiet life may not prefer İstanbul as a place to live.

Different individuals can possess different image about the same city. For instance while one person see a city as a tourism center, another person can perceive the city as a crowded and insecure place.

A city image can sustain even it is not valid any more. For instance, the city of Hiroshima was destroyed a long time ago as a result of a nuclear attack. Although it is a totaly different city today, the past negative image of it remains still in the minds of people. However, in some circumstances, the city image can be changed through the internet or word of mouth communication

2.2.2. Formation Of The Destination Image

As a result of the perceptual and cognitive process, the image of destination is built by various sources of information such as group membership, reference groups and media, etc. Therefore, it is possible for any individual to form an image of any destination in their mind even they have never been there. Namely, the destination image will be on the basis of historical, political, social and economic knowledge which following will form the image that the individual already perceived (Echtner & Ritchie, 1991).

The personality of individuals is considerably significant in the selection of the destination that will be visited. (Lopes,2011)

Stabler(1995) suggests some factors that affect the process of building the image of a tourist destination: Perceptions, Tourism Marketing, Level of education, social and economic characteristics, motivations, media(magazines,tv,books), experiences, psychological characteristics.

Image is the most significant notion for assessing the individual choices but it is difficult for individuals to possess a certain image of a destination without having been before there (Lopes,2011). So, when individuals have not any experience regarding the destination, there exists three elements influencing the individuals' image of a destination that are the followings: Tourism motivations, information concerning the destination and demographic variables. (Baloglu and McCleary,1999).

According to Mill and Morrison(1985:310) destination image is formed in three ways that are followings: Organic, induced and complex image. Destination image

evolves from an organic image, through an induced image, to a complex image. Organic image means that all the information delivered unintentionally by representatives of destination through television, geographical or historical books, newspapers, magazines or by individuals locating at the destination. Induced image is the image structured by the promotions and communications of the tourism agencies or organizations of the destination that directly target to attract the tourists. Complex image is occured after the visit to the destination.

Initially organic image is developed and then induced image is formed with the effect of marketing activities. But the evolution can be actualized if the effect of induced image is more powerful than organic image. There exists a few ways to influence the organic image in the minds of individuals. Marketers generally attempt to get the individuals to accept an intended image through movie shooting, posters and advertising. In case the organic image is already built in the minds of an individual, induced image may not be taken into account by the individual. In fact, before the individual focus on the travel to any destination, the organic image is previously formed in the individual's mind to a certain extent. When the individuals intends to travel any destination, they will attempt to an information research about the intended destination for travel. This situation is concluded with the induced image of the destination. Since the organic image is more powerful than the induced image in this case, organic image will be shaped by the informations obtained through induced image. After selecting and visiting the destination one time, the complex image that is formed as a result of the actual individual experiences will be determinant of the selection of the destinations to visit in future (Mill and Morrison,1985:310).

2.3.   *"Branding" As A Destination Marketing Tool*

Nowadays, places are seen as a type of product and are marketed like the products and companies. The major target of place branding is to increase the awareness and attractiveness of the place, set an desirable attachment of people with the place by developing favorable attributes for the place, attract visitors and investors into place by forming a desirable image. The branding of place is possible by increasing the reputation of the place and marketing the place. It is possible to find out for each place a combination of unique attraction factors to set it apart from the competing ones (Rainisto, 2003:3).

The advantage of creating and maintaining a place brand is that it can be used as a means for differentiation in the global competitive environment, to stakeholders both visiting and living there. The place brand identity can be visually and verbally communicated to stakeholders through a logo and advertisements; for instance, the city brand name New York is expressed in the logo and slogan "I ♥ NY". Another advantage of applying branding concepts to places is that it could facilitate reputation building and boost their brand equity. A brand is thus more than a static component.(König, 2011: 10)

After the comprehension of the importance of the city image and initiative to affect it make it possible to organize marketing efforts, a new concept emerged that is "City& Destination Branding". Kavaratis explained that city branding is the new division in the implementation of city marketing. Branding is a broad process which is not completely substitutable with the marketing process but provides a a distinct focus on the communicative aspect of all marketing measures. Branding tries to originate connections with the city and these connections are the non-functional features of marketing activities that can be emotional, mental, psychological. The role of branding is commonly perceived as a development of a new logo and the creation of advertising campaigns around these visual elements of branding.

To sum up, place branding and marketing enable you to form a favourable image for the place and appeal businesses, visitors, corporations, events etc. Nowadays, places is attempting to appeal tourists, firms and skilled people and seeking to find out export markets and those require that places implement strategic marketing management tools and conscious branding. Successfuly branded places attract new investment and generate a positive success circle.(Rainisto, 2003: 12)

2.3.1.   Application Of Branding To Places

First, a distinction should be made among product or service brands and corporate brands. Corporate brands's aim is differed from product brands' aim. They are focused on not just the customers, like in case of product brands, but a number of different stakeholder groups. Therefore they are comparatively more complex and ought to involve the company's mission, core values, beliefs, communication and culture. (Simoes and Dibb, 2001).

Product branding can be applied to place branding because it has tangible and intangible components, relies on services, and can be positioned through slogans. However, since it is mainly short-term oriented and does not address a multitude of stakeholders, corporate brands are considered to resemble place brands more(König C., 2011: 11). In addition, in corporate branding, the main focus is the company itself and not the products or services it offers. The main elements of branding are the company's mission, vision and culture. The same is valid in places, as place branding is not about the single products which city offers, it is about the broader picture and branding the place as a whole entity. The goal of place branding is not to develop local products for external consumers. The fact is quite opposite, place branding is about using the values associated with the local products to promote the place itself. "Like in corporate branding, place branding is about attaching certain qualities to the whole combination of place products. Every one of these products can then benefit from the place brand as a whole"(Raubo, 2010:7). Like in the case of the corporate branding, place branding is made with the corporation and consensus of each stakeholders of the place. (Apaydın, 2011:25)

3. DEVELOPMENT OF A NEW EPISODE: " CITY BRANDING"

Kerr(2006, cited in König 2011) defines place branding as "the practice of applying brand strategy and other marketing techniques and disciplines to the economic, social, political and cultural developments of cities, regions and countries". A 'place' indicates "towns, cities, regions and nations. City branding "emphasises the marketing and branding of cities to the residents (and potential residents) as a place to live, and to businesses as a place to invest" (Merrilees et al. 2009, cited in König 2011:11).

City branding and city brand management target to affect the spatial behaviour of individuals and firms by putting a positive perception of the city on their mental maps whether it is associated to living, visiting or investing. (Kavaratzis and Ashworth, 2005, cited in Raubo,2010:8)

Unfortunately, there is a widespread misunderstanding that branding is just composed of the communicative activities such a improving a tagline, a logo or a visual identity. However, it means much more than those. Branding a city is a

strategic process for improving a long-term vision for a place that affects and creates positive perceptions of a place.(CEOs for cities,2006:3)

According to Buffalo City Metro(n.d.), branding of cities enables you to alter the sensations by emphasizing the favarourable and completely distinctive characteristics of a city to appeal investors, visitors and to provide an added attraction to a place. For instance, initially the city of Joburg was seen as just another large city and not having a unique attributes in the minds' of potential investors. But, the branding actitivites based on emphasizing the city's warmth, familiarity and sense of urban energy, Joburg started to take place in investors', tourists', the nations' mind as a favorable and marketable place.

Some cities are unable to attract the talented labor force and much investment since their brand does not reflect its right potential. In other words, their brand is not as positive as it is worthy of being, while other cities take advantage of a desired brand which today they do little to be worthy of. Therefore, it is important for businesses and policy makers to realize that how their cities are perceived by tourists ,investors, consumers and future potential citizens over the world. If the city image on consumer mind does not comply with the truth of the city, they should identify what they should do in order to eliminate the gap between the actuality of the city and the existing image in the people's mind. (Anholt, 2006:2)

There are different goals for city branding: "it selectively frames the city, it asserts a unique identity for the place and it provides a set of lenses for people to understand and interpret the city". (Ooi & Strandgard Pedersen 2010, cited in König 2011:12).

Cities should convey what they are 'doing' in order to gain community buy-in and trust with all who are involved in the brand development(König, 2011:12). Therefore, the desired image must be close to reality, reliable, simple, attractive and distinctive, must address to mass, evoke desire in employees and interest groups(Kotler & Gertner 2002, cited in König 2011:12). Brand story should accurately reflect the place's culture and reality" (König 2011:12).

3.1. *Marketing Communications And City Branding*

City marketing concept which was defined with different concepts in the literature such as place, nation, communities, region, state, marketing has taken place as city marketing or branding" in recent years. According to Kotler, strategic city marketing model is composed of following systematic structure: Target markets, marketing factors and planning group. Target markets indicates the selected target audience which is addressed with marketing message regarding the city. Marketing factors put emphasize on attractive aspects of city, infrastructure facilities, people, city image ad life style and planning group highlights to the importance of planning and control process in the city marketing.

The process which starts from the planing group, continues with the marketing factors and identification and implementation of strategies intended for target market. **Planning** consists of diagnosis, vision and implementation plan determined as a result of the common analysis which is created among the citizens, business community and government authorities. A product, for success in the marketing communication process, should primarily be high in quality. Keeping this in mind, it is impossible to initiate a branding process for a city which is grappled with problems and composed of unhappy citizens. Therefore, the analysis of the current condition of necessary facilities for infrastructure, attractions, people and city image are assessed at the stage of **marketing factors**. **Target marketing** represents recognition and homogenization of the consumers and satisfaction of their needs and desires. For a city, consumers should be grouped via market segmentation. Those are composed of turists and congress attendees, investors, manufacturers, business centers and those newly settled in the city (highly educated people).

In tourism marketing, it is known that turists collect the region's merchandise such as cups or t-shirts embroidered with logos, take picture and video of the regions to show their relatives, friends and send postcards of the visited region. In terms of this, existence of a logo and commercial products (merchandising) concerning the city is crucial in the city marketing.

Creation process of added value for a city consists of four marketing steps that are followings (Altunbaş, 2009);

- Basic services should be provided and infrastucture facilities of the city should be fulfilled for the pleasure of city's citizens, businesses and visitors.

- A place or city may require new attractions to maintain the existing jobs, receive public support or attract people or business to the city.

- A place or city should communicate its attributes and benefits through good image and communication programs.

- A city should receive support from organizations which can attract citizens, leaders and new companies to the city.

Competition in global economy has increased at incredible levels. Cities are also affected from this competition. Success of city managers are measured as the investments made in the city, openning of commercial business and arrival of new trained settlers and tourists to the city. Local governments must be strategic and market-oriented. They should determine the city idendity and suggestions for target audience and communicate with them.

Marketing strategies such as city branding, locomotive projects and hosting the large organizations are effective in faciliating the communication process. City branding and marketing strategies is much more complicated business from the products and services marketing because of the redundancy and confusion of decision makers and target audience. Cities developing sustainable strategies will be able to achieve competitive advantage.

While many independent attempts are made for the city, the explanation of those to the target audience may not be possible. Therefore, marketing communication studies integrated with planning efforts will provide more effective and less costly results. In the light of the expectations and needs of the target audience, all the products, services, organizations, habitats, commercial salable products, advertising and media, public relations activities should be implemented in a way to serve the common purpose.

3.2.   Critical Success Factors In The City's Branding
3.2.1.   Strategic Approach

Some factors defined by Apaydın (2011:28-29) can be highlighted for the success in city branding:

Strategic approach:
1. Storing and analysing the visitor statistics, identifying the major target audience by making target market segmentation.
2. Determining and analysing major competitors.
3. Following the tourism trends over all the world.
4. Long term approach into branding.
5. The comprehension of the importance of international competition.
6. Emphasizing the importance of improvement of the infrastructure.
7. Providing a harmony through the regional and national tourism plans.
8. Reviewing the attitudes of the public to tourism.
9. Taking the local culture, values and life styles into account.
10. Identifying the prior target as employment and the quality of life of the locals.
11. Taking precautions against the overcrowded.
12. Taking precautions against the environmental issues.
13. Showing the contribution of tourism in growth of the city.
14. Creating optional plans and scenarios for different situations.

City Identity and Image;
1. Accepting of the necessity of development of brand identity.
2. Defining the brand features.
3. Accepting the necessity of development of a city image.
4. Making consensus about how the city should be positioned.
5. Observing and controlling whether the promises given to visitors are kept or not through marketing communication tools.
6. Using the new and creative communication tools.
7. Accepting the necessity of brand improvement and increasing brand awareness.

The Participation of Stakeholders;
1. Including the national government agencies into the planing process.
2. Including the local government agencies into the planning process.
3. Including the private tourism agency into the planning process.
4. Including the local people and business leaders into planning process.
5. Being aware of the necessity of communication with the stakeholders.

Implementation , Observation and Reviewing;

1. Forming a time schedule for each duty.

2. Accepting the necessity of pursuance and review.

4. BRAND MANAGEMENT

4.1. Success In Brand Management

In 1950s, the notion of brand management arised(Seth 1998:197/ Järvisalo,2012:9). According to Nilson(as cited in Järvisalo,2012:9), brand management is very fundemental concept on the business agenda since whole companies attempt to create a value and a reputation in the minds of customers associated with their brand. By this way they can manage to differentiate themselves in the harsh competitive market.

According to Seth(cited in Järvisalo,2012:9), brands are not static organism, are an evolving organism and alter over time; consumers of them alter from purchase to purchase. In brand management, overall team included in the brand management aims to generate an enhanced comprehension of the consumers. Strategic commitment and teamwork are required to evaluate the consumer correctly and accordingly create an appropriate brand. The brand management is not the task of just one individual, one team or one department, it is the task of whole corporation.Brand management measures everything associated with the brand from what the brand says and how the brand is perceived by distinct target audience. (Temporal 2002, 37/ Järvisalo,2012:9).

According to Nilson(as cited in Järvisalo,2012:9), brand building requires to take into account three types of targets: The business objectives, the marketing objectives, the communication objectives. The business objectives consist of the issues of profit,revenue and growth. The marketing objectives are associated with the issues of brand share in the market, position in targeted market segments that are what the marketing task has to accomplish. The last one, communication objectives, are about how the brand commuciation can affect and shape the awareness and attitudes of consumers toward the brand. The communication objectives in order to be cost effective should be coherent with the marketing objectives which in turn must comply with the business objectives.

Regarding the issue of planning&positioning issue, Brand planning is a fundamental activity , on the other hand it is a time-consuming activity. The aim is to accomplish a community of ideas within a corporation regarding how resources can be effectively used to provide a sustainable brand awareness and discriminative advantage (Chernatory & McDonald 2003:53/ Järvisalo,2012:10).

According to Temporal(as cited in Järvisalo,2012:10), strong branding requires a strong positioning. "Positioning is vital to brand management because it takes basic tangible aspects of the product and actually builds the intangibles in the form of an image in people's minds". Positioning concentrates on the selected target audience and affects their ideas regarding the brand compared to other brands.

Kapferer(as cited in Järvisalo,2012:10) states that brand positioning is to underline the unique features that differentiates it from its rivals and makes it attractive to the public. Positioning is the conclusion of an analytical process supported by these questions: " A brand for what" refering to the brand promise and consumer utilization aspect, "A brand for whom?" refering to the target audience aspect. " A brand for when?" refering to the product consumption. " A brand against whom?" refering to today's competition aspect.

Temporal(as cited in Järvisalo,2012:11) proposed that positioning is related to generating a perception of difference, brand managers attempt to convince consumers that they are both distinct from and better than the competitive brands. Positioning is an important concept refering that all consumer choices are actualized on the basis of comparison. Positioning is a process composed of two stage. First, it requires to be specified to what category the brand should be compared. Secondly, it needs to be specified what is the primary difference of brand and the reason why it is in comparison to other brands of that category. But positioning concentrates more on the product itself. In the case of a multi-product brand, positioning becomes difficult. Positioning does not disclose the overall richness and brand meaning nor reflect all of its potential. (Kapferer 1997,98/ Järvisalo,2012:11)

4.2.   Implementation&Monitoring

"Visions, strategies and plans are useless until they are effectively implemented. The planning team needs to convene at regular intervals to review the company's

progress towards its goals."(Järvisalo,2012:13). According to Temporal(as cited in Järvisalo,2012:13) continuous monitoring and brand effectiveness evolution against the competition is necessary. There exists many materials that enable the brand managers to evaluate how successful their brands are in the market. "Research has a vital role to play in the life of a brand, both at the initiation phase when the brand is brought to life and in the ongoing process that is involved in successfully maintaining a strong and relevant brand."(Campbell 1998, 56–57/ Järvisalo,2012:13).

4.3.   The Features Of A Successful City Brand
4.3.1. Functionality

A brand should be functional in order to be powerful. It should be both strong and distinctive in terms of functionality. In marketers' attempts to brand, functionality is often forgotten as a selling point in favor of more superficial characteristics that the brand might possess. The motivating benefits are the products functional qualities.

Suppose that you buy a camera because of its functionality that enables you to take photo and record memories that can be kept digitally or on paper. At the first glance, these functional attributes are the primary reason causing customers to purchase the related product. However, in advertising apart from motivating benefits, discriminating benefits that cause the consumer to prefer one brand to another are also looked for. For instance, functionality of buying a Nikon is the same with functionality of buying Sony.   In this case, what is the reason prompting the consumer to purchase one brand over another? We need the camera not only to take photos but also our buying behaviour is determined by emotional response like status or reputation. In other words, the first thing affecting our purchasing decision is functionality, the remained part is added value (Pfefferkorn, J.W., 2005:20).

Like brands, cities also must be functional. Functionality refers to the observable benefits for both products and cities. A city must take place as a center of employment, industry, housing, public transportation, and recreational attractions in the mind of individuals.

New York differentiates itself from other cities in terms of employment, industry or public transportation. For a citizen of New York, the transportation does not require a car to get around in New York since all the distinctive attractions can be reached by

means of walking, the subway, taxis or other public transportation with a small amount of inconvenience. This is an example to the functionality of the city of New York (Pfefferkorn, J.W., 2005:20).

4.3.2. Added Value

Real brands possess both of functional benefits and non-functional added value. Strong brands should put an added value in the consumer minds. After an added value is created in consumer's mind, a good relationship with a brand will develop. These added values which are normally non-functional come from what kind of people benefit from the brand, appearance of the brand, our believe regarding whether the brand is effective or not, our experience with the brand. A strong brand must have these qualities in order for brand loyalty to be established. Added value turns into loyalty which is the fundemental point affecting the success of the brand (Pfefferkorn, J.W., 2005:22).

Lets consider Nike, one of the the world's well known brands. Consumers first bought Nike products for its functional benefits, but then adhere to the Nike brand because of its added value in addition to its functionality. The brand of Nike evokes the best athletes of the world in the mind of consumer. Therefore, when they wear Nike products, they feel an attachment to the best athletes over the world (Pfefferkorn, J.W., 2005:22-23).

According to Pfefferkorn J.W., 2005, there exists four added values that brands must own to achieve:

1. People's experience of the city: Although there are many most technological alternative to communicate with people, old fashioned ways such as word-of-mouth is still valid to deliver information. If people have good or bad memories and experiences regarding a country, they most probably want to share their memories with their relatives or friends.

2. Perception of the population: Consider the city of New York that is generally perceived as prosperous and cosmopolitan country. New York has something for every individual. It provides its visitors and citizens with finance,

commerce, industry, colleges and universities, historical sites, and an enormous array of cultural as well as economic opportunities.

3. Belief in the city: A city is obligated to stand for something to become a brand. For instance, New York is a well known city with its cultural symbols, biggest financial institutions of world such as J.P. Morgan/Chase, WorldBank, Deutsche Bank, United Bank of Switzerland(UBS) and investment companies including Morgan Stanley, Merrill Lynch, Bear Stens, The New York Stock Exchange, Wall Street. September 11th terrorist attack induced majority of people to reconsider whether New York was the best city to live or not. (Pfefferkorn, J.W., 2005:25)

4. Appearance: What does the city look like?: In city branding, appearance of the city is a fundemental issue. In other words, it is important that how the city looks like and what are the pyhsical features that the city owns. Cities are generally known with their location, cultural icons, function. For instance, Rotterdam, Amsterdam, Barcelona and San Francisco are largely defined with their harbors. New York and Zurich are reputed as banking centers. (Pfefferkorn, J.W., 2005:26)

4.3.3. Integration

A city in order to be a good brand is obligated to be integrated. The forgetten thing in the planning stage of many poorly branded countries is that the uniformity is boring. People would be excited to live in a place where there exists diversity. Most importantly, cities making something different and including distinct and alternative lifestyles would succeed in culture, science, technology and the arts. (Pfefferkorn, J.W., 2005:27)

4.4. The Principles Of Creating A "City Brand"
4.4.1. "Quality" In Creation Of A City Brand

Quality is the first stage of creating a brand. The condition of the superstructure and infrastructure, protection of green areas and increase of its variety, transportation quality, protection of historical and cultural heritage, quality of hospitality business, quality of services offered for tourists, attitudes and behaviours of local people are the elements reflecting the image of the overall quality of destination.

According to Özdemir(2013), Rome, Venice, Milan, Paris, London, Barcelona, Las Vegas are some of the cities that have been destination brands through high quality perception. According to the survey conducted each year by "Mercer", an international consulting firm, when Vienna that is the capital of Austria are considered, it has been selected as the world's most liveable, quality city. Vienna is taken place at the first in the ranking of 2009,2010,2011,2012 with its infrastructure, health services, parks and bike paths. In the evaluation made among 221 cities, Zurich, a city of Switzerland ranked as second, Auckland, a city of New Zealand rankes as third, what comes next is the city of Munich and Vancouver. The city of İstanbul is at 117th rank.

4.4.2. "Logo" And "Slogan" In Creation Of A City Brand

A logo adds to a city's identity. It reflects something about the individuals that live in the city, who they are, what they have to offer, their values and what they perceive as important. What a logo tells to us is the story of the city. It is the basis of setting a brand. The well known logos are those: The Big Apple(New York City), Sin City(Las Vegas), The Big Easy(New Orleans), The Wind City(Chicago), I Love New York(New York City). (Coy,2013)

For instance, "I Love New York" is a well known logo that is the essence of an advertising campaign and has been utilized in order to enhance tourism in New York City since 1977 and following to enhance New York State as well. This logo is seen in brochures and gift shops throughout the city. The logo is composed of the capital letter I, followed by a red heart symbol (♥), below which are the capital letters N and Y, set in a ronded slabserif typeface called AmericanTypewriter. (Wikipedia)

While some of cities have logos, others have slogans. Slogans originate a mental image of the city in the minds of the citizens or visitors. Slogan is the name given to a phrase or word list that defines objectives and instruments of an identity, group, organization or institution. Slogans are important in terms of brand awareness(slogan.nedir.com). Slogan ensures a brand to be more impressive and memorable. Slogan is symbolization of the name of a product,firm or service by using letters and pictorial elements. The most well known examples of slogans used

in city branding are the followings: The slogan of New York City NY, "The City That Never Sleeps", the slogan of Las Vegas NV, "What Happens Here, Stays Here".

For example, "The City That Never Sleeps" is a well known slogan that explains that majority of the restaurants, stores, supermarkets are available 24 hours a day in the New York city(Coy,2013). Also Las Vegas' "What Happens Here, Stays Here" slogan is another known taglines in modern tourism marketing. Coy(2013) states that according to Las Vegas tourism department of ad agency R&R Partners, with this slogan it is tried to convey the idea that this city provides its visitors with the freedom to be someone they could not be at home. Those are the freedom of doing different things, feeling different things, eating different things. The slogan also talks about the freedom of anything they desire to leave behind in their daily lives.

4.4.3. "Visual Symbols" In Creation Of A City Brand

Symbol is; "*A mark or character used as a conventional representation of an object, function, or process, e.g. the letter or letters standing for a chemical element or a character in musical notation*"(Oxford Dictionary, n.d.). The objects evoking the history,culture, nature, architecture that a city owns in the minds of people are the symbols of the cities. Symbols are the tools that make the brands more powerful by causing the brand identity to be easily remembered and increasing its recognition.

New York, Paris, San Francisco and London can be given as an example of the world's well known destination brands. Those cities are generally remembered with their symbol structures. The name of the cities becomes synonymous with these symbol structures. When Eiffel is said, Paris recurs to the mind. Majority of the tourists coming to the city desire to visit and see the symbol structure of the city. The departure from the city without visiting these symbol structures can be perceived by the visitor as if they didn't visit the city (Ateşoğlu, 2008)

Visitors purchase souvenirs and take pictures related symbol structure of the cities and take them to their home countries so that they can have permanent memories regarding the symbol structures. For example, The Leaning Tower of Pisa of Italy, Eiffel Tower of Paris, Liberty Tower of New York, Golden Gate Bridge of San Francisco, Notre Dame Cathedral of Paris, Opera House of Sydney, Tower Bridge of London. Turkey also possesses symbol structures representing their cities. For

instance, Mevlana of Konya, Ceramics of Kütahya, Rose of İsparta, Sultan Ahmet Mosque or The Maiden's Tower of İstanbul are most well known examples of symbol structures of Turkey (Ateşoğlu, 2008).

4.4.4. ″Advertising″ In Creation Of A City Brand

Advertising music positively affects a brand recognition. It increases the impression of a brand on consumers, causes the brand advertising to be easily understood and kept in mind. For instance, the advertising music of the Turkish Airlines " We are Turkish Airlines, We are Globally Yours" that has been sang by Sertab Erener, the winner of the 2003 Eurovision competition, has been easily remained in the minds of people. The song of "Every Way That I Can" that was sang by Sertab Erener in the Eurovision has also been used as background music in the promotional videos of Turkey (Özdemir, 2013:17).

4.4.5. ″Infrastructure And Superstructure″ In Creation Of A City Brand

Infrastructure and superstructure works are very fundemental in development of tourism and branding of cities. Infrastructure works are composed of roads, water, electric, communications, transportation, solid waste collection and storage. Superstructure activities includes accommodation places, entertainment centers, restaurants, the external apperance of the buildings (Özdemir, 2013:17).

Infrastructure problems causes environmental pollution. This situation creates a negative impression in terms of tourists coming to the city and city's branding. Unplanned urbanization is one of the major problems experienced in the tourist zone. The Concretisation of tourism cities in Aegean and Mediterranean coasts causes visual pollution (Özdemir, 2013:17).

4.4.6. ″Governing Bodies″ In City Branding

Nowadays, city marketing units have been established in many countries. These destination management units aim to increase the tourism revenues and create employment. Causing local people to be aware about the tourism, vocational trainings given to employees in tourism, works for the improvement of service quality are some of the functions of destination management units.

For instance, Ministry of Culture and Tourism is responsible for the determination of the Turkey's promotion policies and strategies and implementation of promotional activities. In addition there exists provincial tourism offices connected to the ministry. Turkey Travel Agents Union(TURSAB) contributes to the development of the tourism sector that forms the basis of the travel agencies profession and its activities.

4.4.7. "Security" In City Branding

Security is one of the most important elements affecting the preferance of the tourists regarding choosing a vacation destination . Security issues such as terrorist incidents, theft, snatching adversely affect the image of the destination.

Each country should identify and monitor the regions within their borders that threaten the life, health, economic interests of tourists. Tourism security related national policies that minimizes the risks to tourists should be developed. According to Piçakçi(2009), regarding this issue, following measures should be stressed:

- Potential tourism risks related to the issues of travel varieties, the regions providing service to the tourists should be identified.

- Security standards in the tourism areas, destination points and accomadation places concerning fire and food security, health needs, environmental safety should be determined.

- Information offices that can solve any security problem occured, inform and provide required informations in the emergency situations should be established.

- A high level of safety actions should be taken in the arrival points of tourists such as airports, train and bus terminals and other possible transportation points.

- Protection of consumer rights should be provided and conflicts arising between tourists and service providers to tourists should be solved rapidly without having recourse to the law.

- The quick departure of the tourists from the destination in case of any natural disaster, accident,crime and health problems should be provided.

4.4.8. "Transportation" In Creation Of A City Brand

Transportation forms the basis of infrastructure problems. Tourists generally prefer to transport by means of airlines. Therefore, proximity to the airlines of the tourism cities is a big advantage in marketing of cities. Transportation in the branded cities that is fast, safe, convenient and connected with other cities enables tourists to actualize their visits to the cities' historical,natural,cultural assets and to the other cities (Özdemir, 2013:20).

4.4.9. "Brand Identity" In Creation Of A City Brand

Brand identity means the future aspirational identity and associations of the brand. It is how we want internal constituents and those outside the location to view the brand and the benefits they expect and receive from it.(CEOs for Cities & Prophet,2006)

Ashworth and Kavaratzis (2005) claim that brand identity can be identified as how the city stakeholders want the brand to be perceived. Brand identity is used to communicate what the branded city is about. A city's slogan and logo is the part of the core concept that is visible to consumers (Anholt, 2007, p. 5).

4.4.10. "Alternative Tourism" In Creation Of A City Brand

A destination primarily should be promoted by highlighting the strengths in the minds of existing tourists. By this way, a major part of tourists can be attracted into the destination. After strengthening in the market, alternative features of the destination should be marketed (Aksungur ve Kastal, 2007:9).

In the 1970s, since the majority of tourists coming to the Spain prefer sea-sand-sun, this trio started to be used in the promotion and marketing of Spain and other values such as culture and history are set aside in the promotion of the country. In order to become a brand, Spain started to emphasize just the Spain shores and islands in the promotional activities. After obtaining a certain market share, Spain directed toward the branding of the destination through marketing the alternative types of tourism such as Flamenco, bullfighting, gastronomy, festivals(Aksungur ve Kastal, 2007:9).

Bulgaria having a high potential of tourism with its protected natural beauty, historical and culturel values is a rich country in terms of its alternative forms of tourism. Especially in recent years, termal tourism thanks to its natural termal water resources, spa tourism, ski tourism in the winter times and casino tourism has been important in terms of the country's development in the tourism sector(Özdemir,2013:21).

4.4.11. "Local People Behaviours" In Creation Of A City Brand

The local people attitudes to the tourists affect the brand value of a destination. The positive, helpful, warm behaviours of the locals cause the tourists to extend their stay period and to repeat their visit to the city. Regardless of the promotions done for city marketing, any rood behaviour towards tourists can eliminate all the positive image of the city or country in the minds and cause a negative image to be occured. For instance, the behaviours adversely affecting tourism such as mugging and theft prevent development of the destination (Özdemir,2013:21).

4.4.12. "Protection Of Natural Environment" In Creation Of A City Brand

In the development of tourism, the natural environment features are important.The destinations where natural environment is protected are demanded more by the tourists. Costa Rica is a country that emphasizes the natural environment importance in the branding and marketing activities with its natural attractions, plant and animal species (Özdemir,2013:21).

4.5. Process To Develop A City Brand
4.5.1. Defining The Goals and Objectives Of Branding Project

In this process, it is tried to find an answer to the following questions: What the branding project is attempting to manage? What are the expected consequences of the development of a brand strategy? Decision makers are obligated to perceive the objectives and targets of the branding project. Is the main target to appeal and hold local peoples? Enhance trade or commerce? Appeal attention of visitors? Alter existing sensation? The replies to these questions determine the field of the project and the convenient stakeholders with whom to speak (CEOs for Cities & Prophet, 2006:8).

For instance, determine places that have confronted to resembling problems and have dealt with them successfully by implementing a brand strategy and review their achievement. CEOs for Cities & Prophet (2006:8) states the questions helping to understand the logic of setting the goals and objectives of branding project: Which indicators show a shift as a result of the brand strategy- increase in residents, income, visitors, income, business growth, events, etc? Which of these are most suitable for your brand strategy? What can you pick up from this branding example?

4.5.2. Recognizing The Audience That You Address

In the process of developing a city brand, CEOs for Cities & Prophet (2006:9) offers some questions should be asked to determine the audience that you adress: Who is the audience composed of? What are the audience's existing apprehensions and impressions of the place? What do they require that a city is able to provide? Is your city able to satisfy that requirement? If it is able to meet, how it manages to do it ? To give answer to these questions, a number of detalied interviews should be made with business sector, residents, political leaders, visitors, media, student groups etc.

According to CEOs for Cities& Prophet(2006), choosing the right target markets is one of the hardest sections in place branding process. Audiences should be minimized in number and determine the ones having priority. World Business Chicago that has the job of attracting companies into that city determined senior business leaders and national and international media as the most significant objectives for its branding initiative. Such focus enabled the World Business Chicago to make 80 one-on-one interviews within the target market, succeeding a rich depth of opinion .

CEOs for Cities&Prophet(2006) states that when target audiences are determined, it can be challenging to show how to access them for investigation and by which ways. Focus groups work but can be costly for ordinary citizens. Business leaders are more easily conducted through personel interviews but since they are generally engaged, they may be reluctant to take their time in absence of certain motive or incentive. Political leaders need to be assured about their sincere observations won't be disclosed to public.

4.5.3. Determining Existing Brand Image Of The Place

Brand image is related to how the brand is perceived from the perspective of customers(Baker,2012).

There exists some questions that are drafted to obtain comprehension of the advantages and associations that the target audiences have with the place. The sample research questions are the followings:(CEOs for Cities & Prophet, 2006 :11).

- What visual imagery does the place originate in the minds of individuals?
- Has the place image altered over time?
- When the place name is said, what is the first thing coming to mind?
- What are the place's powers and weaknesses?
- What advantages and associations does the place generate for you?
- Explain your experiences regarding the place, or what you hope to have regarding the place?

Cities have a problem with the brand image issue when people outside don't know the reality of the place correctly. The disparity among the internal identity of the cities and the external image of the cities puts a limit to their development.This often actualizes when the city presenting itself as one thing, but the reality is much distinct. For instance think about a city promoting itself with its romantic beachsides, but visitors find that the restaurants service awful, hotels don't meet the expectations sufficiently. Successful brands don't have this kind of imbalance. So brand managers should ensure that city image is consistent with the reality(Baker,2012).

The main target is to become aware of how the place is perceived by the target audience currently in order to assess the gap among the existing condition and favorable condition. It is the gap that the positioning is obligated to eliminate(CEOs for Cities& Prophet,2006)

4.5.4. Setting The Aspirational Identity For The Place

According to CEOs for Cities& Prophet(2006), an aspirational brand identity is composed of the things you desire individuals in the future to think when the place comes to their mind. It is how you intend target audiences to perceive the brand and the advantages they anticipate to take from it. It is significant for the aspirational identity to be attainable and reliable for the brand. In addition, it should also be a

sustainable identity for a long period of time. In order to set an aspirational identity for a place, the following questions should be asked:

- What associations and impressions should be arised in the minds of people, when place is thought?

- What is the appropriate personality for the place?

- What type of experience you desire to have there?

- What do you desire the place to stand for?

4.5.5. Developing the positioning

Initially it would be beneficial to begin with some questions to identify what your goals for your brand are.According to Gunelius(n.d.), brand positioning questions are the followings:

What do you want your brand to be perceived for among your target audience?
What can you deliver that competitors cannot do as well or at all?
Does your desired brand position be consistent with your overall city's goals and vision?
Do you have the adequate funds to be used in developing your brand position?
Do you have realistic brand goals ?
Are you long-term oriented?

CEOs for Cities&Prophet(2006) states that brand positioning is the means for conversion from the current brand image of the place to the aspirational identity of the place. Basically, it is a benefit that a place desires to possess in the target audience's mind. When positioning is compared to brand identity, brand identity is longer and less immediate in terms of the timeframe. Brand positioning is less aspirational and more reliable in the near-term.

> "*Like any product brand positioning, positioning of a place should be relevant, credible, compelling, differentiated and sustainable. A positioning is not an ad campaign or a tagline. Rather, it is the core promise that shapes communications as well as influences any decisions on what a place may provide."(*CEOs for Cities& Prophet,2006).

4.5.6. Making The Positinioning Valuable For Each Audience

Once the positioning is determined, it would be essential to implement it for each of the target audiences. The meaning of the positioning for each individual should be understood. Also it should be determined which key messages would be conveyed to affect the individuals' comprehension. It is possible to adress to all audiences with a definite message in other words some messages can be exercisable to all audiences. However, it is significantly important to determine distinct and specific messages for each of the audience.(CEOs for Cities&Prophet,2006)

4.5.7. Implementing the strategy

In the creation of a place brand, it is fundemental to be aware of each channel of communication with the target audience such as airports, advertisement, street signboards, leaflets, web site, events, media and manner of residents which provide the opportunity to improve your brand (CEOs for Cities&Prophet,2006).

The points of interactions between the brand and the target individuals are thought, , it is helpful to take into account touchpoints in three stages that are followings:

- The decision prerior to the visit

  Prior to visit to anywhere, there exist some touchpoints that make it possible for the target audience to increase awareness and information regarding the place and to take the place into consideration while deciding among the places. These touchpoints may be composed of PR, leaflets, advertisement, events listings, web sites, word of mouth.

- The decision during the visit

  This stage concentrates on all the interaction that is possible to arise during the visit. These interaction points which are directly experienced by the audience are firsthand, nonverbal and more tangible such as cleanliness of the streets or dynamic nightlife.

- The decision after the visit

Also there exists touchpoints and communication that emerge after the completion of visit or a decision has been made. These touchpoints include the colleagues' interpretation, newspapers, social media, pics and unforgetable experiences following to visit, email marketing and direct mail (CEOs for Cities& Prophet,2006).

According to EUROCITIES(2010), implementation of the brand strategy especially for a place is challenging. Initially, majority of execution depends on enhancing the touchpoints that are illustrated above. Second there exists often a little or almost no budget which is necessary for the implemention of the brand strategy. Hence, implementation often depends on grassroots efforts, word of mouth and other activities to spread the word out.

It is fundemental to think about all three stages, when considering all the interactions among the brand and the target individuals. However scare sources and limited funds make it difficult to affect everything. Therefore it is significant to determine priority of touchpoints depending on their potential effect and return on investment. The touchpoints that are favorable in both will become the drivers of the new brand strategy. When defining priority of touchpoints, the following criterias are helpful: (CEOs for Cities& Prophet,2006).

- The success of the touchpoint in conveying the positioning.

- Ability of the toucpoint to cover the gap among the actual experience and the favorable experience.

- Cost/benefit relationship.

4.5.8. Evaluating success

According to CEOs for Cities&Prophet(2006) and EUROCITIES(2010), "The things which is not measurable cannot be managed" is valid for commodity, service or place branding. There exist six indicators below that can be used in the evaluation of a place brand strategy success. Majority of these indicators can be measured annually with a consistent survey tool. "While marketing firms can be used to conduct performance measurements, there are also low-cost options, such as soliciting pro bono services, using in-house survey methods or engaging students from a local

university or college." These six indicators of branding performance are the followings:

Brand Awareness: This is used for the measurement of how recognizable the place is in the target market.

Brand Recognition: It is applied to measure the proportion of stakeholders that are aware of what the place stands for and what it ensures?

Brand Understanding: It is used for the measurement of percentage of stakeholders who know the brand promise that the place conveyed in the marketplace.

Brand Delivery: While the brand understanding is used for the evaluation of the communication effectiveness, brand delivery is used for the measurement of success of the place in the delivery of the beneftis it promises.

Brand Value: It is applied to measure the place brand's convenience and to assess whether the brand is valued by target audience. Benefits perceived worthless by the target audience will be meaningless.

Brand Preference: It evaluates the transition of customer from being just a user to somebody preffering the brand to somebody suggesting and defending the brands to others.

Brand Uniqueness: It measures the superority of the brand promise in the eyes of the stakeholders in comparison with the ones' of competing locations. Brand uniqueness indicates the place's ability to appeal its target audience.

Enhancement and implementation of a place brand can take a number of months, relying on the scope of the branding initiative, the research level and the organizations involved. But, accessibility of the right information and presence of the high level of collaboration make it possible to create the strategy in a short time period(CEOs for Cities, Prophet,2006).

4.6. MAIN PRINCIPLES FOR THE SUCCESS IN CITY BRANDING

In order to obtain success in the city branding activity, CEOs for Cities&Prophet(2006) states the below guiding principles:

Having a Clear Objective:

In presence of an expressly determined goal, roles and responsibilities the project most probably runs more smoothly. Otherwise, without a certain objective, the project will have tendency to move in many directions, given the mass of perceptions that a project is often attempting to represent.

Reliability is Key:

While identifying high aspirations for place branding, it should not be forgotten that they must be not too away from the reality. A place brand should reflect the reality of the place. It should be confirmed that the positioning is reliable, appropriate and motivating.

Be Precise: In place branding, its is tried to be valuable for all people in terms of its variety of features. However, such an attitude will conclude with an ambiguity regarding what the place really stands for. Since it makes it difficult to get attention of the people, it should be identified the priority of the elements in the brand project. Strict focus will eventually make the branding attempt stronger.

Be Resourceful: Launching a branding activity does not require a big amount of budget. It is possible to build up and fulfill a branding project through creative and less costly ways by using local sources.

Grassroots Drive Word of Mouth: Building awareness and word of mouth is possible with an advertising campaign, but it is often too costly to maintain. Instead of an advertising campaign, consider grassroots tactics such as events, city tours to create brand preference. Compared to building up an advertising, grassroots tactics are more powerful in raising an awareness of the brand.

Making it More than a Tagline: Branding should not be perceived just as a tagline which is vulnerable, limited and too extensive. In contrast to a tagline, a brand is like DNA of a place. It says what it really is, what it is made of, what it conveys from generation to generation.

Looking beyond Words: There exists a fact that language bariers is likely to affect the way the positioning is perceived by the individuals. It should be thought beyond

the words, supporting visual symbols and sounds can be applied to attract a target audience.

Making it Emotional: The positioning is not limited to a functional promise that is simple for other locations to compete and imitate. The basic promise should form an emotional attachment among the brand and the target audience.

It Takes Time: Branding is an activity that takes long time, also the results take time, patience and commitment. A detailed plan should be prepared for evaluating success annually.

Making it Consistent: Spend your energy toward communicating a consistent message.

Stakeholders Involved in the Branding Process: Stakeholders included in the branding process must be strongly committed to the branding activity and give the required support.They should be aware of it, trust it and live it. The stakeholders' commitment guarantees that the branding strategy forms the basis of all functions of them from marketing to decision making. Also due to the long term nature of setting and implementing a place branding strategy, it is significant to keep stakeholders informed of success. Causing the stakeholders involved in the branding process will increase devotion to the long term branding effort.

4.7.   STRATEGIES PURSUED DURING THE CITY BRANDING WORK

The biggest problem in the branding efforts is to determine who conducts the branding business and what type of system will be carried out. It should be idendified which institutions of the city must act in order to brand a city. Those can be given as examples: Governorship, Municipality, Chambers of Industry and Commerce, Development Agency that the city is connected to, Universities located in the city, the firms that is the manufacturer of national brands in the city (Şaylan, 2013).

Most precisely, the branding activities should be carried out with the participation of representatives of both public and private institutions that are mentioned above. During the branding process, some groups in charge of different duties should be formed so that the management of the process is simplified. These are the followings:

4.7.1. Planning group

According to Şaylan(2013), a planning group that is composed of the representatives of the city's major public and private organizations should be built up. This planning group will be responsible for determination of the city's positioning, brand communication strategy , slogan and logo. Of course, in order to accomplish these duties, it should be taken the support of the city's universities, research companies, consultants. In addition, a contest should be organized to determine the ideal slogan and logo.

4.7.2. Application Group

Şaylan(2013) states that following, an application group should move in. This group should be established by the partnership of the affiliations that representatives of the planing group are connected to. The purpose of establishment of the application group is that branding related works require expertise. People in the application group should work full-time on the branding of the city. Education and work experience of people employed in the application group needs to come from the areas of advertising, graphics, public relations, performing arts, activities and organization arrangements, public opinion research, journalism, sponsorhip, media and planning. The application group will produce projects in the lights of the positioning, objectives and strategies determined by the planning group. Simultaneously, planning group will check whether the process is proceeding in accordance with the determined plan. Application group should be autonomous in order to take appropriate decisions conformably to the goals and road map. The city's leading managers and planning group should not interfere with application group and should monitor constantly whether the goal has been reached.

4.8.   CITY BRANDING AND INNOVATION

Figure 11.
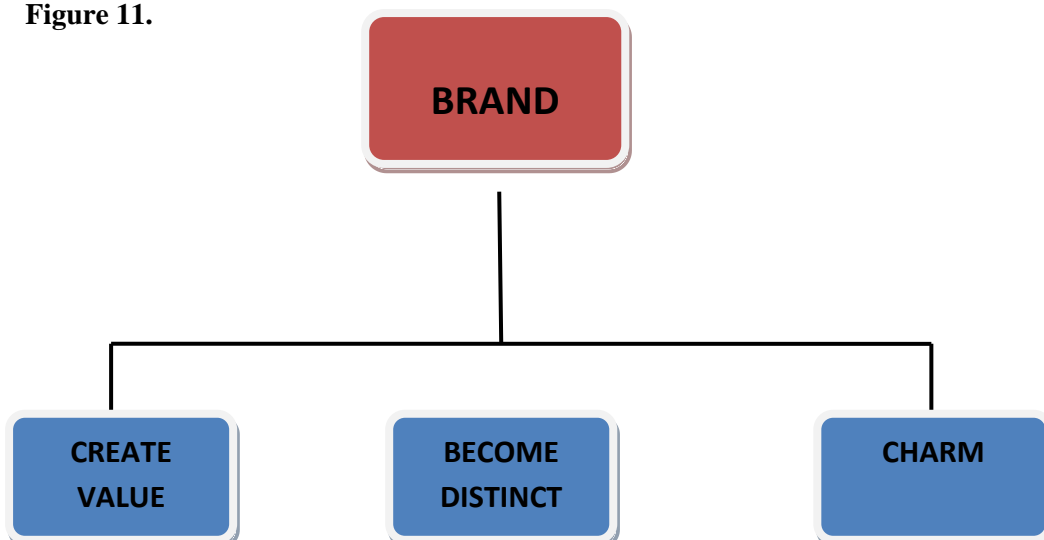
Source: Aksungur and Kastal, 2007:4.

According to Aksungur and Kastal,2007, followings can be listed.

- Nowadays, people are living in a world with information abundance. Therefore, success in the country and product promotion requires being different,usage of different channels of communication, delivering messages that are distinct and more remarkable than the the ones of competitors.

- Brands can lose value over time, it has a living process like the human beings, which consists of birth, development and death process. Hence, brand is phenomenon that should be updated and renewed constantly.

- In addition, "you are worthy" emphasis should be transmitted to target audience through the messages conveyed.

- The promotion activities that are done by spending a large budget and giving the same message in many years may not conclude with success. The important thing to transmit the distinctive elements to a specific target audience with effective messages by using different channels of communication.

- If a destination has not any special feature that can be introduced and marketed, a feature should be invented.

- The usage of famous people in the promotion of a destination or product has a big impact on the target audience. For instance, it has not been spent large amount of money on the promotion of "Palma Arena" sport complex opened in Palma. Instead an opening match was holded among two famous tennis player Nadal and Federer. This less costly and more remarkable way of promotion has taken place in the media and attracted the interest of consumers for a long time.

- The high budget movies that will be displayed all over the world and will draw viewers attention should be used in the promotion of countries. Because individuals most probably would like to go and see the places that they watch in the movies. For instance, "Lord of the Rings" movie has been a great contribution to the promotion of New Zealand.

- The usage of interesting stories that grab people' s attention will be an effective way of promoting a place. For example marketing of the place where Van Gogh cut his ear.

- Commercial advertising is no longer an effective promotion option. Instead, indirect advertising methods that are not felt and perceived as an advertising by the individuals are more popular nowadays. For instance, attempt to cause a movie likely to attact many viewers to be made in your own country, organize major cultural organizations (Cannes Film Festival, Venice Film Festival etc.)   and cause it to place in the international press, host international organizations(Paris, London, Milan Fashion Week).

- What drives people to visit some destinations is their fame rather than their beauty.For instance Paris-Eiffel, Moulin Rouge.

- In the promotion activities different forms and methods of communication should be used: Being located in media, hosting cultural and sporting activities, use of famous festivals and museums in the promotions, use of night life and entertainment world in the promotions, use of famous restaurants and entertainment venues.

Also the tips for a successful promotion are illustrated in the figure 12:

Figure 12. How a successful promotion should be?

-
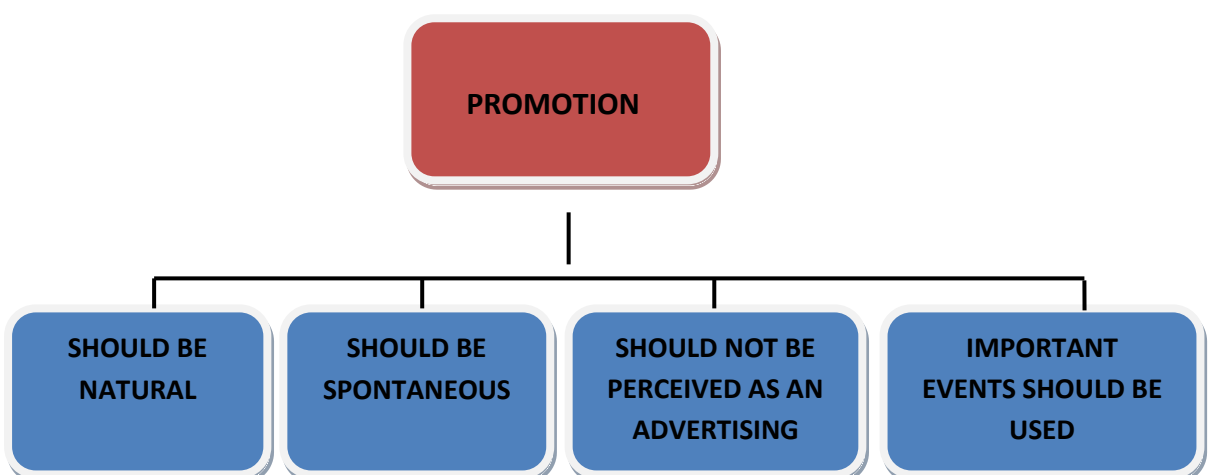
4.9. BENEFITS OF CITY BRANDING

Initially, prior to explaining the benefits of city branding, it will be beneficial to look into the benefits that a product or service brand provide. These are the followings according to Yudkin (2002);

Loyalty: When individuals have a positive experience with an unforgetable brand, they are most probably will purchase that good or service again than competing brands. Individuals that adhere to a brand identity not only repurchase what they bought, but also buy other items under the same brand and recommend the brand to others.

Familarity: Branding has a considerable effect on non-customers too. Psychologists have proven that familarity causes liking. As a result, individuals who have never run any business with you, but have faced with your company identity adequate times may have tendency to recommend your company even they have not any contact with your company and personal knowledge regarding your product and services. Being confronted with your advertisements on the buses, using your pen, reading about you somewhere, they spread the word for you.

Extensions: With a well-established brand, you can diffuse the respect you have earned to a connected new product, service or location.

Greater company equity: Branding your company enables you get more money for the company when you are about to sell it.

Smaller amount of marketing expenses: In spite of the initial establishment cost of branding activity, once it is formed, it can sustain for a long time without any obligation to tell the whole story regarding the brand each time you market it.

For consumers, less risk : Individuals are more inclined to select the brand-name supplier over the no-name one.

In today's world, every destination has been in a hard competition in the pursuit of world's labor, wealth and attention. Similar to a well known company, a reputed city, destination or country will be able to sell its goods and services at a profit, employ the most qualified people, appeal visitors, investments and cultural events, play a significant part in the world affairs. A place brand strategy identifies the most realistic and competitive vision for the region,city or country and guarantees that this vision is strengthened and enhanced by each type of investment and communication among the stated place and the rest of the world. But in case that any government department or agency does not constantly communicated and supported the brand carefully and sufficiently, it will arise an ambuguity in the minds of other people regarding what the place stands for. So branding process must be led and supported equally by the every level of government. (Place Brands, n.d.)

4.10. THE REASONS OF CITY BRANDING FAILURE
4.10.1. Mistakes Of Consultants&Advertising Agencies

Sondanbay (2012) interprets about the mistakes of consultants as followings: In place branding, consultants are substantial, consultants insist on not seeing the difference among the branding of a place and a consumer product, consultants should not apply the same branding principles for a product and a city. This is the major reason causing failure in the place branding. Product brandings are need driven. The starting point of the product branding is the consumer. In product branding, initially the market is studied, the need of the consumers are identified and fulfilled as best as possible. On the other hand, place brands are asset driven. Places study themselves, their internal stakeholders, values and offerings. Following, they seek for an audience that would be attracted by them. Therefore, in contrast to consumer brands, the starting point of place brands is their cultural and physical assets. Constructing a landmark building can be possible in a few years, but going a radical change on the city's culture takes several decades.Hence, as a consultant or an advertising agency you have to work with what you have.

Another mistake stemming from advertising agencies and brand consultants is their incline to perceive the place branding as a beauty competition. A brand is not the

same with logo, it means more than a logo. It is the people's perception of you, is what comes to people's mind when they hear your name. Therefore it is important to note that successfully designed and smart advertisements and visuals or an excellent logo are required but are not adequate to form a great place brand. If your city perceives branding as just a visual and promotional activity, then the possibility of success for your city will be lowered. Hence branding should not be considered as an aesthetic activity since design which is not accompanied by any strategy is called as decoration. After addressing some of the mistakes stemming from the consultants, the mistakes arising from the issues of leadership, consistency and honesty should be emphasized (Sondanbay,2012).

4.10.2. Mistakes Related To "Leadership"

According to Business dictionary definition, leadership is the activity of leading a group of people or an organization or the ability to do this. Starting with "leadership"; it is undoubtly important that places require a strong leader to control and manage the factors affecting the perception of a place. It should be kept in the mind that discovery stage of branding project should be actualized by the participation of all the stakeholders. A leader should consult his/her stakeholders while identifying the place's vision, promise and values. Everybody should be involved into branding process. Following the discovery stage, there exists brand management stage which is as important as discovery stage. This is completely different stage. In contrast to discovery stage, this stage is much more autocratic. Someone is needed who can establish certain goals, evaluate progress and interfere when necessary. Within a corporation this duty is belongs to CEO, who is authoritive in recruiting people, firing people, shuting down the production, purchasing and selling companies. However the leader of a place such as the mayor or governor has limited authority. Also the people in charge of any place branding can be either politicians or bureaucrats but not business people. Therefore, they most probably are lack of necessary knowledge of branding and marketing a place. They may not be well informed about why and how to build a brand (Sondanbay,2012).

4.10.3. Mistakes Related To "Consistency"

Here is another problem related to "consistency". Think about a local leader who has started the branding process with best intentions and a perfect vision. But this leader

may lose the elections. Since every politician has distinct priorities, another newly elected leader may decide to postpone the branding project. In addition, such priorities of the leaders are generally short term oriented gains. In contrast to common perception of the leaders, a well designed logo and attractive slogan can not become a radical solution to chronic problems at once. Branding requires long term investment with few short term gains. Hence, place brands are often confronted to consistency problem.(Sondanbay,2012).

4.10.4. Mistakes Related To "Honesty"

Finally, there exists another problem arising from the issue of "honesty". The problem is that the desired image of a city can often be aspirational and conflict with the actual image of the city. In place branding the vision you devote yourself, the words you select and the images you benefit from are all significant. But, what you do, how you behave and how you carry out your promise extremely influence individuals' impressions regarding your place. You should implement what you promised for in advance. If the tourists arrive at your city with exaggerated expectations but depart from the place with satisfaction below-expected, then your city's reputation will be destroyed. Hence, one of the major rules enabling a brand promise to be powerful is being trustable and honest regarding your place. It is important to begin with a promise which you can carry out right away. Then originate a crowd around what you already have(Sondanbay,2012).

4.11. BRANDING SUCCESS STORIES
4.11.1. Paris

Paris city brand has grounded on the following attributes of Paris (Athens co-creation,2013): an exciting cultural atmosphere with famous museums, galleries, monuments and movies charmed by Paris. Paris brand scores at following attibutes: Culture (Sightseeing and historical tourist attractions), restaurants, gastronomy, perfect shopping, ease of getting around on foot or by public transport and one of the most outstanding destinations all over the world for both business tourism and leisure. The tangible assets of the city such as infrastructures, monuments, events,public art spaces reveal city strength. A strong and romantic image regarding this city is generally known as a picture of couples kissing each other in front of the Eiffel Tower.

In the GfK Roper Public Affairs& Media and Simon Anholt 2009 city brand index, Paris ranks as 3rd at the Presence Brand Ranking(knowledge of city and the perception of its global contribution), 3rd at the Place Brand Ranking(cleanliness, artistic qualities and climate), 1st at the Pulse Brand Ranking(interesting events, activities and lifestyles).

4.11.2. Berlin

The main reason of being known for Berlin is the past situations that the city dealed with. So it is difficult to understand the branding process of Berlin without knowing about the city's history. Since Berlin has a contreversial past, according to Paschou&Metaxas(2013), marketing history of Berlin can be viewed in two different period of time. The first period began after the World War Two, the Nazi Regime caused Berlin to lose its fame of exciting, glory, industrial, dynamic city and turned into a city with high levels of unemployment, destruction of industry, cultural weakening. Berlin launched a new marketing campaingn which was "The New Berlin" aiming a democratic and innovative city with full of wealth and consumption. The second period started in the years of 2000s. In the year of 2008 Berlin implemented a "Be Berlin" campaign which is made by inspiring from "I Amsterdam" and "I Love New York". This new marketing campaign caused Berlin people to be proud of their city and to talk about their city. This campaign aims to enhance the culture, past and the monuments left from the Third Reich and Cold War.

According to Paschou&Metaxas(2013), unlike the other city brands, Berlin prefers a branding way by using both the positive and negative features of the city. So, the two situations in the past , Second World War and Berlin Wall, that are possible to affect the branding of the city adversely was turned from negative to positive. Berlin takes advantage from these two disgraceful historical events by informing the people about them accurately without any hesitation. This facilitiated people to forgive Berlin. But there are still debates about whether a good branding can be succeeded against a bad history. Whereas many public hated from Germany at the period of Adolf Hitler, now this situation has turned reverse, Berlin has emerged as one of the cities that attracts much foreign investment.

According to Järvisalo(2012), Berlin uses two distinct brands: Be Berlin and Visit Berlin. The Be Berlin campaign begined in 2008 as a city marketing campaign that enables the Berliners proud of their city. Be Berlin is known as the official city logo for Berlin in recent years and is used everywhere for communication. This logo is taken place most prominently on the city's tourism websites. "Visit Berlin" is used by the tourism industry in tourism marketing, targeting their core markets in Germany, Austria and Switzerland.

In branding of the city, sports are an integral part. In order for a city to sustain pride and national or international respect and attention, they are obligated to maintain a successful and memorable sports team.

In addition its sad history, one of the main factors that enables Berlin to be known is its unique architecture structure and culture. Berlin not only reflects Germany's history but also attacts tourists from variety of nations. The unique architecture that is the symbol of the city forms example of neoclassical architecture structure.

As Lekach (2013) states:

"Berlin has its own various sports teams, whether its the Berlin Eisbären (Polar Bears), the hockey team, or Hertha, the soccer team that struggles ever so valiantly against the powerful Bayern-Munich"

4.11.3. Amsterdam

Another city examined after Newyork is the city of Netherlands, Amsterdam. In recent years, Amsterdam is one of the quite popular cities with its natural beauty and culture. Also it is known as the center of international business environment.

Another charm of Amsterdam is that bike is commonly used by the locals of the city. Amsterdam's logo is that "I Amsterdam" which makes tourists feel themselves as homeowners. The large I Amsterdam letters have turn into a symbol of the city. "*I Amsterdam*" has moved beyond a motto and into the city's collective imagination.It will be drivers of the city marketing plans. Recent years, distinct public agencies has developed many brands for Amsterdam often for a specific aim. The remains of the old brands are for instance, "*Amsterdam Has It*", "*Amsterdam Capital of Inspiration*", "*Capital of Sports", "Small City, Big Business"* and *"Cool City", "Amsterdam:*

living city". However, the need for long-term continuity and consistency required a more through approach. Old brands only are inclined to concentrate on a single target group and don't stand for major values and benefits of Amsterdam. Why the slogan of I Amsterdam is the best? Because it is clear, short and strong. I Amsterdam is easy to keep in mind and an attractive slogan. I Amsterdam begins in Amsterdam and after a while it will travel the world. It allows the individuals to voice their pride and confidence while stating support and love for the city (Kavaratzis & Ashworth, 2006).

4.11.4. Barcelona

According to Belloso (2011:4-5), Barcelona is one of the world's most esteemed cities with one of the best images at the global level. According to Saffron European City Brand Barometer 2010, Barcelona is one of the cities having the best awareness, fame and image on a worldwide scale and together with Munich, it is the third ranked European city brand. On the other hand, Anholt-Gfk Roper City Brand Index 2009 figured out that Barcelona is sixth ranked in terms of brand image, behind Paris, Sydney, London,Rome and New York and ahead of Los Angeles, San Francisco, Vienna and Madrid. In addition, Barcelona is well known as one of the most popular cities at an international level. It approximately hosts more than 7 million tourists per year. Also, it is the best european city in terms of quality of life. Barcelona has a logo which is designed as a smiling face under B letter. This logo creates an impression that someone that visits this city will leave with good memories and feelings.

When looked into the city's branding success story, two major periods exist in recent history of the city: From 1987 to 1992 Summer Olympic Games, From 1992 to the present day, the future.

From 1987 To 1992 Summer Olympic Games: In this period the fundemental success factors defined by Belloso (2011:4-19) are the followings:

- A radical transformation of the city formed the basis of city branding of Barcelona.
- Municipal leaders' vision and leadership.
- The involvement and incorporation of the civil society.
- The Unique and differentiated Identity of the City.
- Creativity, Innovation and Boldness.

From 1992 To The Present Day:

- New Strategic Metropolitan Plans.
- Continue to gain success in redesigning the city(For instance 22@Barcelona, the innovation district).
- Product and services(for instance, Custo Barcelona, Mango, other).
- New sports, cultural, Professional events(for instance, Mobile World Congress).
- Sport successes(for instance FCB).
- Movies (for instance, Cristina, Vicky, Barcelona).
- Blooming Tourism and Economic Promotion.
- City Brand Management and Promotion.

In sum, those can be concluded:

- The city does not possess a certain single image all over the world.
- The city is a destination of tourists.
- The city is a preferable place to locate and live.
- The city is an exciting experience.
- The city is a city focusing on creativity.
- The city is slightly related to a differentiated identity and culture.
- The city is not perceived espontaneously as a city to do business.
- The city is likely to have a potential to become an innovation center.

4.11.5. Dubai

Another good example of marketing and branding of cities is Dubai. The gain of brand image in terms of Dubai based on 20 years period. Twenty years ago, Dubai is just a harbor town where the locals survive by fishing. Especially after the 20th century, Dubai started a quick changing and attract foreign investment and following appeal many tourists. Recently, Dubai brand has been perceived a magnificence and shopping city with its high quality products, zero tax etc. Nowadays majority of tourists are visiting the city with the purpose of seeing the superior accomadation places and shopping . Hence Dubai is marketing itself with these qualities (Giritlioğlu & Avcıkurt, 2010:81).

4.11.6. Singapore

Another good example of branding cities is Singapur. Singapur is marketing itself with a cultural region where past and the future are living together and with the new face of the Asia slogans. So, Singapur is perceived as a city which is the meeting point of old and new Asia and a location where people from different cultures live together (Giritlioğlu & Avcıkurt,2010:81).

4.11.7. Hong Kong

As a result of the research conducted before creating Hong Kong Brand, it has been identified that the highlighting features of this city are its social, cultural and historical infrastructure."Hong Kong is a free and dynamic society where creativity and entrepreneurship converge. Strategically located in the heart of Asia, it is a cosmopolitan city offering global connectivity, security and rich diversity, and is home to a unique network of people who celebrate excellence and quality living" (Brand Hong Kong, n.d.)

Free: Social and economic freedoms exist in Hong Kong.

Enterprising: Hong Kong citizens are known with their entrepreneurial spirit and ability to generate opportunities.

Quality Living: Hong Kong people are attempting for a high quality life that is composed of a protected green living environment, work-life balance, and a lifestyle that values the art and culture and treasures the city's nature and heritage.

Innovative: Creativity and originality are important in terms of Hong Kong people. Also they have forward looking and adaptable characteristics. They try to create an education system and social environment highlighting creativity.

Excellence: Progress and professionalism are highly valued in Hong Kong.

Cosmopolitan: Hong Kong has a global view and connects the best of Best and East. There exists a world in a city.

Secure: In Hong Kong each effort depends on the purpose of ensuring a corruption-free society where people can feel safe.

Dynamic: Exciting, energetic, flexible- these are the words most often used.

Diverse: Hong Kong owns modern cityscape, culture and rich traditions.

Connected: Hong Kong is internationally interlinked with a first rate communications and infrastructure network, Hong Kong is the gateway to China and rest of the world.

4.11.8. New York

When looked into the history of great emotional branding, it is seen that "I Love N.Y." is one of the most successful and remarkable branding campaign. In 1977, following a serious recession, the New York state agreed to spend whole tourism budget on market research in order to stimulate the economy. The amount of money spent on the advertising campaign is approximately $4 million. Advertisement agency Wells, Rich and Greene in cooperation with the graphic designer Milton Glaser, designed the famous logo, while Steve Karmen, "King of the Jingle" written and composed the song "l Love N.Y": After three years, Governor determined it as State Song. (Paschou and Metaxas, 2007:8)

According to Sauer(2007), the unfortunate fact of this story was that, especially after 11th September people associated the campaign with the city of New York and not the state, even if the campaign was developed and funded by the state. In 2008, the campaign was relaunched by using the same logo in different ways, like *"I Love N.Y-Wine&Food", "I Love N.Y-Family"*, *"I Love N.Y-Culture"* and so on. The major purpose is to highlight the state not only the city.

4.11.9. Stockholm

Individuals in Scandinavia are attached to each other with powerful bonds and a long tradition of collaboration. On the basis of this attitude of mind, individuals of Stockholm in solidarity with individuals of Uppsala region started to discuss the Stockholm's branding, in 1995(Paschou and Metaxas, 2007:25).

According to Paschou and Metaxas(2007), the first step begins with the effort of Business Arena Stockholm which concentrated on four target markets which are the ICT, life sciences, environmental technologies, banking and finance. Next year Stockholm Visitors Board, an agency for coordination among hotels, tour operators and Stockholm' municipality was established with the purpose of strengthening

tourism. In 1999, place branding and marketing specialist, Christer Asplund was in charge of organizations of Business Arena Stockholm and Stockholm Economic Development Agency, a free service municipal platform that enables anyone coming into a business to find help. Following, E.U. gave Stockholm "Award of Excellence for Innovative Regions" in 2000. Two years later, one of the most successful brands of Stockholm was emerged with the famous slogan "Inspired in Stockholm."

"*The new branding effort focused mainly on the message that "Stockholm is the most important place in Scandinavia for tourism and for business", and, in order to convey the idea, that "if Scandinavia was a country then Stockholm would be its capital"- "Stockholm, the Capital of Scandinavia": a "bold, simple and just a little provocative" statement.*" (Paschou and Metaxas, 2007:26).

In conclusion, according to Paschou and Metaxas(2007), Stockholm is a preferable place for job seekers because that it provides job chances and education programs as well as a distinctive employment environment. This creates an appealing image especially for the immigrants and individuals from other nations which come to the city with the expectations of better employment conditions and living. Except of this, city provides a political and economic steadiness and a trustable environment both to existing residents and investors. Laws, institutions, public authoritie guarantee investors for a secure and well-organized environment. In addition, specialized laborforce because of high education quality provides a skilled pool of labor. In sum, Stockholm provides a distinctive business atmosphere which will appeal many people from variety of nations and entrepreneurs coming and building their headquarters in the city. Stockholm is ranked among the top business cities of Europe. In Stockholm , the fields of Information and Communication Technology, Finance and Medical Sciences are intensively developed. This city especially concentrates on enhancing innovation and growth and supports both its locals and specialists with advance technology systems.

According to Paschou and Metaxas(2007), with the aim of supporting the image of the city which is "knowledge oriented" and "world-class business" city, Stockholm constructed places which both host innovation,growth and big technology corporations. Moreover, Stockholm is one of the well known meeting centers which hosts a variety of congresses and conferences every year. Also, Stockholm succeeded

to generate an appealing image of a healthy environment with a high quality of life. The city has won the award of "European Greenest City".

Paschou and Metaxas(2007) states that all the factors mentioned above form an attractive image of Stockholm, which cause investors, citizens and tourists to perceive the city as desirable. Stockholm succeeded to execute well-done place branding strategy, enabling the city to be cultural, historical, economic and business center of Scandinavia, making the city "Capital of Scandinavia".

4.11.10. Las Vegas

Another example of the cities to be inspected in the marketing of the cities is Las Vegas which is a city of United States. Las Vegas mainly market itself to the target market with a gambling city besides luxury,display, disparity.The official logo of Las Vegas is "Only Las Vegas". With this logo, it is tried to convey the message that it will be sufficient for people just to come to Las Vegas for holiday, recreation and leisure(Giritoğlu and Avcıkurt,2010: 83).

4.11.11. Galler(Wales)

Morgan N. (2007) explained the marketing and branding process of Galler as followings:

Destination Analysis: In this phase, the attractive characteristics of Wales is identified. Wales has sea, but this is not a distinguishing feature of Wales since Great Britain is surrounded by sea from all sides. In addition, Wales has mountainous geographic structure but Scotland has more magnificent mountains compared to Wales. The features of Wales which differentiates Wales from others in the branding activities are the its rurality, tradition and green nature.

Target Audience: The primary target audience of Wales is determined as England which can be reached geographically. Wales was aggreed to be marketable to the English stressful town people as a short-break destination.

Promotion Activities: In the promotion campaigns, it is emphasized that Wales is "very close and very different". The key concept here was "fresh air". It was

important for the English people being overwhelmed from the busy and stressful city life to obtain fresh air easily from a close place.

Later, it was started to emphasize the different life style of Wales. The traditional life style means for British people to obtain new experiences. This case also enables British people to move away their exhausting city and to calm down.

In the next step, it was highlighted that Wales' historical and cultural richness is protected from the global values surrounding the world and Wales' traditional features is maintained successfully. One of the slogans of this campaign was "641towers, 6 Starbucks".

After the increase of awareness of Wales as a turism destination in the British market and the increase of the expenses made by incoming tourists in the Wales, the promotion of "Golf tourism" opportunities in the city was made.

When looked at the golf opportunities available in neighbouring countries, it is seen that Scotland is home of the golf and England is the center of golf tourism. Therefore, the golf tourism facilities in the Wales should be advertised in a different way. It was aggreed that Wales' traditionalism and golf will be brought together and this two elements will be used in remarkable way in the promotional campaigns.

In addition to the use of Golf tourism opportunuties in Wales in the promotional campaigns, 2010 golf tours are succeeded to be actualized in Wales. The promotions related with Golf and public relations activities and organizations are carried out. The famous tennis players come to the city and play tennis in this courts with the aim of announcing the city's golf tourism.

4.11.12. İstanbul

Another city that can be analyzed in branding of cities is İstanbul. İstanbul from past to present introduced itself with its historical and cultural fabric. İstanbul has been selected as "2010 European Capital of Culture" by emphasizing these features. Also, in recent years İstanbul is hosting the international congresses and F1 İstanbul Park

races were held in İstanbul. Those are the efforts of İstanbul to market itself effectively (Giritoğlu and Avcıkurt,2010: 83).

4.11.13. Gaziantep

Gaziantep is one of the well known city branding examples of Turkey. Gaziantep markets itself with its rich cuisine and business-industry world.

There exists another way commonly used to make a city be known especially in the country which is using the products grown or produced in the region. Antep has become a symbol with its baklava.

According to Gümüş&Övenç(2011), one of the best examples of city brands is the branding of Gaziantep. Gaziantep Chamber of Commerce launched a project whose fundemental purpose was to turn a city into a brand. This project focused on generating a branding conscious in the city, branding the name of the city, including the companies and the products of the city in the process of branding, provoking new brands to emerge and introducing the certain logo as the guarantee of these products. In this framework, the topic was announced to the people with the seminars regarding ''the Stories of Branding and Brand City Gaziantep''. The Internet site which is called as http://www.markasehir.com/ was created in order to gather all individuals related with branding. This project targeting to cause Gaziantep to be a brand has gained success and been rewarded by several institutions all around the world.

5. EVALUATION

5.1. Methodology

A survey was conducted in order to evaluate the perception of branding of İzmir. The survey was about which qualites of İzmir should be emphasized in order to enhance the attractiveness of İzmir on the global area. This survey was applied to 22 specialist in this topic either from academicians and authorized employees in both private and public sector who accomodated in İzmir. When analyzed the demographic features of the participants:

%40 of participants are academicians, %9 of participants are specialist, %45 of the participants are top- level executive&director, %5 of the participants is lawyer. The participants' ages varies between 25-60.

There exist 18 questions: 4 of them demographic and the rest are and fill in the blank type questions. Non demographic questions are composed of two parts. For the first part, there exist open ended questions such as"If İzmir was a Human, how a personality it would have?", which allows participants to identify five attributes". For instance one of the participants stated 5 attributes that are the followings: Honest, polite, peaceful,amusing, prone. For the second part, there are likert questions which vary between 3 and 12 in number. These likert questions demand from the participants to express their ideas on the given statements such as if "İzmir was a human, it would be voluptuous." These Likert type attitude questions can be answered as "I agree", "I don't agree" and "uncertain".

5.2.   Findings

Results of the survey were evaluated for the each questions. Initially the results of the first part of each questions which is composed of open-ended questions was analyzed. The results was displayed according to the frequency of the attiributes written by the participants. Following the second part of each questions which consists of likert type questions' was observed. The results were reflected as a pie chart.

First Question's Findings:

The first part of the first question is "If İzmir was a Human, what kind of personality ,would it have?" 18 participants answered the question. The most repeated items are friendly related items which are repeated 8 times totaly and amusing,funny items are also repeted 8 times totaly. Following, the items of freedom related items are also repeated 6 times totaly.

The second part of the first question is composed of 6 items which are if İzmir was a Human, it would be friendly, if İzmir was a human, it would be voluptuous, if İzmir was a human, it would be hospitable, if İzmir was a human,it would be modern and open minded, if İzmir was a human, it would be genereous, if İzmir was a human, it would be uppish. The results of findings:

If İzmir was a human, it would be friendly : %95 of the participants agree and %5 of the participants are uncertain about the item.

If İzmir was a human, it would be voluptuous: %86 of the participants agree and %14 of the participants are uncertain about the item.

If İzmir was a human, it would be hospitable:%55 of the participants agree,%36 of the participants are uncertain, %9 of the participants don't agree about the item.

If İzmir was a human,it would be modern and open-minded: %86 of the participants agree, %9 of the participants are uncertain,%5 of the participants don't agree about the item.

If İzmir was a human, it would be genereous: %41 of the participants are uncertain, %32 of the participants agree, %27 of the participants don't agree about the item.

If İzmir was a human, it would be uppish: %36 of the participants agree, %32 of the participants don't agree, %32 of the participants are uncertain about the item.

Second Question's Findings:

The first part of the second question is "Does İzmir appear with which qualities and features of it nowadays?" 19 participants answered this question. The most repeated three items are "livable" which is repeated 9 times, "rich with its history" which is repeated 6 times and "independent" which is repeated 4 times.

The second part of the second question is composed of 9 items which are "İzmir is an agricultural production center.", "İzmir has an unique food culture.", " "İzmir has rich water resources.", "İzmir is a city that hosted many civilizations in its history.", "İzmir is a city where multiple ethnic groups live together.", "İzmir is a city in which people feel themselves and their family safe". "İzmir is a city worth to live due to its qualified living conditions.", "İzmir is a city which provides job opportunities.", "İzmir is a city which consists of well known tourism attractions of Turkey with their sea, sun and air."

"İzmir is an agricultural production center.": %41 of the participants agree, %32 of the participants are uncertain, %27 of the participants don't agree about this item.

"İzmir has an unique food culture.": %45 of the participants agree, %32 of the participants are uncertain, %23 of the participants don't agree about this item.

"İzmir has a rich water resources.": %46 of the participants don't agree, %36 of the participants agree, %18 of the participants are uncertain about this item.

"İzmir is a city that hosted many civilizations in its history.": %95 of the participants agree, %5 of the participants are uncertain about this item.

"İzmir is a city where multiple ethnic groups live together.": %82 of the participants agree, %18 of the participants are uncertain about this item.

"İzmir is a city in which people feel themselves and their family safe": %77 of the participants agree, %18 of the participants are uncertain, %5 of the participants don't agree about this item.

"İzmir is a city worth to live due to its qualified living conditions.": %73 of the participants agree, %18 of the participants are uncertain, %9 of the participants don't agree about this item.

"İzmir is a city which provides job opportunities.": %23 of the participants agree, %23 of the participants are uncertain, %54 of the participants don't agree about this item.

"İzmir is a city which consists of well known tourism attractions of Turkey with their sea, sun and air.": %41 of the participants are uncertain, %36 of the participants don't agree, %23 of the participants agree about this item.

Third Question's Findings:

The first part of third question is "Taking the qualities of the city into account, what can you tell about the future of İzmir?" 19 participants answered this question. The most repeated three items are "tourism center" which is repeated 15 times, "fair and convention center" which is repeated 11 times, "culture center" which is repeated 7 times.

The second part of the third question is composed of 8 items which are " İzmir should be a leading city in tourism in the future.", "İzmir should be a trade center in the future.", " İzmir should be a fair and meeting center in the future.", "İzmir should

be an educational center in the future.", "İzmir should be a magnet preffered in health tourism in the future." "İzmir should be an ecological food production center in the future." " İstanbul should be an historical center with unique architectural structure in the future." " İzmir should be a center of international sport organizations and festivals".

" İzmir should be a leading city in tourism in the future.": %91 of the participants agree, %9 of the participants are uncertain about this item.

"İzmir should be a trade center in the future.": %77 of the participants agree, %18 of the participants are uncertain, %5 of the participants don't agree about this item.

" İzmir should be a fair and meeting center in the future.": %95 of the participants agree, %5 of the participants don't agree about this item.

"İzmir should be an educational center in the future.": %77 of the participants agree, %18 of the participants are uncertain, %5 of the participants don't agree about this item.

"İzmir should be a magnet preffered in health tourism in the future." : %73 of the participants agree, %27 of the participants are uncertain about this item.

"İzmir should be an ecological food production center in the future.": %59 of the participants agree, %32 of the participants are uncertain, %9 of the participants don't agree about this item.

"İzmir should be an historical center with unique architectural structure in the future." :%50 of the participants agree, %32 of the participants don't agree, %18 of the participants are uncertain about this item.

" İzmir should be a center of international sport organizations and festivals": %68 of the participants agree, %18 of the participants are uncertain, %14 of the participants don't agree about this item.

Fourth Question's Findings:

The first part of the fourth question is "What can you say about the local people of İzmir?" 18 participants answered this question. The most repeated 3 items are

"independent" and "easy going" which are both repeated 7 times seperately, "modern" which is repeated 6 times, "easy going" which is repeated 5 times.

The second part of the fourth question involves 7 items which are " The local people of İzmir are warm-blooded.", "The local people of İzmir are modern", " The local people of İzmir are brave.", "The local people of İzmir are open minded", "The local people of İzmir are brutish." "The local people of İzmir are lazy." "The local people of İzmir are proud of being from İzmir".

" The local people of İzmir are warm-blooded.": %86 of the participants agree, %14 of the participants are uncertain about this item.

 "The local people of İzmir are modern": %91 of the participants agree, %9 of the participants are uncertain about this item.

 " The local people of İzmir are brave.": %55 of the participants are uncertain, %36 of the participants agree, %9 of the participants don't agree about this item.

"The local people of İzmir are open minded": %73 of the participants agree, %18 of the participants are uncertain, %9 of the participants don't agree about this item.

"The local people of İzmir are brutish.": %86 of the participants agree, %9 of the participants are uncertain, %5 of the participants don't agree about this item.

 "The local people of İzmir are lazy." : %41 of the participants agree, %32 of the participants don't agree, %27 of the participants are uncertain about this item.

"The local people of İzmir are proud of being from İzmir.": %73 of the participants agree, %18 of the participants are uncertain, %9 of the participants don't agree about this item.

Fifth Question's Findings

The first part of the fifth question is "Which symbols and colours should take place in the Logo of İzmir?" 19 participants answered this question. The most repeated three items are "sea" which is repeated 13 times, "clock tower" which is repeated 10 times, "blue color" which is repeated 6 times.

The second part of the fifth question is composed of 9 items which are "Omer, the author of the lliad and the Odyssey should take place in the logo of İzmir.", " Smyrna should take place in the logo of İzmir.", "Agriculture should take place in the logo of İzmir.", " Sun should take place in the logo of İzmir.", "Water should take place in the logo of İzmir.", " Clock water should take place in the logo of İzmir.", " Turkish bagels should take place in the logo of İzmir." ,"Turkish pastry should take place in the logo of İzmir.", " Turkish sandwich on bun should take place in the logo of İzmir."

"Omer, the author of the lliad and the Odyssey should take place in the logo of İzmir.": %36 of the participants don't agree, %32 of the participants agree, %32 of the participants don't agree about this item.

"Smyrna should take place in the logo of İzmir.": %50 of the participants agree, %32 of the participants don't agree, %18 of the participants are uncertain about this item.

"Agriculture should take place in the logo of İzmir.": %45 of the participants don't agree, %32 of the participants agree, %23 of the participants are uncertain about this item.

" Sun should take place in the logo of İzmir.": %82 of the participants agree, %9 of the participants are uncertain, %9 of the participants don't agree about this item.

"Water should take place in the logo of İzmir.": %77 of the participants agree, %14 of the participants are uncertain, %9 of the participants don't agree about this item.

 "Clock water should take place in the logo of İzmir.": %73 of the participants agree, %18 of the participants don't agree, %9 of the participants are uncertain about this item.

"Turkish bagels should take place in the logo of İzmir." : %54 of the participants don't agree, %27 of the participants are uncertain, %18 of the participants agree about this item.

 "Turkish pastry should take place in the logo of İzmir.": %59 of the participants don't agree, %27 of the participants are uncertain, %18 of the participants agree about this item.

" Turkish sandwich on bun should take place in the logo of İzmir.": %14 of the participants don't agree, %6 of the participants are uncertain, %2 of the participants are uncertain about this item.

Sixth Question Findings

The first part of the sixth question is "According to you, which emphasis should take place in the slogan of İzmir?" 16 partcipants answered this question. The most repeated three items are "freedom" which was repeated 7 times, "liveable" which was repeated 6 times, "modern" which was repeated 5 times.

The second part of the sixth question is composed of 5 items which are "The emphasize of "Multi sounded and multi coloured" should take place in the slogan of İzmir." The emphasize of "Life is here" should take place in the slogan of İzmir." "The emphasize of 'City to live' should take place in the slogan of İzmir." "The emphasize of 'Young Future' should take place in the slogan of İzmir." "The emphasize of 'Glow in its nature' should take place in the slogan of İzmir."

"The emphasize of "Multi sounded and multi coloured" should take place in the slogan of İzmir.": %73 of the participants agree, %23 of the participants are uncertain, %4 of the participants don't agree about this item.

"The emphasize of "Life is here" should take place in the slogan of İzmir." : %64 of the participants agree, %32 of the participants are uncertain, %4 of the participants don't agree about this item.

"The emphasize of 'City to live' should take place in the slogan of İzmir.": %86 of the participants agree, %14 of the participants are uncertain about this item.

"The emphasize of 'Young Future' should take place in the slogan of İzmir." : %63 of the participants agree, %23 of the participants are uncertain, %14 of the participants don't agree about this item.

"The emphasize of 'Glow in its nature' should take place in the slogan of İzmir.": %46 of the participants agree, %36 of the participants don't agree, %18 of the participants are uncertain about this item.

Seventh Question Findings

The first part of the seventh question is "What are the reasons to invest in İzmir?" 17 participants gave answer to this question. The most repeated three items are "Harbour" which was repeated 13 times, "Young population" which was repeated 8 times, "tourism potential" and "accessibility in traffic" which were both repeated 6 times.

The second part of the seventh question is composed of 11 items which are "Logistic advantage is one of the reasons to invest in İzmir." "Clossness to raw material is one of the reasons to invest in İzmir." "Qualified labour is one of the reasons to invest in İzmir." "Advantage of the tax and incentives in the free zone is one of the reasons to invest in İzmir." "Adequate electric power infrastructure is one of the reasons to invest in İzmir." "Adequate highway route and motorway infrastructure is one of the reasons to invest in İzmir." "Adequate port infrastructure is one of the reasons to invest in İzmir." "Adequate telecommunication infrastructure is one of the reasons to invest in İzmir." "Sufficient airport infrastructure is one of the reasons to invest in İzmir." "Efficient custom services is one of the reasons to invest in İzmir." "Human resource potential is one of the reasons to invest in İzmir."

"Logistic advantage is one of the reasons to invest in İzmir." : %91 of the participants agree, the rest of the participants are uncertain about this item.

"Clossness to raw material is one of the reasons to invest in İzmir." : %64 of the participants agree, %32 of the participants are uncertain, %4 of the participants don't agree about this item.

"Qualified labour is one of the reasons to invest in İzmir.": %68 of the participants agree, %23 of the participants are uncertain, %9 of the participants don't agree about this item.

"Advantage of the tax and incentives in the free zone is one of the reasons to invest in İzmir.": %64 of the participants agree, %23 of the participants are uncertain, %13 of the participants don't agree about this item.

"Adequate electric power infrastructure is one of the reasons to invest in İzmir.": %55 of the participants are uncertain, %27 of the participants agree, %18 of the participants don't agree about this item.

"Adequate highway route and motorway infrastructure is one of the reasons to invest in İzmir." : %41 of the participants agree, %41 of the participants are uncertain, %18 of the participants don't agree about this item.

"Adequate port infrastructure is one of the reasons to invest in İzmir." : %45 of the participants are uncertain, %32 of the participants agree, %23 of the participants don't agree about this item.

"Adequate telecommunication infrastructure is one of the reasons to invest in İzmir.": %41 of the participants agree, %32 of the participants are uncertain, %27 of the participants don't agree about this item.

 "Sufficient airport infrastructure is one of the reasons to invest in İzmir.": %68 of the participants agree, %18 of the participants don't agree, %14 of the participants are uncertain about this item.

 "Efficient custom services is one of the reasons to invest in İzmir." : %59 of the participants are uncertain, %32 of the participants agree, %9 of the participants don't agree about this item.

"Human resource potential is one of the reasons to invest in İzmir.": %68 of the participants agree, %23 of the participants don't agree, %9 of the participants are uncertain about this item.

Eighth Question Findings

The first part of the eighth question is "According to the definition of the sustainable development which is "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" which subjects are important in terms of environmental aspect of sustainability?" 4 participants answered this question. The most repeated two items are "reduction of emissions&fresh air& protection of atmosphere" which are repeated totaly 4 times and " clean water sources" which is repeated 2 times.

The second part of the eighth question includes 12 items which are " Reducing greenhouse gas emissions is an important issue in terms of environmental aspect of sustainability." "Reduction of other harmful gas is an important issue in terms of environmental aspect of sustainability." "Reduction of emissions is an important issue in terms of environmental aspect of sustainability." "Reduction of solid, liquid waste is an important issue in terms of environmental aspect of sustainability." "Increasing recycling rate is an important issue in terms of environmental aspect of sustainability." "Reduction of material use is an important issue in terms of environmental aspect of sustainability." "Reduction of the use of oil and petroleum derivative products is an important issue in terms of environmental aspect of sustainability." "Use of gas reduction is an important issue in terms of environmental aspect of sustainability." "Fossil-based electricity to be supplied from renewable sources is an important issue in terms of environmental aspect of sustainability." "Reduction of water consumption is an important issue in terms of environmental aspect of sustainability." "Reduction of energy consumption is an important issue in terms of environmental aspect of sustainability." "Pollution of water resources is an important issue in terms of environmental aspect of sustainability."

" Reduction of greenhouse gas emissions is an important issue in terms of environmental aspect of sustainability.": %86 of the participants agree, %14 of the participants are uncertain about this item.

 "Reduction of other harmful gas is an important issue in terms of environmental aspect of sustainability.": %86 of the participants agree, %14 of the participants are uncertain about this item.

 "Reduction of emissions is an important issue in terms of environmental aspect of sustainability." : %86 of the participants agree, %14 of the participants are uncertain about this item.

"Reduction of solid, liquid waste is an important issue in terms of environmental aspect of sustainability." : %82 of the participants agree, %14 of the participants are uncertain, %4 of the participants don't agree about this item.

"Increasing recycling rate is an important issue in terms of environmental aspect of sustainability." : %82 of the participants agree, %14 of the participants are uncertain, %4 of the participants don't agree about this item.

"Reduction of material use is an important issue in terms of environmental aspect of sustainability." : %82 of the participants agree, %14 of the participants are uncertain, %4 of the participants don't agree about this item.

"Reduction of the use of oil and petroleum derivative products is an important issue in terms of environmental aspect of sustainability.": %77 of the participants agree, %14 of the participants are uncertain, %9 of the participants don't agree about this item.

"Use of gas reduction is an important issue in terms of environmental aspect of sustainability." : % 77 of the participants agree, %14 of the participants are uncertain, %9 of the participants don't agree about this item.

"Fossil-based electricity to be supplied from renewable sources is an important issue in terms of environmental aspect of sustainability.": %86 of the participants agree, %9 of the participants don't agree, %5 of the participants don't agree about this item.

"Reduction of water consumption is an important issue in terms of environmental aspect of sustainability.": %73 of the participants agree, %18 of the participants are uncertain, %9 of the participants don't agree about this item.

"Reduction of energy consumption is an important issue in terms of environmental aspect of sustainability." : %55 of the participants agree, %27 of the participants are uncertain, %18 of the participants don't agree about this item.

"Pollution of water resources is an important issue in terms of environmental aspect of sustainability.": %77 of the participants agree, %14 of the participants are uncertain, %9 of the participants don't agree about this item.

Nineth Question Findings:

The first part of the nineth question is "Which investments are being made on the environmental aspect of "sustainability" in İzmir?" 12 participants gave answer to this question. The most repeated three items are "Increasing recycling rate of solid

and liquid waste" which was repeated 4 times, "energy" and "transportation infrastructure" which were both repeated 3 times, "canalization infrastructure", "tourism" and " renewable energy" which were repeated 2 times.

The second part of the nineth question is composed of 10 items which are "Investment on public transportation within the city is being made on the environmental aspect of sustainability in İzmir." ,"Investment on waste and resource management is being made on the environmental aspect of sustainability in İzmir." ,"Investment on renewable energy is being made on the environmental aspect of sustainability in İzmir." ,"Investment on health services is being made on the environmental aspect of sustainability in İzmir.", "Investment on security within the city is being made on the environmental aspect of sustainability in İzmir." "Investment on information technology in the public sector is being made on the environmental aspect of sustainability in İzmir." "Investment on biodiversity and ecosystems is being made on the environmental aspect of sustainability in İzmir." "Investment on energy efficiency and eco-efficiency is being made on the environmental aspect of sustainability in İzmir." "Investment on intelligent buildings is being made on the environmental aspect of İzmir." "Invesment on water use and management is being made on the environmental aspect of sustainability in İzmir."

"Investment on public transportation within the city is being made on the environmental aspect of sustainability in İzmir." : %69 of the participants agree, %18 of the participants are uncertain, %14 of the participants don't agree about this item.

"Investment on waste and resource management is being made on the environmental aspect of sustainability in İzmir." : %59 of the participants agree, %32 of the participants are uncertain, %9 of the participants don't agree about this item.

"Investment on renewable energy is being made on the environmental aspect of sustainability in İzmir." : %54 of the participants agree, %32 of the participants are uncertain, %14 of the participants don't agree about this item.

"Investment on health services is being made on the environmental aspect of sustainability in İzmir.": %45 of the participants agree, %41 of the participants are uncertain, %14 of the participants don't agree about this item.

"Investment on security within the city is being made on the environmental aspect of sustainability in İzmir." : %41 of the participants are uncertain, %36 of the participants agree, %23 of the participants don't agree about this item.

"Investment on information technology in the public sector is being made on the environmental aspect of sustainability in İzmir." : %50 of the participants are uncertain, %27 of the participants agree, %23 of the participants don't agree about this item.

"Investment on biodiversity and ecosystems is being made on the environmental aspect of sustainability in İzmir.": %59 of the participants are uncertain, %23 of the participants don't agree, %18 of the participants agree about this item.

"Investment on energy efficiency and eco-efficiency is being made on the environmental aspect of sustainability in İzmir.": %72 of the participants are uncertain, %14 of the participants agree, %14 of the participants don't agree about this item.

"Investment on intelligent buildings is being made on the environmental aspect of İzmir.": %41 of the participants are uncertain, %32 of the participants don't agree, %27 of the participants agree about this item.

"Invesment on water use and management is being made on the environmental aspect of sustainability in İzmir." : %54 of the participants are uncertain, %41 of the participants agree, %5 of the participants don't agree about this item.

Tenth Question Findings:

The first part of the tenth question is "According to you, in which areas should be invested primarily to make İzmir a city brand?" 17 participants answered this question. The most repeated 3 items are "Tourism", "transportation", "health", "security", "energy" which are repeated 5 times, "Recycling of wastes" which is repeated 4 times, "renewable energy" and "education" which are repeated 3 times.

The second part of the tenth question is composed of 10 items which are "It should be invested on public transportation within the city.", "It should be invested on waste and resource management.", "It should be invested on renewable energy.", "It should be invested on health services.", "It should be invested on security within the city."

"It should be invested on energy efficiency and eco-efficiency.","It should be invested on renewable energy.", "It should be invested on intelligent buildings", "It should be invested on information technology in the public sector." "It should be invested on water use and management." "It should be invested on biodiversity and ecosystems."

"It should be invested on public transportation within the city.": %73 of the participants agree, %13,50 of the participants are uncertain, %13,50 of the participants don't agree about this item.

"It should be invested on waste and resource management.": %59 of the participants agree, %32 of the participants are uncertain, %9 of the participants don't agree about this item.

"It should be invested on renewable energy.": %77 of the participants agree, %14 of the participants are uncertain, %9 of the participants don't agree about this item.

"It should be invested on health services.": %68 of the participants agree, %18 of the participants are uncertain, %14 of the participants don't agree about this item.

"It should be invested on security within the city." : %82 of the participants agree, %14 of the participants are uncertain, %4 of the participants don't agree about this item.

"It should be invested on energy efficiency and eco-efficiency.": %64 of the participants agree, %32 of the participants are uncertain, %4 of the participants don't agree about this item.

"It should be invested on intelligent buildings.": %54 of the participants agree, %32 of the participants are uncertain, %14 of the participants don't agree about this item.

"It should be invested on information technology in the public sector." : %50 of the participants agree, %27 of the participants are uncertain, %23 of the participants don't agree about this item.

"It should be invested on water use and management.": %59 of the participants agree, %23 of the participants don't agree, %18 of the participants are uncertain about this item.

"It should be invested on biodiversity and ecosystems.": %50 of the participants agree, %27 of the participants are uncertain, %23 of the participants don't agree about this item.

Eleventh Question Findings:

The first part of the eleventh question is "According to you, in which areas the expectations were met sufficiently in the area of Sustainability?" 13 participants replied this question.The most repeated three items are "Bulk transportation" which is repeated 5 times, "health", and "transportation" which were repeated 3 times, "renewable energy", "tourism", "energy", "education", "recycling of solid waste" which were repeated 2 times.

Expectations regarding "public transportation within the city " were met sufficiently. %41 of the participants agree, %32 of the participants don't agree, %27 of the participants are uncertain about this item.

Expectations regarding "waste and resource management" were met sufficiently. %50 of the participants are uncertain, %27 of the participants agree, %23 of the participants don't agree about this item.

Expectations regarding "renewable energy" were met sufficiently: %50 of the participants are uncertain, %36 of the participants don't agree, %14 of the participants agree about this item.

Expectations regarding "health services" were met sufficiently: %41 of the participants are uncertain, %36 of the participants agree, %23 of the participants don't agree about this item.

Expectations regarding "security within the city" were met sufficiently. %50 of the participants are uncertain, %27 of the participants agree, %23 of the participants don't agree about this item.

Expectations regarding "Energy efficiency and eco-efficiency" were met sufficiently. %54 of the participants are uncertain, %32 of the participants don't agree, %14 of the participants agree about this item.

Expectations regarding "intelligent buildings" were met sufficiently: %54 of the participants don't agree, %32 of the participants are uncertain, %14 of the participants agree about this item.

Expectations regarding "information technology in the public sector" were met sufficiently. %54 of the participants are uncertain, %32 of the participants don't agree, %14 of the participants agree about this item.

Expectations regarding "Biodiversity and ecosystems" were met sufficiently. %59 of the participants are uncertain, %41 of the participants don't agree about this item.

Twelth Question Findings

The first part of the twelth question is "According to you, in which areas investment on sustainability is less than expected in İzmir?" 15 participants answered this question. The most repeated three items are "Management of waste and resource" which was repeated 9 times, "Health" which was repeated 6 times, "Energy" which was repeated 5 times.

The second part of the twelth question is composed of 8 items which are "Investment on sustainability is less than expected in the area of public transportation within the city","Investment on sustainability is less than expected in the area of waste and resource management.", "Investment on sustainability is less than expected in the area of waste and resource management.", "Investment on sustainability is less than expected in the area of renewable energy." "Investment on sustainability is less than expected in the area of health." ,"Investment on sustainability is less than expected in the area of security within the city.", "Investment on sustainability is less than expected in the area of waste and resource management.","Investment on sustainability is less than expected in the area of energy efficiency and eco-efficiency." , "Investment on sustainability is less than expected in the area of intelligent buildings.", "Investment on sustainability is less than expected in the area of information technology in the public sector."

"Investment on sustainability is less than expected in the area of public transportation within the city": %62 of the participants agree, %33 of the participants don't agree, %5 of the participants are uncertain about this item.

"Investment on sustainability is less than expected in the area of waste and resource management.": %62 of the participants agree, %19 of the participants don't agree, %19 of the participants are uncertain about this item.

"Investment on sustainability is less than expected in the area of renewable energy.": %62 of the participants agree, %33 of the participants are uncertain, %5 of the participants don't agree about this item.

"Investment on sustainability is less than expected in the area of health services." : %62 of the participants agree, %19 of the participants are uncertain, %19 of the participants don't agree about this item.

"Investment on sustainability is less than expected in the area of security within the city.": %52 of the participants agree, %29 of the participants are uncertain, %19 of the participants don't agree about this item.

"Investment on sustainability is less than expected in the area of energy efficiency and eco-efficiency.": %48 of the participants agree, %43 of the participants are uncertain, %9 of the participants don't agree about this item.

"Investment on sustainability is less than expected in the area of intelligent buildings.": %52 of the participants agree, %33 of the participants are uncertain, %15 of the participants don't agree about this item.

"Investment on sustainability is less than expected in the area of information technology in the public sector.": %52 of the participants agree, %29 of the participants are uncertain, %19 of the participants don't agree about this item.

Thirtheenth Question Findings:

The thirtheenth question asks that "What do you think about the future operations in the field of sustainability? Is it going to decrease, increase or be the same?" This question is composed of just likert questions which were "Future operations in the field of sustainability will be the same.", "Future operations in the field of sustainability will increase.", "Future operations in the field of sustainability will decrease."

"Future operations in the field of sustainability will be the same.": %73 of the participants don't agree, %23 of the participants are uncertain, %4 of the participants agree about this item.

"Future operations in the field of sustainability will increase.":%73 of the participants agree, %18 of the participants are uncertain, %9 of the participants don't agree about this item.

"Future operations in the field of sustainability will decrease.":%73 of the participants don't agree, %14 of the participants agree, %13 of the participants are uncertain about this item.

Fourteenth Question Findings:

The first part of the fourteenth question is "According to you, which people and institutions are primilary responsible about the subject of Sustainability?" 15 participants gave answer to this question. The most repeated three item are "mayor" which was repeated 15 times, "citizens" which was repeated 11 times, "government" which was repeated 9 times.

The secont part of the fourteenth question consists of 8 items which are "İzmir Metropolitan Municipality is primilary responsible about the subject of sustainability.", "Government and related ministries are primilary responsible about the subject of sustainability.","Governorship is primilary responsible about the subject of sustainability.", "District municipalities are primilary responsible about the subject of sustainability.", "Private sector is primilary responsible about the subject of sustainability.", "Non-governmental organizations are primilary responsible about the subject of sustainability.","Individuals are primilary responsible about the subject of sustainability.","Universities&acedemics are primilary responsible about the subject of sustainability."

"İzmir Metropolitan Municipality is primilary responsible about the subject of sustainability." : %91 of the participants agree, %9 of the participants are uncertain about this item.

"Government and related ministries are primilary responsible about the subject of sustainability.": %82 of the participants agree, %14 of the participants are uncertain, %4 of the participants don't agree about this item.

"Governorship is primilary responsible about the subject of sustainability.": %77 of the participants agree, %14 of the participants are uncertain, %9 of the participants don't agree about this item.

"District municipalities are primilary responsible about the subject of sustainability.": %82 of the participants agree, %18 of the participants are uncertain about this item.

"Private sector is primilary responsible about the subject of sustainability.": %68 of the participants agree, %27 of the participants are uncertain, %5 of the participants don't agree about this item.

"Non-governmental organizations are primilary responsible about the subject of sustainability.": %86 of the participants agree, %14 of the participants are uncertain about this item.

"Individuals are primilary responsible about the subject of sustainability.": %86 of the participants agree, %14 of the participants are uncertain about this item.

"Universities&academics are primilary responsible about the subject of sustainability.": %68 of the participants agree, %32 of the participants are uncertain about this item.

CONCLUSION

This study was implemented with the aim of identifying the required investments and responsible individuals and organizations to make İzmir a city brand. When summarized the findings of the survey which is conducted to the top management officials, academicians and specialists, the most repeated the results are the followings:

"FRIENDLY": %95 of the participants agree that if İzmir was a person, it would be friendly. Also 8 participants added friendly related items.

"LIVEABLE   &"CITY THAT HOSTED MANY CIVILIZATIONS IN ITS

HISTORY": %95 of the participants agree that İzmir is known as a "City that hosted many civilizations in its history". Also 9 participants contributed to the item of "liveable" as a characteristic of İzmir.

"TOURISM CENTER & FAIR AND MEETING CENTER": %95 of the participants agree that İzmir should be a fair and meeting center in the future. Also 15 participants stated that İzmir should be a tourism center in the future.

"INDEPENDENT&EASY GOING& MODERN": %91 of the participants agree that the local people of İzmir are modern. Also 7 participants said İzmir's local people are easy going and 7 participants also contributed that İzmir's local people are independent.

"SEA&SUN": %82 of the participants agree that the symbol of "sun" should take place in the logo of İzmir. Also 13 participants added that the symbol of "sea" should be used in the logo of İzmir.

"FREEDOM&CITY TO LIVE": %86 of the participants agree that "Freedom" should be emphasized in the slogan of İzmir. In addition 7 participants added that İzmir's slogan should consist of the emphasize of " City to live".

"HARBOUR&LOGISTIC ADVANTAGE": %91 of the participants agree that logistic advantage is one of the reasons to invest in İzmir. Also "Harbour" was stated by 13 participants as a reason to invest in İzmir.

"REDUCTION OF EMISSIONS/FRESH AIR/PROTECTION OF ATMOSPHERE & REDUCTION OF GREEN HOUSE GAS EMISSIONS/REDUCTION OF OTHER HARMFUL GAS/ REDUCTION OF EMISSIONS": %86 of the participants agree that reduction of green house gas emissions/reduction of other harmful gas/ reduction of emissions are important issues in terms of environmental aspect of sustainability. Also 4 participants contributed that reduction of

emissions/fresh air/protection of atmosphere are an important subjects in terms of the environmental aspect of sustainability.

"PUBLIC TRANSPORTATION WITHIN THE CITY& INCREASING RECYCLING RATE OF SOLID AND LIQUID WASTE":%68 of the participants agree that investments on "public transportation" are being made on the environmental aspect of "sustainability" in İzmir . In addition 4 participants stated that investment are being on the issue of "increasing recycling rate of solid and liquid waste" in İzmir.

SECURITY& TOURISM/PUBLIC TRANSPORTATION / HEALTH / SECURITY / RENEWABLE ENERGY: %82 of the participants agree that it should be invested primarily on "security" to make İzmir a city brand. In addition 5 participants stated that tourism,public transportation,health, security, renewable energy are the areas that should be invested on.

BIODIVERSITY AND ECOSYSTEMS& BULK TRANSPORTATION: %62 of the participants agree that in the area of biodiversity and ecosystems, expectations were met sufficiently in the area of Sustainability. Also expectations were met sufficiently in the area of "Bulk transportation".

RENEWABLE ENERGY&MANAGEMENT OF WASTE AND RESOURCE: %62 of the participants agree that investments on "renewable energy" in the area of sustainability is less than expected in İzmir. In addition, 9 participants expressed that the investments are not adequate in the area of "management of waste and resource" .

OPERATIONS IN THE FIELD OF SUSTAINABILITY WILL INCREASE: %73 of the participants are hopeful about the increase in investments on sustainability in the future. The positive perception about future can be increased by increasing investments further.

İZMİR METROPOLITAN MUNICIPALITY&MAYOR: %91 of the participants agree that İzmir metropolitan municipality is primarily responsible in the subject of sustainability. Also 15 participants stated that "mayor" should be authorized in the area of sustainability.

In summarize,

In order to make İzmir a brand on the global area, the key issues that should be taken importance are mainly "reduction of other harmful gas", "security within the city", "tourism", "public transportation", "health", "renewable energy".

The investments on the areas of "renewable energy", "waste and resource management" are perceived as insufficient.

The investments on the areas of "Biodiversity and ecosystems", "bulk transportation" seen as sufficient.

İzmir Metropolitan Municipality is seen as primarly responsible in the area of sustainability and branding activities. Following individuals, non governmental organizations, government and related ministries comes.

Taking the literature about city branding into account, the key targets and strategic priorities to make İzmir a city brand can be the followings:

Objective 1. To attract further tourists: In order to increase the number of visitors, authorized people in city branding activity should try to build awareness about İzmir,ensure people enjoy memorable experiences, increase the staying period of tourists visiting İzmir, increase the current number of hotel beds, enlarge tourism activities to 12 months, generate İzmir-branded products, originate collaboration and harmony with national and international companies, emphasize the historical and archaeological richness of İzmir, liven up the city center, to create a setting where the visitors can share their memorable perceptions about the city promptly, create a harmony about the city brand logos and slogans, create buttons located in the streets of the city that enable tourists to access the closest taxis in a short time and easier.

Objective 2. To enhance the quality of live in İzmir: In order to raise the living standard of İzmir, investments on infrastructure, health, education and transport should be increased, quicken the adaptation and integration of the immigrants into the city, improve the existing attraction center of the city and create the new ones, make the İzmir people conscious about the branding activity and increase their involvement.

Objective 3. To attract the investors to make further investment in İzmir: In order to increase the willigness of investors to invest in İzmir, the investors should be informed about the investment opportunities in İzmir and their questions should be answered urgently, tax and investment legislations should not be a strong barier for the willigness of investors, to create a quality environment in terms of education, public transportation and health services for the investors and their families, ensure investors about the consistency of qualified labor force and investment legislations.

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APPENDIX

1. THE SURVEY FORM

A SURVEY FORM USED WITH THE OBJECTIVE OF

REVEALING CITY IDENTITY COMPONENTS

This survey is a part of the research made on the subject of *"Development of İzmir Brand Identity"*

According to you:

What are the features of İzmir that should be emphasized to make İzmir appealing on the global agenda?

Please answer the questions in the survey depending on the main research question above.

The answers you provide will be used just only within the scope of work and the names of attendees of the survey will be kept strictly confidential. Thank you for your support that you will give to this survey in advance.

Aksu Selçuk

Research Director

Yaşar University

Faculty of Economics and Administrative Sciences- Master of Business Administration.

1. If İzmir was a Human, how a personality it would have?

Please fill each of the first five sections with your own ideas.	
If İzmir was a human, it would be	
If İzmir was a human,it would be	
If İzmir was a human,it would be	
If İzmir was a human,it would be	
If İzmir was a human,it would be	

Please specify your ideas regarding the following items by rounding the number against the related items.	I DON'T AGREE	UNCERTAIN	I AGREE
If İzmir was a human, it would be friendly.	1	2	3
If İzmir was a human, it would be voluptuous.	1	2	3
If İzmir was a human, it would be hospitable.	1	2	3
If İzmir was a human, it would be modern and open minded.	1	2	3
If İzmir was a human, it would be generous.	1	2	3
If İzmir was a human, it would be uppish.	1	2	3

2. Does İzmir appear with which qualities and features of it nowadays?

Please fill each of the first five sections with your own ideas.			
According to me			
According to me			
According to me			
According to me			
According to me			
Please specify your ideas regarding the following items by rounding the number against the related items.	**I DON'T AGREE**	**UNCERTAIN**	**I AGREE**
İzmir is the center of an agricultural production.	1	2	3
İzmir has a unique food culture.	1	2	3
İzmir is rich in water resources.	1	2	3
İzmir is a city that hosted many civilizations in its history.	1	2	3
İzmir is a city where multiple ethnic groups live together.	1	2	3
İzmir is a city in which people feel themselves and their family safe.	1	2	3
İzmir is a city worth to live due to its qualified living conditions.	1	2	3
İzmir is a city which provides job opportunities.	1	2	3
İzmir is a city which is attractive for investors in terms of financial aspect.	1	2	3

3. Taking the qualities of the city into account, what can you tell about the future of İzmir?

Please fill each of the first five sections with your own ideas.			
According to me ....in the future			
According to me ....in the future			
According to me ....in the future			
According to me ....in the future			
According to me ....in the future			
Please specify your ideas regarding the following items by rounding the number against the related items.	I DON'T AGREE	UNCERTAIN	I AGREE
İzmir should be a leading city in tourism in the future.	1	2	3
İzmir should be an important trade center in the future.	1	2	3
İzmir should be an important fair and meeting center in the future.	1	2	3
İzmir should be an university center in the future.	1	2	3
İzmir should be a magnet preffered in health tourism in the future.	1	2	3
İzmir should be an ecological food production center in the future.	1	2	3
İzmir should be a historical center with its unique architectural structure.	1	2	3
İzmir should be a center of international sport organizations and festivals .	1	2	3

4. What can you say about the local people of İzmir?

Please fill each of the first five sections with your own ideas.				
The human of İzmir…………………………………………….				
The human of İzmir…………………………………………….				
The human of İzmir…………………………………………….				
The human of İzmir…………………………………………….				
The human of İzmir…………………………………………….				

Please specify your ideas regarding the following items by rounding the number against the related items.	**I DON'T AGREE**	**UNCERTAIN**	**I AGREE**
The human of İzmir is warm-blooded.	**1**	**2**	**3**
The human of İzmir is modern.	**1**	**2**	**3**
The human of İzmir is brave.	**1**	**2**	**3**
The human of İzmir is open minded.	**1**	**2**	**3**
The human of İzmir is brutish.	**1**	**2**	**3**
The human of İzmir is lazy.	**1**	**2**	**3**
The human of İzmir is proud of being from İzmir.	**1**	**2**	**3**

5. **Which symbols and colours should take place in the Logo of İzmir?**

		I DON'T AGREE	UNCERTAIN	I AGREE
Please fill each of the first five sections with your own ideas.				
According to me, ………………should take place in the logo of İzmir.				
According to me, ………………should take place in the logo of İzmir.				
According to me, ………………should take place in the logo of İzmir.				
According to me, ………………should take place in the logo of İzmir.				
According to me, ………………should take place in the logo of İzmir.				
Please specify your ideas regarding the following items by rounding the number against the related items.		I DON'T AGREE	UNCERTAIN	I AGREE
Homer, the author of the Iliad and the Odyssey, should take place in the logo of İzmir.		1	2	3
"Smyrna" should take place in the logo of İzmir.		1	2	3
"Agriculture" should take place in the logo of İzmir.		1	2	3
" Sun" should take place in the logo of İzmir.		1	2	3
"Water" should take place in the logo of İzmir.		1	2	3
"Clock Tower" should take place in the logo of İzmir.		1	2	3
"Turkish Bagels" should take place in the logo of İzmir.		1	2	3
"Turkish Pastry" should take place in the logo of İzmir.		1	2	3
"Turkish Sandwich on bun" should take place in the logo of İzmir.		1	2	3

6. According to you, which emphasis should take place in the slogan of İzmir?

	Please fill each of the first five sections with your own ideas.			
	According to me, ………………should take place in the slogan of İzmir.			
	According to me, ………………should take place in the slogan of İzmir.			
	According to me, ………………should take place in the slogan of İzmir.			
	According to me, ………………should take place in the slogan of İzmir.			
	According to me, ………………should take place in the slogan of İzmir.			
	Please specify your ideas regarding the following items by rounding the number against the related items.	**I DON'T AGREE**	**UNCERTAIN**	**I AGREE**
	"Multi sounded and multi coloured" emphasize should take place in the slogan of İzmir.	**1**	**2**	**3**
	"Life is here" emphasize should take place in the slogan of İzmir.	**1**	**2**	**3**
	"City to live" emphasize should take place in the slogan of İzmir.	**1**	**2**	**3**
	" Young Future" emphasize should take place in the slogan of İzmir.	**1**	**2**	**3**
	"Glow in its nature" emphasize should take place in the slogan of İzmir.	**1**	**2**	**3**

7. What are the reasons to invest in İzmir?

Please fill each of the first five sections with your own ideas.			
According to me			
According to me			
According to me			
According to me			
According to me			
Please specify your ideas regarding the following items by rounding the number against the related items.	**I DON'T AGREE**	**UNCERTAIN**	**I AGREE**
Logistic advantage is one of the reasons to invest in İzmir.	**1**	**2**	**3**
Clossness to raw material is one of the reasons to invest in İzmir.	**1**	**2**	**3**
Qualified labour is one of the reasons to invest in İzmir.	**1**	**2**	**3**
Advantage of the tax and incentives in the free zone is one of the reasons to invest in İzmir.	**1**	**2**	**3**
Adequate electric power infrastructure is one of the reasons to invest in İzmir.	**1**	**2**	**3**
Adequate highway route and motorway infrastructure is one of the reasons to invest in İzmir.	**1**	**2**	**3**
Adequate port infrastructure is one of the reasons to invest in İzmir.	**1**	**2**	**3**
Adequate telecommunication infrastructure is one of the reasons to invest in İzmir.	**1**	**2**	**3**
Sufficient airport infrastructure is one of the reasons	**1**	**2**	**3**

to invest in İzmir.				
Efficient custom services are one of the reasons to invest in İzmir.	1	2	3
Human resource potential is one of the reasons to invest in İzmir.	1	2	3

8. According to the definition of the sustainable development which is "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" which subjects are important in terms of environmental aspect of sustainability?

Please fill each of the first five sections with your own ideas.			
According to me			
According to me			
According to me			
According to me			
According to me			
Please specify your ideas regarding the following items by rounding the number against the related items.	**I DON'T AGREE**	**UNCERTAIN**	**I AGREE**
Reduction of greenhouse gas emissions is an important issue in terms of environmental aspect of sustainability.	1	2	3
Reduction of other harmful gas is an important issue in terms of environmental aspect of sustainability.	1	2	3

Reduction of emissions is an important issue in terms of environmental aspect of sustainability.	**1**	**2**	**3**
Reduction of solid, liquid waste is an important issue in terms of environmental aspect of sustainability.	**1**	**2**	**3**
Increasing recycling rate is an important issue in terms of environmental aspect of sustainability.	**1**	**2**	**3**
Reduction of material use is an important issue in terms of environmental aspect of sustainability.	**1**	**2**	**3**
Reduction of the use of oil and petroleum derivative products is an important issue in terms of environmental aspect of sustainability.	**1**	**2**	**3**
Use of gas reduction is an important issue in terms of environmental aspect of sustainability.	**1**	**2**	**3**
Fossil-based electricity to be supplied from renewable sources is an important issue in terms of environmental aspect of sustainability.	**1**	**2**	**3**
Reduction of water consumption is an important issue in terms of environmental aspect of sustainability.	**1**	**2**	**3**
Reduction of energy consumption is an important issue in terms of environmental aspect of sustainability.	**1**	**2**	**3**
Pollution of water resources is an important issue in terms of environmental aspect of sustainability.	**1**	**2**	**3**

9. Which investments are being made on the environmental aspect of "sustainability" in İzmir?

Please fill each of the first five sections with your own ideas.	
According to me	
According to me	
According to	

	me			
	According to **me ....**			
	According to **me ....**			
	Please specify your ideas regarding the following items by rounding the number against the related items.	**I DON'T AGREE**	**UNCERTAIN**	**I AGREE**
	Investment on public transportation within the city is being made on the environmental aspect of sustainability in İzmir	**1**	**2**	**3**
	Investment on waste and resource management is being made on the environmental aspect of sustainability in İzmir.	**1**	**2**	**3**
	Investment on renewable energy is being made on the environmental aspect of sustainability in İzmir	**1**	**2**	**3**
	Investment on health services is being made on the environmental aspect of sustainability in İzmir.	**1**	**2**	**3**
	Investment on security within the city is being made on the environmental aspect of sustainability in İzmir	**1**	**2**	**3**
	Investment on information technology in the public sector is being made on the environmental aspect of sustainability in İzmir	**1**	**2**	**3**
	Investment on biodiversity and ecosystems is being made on the environmental aspect of sustainability in İzmir	**1**	**2**	**3**
	Investment on energy efficiency and eco-efficiency is being made on the environmental aspect of sustainability in İzmir.	**1**	**2**	**3**
	Investment on intelligent buildings is being made on the environmental aspect of İzmir.	**1**	**2**	**3**
	Invesment on water use and management is being made on the environmental aspect of sustainability in İzmir.	**1**	**2**	**3**

10. According to you, in which areas should be invested primarily to make İzmir a city brand?

		I DON'T AGREE	UNCERTAIN	I AGREE
	Please fill each of the first five sections with your own ideas.			
	According to me			
	According to me			
	According to me			
	According to me			
	According to me			
	Please specify your ideas regarding the following items by rounding the number against the related items.			
	It should be invested on public transportation within the city.	**1**	**2**	**3**
	It should be invested on waste and resource management	**1**	**2**	**3**
	It should be invested on renewable energy	**1**	**2**	**3**
	It should be invested on health services	**1**	**2**	**3**
	It should be invested on security within the city."	**1**	**2**	**3**
	It should be invested on energy efficiency and eco-efficiency.	**1**	**2**	**3**
	It should be invested on intelligent buildings	**1**	**2**	**3**
	It should be invested on information technology in the public sector."	**1**	**2**	**3**
	It should be invested on water use and management	**1**	**2**	**3**

It should be invested on biodiversity and ecosystems.	1	2	3

11. According to you, in which areas the expectations were met sufficiently in the area of Sustainability?

Please fill each of the first five sections with your own ideas.			
According to me ………………………………………………….			
According to me ………………………………………………….			
According to me ………………………………………………….			
According to me ………………………………………………….			
According to me ………………………………………………….			
Please specify your ideas regarding the following items by rounding the number against the related items.	I DON'T AGREE	UNCERTAIN	I AGREE
Expectations regarding "public transportation within the city " were met sufficiently.	1	2	3
Expectations regarding "waste and resource management" were met sufficiently.	1	2	3
Expectations regarding "renewable energy" were met sufficiently.	1	2	3
Expectations regarding "health services" were met sufficiently.	1	2	3
Expectations regarding "security within the city" were met sufficiently.	1	2	3
Expectations regarding "Energy efficiency and eco-efficiency" were met sufficiently.	1	2	3

Expectations regarding "intelligent buildings" were met sufficiently.	1	2	3
Expectations regarding "information technology in the public sector" were met sufficiently.	1	2	3

12. According to you, in which areas investment on sustainability is less than expected in İzmir?

Please fill each of the first five sections with your own ideas.			
According to me			
According to me			
According to me			
According to me			
According to me			
Please specify your ideas regarding the following items by rounding the number against the related items.	I DON'T AGREE	UNCERTAIN	I AGREE
Investment on sustainability is less than expected in the area of public transportation within the city.	1	2	3
Investment on sustainability is less than expected in the area of waste and resource management.	1	2	3
Investment on sustainability is less than expected in the area of renewable energy.	1	2	3
"Investment on sustainability is less than expected in the area of health services."	1	2	3
Investment on sustainability is less than expected in the area of security within the city.	1	2	3

Investment on sustainability is less than expected in the area of energy efficiency and eco-efficiency.	1	2	3
Investment on sustainability is less than expected in the area of intelligent buildings.	1	2	3
Investment on sustainability is less than expected in the area of information technology in the public sector.	1	2	3

13. **What do you think about the future operations in the field of sustainability?**

Please specify your ideas regarding the following items by rounding the number against the related items.	I DON'T AGREE	UNCERTAIN	I AGREE
Future operations in the field of sustainability will be the same.	1	2	3
Future operations in the field of sustainability will increase.	1	2	3
Future operations in the field of sustainability will decrease.	1	2	3

14. **According to you, which people and institutions are primilary responsible about the subject of Sustainability?**

Please fill each of the first five sections with your own ideas.	
According to me	
According to me	
According to me	
According to me	

According to me			
Please specify your ideas regarding the following items by rounding the number against the related items.	**I DON'T AGREE**	**UNCERTAIN**	**I AGREE**
İzmir Metropolitan Municipality is primary responsible about the subject of sustainability	1	2	3
Government and related ministries are primary responsible about the subject of sustainability	1	2	3
Governorship is primarily responsible about the subject of sustainability	1	2	3
District municipalities are primarily responsible about the subject of sustainability	1	2	3
Private sector is primarily responsible about the subject of sustainability.	1	2	3
Non-governmental organizations are primarily responsible about the subject of sustainability	1	2	3
Individuals are primarily responsible about the subject of sustainability	1	2	3
Universities&academics are primarily responsible about the subject of sustainability	1	2	3

15.How long have you been living in İzmir?.........................

16.What are the large cities(domestic-abroad)
      Place
1
2
3
4
5

17. What is your occupation?...

18. How old are you?.........................

2. RESULTS OF OPEN ENDED QUESTIONS

FIRST QUESTION RESULTS

kelime	sıklık
sıcakkanlı	4
modern	3
Mutlu	3
Özgür	3
Sakin	3
canayakın	3
demokrat	2
Dürüst	2
eğlenceli	2
Güzel	2
hoşgörülü	2
Neşeli	2
özgürlükçü	2
Rahat	2
rahatına düşkün	2
tembel	2
açık fikirli	2
alçakgönüllü	1
anlayışlı	1
aydınlıkçı	1
bağımsızlığına düşkün	1
Bağlı	1
çalışkan	1
çok delikanlı	1
çok güzel/yakışıklı	1
demokratik	1
dışadönük	1
duygusal	1
düzenli	1
eğlenceye düşkün	1
Farklı	1
gelişmelere açık	1
gönlü zengin	1
Huzurlu	1
iyi bir insan	1
kendi halinde	1
kendini beğenmiş	1
konuşkan	1
kültürlü	1
maceraperest	1
mavi gözlü bir kız	1

misafirperver	1
mücadeleci	1
Nazik	1
objektif	1
rahat bir insan	1
Sabırlı	1
sabit fikirli	1
Samimi	1
Sarışın	1
saygılı	1
Sevimli	1
sosyal devletçi	1
tarihine sahip çıkan	1
Temiz	1
Uysal	1
vurdum duymaz	1
yakışıklı	1
yardımsever	1

SECOND QUESTION RESULTS

Kelime	sıklık
Aydın	1
bağımsızlık	1
cumhuriyetçi tutumu	2
çalışmayı çok sevmeyen	1
çekim merkezi	1
çok kültürlü	1
daha iyi yönetilebilir	1
Denizi	3
Dinamik .Genç nufusu	1
doğal güzelliği	1
düzensiz büyümesi (yapılaşma)	1
Eğitim	1
emekli şehridir	1
etnik olarak karışık şehir	2
farklı etnik kökenleri barındıran	1
Fuar	1
gelecek vaadediyor	1
Gelişime açık bir cazibe merkezi olması	1
geri kalmışlığı	1
güvenli	3

güzelliği	2
Havası	2
Huzurlu	2
İhracat	1
insanıyla farklılık yaratan	2
iş olanakları geniş	1
İthalat ve ihracata yönelik limanları	1
katılımcılık	1
Keyifli	1
kolay ulaşım	1
Kültür	1
moderndir	3
muhalif düşüncelerin kentidir	1
Mustafa Kemal Atatürk'ün izinden en çok giden şehir.	1
özgürdür	4
özlem duyulan bir şehir.	1
potansiyeli yüksek	1
rahat insanların şehri	2
saat kulesi	1
sağlık turizmi	1
Sanat	1
Saygı	1
Smyrna	1
Suyu	1
tarihiyle zengin	6
tatil şehri	2
Ticaret	1
toplumun birleştirici bir yapı eşiği	1
turizm şehridir	5
Türkiye'nin ihtiyacı olan bir değer	1
ulusalcı	1
üretim değil, ticaret merkezidir	1
yaşanılası	9
zengin yemek kültürü	1

THIRD QUESTION RESULTS

Kelime	sıklık
altyapısı kuvvetli metropol	1
Avrupa şehri	1
bu yapısını muhafaza eden bir konumda	1
call center merkezi	1
çarpık yapılaşmanın olmadığı bir yer	1

çok çalışan bir şehir	1
daha çalışkan	1
daha fazla iş olanağına sahip	1
daha iyi yönetilebilir	1
daha modern	2
daha sistematik	1
daha yeşil	1
deniz turizminde öncü	1
eğlence merkezi	1
ekonomik başkent	1
fuar ve kongre merkezi	11
gelecek vaadediyor	1
güvenli	1
istanbul gibi	1
iş olanakları geniş	3
kültür merkezi	7
lider şehir	1
liman kenti	2
özel ilgi turizmi açısından öncü şehir	1
özgürlük merkezi	1
Planlı	1
sağlık turizmi merkezi	1
sanat merkezi	3
sanayi ve ticaret merkezi	6
spor kenti	4
tarım merkezi	4
tertemiz bir şehir	1
trafik sorunları çözülmüş	1
turizm merkezi	15
ulaşım konusunda öncü şehir	2
üniversite kenti	2
üretim merkezi	1
yatırım yapılan bir şehir	1
yenilikçi	1
yeşil alanları daha fazla olan	1

FOURTH QUESTION RESULTS

Kelime	sıklık
açık fikirli	2
açık sözlü	2
ağırkanlı	1
aile bağları kuvvetli değil	1
Atatürkçü	3
Aydın	1

bazen duyarsız ve saygısız	1
burnu havada	1
Cesur	1
cömert	1
cumhuriyetçi	2
Çağdaş	2
çalışkan	1
çalışmayı çok sevmeyen	1
demokrat	3
Dost	1
düzenli	1
eğitimli	2
fazla bilgili	1
güleryüzlü	1
hoşgörülü	3
huzurlu	1
ihtirassız	1
ileri görüşlü	1
iyimser	1
keyfine düşkün	5
Kibar	1
kozmopolit	1
lafını esirgemeyez	1
Liberal	1
menfaatçi	1
Mert	1
misafirperver	1
modern	6
muhalif	1
Mutlu	1
mütevazi	1
Özgür	7
Rahat	7
samimi	2
Saygılı	3
sevecen	1
sıcakkanlı	5
tembel	1
uyumlu	1
yardımsever	1
yeniliğe açık değil	1

FIFTH QUESTION RESULTS

Kelime	sıklık
35	1
Atatürk	2
aydınlık ve özgürlük temsili simgeler	1
Balık	3
barış simgeleri	1
Beyaz	2
Boyoz	3
Çeşme	1
Deniz	13
Efeler	1
efes antik şehri	2
Farklılık	1
Gevrek	2
gevrek,peynir,çay	1
gülen insan	1
Güneş	4
İnsan	1
izmir yazısı	1
kemeraltı	1
Kordon	2
kültürel semboller	1
Laiklik	1
Martı	1
Mavi	6
mavi,sarı ve kırmızı	1
modern tasarım	2
Müzik	1
neşeli bir yüz	1
özgür düşünce	1
özgürlük işareti	2
palmiye	1
saat kulesi	10
Smyrna	3
Spor	1
Tarım	1
tarihi mimari	3
tatil yeri	1
tebessüm	1
termal sağlık	1
Toprak	1
Üzüm	1
yalıçapkını	1

Yeşil	2
yeşilova höyüğü	1

SIXTH QUESTION RESULTS

Kelime	sıklık
Atatürk	1
Aydın	1
batı kültürü	2
Bilim	1
cumhuriyet	1
Çağdaş	1
çok kültürlü	1
demokrasi	2
Deniz	2
Eğitim merkezi	1
eğlenceli	2
gelecek burada	1
Gençlik	1
gezilecek ilk yer	1
güvenli	1
güzel kızlarının adı	1
güzellik burada	1
Huzurlu	2
işte doğa	1
Keyifli	1
Kültür	2
Limitsiz	1
modern	5
mutluluk	2
mükemmel koylar	1
özgürlük	7
pırıl pırıl bir yaşam	1
rahat yaşam	2
rakı&balık	1
rengarenk	1
Renkli	2
sağlık turizmi	1
Sakin	1
Samimi	1
sanat ve tarih	1
sanayi merkezi	1
tarihle içiçe	3
Tatil	1

Turizm	2
türkiyenin geleceği	1
yaşanılır	6
yenilikçi	1

SEVENTH QUESTION RESULTS

Kelime	sıklık
aile işlerini büyüterek sürdürmek	1
Bakir	1
bilinirlik	1
büyük şehir olması	1
çok nüfuslu	1
değerlenen bir şehir olması	1
denize yakınlılık	1
diğer illere yakınlık	1
düşük maliyetler	1
eğitimli nüfus	1
fırsatlar	1
gayrimenkulun izmir için önemi var	1
gelecek potansiyeli	1
gelişime aç/açık	2
genç nüfus	8
gereksiz göçü engellemek	1
gümrük vs gibi özel konumundan dolayı.	1
hak etmesi	1
Huzurlu	1
ihtiyacı olması	1
işgücü potansiyeli	1
işsizlik yüksek istihdam gerek.	1
Liman	13
rahat trafiği	1
Sanat	1
sanayiye aç bir şehir	1
serbest bölge	2
stratejik coğrafi konum	1
sürdürülebilir	1
Tarım	1
Tarihi	1
Ticaret	1
turizm potansiyeli	6
tüketim potansiyeli	1
ucuz işgücü	1
ulaşım kolay	6

Kelime	sıklık
yaşanılası bir şehir olması	1
yatırıma aç/açık	4
yetişmiş işgücü	2
yönetiminin dürüst olması.	1
yüksek kalite	1

EIGHTH QUESTION RESULTS

Kelime	sıklık
petrol tüketiminin azaltılması	1
katı ve sıvı atıkların geri dönüşümü	1
temiz hava	2
su israfının azaltılması	1
atmosferin korunması	1
gürültü kirliliği	1
sağlık altyapısı	1
emisyonun azaltılması	1
tasarruf olgusunun benimsenmesi	1
deniz kirliliği	1
doğru yapılaşma	1
tamircilerin şehir dışına taşınması	1
yenilenebilir enerji yatırımlarının arttırılması	1
su kaynaklarının temizliği	2
eğitimli toplum	1

atmosferin korunması,emisyonun azaltılması, temiz hava
4

NINETH QUESTION RESULTS

Kelime	sıklık
atık depolama	1
barajlar	1
doğal yaşam	1
Eğitim	
ekolojik ürün çalışması	1
Enerji	3
fuar alanı	1
güvenlik çalışmaları	1

hava ya yayılan gazların azaltılması	1
imar uygulanmaları	1
İnşaat	
iş merkezleri	1
kanalizasyon altyapısı	2
katı ve sıvı atıkların geri dönüşümü	4
kent doğal kaynaklarının korunması	1
kentsel dönüşüm	1
körfez temizleme	
limanlar	1
metro ulaşım yatırımı	1
Orman	1
Oteller	1
petrol ürünlerinin kullanımının azaltılması	1
Peyzaj	1
Sağlık	1
su kaynakları	
termal sağlık hizmetleri	1
toplu taşımacılık	1
Turizm	2
ulaşım altyapısı	3
verimlilik çalışmaları	1
yenilenebilir enerji	2
yeşil alan	1
Yollar	1

TENTH QUESTION RESULTS

Kelime	sıklık
Altyapı	2
Arge	1
atıkların geri dönüşümü	4
Baraj	1
bilişim alanında	2
biyoçeşitlilik	1
deniz suyu arıtma	1
Eğitim	3
ekolojik ürün yetiştirme	1
elektrikli ulaşım	1
emlak alanında	1
Enerji	5

gayrimenkul	1
gençlik	1
güvenlik	5
İnşaat	2
KAMU HİZMETİ (ULAŞIM, SAĞLIK, SOSYAL)	1
karayolları	1
kentleşme	1
KÜLTÜREL FAALİYETLER	2
Liman	1
mimari	1
Sağlık	5
Sanat	1
Sanayi	2
sanayiyi şehir dışına taşıma	1
Spor	1
su kaynakları	2
su tüketimi	1
şehir içi toplu taşıma	1
şehir ve kentsel planlama	1
temizlik	1
termal turizmi	1
toplu ulaşım	1
toplum bilinci	1
Turizm	5
Ulaşım	5
Üretim	1
verimlilik	1
Yaşam	1
yenilenebilir enerji	3
yeşil alan	1

ELEVENTH QUESTION RESULTS

Kelime	sıklık
Altyapı	1
AR-GE	1
arıtma tesislerinin oluşturulması	1
Atatürkçü kalması, milli bayramlara önem verilmesi.	1
atık temizleme	1
çok yeterli bir alan yok	1
Eğitim	2
Enerji	2

entegre toplu ulaşım sistemi	1
güvenlik	1
idarecilerinin dürüst olması	1
insan yapısı	1
demokratik hakları kullanma özgürlüğü	1
İzmir'e özgü festivalleri (boyoz festivali gibi.)	1
katı atıkların geri dönüşümü	2
körfez potansiyeli	1
sağlık	3
spor parkları	1
su kaynakları	1
Tarım	1
temizlik	1
toplu taşımacılık	5
Turizm	2
Ulaşım	3
Üretim	1
yenilenebilir enerji	2
yeşil alan	1

TWELTH QUESTION RESULTS

Kelime	sıklık
akıllı binalar	2
Arge	1
arkeolojik kazılar	1
Atık ve kaynak yönetimi	9
bilişim teknolojileri	2
çevreye uygun alt yapı hizmeti	1
Eğitim	2
ekolojik yapı	1
Enerji	5
esnaf ve zanatkarlar	1
festivaller,tanıtımlar	1
Fuar	1
kamunun tasarrufları	1
kamusal alanların temizliği	1
körfez potansiyeli	1
Lojistik	2
metro	1
Sağlık	6
sanayi	2
Sulama	1

şehir altyapı hizmetleri	2
Şehir içi güvenliği	2
şehir içi yol	1
Tarım	2
toplu taşıma	4
Turizm	5
Ulaşım	3
Üretim	1
yenilenebilir enerji	5
yeşil alanlar	1

FOURTEENTH QUESTION RESULTS

Kelime	sıklık
bakanlıklar	1
belediye başkanı	15
Devlet	1
diğer mülki amirler	1
firmalar	1
hükümet	9
iş adamları ve yatırımcılar	1
kamu kuruluşları	2
kaymakam	1
özel sektör	5
sivil toplum kuruluşları	4
ticaret odası	1
üniversiteler	5
Valilik	8
yerel yönetim	1
yerel basın	1
vatandaşlar	11

3. THE RESULTS OF LIKERT TYPE QUESTIONS

1.) If İzmir was a Human, how a personality it would have?

FRIENDLY
5% uncertain
95% agree

VOLUPTUOUS
14% uncertain
86% agree

HOSPITABLE
9% don't agree
36% uncertain
55% agree

MODERN AND OPEN MINDED
5% dont agree
9% uncertain
86% agree

GENEREOUS
27% don't agree
32% agree
41% uncertain

UPPISH
32% don't agree
36% agree
32% uncertain
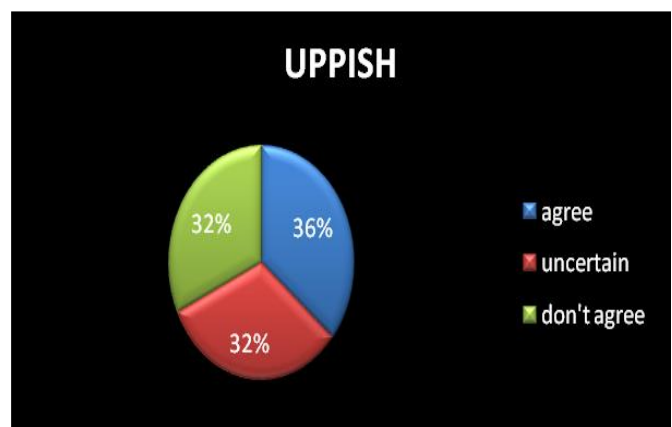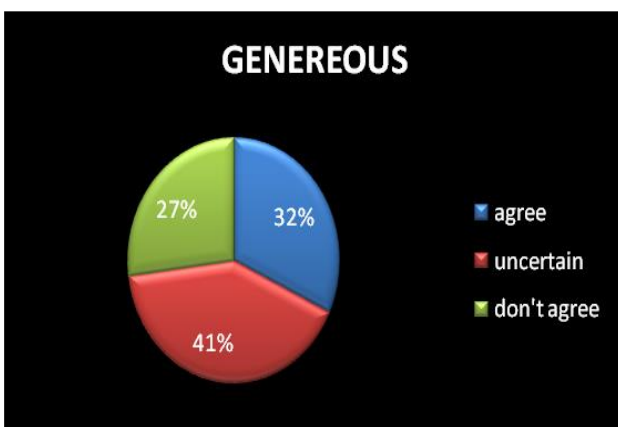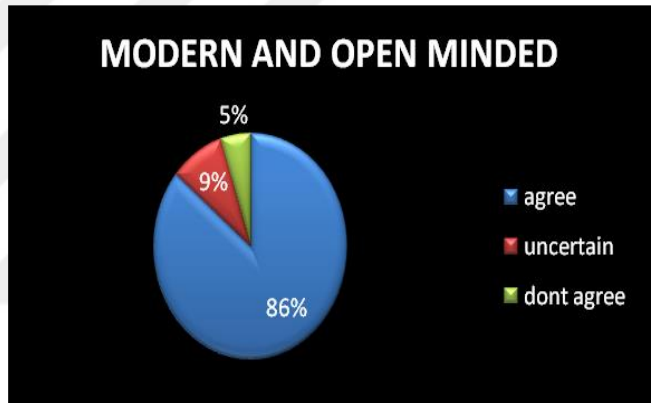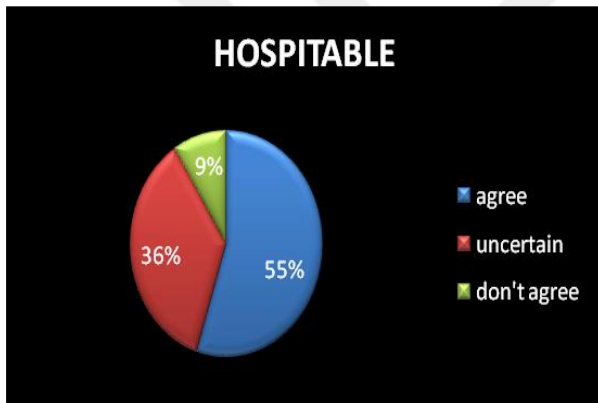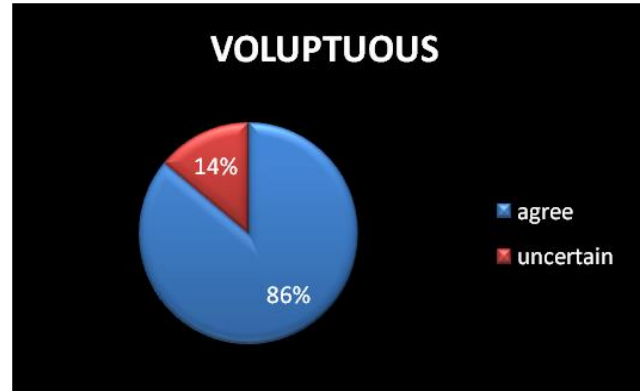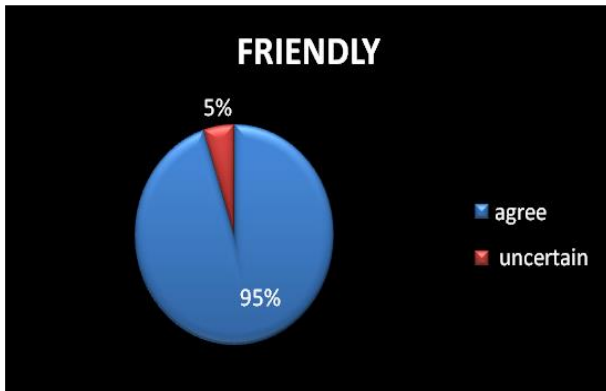
3. Does İzmir appear with which qualities and features of it nowadays?

AGRICULTURAL PRODUCTION CENTER
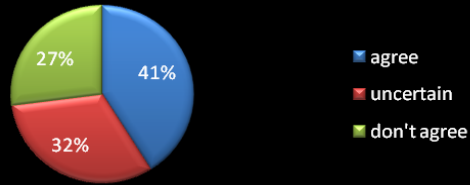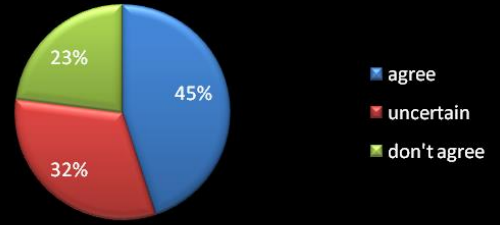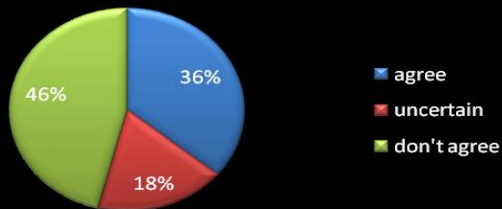
agree 41%
uncertain 32%
don't agree 27%

UNIQUE FOOD CULTURE

agree 45%
uncertain 32%
don't agree 23%

RICH WATER RESOURCES

agree 36%
uncertain 18%
don't agree 46%

CITY THAT HOSTED MANY CIVILIZATIONS IN ITS HISTORY

agree 95%
uncertain 5%

CITY WHERE MULTIPLE ETHNIC GROUPS LIVE TOGETHER

agree 82%
uncertain 18%

CITY WORTH TO LIVE DUE TO ITS QUALIFIED LIVING CONDITIONS

agree 73%
uncertain 18%
don't agree 9%

CITY WHICH PROVIDES JOB OPPORTUNITIES

agree 23%
uncertain 23%
don't agree 54%

CITY WHICH IS ATTRACTIVE FOR INVESTORS IN TERMS OF FINANCIAL ASPECT

agree 23%
uncertain 41%
don't agree 36%
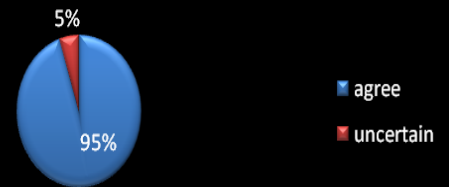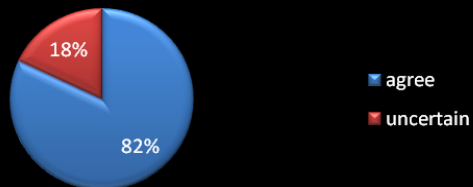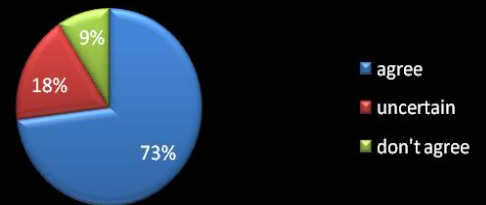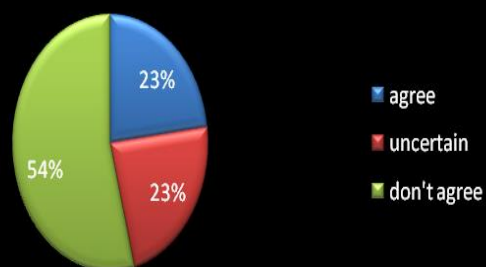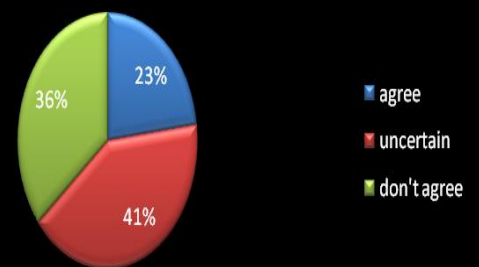
2.) **Taking the qualities of the city into account, what can you tell about the future of İzmir?**

LEADING CITY IN TOURISM
- agree 91%
- uncertain 9%
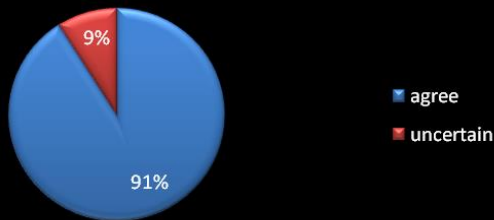
TRADE CENTER IN THE FUTURE
- agree 77%
- uncertain 18%
- don't agree 5%

FAIR AND MEETING CENTER IN THE FUTURE
- agree 95%
- don't agree 5%
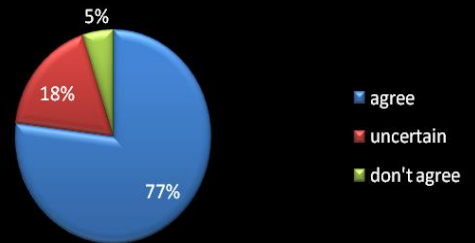
EDUCATIONAL CENTER
- agree 77%
- uncertain 18%
- don't agree 5%
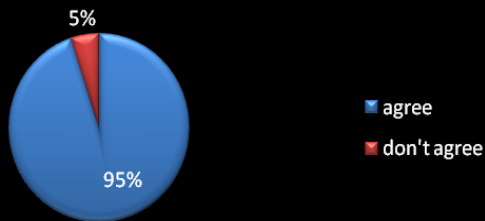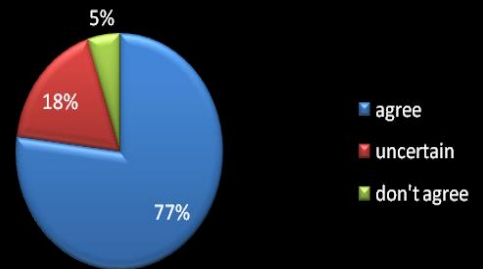
A MAGNET PREFERRED IN HEALTH TOURISM IN THE FUTURE
- agree 73%
- uncertain 27%

ECOLOGICAL FOOD PRODUCTION CENTER
- agree 59%
- uncertain 32%
- don't agree 9%

UNIQUE ARCHITECTURAL STRUCTURE
- agree 50%
- uncertain 18%
- don't agree 32%
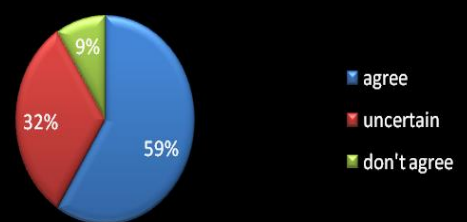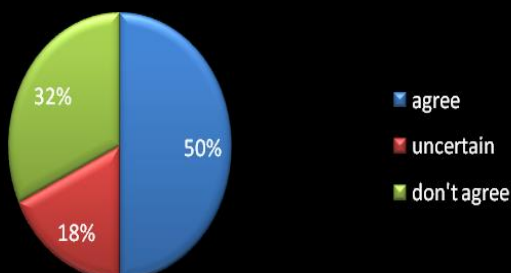
CENTER OF INTERNATIONAL SPORT ORGANIZATION AND FESTIVALS
- agree 68%
- uncertain 18%
- don't agree 14%

3.) What can you say about the local people of İzmir?

WARM-BLOODED

- agree: 86%
- uncertain: 14%

MODERN

- agree: 91%
- uncertain: 9%

BRAVE

- agree: 36%
- uncertain: 55%
- don't agree: 9%

OPEN MINDED

- agree: 73%
- uncertain: 18%
- don't agree: 9%

BRUTISH

- agree: 86%
- uncertain: 9%
- don't agree: 5%

LAZY

- agree: 41%
- uncertain: 27%
- don't agree: 32%

PROUD OF BEING FROM İZMİR

- agree: 73%
- uncertain: 18%
- don't agree: 9%

4.) Which symbols and colours should take place in the logo of İzmir?

HOMER, THE AUTHOR OF THE ILLIAD AND ODYSSEY

- 32% agree
- 32% uncertain
- 36% don't agree

SMYRNA

- 50% agree
- 18% uncertain
- 32% don't agree

AGRICULTURE

- 32% agree
- 23% uncertain
- 45% don't agree

SUN

- 82% agree
- 9% uncertain
- 9% don't agree

WATER

- 77% agree
- 14% uncertain
- 9% don't agree

CLOCK WATER

- 73% agree
- 9% uncertain
- 18% don't agree

TURKISH BAGELS

- 18% agree
- 27% uncertain
- 55% don't agree

TURKISH PASTRY

- 17% agree
- 26% uncertain
- 57% don't agree

5.) According to you, which emphasis should take place in the slogan of İzmir?

6.) What are the reasons to invest in İzmir?

SUFFICIENT AIRPORT INFRASTRUCTURE
- 18% don't agree
- 14% uncertain
- 68% agree

EFFICIENT CUSTOM SERVICES
- 9% don't agree
- 32% agree
- 59% uncertain

HUMAN RESOURCE POTENTIAL
- 23% don't agree
- 9% uncertain
- 68% agree

7.) According to the definition of the sustainable development which is"development that meets the needs of the present without compromising the ability of future generations to meet their own needs" which subjects are important in terms of environmental aspect of sustainability?

REDUCTION OF GREENHOUSE GAS EMISSIONS
- 14% uncertain
- 86% agree

REDUCTION OF OTHER HARMFUL GAS
- 14% uncertain
- 86% agree

REDUCTION OF EMISSIONS
- 14% uncertain
- 86% agree

REDUCTION OF SOLID,LIQUID WASTE
- 4% don't agree
- 14% uncertain
- 82% agree

INCREASING RECYCLING RATE

- 4% don't agree
- 14% uncertain
- 82% agree

REDUCTION OF MATERIAL USE

- 4% don't agree
- 14% uncertain
- 82% agree

REDUCTION OF THE USE OF OIL AND PETROLEUM DERIVATIVE PRODUCTS

- 9% don't agree
- 14% uncertain
- 77% agree

USE OF GAS REDUCTION

- 9% don't agree
- 14% uncertain
- 77% agree

FOSSIL-BASED ELECTRICITY TO BE SUPPLIED FROM RENEWABLE SOURCES

- 9% don't agree
- 5% uncertain
- 86% agree

REDUCTION OF WATER CONSUMPTION

- 9% don't agree
- 18% uncertain
- 73% agree

REDUCTION OF ENERGY CONSUMPTION

- 18% don't agree
- 27% uncertain
- 55% agree

POLLUTION OF WATER RESOURCES

- 9% don't agree
- 14% uncertain
- 77% agree

8.) Which investments are being made on the environmental aspect of "sustainability" in İzmir?

PUBLIC TRANSPORTATION WITHIN THE CITY

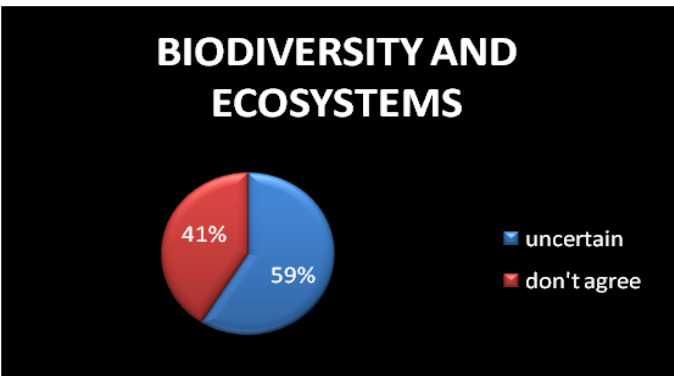- agree 68%
- uncertain 18%
- don't agree 14%

WASTE AND RESOURCE MANAGEMENT

- agree 59%
- uncertain 32%
- don't agree 9%

RENEWABLE ENERGY

- agree 54%
- uncertain 32%
- don't agree 14%

HEALTH SERVICES

- agree 45%
- uncertain 41%
- don't agree 14%

SECURITY WITHIN THE CITY

- agree 36%
- uncertain 41%
- don't agree 23%

INFORMATION TECHNOLOGY IN THE PUBLIC SECTOR

- agree 27%
- uncertain 50%
- don't agree 23%

BIODIVERSITY AND ECOSYSTEMS

- agree 18%
- uncertain 59%
- don't agree 23%

ENERGY EFFICIENCY AND ECO-EFFICIENCY

- agree 14%
- uncertain 72%
- don't agree 14%

INTELLIGENT BUILDINGS

27% agree
41% uncertain
32% don't agree

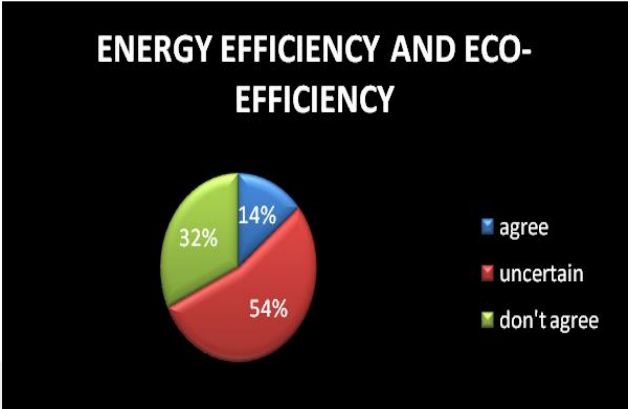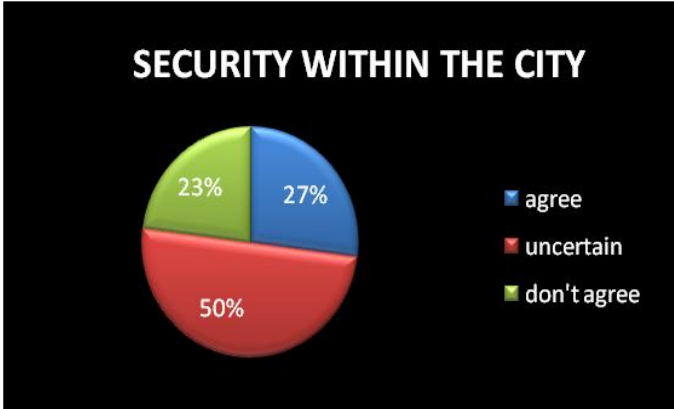**WATER USE AND MANAGEMENT**

41% agree
54% uncertain
5% don't agree

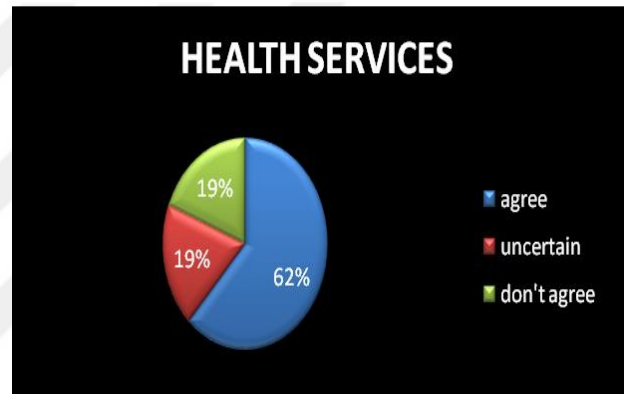9.) **According to you, in which areas should be invested primarily to make İzmir a city brand?**

PUBLIC TRANSPORTATION WITHIN THE CITY

73% agree
13% uncertain
14% don't agree

WASTE AND RESOURCE MANAGEMENT

59% agree
32% uncertain
9% don't agree

RENEWABLE ENERGY

77% agree
14% uncertain
9% don't agree

HEALTH SERVICES

68% agree
18% uncertain
14% don't agree

SECURITY WITHIN THE CITY

82% agree
14% uncertain
4% don't agree

ENERGY EFFICIENCY AND ECO-EFFICIENCY

64% agree
32% uncertain
4% don't agree

INTELLIGENT BUILDINGS

14%
32% 54%

- agree
- uncertain
- don't agree

INFORMATION TECHNOLOGY IN THE PUBLIC SECTOR

23% 50%
27%

- agree
- uncertain
- don't agree

WATER USE AND MANAGEMENT

23%
18% 59%

- agree
- uncertain
- don't agree

BIODIVERSITY AND ECOSYSTEMS
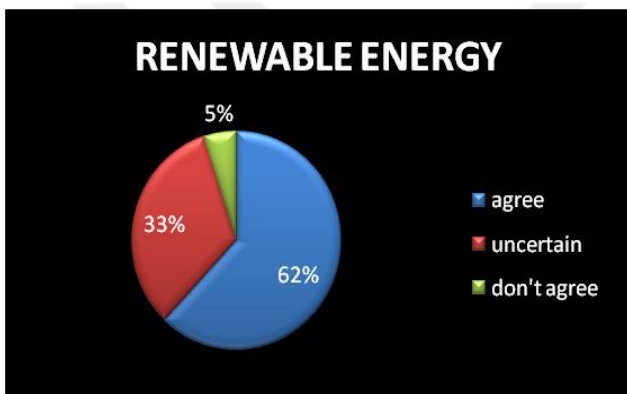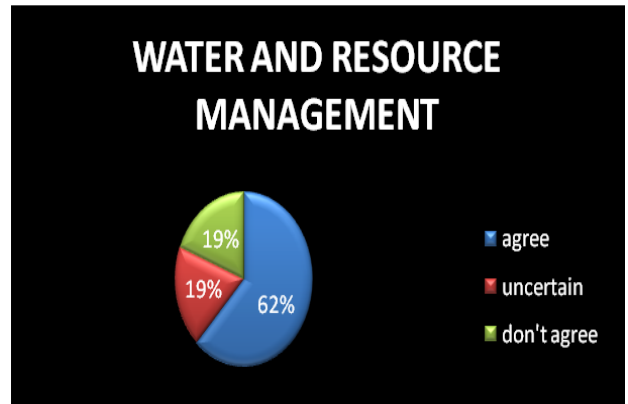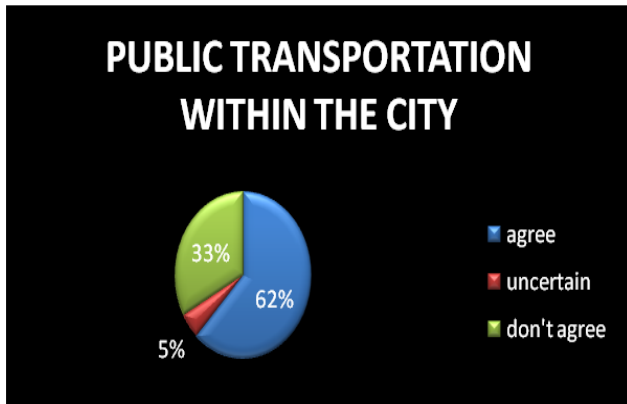
23% 50%
27%

- agree
- uncertain
- don't agree

10.)According to you, in which areas the expectations were met sufficiently in the area of Sustainability?

PUBLIC TRANSPORTATION WITHIN THE CITY

32% 41%
27%

- agree
- uncertain
- don't agree

WASTE AND RESOURCE MANAGEMENT

23% 27%
50%

- agree
- uncertain
- don't agree

RENEWABLE ENERGY

14%
36% 50%

- agree
- uncertain
- don't agree

HEALTH SERVICES

23% 36%
41%

- agree
- uncertain
- don't agree

137

SECURITY WITHIN THE CITY

23% | 27%
50%

agree
uncertain
don't agree

ENERGY EFFICIENCY AND ECO-EFFICIENCY

14%
32%
54%

agree
uncertain
don't agree

INTELLIGIENT BUILDINGS

14%
54% | 32%

agree
uncertain
don't agree

INFORMATION TECHNOLOGY IN THE PUBLIC SECTOR

14%
32%
54%

agree
uncertain
don't agree
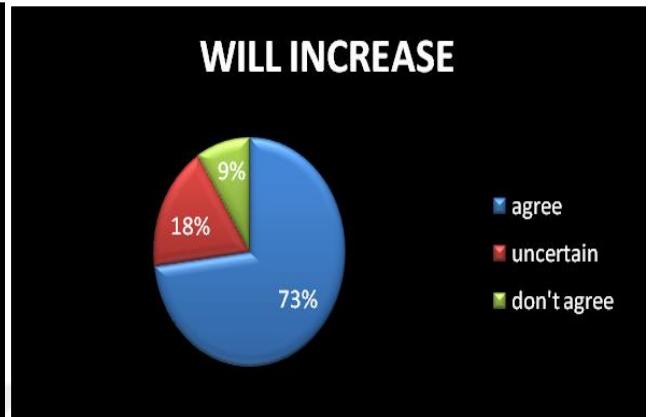

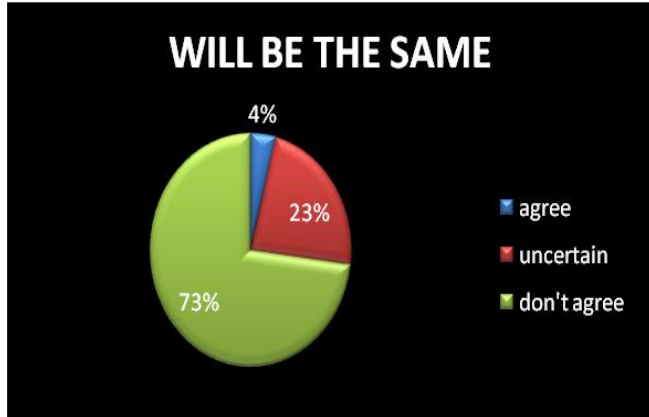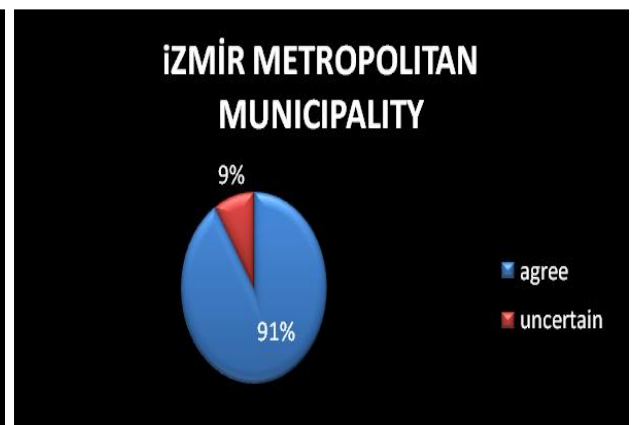BIODIVERSITY AND ECOSYSTEMS

41% | 59%

uncertain
don't agree

11.)According to you, in which areas investment on sustainability is less than expected in İzmir?

PUBLIC TRANSPORTATION WITHIN THE CITY
- 33% don't agree
- 62% agree
- 5% uncertain

WATER AND RESOURCE MANAGEMENT
- 19% don't agree
- 19% uncertain
- 62% agree

RENEWABLE ENERGY
- 5% don't agree
- 33% uncertain
- 62% agree

HEALTH SERVICES
- 19% don't agree
- 19% uncertain
- 62% agree

SECURITY WITHIN THE CITY
- 19% don' agree
- 29% uncertain
- 52% agree

ENERGY EFFICIENCY AND ECO-EFFICIENCY
- 9% don't agree
- 43% uncertain
- 48% agree

INTELLIGENT BUILDINGS
- 15% don' agree
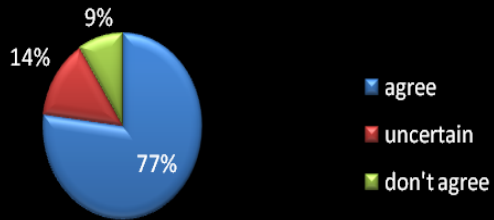- 33% uncertain
- 52% agree

12.) What do you think about the future operations in the field of sustainability? Is it going to decrease, increase or be the same?
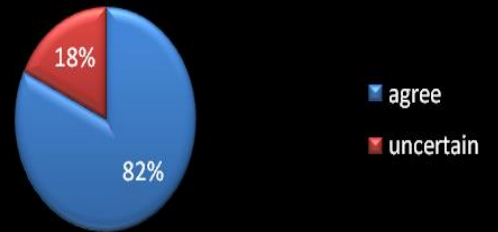

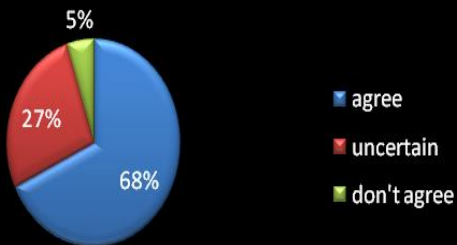**13.) According to you, which people and institutions are primilary responsible about the subject of "Sustainability" ?**
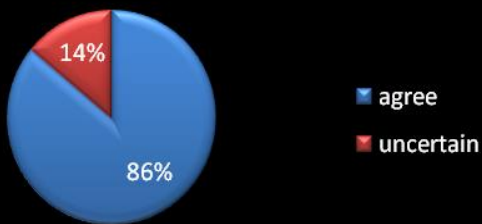
GOVERNORSHIP

9%
14%
77%

- agree
- uncertain
- don't agree

DISTRICT MUNICIPALITIES

18%
82%

- agree
- uncertain

PRIVATE SECTOR

5%
27%
68%

- agree
- uncertain
- don't agree

NON-GOVERNMENTAL ORGANIZATIONS

14%
86%

- agree
- uncertain

INDIVIDUALS

14%
86%

- agree
- uncertain

UNIVERSITIES/ ACADEMICS

32%
68%

- agree
- uncertain