

**T.C.YEDITEPE UNIVERSITY  
GRADUATE INSTITUTE of SOCIAL SCIENCES  
Ph.D. PROGRAM in BUSINESS ADMINISTRATION**

**Ph.D. THESIS**

**BUILDING A CITY BRAND THROUGH CITIZEN PERSPECTIVES  
The Case of Izmir Province in Turkey**

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**In Partial Fulfillment for the Ph.D Degree. in Business Administration**

**Istanbul, January 2008**



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## Acknowledgments

I would like to extend my heartfelt gratitude to my dearest advisor Prof. Dr. Zeynep Bilgin for believing in me and my work. Without her, I would have never come so far. Words just cannot be enough to express my thankfulness for her guidance, support, vigor and precision.

I also would like to thank Asst. Prof. Dr. M. Atilla Öner for his encouragement in my topic selection, for opening up my mind to different possibilities, for helping me construct the blueprint for this dissertation and most of all for not leaving me when the “routes changed”.

My warmest thanks for Prof. Dr. Muzaffer Bodur for her patience, dedication and constructive comments, but more than anything else for being the person I just want to be. She has been *the inspiration* in my academic life ever since I was her student.

My sincere acknowledgements to Prof. Dr. Rauf Nişel,, Prof. Dr. Aylin Göztaş and Asc. Prof. Dr. Mehmet Yahyagil for creating time for me in their busy schedules to give me their invaluable guidance;

A big “thank you” is for my dear friends Jasmine Syed, Asst. Prof.Dr. Aykun Arıkan, Asst. Prof.Dr. Ayşe Binay, Başar Hatırnaz, Gamze Oral Derinkök, Demet Haşılıoğlu, H.Coşkun Güven and İzzet Aksu for offering their helping hands in my most difficult times. Their efforts are highly appreciated.

I would like to thank each and every member of my sample for opening up their homes, businesses and hearts to share with me the Izmir in them.

Many thanks to the members of Bilsel family- Şeref, Aylin and Zeki -for assuming my “motherly duties” throughout this long and difficult journey;

Finally, my deepest appreciation to the two most important people in my life, my mother Nihal Gürkaynak and my darling daughter Deniz Bilsel for without their patience, love and encouragement I would have never written this thesis. I really am lucky to have them in my life.

Deno, now you can have your Mom (and your desk, computer, school supplies...) back, it is almost over!

## **Abstract**

Place branding has become a growth area for national, regional and city economic development as the global competition for retention and attraction of qualified people, businesses, investment and tourists intensifies.

This dissertation aims to explore the impact of various dimensions of urban life and dynamics on creation of a city brand through the perspectives of its residents. The author adopts a multidisciplinary approach to city brand building process grounded in a combination of marketing, urban planning and design, social sciences such as sociology, social psychology history and organization behavior.

A place brand strategy is the story of the mutually-agreed and planned development strategy over a period between 15 to 20 years. The process involves paving the road for visions of the city; prioritizing investment decisions in infrastructure facilities, businesses and real estate; planning for vocational education, for events, for communication platforms and networks; and determining what is to be preserved and what is to be changed in order to create value for various stakeholders. The crucial stage in formulating the place brand strategy is determining its core values, which will shape the rest of the activities such as segmentation, targeting and positioning, urban development and regeneration, event planning and communication strategies.

For this study, the city of Izmir is studied as a case adopting a qualitative approach including seven focus groups, three paired and fifteen one- to- one in-depth interviews. The study was conducted with a judgment sample composed of Izmirites of various cultural backgrounds (Muslim-Turkish members from native Izmirites, Anatolian immigrants; dual-nationality/bi-cultural members from Balkan states, and other parts of Europe; representatives from Non - Muslim (Levantine and Jewish) communities; of various professional and interest groups (city managers, urban designers and architects, academicians, foundation or association members). The interviews were enriched with visits to homes, work and worship places, and observations in various neighborhoods as well as an intensive brand immersion scheme through works of art, social media platforms, and collections of audio-visual material.

Findings reveal that Izmir has the essential ingredients for creating a place brand, based on its core values of femininity, tolerance and comfort suggesting a competitive advantage in services sector. City's success in its branding endeavor requires commitment and collaboration of its various stakeholders in reaching an agreement for brand visions; cultivation an atmosphere for creativity while maintaining consistency in developing strategies and activities; and finally a sensitivity for coordination and communication of outputs throughout the process to all those involved and affected.

## Özet

Küresel boyutta nitelikli işgücünün, sermayenin ve turizmin cezbedilip elde tutulabilmesi yolunda, şehir veya ülkelerin markalaşması, ulusal veya bölgesel kalkınmanın önemli araçlarından biri haline gelmiştir.

Bu tez, kentsel yaşamın dinamiklerinin bir şehir markası yaratmadaki etkilerini o kentin yaşayanlarının bakış açısından değerlendirmeyi amaçlamaktadır. Tez yazarı bu amacı gerçekleştirmek için çok disiplinli bir yaklaşım benimsemiş ve pazarşamanın yanısıra, kentsel tasarım, planlama, sosyoloji, ve örgütsel davranış alanlarında yapılan çalışmalardan yararlanılmıştır.

Kalitatif yaklaşımla yürütülen çalışma kapsamında, İzmir şehri bir vaka olarak incelenmiştir. Bu çerçevede yedi odak grup toplantısı, üç ikiligörüşme ve 15 bire-bire derinlemesine görüşme yapılmıştır. Örneklem oluşturulken şehirde yaşayan farklı kültürel çevrelerdentemsilciler yargısal bir yöntemle seçilmiştir. Bu bağlamda yerli Türk-Müslüman, Levanten, Musevi, Balkan kökenli ve Anadolu'nun diğer kentlerinden göç etmiş yurttaşlarımızla görüşülmüştür. Örneklem oluşturmada kentin geçmişi, bugünü ve geleceği gibi konularda ilgiliolabileceksivil toplum örgütleri ve meslek gruplarından kişilerlede görüşülmüştür.

Bulgular, İzmir kentinin bir marka oluşturabilecek niteliklere sahip olduğunu göstermektedir. Bu markanın kentin öz değerleri olarak tanımlanan dişil-güç, hoşgörü verahatlığın oluşturacağı temeller üzerine kurulabileceği belirlenmiştir. Bu değerler kentin özelliklehizmet sektöründe rekabetgücünün olacağına işaret etmektedir. Kentin markalaşma sürecinin başarıya ulaşması kent yönetiminin ve diğer ilgili örgütlerin bu konuyaolan bağlılıkları ve işbirliklerine,yaklaşımında yaratıcı ve tutarlı bir konumlandırmada belirlemeleri ile eşgüdüm ve iletişim platformlarının etkin çalışmasına bağlıdır.

# TABLE OF CONTENTS

## CHAPTER 1:INTRODUCTION 1

1.1. The Objectives of the Study.....	1
1.2 Significance of the Topic within an International and Turkish Perspective.....	1
1.3 Marketing Knowledge Approaches Adopted and the Targeted Contributions .....	4
1.4. Design of the Dissertation.....	13

## CHAPTER 2: LITERATURE REVIEW..... 14

2.1. City as the Focal Concept and Its Basic Functions.....	14
2.1.1. Evolution and the Future of the Cities.....	15
2.1.2. Theories on Urban Life .....	21
2.1.3 Quality of Life and Urban Settlements.....	23
2.1.4. What Makes a World City?.....	27
2.2. The Approaches to Place Development.....	28
2.2.1 Community Development.....	29
2.2.2. Economic Development.....	29
2.2.3. Urban Design.....	30
2.2.4. Urban Planning .....	38
2.2.4.1. Urban Planning and Social Marketing.....	39
2.2.5. Strategic Market Planning Approach to Place Marketing.....	41
2.2.5.1 Place Marketing and Target Groups.....	44
2.2.5.2. The Concept of Competitiveness for Cities.....	48
2.2.5.3. Branding and Locations .....	54
2.3 Case Studies on Branding Cities/Countries.....	66
2.3.1. United Kingdom (UK).....	67

2.3.2. New Zealand.....	70
2.3.3. Ontario, Canada.....	76
2.3.4. Montreal, Canada.....	78
2.3.5. Derry/Londonderry, Northern Ireland, UK .....	79
2.3.6. Belgrade, Serbia.....	81
<b>2.4. Izmir .....</b>	<b>83</b>
2.4.1 History of Izmir.....	84
2.4.1.1. Ancient Age to 18 <sup>th</sup> Century.....	84
2.4.1.2. 19th Century.....	89
2.4.1.3. Twentieth Century.....	95
2.4.2. The Recent Years.....	99
2.4.3 Economic and Business Milieu in Current Izmir .....	99
2.4.4. Family Owned Businesses and Their Impact in City's Economy .....	101
2.4.5 Leadership and Visions of Izmir.....	102
2.4.6. SWOT Analysis for Izmir (2006) .....	104
2. 4.6.1. Strengths .....	104
2. 4.6.2. Weaknesses.....	107
2. 4.6.3. Opportunities.....	109
2. 4.6.4. Threats.....	110
<b>CHAPTER 3: RESEARCH OBJECTIVES AND THE MODEL.....</b>	<b>112</b>
<b>3.1. The Research Objectives.....</b>	<b>112</b>
<b>3.2 The Research Model .....</b>	<b>113</b>
<b>3.2.1 Contextual Definitions of Core Marketing Concepts Incorporated to the Analysis .....</b>	<b>113</b>

3.2.1.1 Segmentation, Targeting and Positioning.....	114
3.2.1.2. Value, Satisfaction and Quality.....	115
3.2.1.3. Competition.....	116
3.2.1.4. Brand-Essence.....	117
3.2.1.5. (Brand) Loyalty .....	120
3.2.2 Core Concept Defined and the Structural Frameworks Adapted.....	121
3.2.3. Citizenship Levels Model.....	122
3.2.4 Comprehensive City Dynamics Model .....	126
3.3. Mode of Analysis.....	130
<b>CHAPTER 4: RESEARCH DESIGN AND METHODOLOGY.....</b>	<b>132</b>
4.1. Rationale for the Research Method.....	132
4.2. Research Design.....	133
4.2.1. Secondary Data.....	135
4.2.2. Primary Data Sample Structures.....	135
4.2.3. Primary Data Collection and Recording Processes.....	138
4.2.4. Other Data Collection Processes: Brand Immersion Scheme .....	140
<b>CHAPTER 5 FINDINGS.....</b>	<b>141</b>
5.1. Feelings Associated with Urban Life.....	141
5.2. Definition of an Ideal City.....	143
5.3. Examples of Ideally Perceived Cities.....	148
5.3.1. Izmir as the Ideal City .....	153
5.4. Evaluation of Izmir Through Major Components of a City: Urban Design, Legibility, and Quality of Life.....	160

5.4.1. Urban Design and Architectural Fabric.....	161
5.4.2. Legibility of the City.....	162
5.4.3. Quality of Life .....	165
5.5. Markers of Urban Identity: Facts and Symbols.....	168
5.5.1. Landmarks: Monuments and Squares .....	170
5.5.2. Districts: Residential and Shopping.....	171
5.5.3 Architectural Heritage.....	172
5.5.4 People.....	173
5.5.5. Educational Institutions and Museums .....	174
5.5.6. Events in History.....	174
5.5.7. Flagship Events.....	175
5.5.7.1. Izmir International Fair .....	175
5.5.7.2. Other Specialization fairs of IZFAŞ.....	176
5.5.7.3. The World Exposition Expo 2015.....	176
5.5.7.4. Izmir Foundation of Culture Arts and Education: International Arts Festival and Jazz Festival .....	179
5.5.7.5. Universiade 2005 .....	181
5.5.6. Gastronomic Experiences and Venues.....	182
5.5.8. Indulgences and Pastimes.....	183
5.5.9. Places of Worship.....	183
5.6. Common Urban Memory and Markers of Urban Identity .....	183
5.7. Impressions and Expressions of Izmir.....	187
5.8. Perceptions of and Feeling Associated with Being an Izmirite.....	195
5.9. Izmir as a Person .....	205
5.10. Perceptions of Izmir by Outsiders.....	213
5.11. Izmir Compared to Other Cities: At Home and Abroad.....	216

5.12. The City and the Social Integration of the Citizens.....	219
5.12.1. Anatolian Immigrants.....	224
5.12.2. Balkan Immigrants.....	226
5.13. Soft Assets of the City: Leadership and Networks.....	228
5.13.1. Relations with Istanbul and Ankara.....	234
5.14 SWOT Analysis for Izmir (2007).....	239
5.14.1 Strengths.....	242
5.14.2 Weaknesses.....	243
5.14.3. Opportunities.....	244
5.14.4. Threats .....	244
5.15 Citizenship Levels and Loyalty .....	246
<b>CHAPTER 6 ADDITIONAL ANALYSIS AND DISCUSSIONS.....</b>	<b>252</b>
6.1. .Urban Essence Wheel and the City’s Core Values .....	252
6.2.Content Analysis .....	255
6. 2.1.Objective of the Content Analysis.....	255
6.2.2.Method of Content Analysis .....	257
6.2.3.Key Findings.....	260
6.2.4 Statistical Analyses.....	263
<b>CHAPTER 7 CONCLUSION AND IMPLICATIONS .....</b>	<b>272</b>
7.1. Academic Implications: The Research Objectives Revisited and Respective Propositions.....	272
7.1.1. Limitations.....	278

7.1.2. Proposed Model for Further Research.....	279
7.2.Implications for City Management.....	280
7.2.1.Implications of City’s Core Values .....	282
7.2.2.Adopting an Integrated Communication Approach for Promoting the City..	286
7.2.3.Conversion to Active Citizenship.....	287
7.2.4. Developing Behavioral Loyalty along with Attitudinal Loyalty.....	288
7.2.5. Attracting Active Qualified Human Resources.....	289
7.2.6. Metrics for Tracking Progress.....	289
<b>BIBLIOGRAPHY.....</b>	<b>291</b>

**LIST OF APPENDICES:**

Appendix 1. Measures of Various Quality of Life Indices.....	312
Appendix 2. An Example of a Long Range City Visioning.....	322
Appendix 3: Excerpts from the Speech Delivered by Ahmet Priştina During the Opening Ceremony of the Symposium on Preparing Izmir for the 21 <sup>st</sup> Century.....	325
Appendix 4. The Turkish Discussion Guide for the Dissertation Fieldwork.....	327
Appendix: 5. General Election Results Turkey vs. Izmir 1954-2007 .....	332
Appendix 6: Female Presentation in Turkish Parliament .....	335
Appendix 7. Examples of Brand Essence Wheels from Various Participating Groups...	336

## **LIST OF TABLES:**

<b>Table 1.1. Distribution of Gross Domestic Product by Statistical Regions (SRE), 2001....</b>	<b>2</b>
<b>Table 1.2 Disciplines of Ph.D. Dissertations Containing the Key Word “Urban” (YÖK, 2006).....</b>	<b>5</b>
<b>Table 1.3. Topics of Marketing Ph.D. Dissertations Written in Turkey (YÖK, 2006).....</b>	<b>6</b>
<b>Table 2.1. Urbanization of Regions of the World by Levels of Development: 1950, 1975, 2000 and 2025 (projected).....</b>	<b>17</b>
<b>Table 2.2. Urbanization of Turkey: 1950, 1975, 2000 and 2025 (projected).....</b>	<b>18</b>
<b>Table 2.2. The Principal Agglomerations of the World .....</b>	<b>20</b>
<b>Table 2.3. The top 10 cities according to the Mercer HR Consulting Index in 2007/ 2006... </b>	<b>26</b>
<b>Table 2.4. Characteristics of Entrepreneurial Places.....</b>	<b>28</b>
<b>Table 2.5. Montgomery’s List of Conditions for Making a Vital City.....</b>	<b>33</b>
<b>Table 2.6 Key Elements of Quality Urban Design (QUD): 7C Model .....</b>	<b>36</b>
<b>Table 2.8. Target Groups in Place Marketing and Their Expectations from the City.....</b>	<b>46</b>
<b>Table 2.9. Challenges Cities Face.....</b>	<b>53</b>
<b>Table 2.10. Representationality and Functionality of Places .....</b>	<b>65</b>
<b>Table: 3.1. Urban Brand Components and Related Marketing Concepts .....</b>	<b>131</b>
<b>Table 4.1a Sample Specifications of Focus Groups .....</b>	<b>136</b>
<b>Table 4.1.b. Sample Specifications of Paired Interviews.....</b>	<b>137</b>
<b>Table 4.1.c. Sample Specifications of In-depth Interviews.....</b>	<b>137</b>

<b>Table: 5.1. Definition of Core Product: The City.....</b>	<b>142</b>
<b>Table 5.2. Ideal City as the Expected Product.....</b>	<b>147</b>
<b>Table 5.3. Some Common Characteristics of the Cities Stated as Ideal .....</b>	<b>151</b>
<b>Table 5.4. Ideally perceived Cities.....</b>	<b>152</b>
<b>Table 5.5. Izmir as the Ideal City.....</b>	<b>157</b>
<b>Table 5.6. Improvement Areas for Izmir.....</b>	<b>160</b>
<b>Table 5.7. Quality of Life Evaluations.....</b>	<b>167</b>
<b>Table 5.8. Markers of Urban Identity: Facts and Symbols.....</b>	<b>169</b>
<b>Table 5.9. Collective Memory Dimension and Their Levels of Expression .....</b>	<b>187</b>
<b>Table 5.10. Scenarios for an Izmir Film.....</b>	<b>195</b>
<b>Table 5.11. Being an Izmirite: .....</b>	<b>205</b>
<b>Table 5.12. Brand Personality Descriptors: Izmir as a Woman .....</b>	<b>211</b>
<b>Table 5.13. Izmir to Outsiders .....</b>	<b>215</b>
<b>Table 5.14 Izmir Compared to Other Cities.....</b>	<b>218</b>
<b>Table 5.15. Social Integration or Segregation.....</b>	<b>228</b>
<b>Table 5.16. Factors Facilitating the Transformation from Passive to Active Citizenship.</b>	<b>234</b>
<b>Table 5.17. Soft Assets of the Urban Brand.....</b>	<b>252</b>
<b>Table: 6.1 Urban Elements Mentioned in Describing City and Izmir .....</b>	<b>259</b>

<b>Tables: 6.2 Rankings of Urban Elements Mentioned Across Cultural Background Groups</b>	<b>263</b>
<b>Table: 6.3a Urban Elements Mentioned among Turkish -Muslim Respondents</b>	<b>264</b>
<b>Table: 6.3b Urban Elements Mentioned among Bi-Cultural Respondents</b>	<b>264</b>
<b>Table: 6.3c Urban Elements Mentioned among Non-Muslim Respondents</b>	<b>264</b>
<b>Table 6.4 Statistical Analysis for Cultural Background Groups</b>	<b>265</b>
<b>Table: 6.5 Rankings of Urban Elements Mentioned Across Age Groups</b>	<b>267</b>
<b>Table: 6.6.a Urban Elements Mentioned among -29 yrs. Old Respondents</b>	<b>267</b>
<b>Table: 6.6.b Urban Elements Mentioned among 30-44 yrs. Old Respondents</b>	<b>267</b>
<b>Table: 6.6.c Urban Elements Mentioned among 45-59 yrs. Old Respondents</b>	<b>268</b>
<b>Table: 6.6.d. Urban Elements Mentioned among 60+ yrs. Old Respondents</b>	<b>268</b>
<b>Table 6.7 a. Statistical Analyses Across Age Groups</b>	<b>268</b>

**LIST OF FIGURES:**

<b>Figure 1.1. Levels of Marketing Knowledge</b>	<b>11</b>
<b>Figure 2.1. The Social Marketing Structural Framework Adapted to Urban Planning</b>	<b>41</b>
<b>Figure 2.2. Dimensions of Brand Knowledge and Link of Brand Knowledge to Brand Strength</b>	<b>56</b>
<b>Figure 3.1.a. Original Brand Essence Wheel</b>	<b>119</b>
<b>Figure 3.1.b. Adapted Urban Essence Wheel</b>	<b>119</b>
<b>Figure 3.2.a. Three Levels of City as a Product: Phase 1: Passive Citizenship</b>	<b>125</b>
<b>Figure 3.2b: Three Levels of City as a Product: Phase 2: Active Citizenship</b>	<b>125</b>
<b>Figure 3.3. Comprehensive City Dynamics Model</b>	<b>129</b>

<b>Figure 4.1. Framework for Research Paradigms.....</b>	<b>134</b>
<b>Figure 6.1 Izmir Urban Essence Wheel .....</b>	<b>254</b>
<b>Figure 7.1 Proposed Model .....</b>	<b>279</b>
<b>Figure 7.2 Izmir Core Values.....</b>	<b>285</b>

## **CHAPTER 1:INTRODUCTION**

### **1.1. The Objectives of the Study**

The study seeks to understand the essential elements in creating a city brand through the perspective of its primary consumers- its citizens. As a product, a city is a very complex system compared to branded commercial products. This fact necessitates the a multidisciplinary approach in defining what converts an urban conglomeration to a city, through the dynamics of citizenship, which is the relationship a city dweller forms with the city she or he resides. This approach will also be in line with Rousseau's<sup>1</sup> definition: "Houses make a town, but citizens make a city".

The study will be probing into the factors that would facilitate the hypothesized transformation to a higher involvement level in citizenship, which the author believes is critical in developing in civic identity that would lead to the formation of a true urban brand. The specific research objectives are provided in chapter three of the dissertation.

### **1.2 Significance of the Topic within an International and Turkish Perspective**

Turkey is facing a growing problem of discrepancies in regional development. Nearly 40% of the economic activity of the nation is generated in the Marmara Region (Table 1.1.). This unbalanced distribution of economic activity is bound to create different sets of problems both in the Marmara region and in the regions whose economic performances do not reflect a similar pattern. The growing differences in regional economic development levels and the concentration of socio-cultural activities will be adversely affecting the national economy as well as distorting the political and demographic balances. Mid- and long-range regional economic development is

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<sup>1</sup> As quoted in Mumford, L. (1968), 'The City in History : Its Origins, Its Transformations and Its Prospects' pp.119 Harcourt, Inc. CA.

therefore of vital importance both for Turkey as a nation state and for the individual regions /provinces forming it.

**Table 1.1. Distribution of Gross Domestic Product by Statistical Regions (SRE), 2001**

<b>Turkey</b>		<b>100</b>
<b>Marmara</b>		<b>38,9</b>
	Istanbul	21,3
	Kocaeli	5,1
	Bursa	3,6
	Rest	8,9
<b>Aegean</b>		<b>15,6</b>
	Izmir	7,5
	Rest	8,1
<b>Central &amp; West Anatolia</b>		<b>14,8</b>
	Ankara	7,6
	Rest	7,2
<b>Mediterranean</b>		<b>12,2</b>
	Adana	3
	Rest	9,2
<b>Black Sea</b>		<b>8,8</b>
<b>South Eastern Anatolia</b>		<b>5,4</b>
<b>Eastern Anatolia</b>		<b>4,3</b>

*Source: Turkey's Statistical Yearbook, 2004 State Institute of Statistics*

This study seeks to contribute to the academic body of knowledge through introduction of specific marketing concepts to subject matters traditionally been in the domain of public administration or urban planning and urban design. Equally, the academic field of marketing can also benefit from this multi-disciplinary perspective.

The aim of this dissertation is to identify elements that build “equitable” city brands; which in turn contribute to the socio- economic well-being of the city as well as the nation state. A branded city seeks to appeal to different target groups for socio-economic reasons such as investment, employment, environmental and cultural reservation and tourism. The citizens of city are however its foremost important targets to serve. The dynamics of the relationship between the city and its citizens exhibits great similarities with that of a branded product and its consumers. A city will prosper and ensure its continuity if its citizens form a highly involved relationship with it. Similarly, the equity of a brand will rise when its consumers remain loyal to it by continuing to purchase it.

We will be focusing on the metropolitan city of Izmir as an economic and socio-cultural activity center. We seek to understand the multiple realities, different actors’ perspectives acting upon the city. In this context, we will define “city” both as a town of significant size, and as the collective body of its inhabitants.

The key area to be investigated in this dissertation is approaching Izmir from the brand management and brand equity perspective, namely working on brand building possibilities for it and for brand value creation. By adopting this objective, we will be assessing the “future” of this city, not only as what lies ahead, but also as its prospects of advancement, its chances of success in fulfilling its potential and regaining its once rightfully proclaimed title-the “Star of Levant” (Şenocak, 2003). This title was indicative of the city’s importance in the 18<sup>th</sup> and 19<sup>th</sup> centuries in the eyes of Western residents as a port for reaching the riches of Anatolia and Eastern

Mediterranean. Yet this time, the title needs to be adopted in the eyes of its current, ever changing, and growing body of citizens from all lifestyles and socio-demographic status and ethnic origins. Perhaps the former title needs to be rephrased as the “Star of Turkey,” to strip the city from its semi-colonial image; an image ironically gained within an Empire that had never been colonized by the Western states. The term “citizen” will be of crucial importance in this study, as we will be describing the perceptions of citizens living in Izmir about their rights, duties, privileges (The Heritage Illustrated Dictionary, 1973), and their expectations from that city.

The study will focus on ways how perceptions of Izmirites<sup>2</sup> can be shaped, coordinated, and harmonized toward the achievement of the goal of a better Izmir, better in terms of all macro-environmental forces that constitute the quality of life social, economical, political, ecological, and technological plus all other remaining factors that determine the state of infrastructure. A better social environment would imply a harmony between various social strata that make up the city (and of the province); an increased sense of belonging to and identification with Izmir, commitment and involvement in matters of the city by adopting an expanded time orientation to cover the past and the future as well as the present. All these indicators parallel to the loyalty concept in consumer behavior terminology.

### **1.3 Marketing Knowledge Approaches Adopted and the Targeted Contributions**

The study seeks to contribute to the academic marketing knowledge through its adoption of a multidisciplinary perspective. An analysis of the dissertation data base of Turkish Council of Higher Education (Yüksek Öğrenim Kurumu (YÖK)), for the period 1985 - 2003 reveals that the term “urban” had been included under the key words of 116 dissertations, the table 1.2 below summarizes the break down of the disciplines these theses were written under. The total number

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<sup>2</sup> The citizens of Izmir are referred as Izmirites or Smyrniots in dictionaries. Throughout this dissertations the term Izmirites will be used.

of disciplines exceeds the actual number of individual theses due to the multidisciplinary nature of some.

**Table 1.2 Disciplines of Ph.D. Dissertations Containing the Key Word “Urban” (YÖK, 2006)**

<b>DISCIPLINE</b>	<b>1985-2003</b>
<b>Urban and Regional Planning</b>	<b>31</b>
<b>Architecture/Civil Engineering</b>	<b>27</b>
<b>Public Administration</b>	<b>20</b>
<b>Geography/ Geodesy</b>	<b>9</b>
<b>Landscaping</b>	<b>8</b>
<b>Sociology/ Cultural Anthropology</b>	<b>8</b>
<b>History/ History of Art</b>	<b>7</b>
<b>Transportation and Traffic</b>	<b>4</b>
<b>Basic Sciences</b>	<b>4</b>
<b>Computer and Control Engineering</b>	<b>2</b>
<b>Mass Communications</b>	<b>2</b>
<b>Business Administration</b>	<b>1</b>
<b>Political Science</b>	<b>1</b>
<b>Economics</b>	<b>1</b>
<b>Education</b>	<b>1</b>
<b>Performing and Visual Arts</b>	<b>1</b>
<b>TOTAL</b>	<b>127</b>

Source: YOK thesis center web page <http://www.yok.gov.tr> accessed on Aug. 8, 2006

The only Business Administration dissertation focusing on urban topics was not on marketing. Another analysis to determine the uniqueness of the topic with respect to marketing was also conducted. A content analysis of the key terms from YÖK Dissertations database based on a list

of 188 Ph.D. theses written between 1985 and 2003 under the subject of marketing, resulted in the following summary table 1.3.:

**Table 1.3. Topics of Marketing Ph.D. Dissertations Written in Turkey (YÖK, 2006)**

	TOTAL	2003-2000	1999-1990	1989-1985
<b>Marketing and Definition of Marketing Process</b>	<b>139</b>	<b>74</b>	<b>56</b>	<b>9</b>
<b>Consumer Behavior</b>	<b>67</b>	<b>37</b>	<b>29</b>	<b>1</b>
<b>Distribution/ Channels/</b>	<b>51</b>	<b>31</b>	<b>16</b>	<b>4</b>
<b>Marketing Communications</b>	<b>44</b>	<b>25</b>	<b>18</b>	<b>1</b>
<b>Strategy/ Planning/Competition/</b>	<b>38</b>	<b>22</b>	<b>15</b>	<b>1</b>
<b>Business Marketing</b>	<b>38</b>	<b>19</b>	<b>17</b>	<b>2</b>
<b>Marketing Philosophies/Approaches</b>	<b>34</b>	<b>28</b>	<b>6</b>	<b>0</b>
<b>Micro &amp;Macro Environmental Factors</b>	<b>33</b>	<b>10</b>	<b>22</b>	<b>1</b>
<b>Products</b>	<b>23</b>	<b>17</b>	<b>5</b>	<b>1</b>
<b>Managerial Functions</b>	<b>22</b>	<b>4</b>	<b>16</b>	<b>2</b>
<b>Research &amp; Analysis Tools</b>	<b>19</b>	<b>11</b>	<b>4</b>	<b>4</b>
<b>Services Marketing</b>	<b>13</b>	<b>6</b>	<b>6</b>	<b>1</b>
<b>Pricing/Costing</b>	<b>12</b>	<b>5</b>	<b>7</b>	<b>0</b>
<b>Miscellaneous Marketing Concepts</b>	<b>9</b>	<b>8</b>	<b>1</b>	<b>0</b>

Source: YOK thesis center web page <http://www.yok.gov.tr> accessed on Aug. 8, 2006

Kindly note that the above table was generated through the content analysis of the key words of the individual dissertations provided by the theses writers. The key words were initially coded according to their order of appearances as key terms at the end of each chapter of “Principles of Marketing” by Kotler and Armstrong (2006). Then, to summarize the initial step, the frequency

of each chapter code was determined and was labeled in line with the chapter headings provided in the original book. Then the topics were ranked in descending order of frequency.

This analysis revealed that the subject of urbanity or city branding was not a topic investigated at the doctoral level in Turkey, within the reported data. However, the notion of country branding of Turkey, as perceived in two foreign countries was the topic of the dissertation by Altınbaşak Ebrem, İ. (2004). The title of this unpublished thesis is “*Modeling the constituents of the image of a country for the determination of priorities related to strategic image management: the case of Turkey*”.

Definition of marketing knowledge has been a debated topic across marketing academia. A review of recent articles on the topic by Rossiter (2001), Wierenga (2002), and Hanvanich, Dröge and Calantone (2003) exemplify different definitions for the concept. Rossiter (2001) distinguishes marketing knowledge from marketing skills based on basic managerial applications, or marketing ability, stemming from intelligence and creativity. He suggests that marketing knowledge has major overlaps with business strategy knowledge, buyer behavior, or marketing engineering based on data models, analysis, and computer simulations for designing effective marketing plans. Rossiter (2001) proposes four forms of marketing knowledge: marketing concepts, structural frameworks, strategic principles, and research principles.

Marketing concepts are the building blocks of marketing. This dissertation will be utilizing a number of marketing concepts. A detailed description of these and their contextual projections are provided in chapter 3 of the dissertation. Within the city and the citizen contexts, a number of marketing concepts will be incorporated into this study. These concepts are:

- Segmentation, targeting and positioning
- Offering and brands
- Values, satisfaction and quality

- Competition
- Brand loyalty
- Brand essence and equity

Structural Frameworks are models that are non-causal, descriptive lists of concepts in series or grid format (Rossiter, 2001). This dissertation will be using a number of structural frameworks: the Three Levels of Product model by Kotler will be evaluated within the city-citizenship context. The dissertation will also be adapting the Brand Essence Wheel Tool of Diageo plc. (2000), and convert it to Urban Essence Wheel Tool. Other structural frameworks to guide the study include Social Marketing Framework by Kotler and Roberto (1989), Montgomery's List of Conditions for Making a City (1998), the 7C Core Elements of Urban Design Quality provided in the Urban Design Protocol of New Zealand Ministry of Environment (2006) and Quality of Life Indicators by a number of institutes and local governments.

Strategic Principles are dynamic frameworks, implying causal relationships between one concept and another and often between multiple concepts (Rossiter, 2001). They are also called "Stylized Marketing Models" (Lillien, 1994) or "Cause Maps" (Eden, Ackermann, and Cropper, 1992) and when drawn in causal box-and arrow form, "Argument Box or "Reason Maps" (The Reason Group, 2000). The study seeks to find out if there exists a causal relationship between Dimensions of Urbanity expressed in terms of Quality of Life, Urban Design, Local Identity, Urban Image and Essence and Urban Loyalty. It also seeks to investigate the impact of Urban Loyalty in catalyzing the conversation from Passive to Active Citizenship. To develop the proposed model, references will be made to Maslow's Hierarchy of Needs Framework, Fournier's Brand Relationship Quality (1998) Dimensions, Félonneau's Place Identity Construct (2004) and Caldwell and Freire's (2004) adaptation of the Representationality and Functionality of Brands scale of De Chernatony and McWilliam (1990). The graphical representation of the proposed model and its description are provided in Chapter 3.

Research Principles according to Rossiter (2001) are prescriptive ‘if, use’ statements of the best research technique given the research question. This dissertation will be applying qualitative and quantitative research techniques as proposed by Steckler et al. (1992) in their Integrative Social Marketing Research Model and selected tools from Meredith et al.’s (1989) definition of a research paradigm as discussed in Chapter 3.

Wierenga (2002) describes marketing knowledge as two partially overlapping areas Academic (MKA) and Practitioner’s (MKP) Knowledge. MKA consists of marketing laws/ principles, empirical generalizations and marketing science and modeling whereas MKP incorporates expertise/experience, mental models, analogies, intuitions, and creativity. Wierenga (2002) argues that marketing knowledge includes much more than academic knowledge, as practitioners also have a rich supply of information at their disposal for their decision-making processes. He urges academicians not to concentrate on “enlarging the codified body of knowledge” of marketing science. The critical issue to deal is thus how both parties can effectively use the ‘other’ marketing knowledge for marketing decision making. By providing this broaden perspective, he implies the importance of applicability and practicality of marketing information.

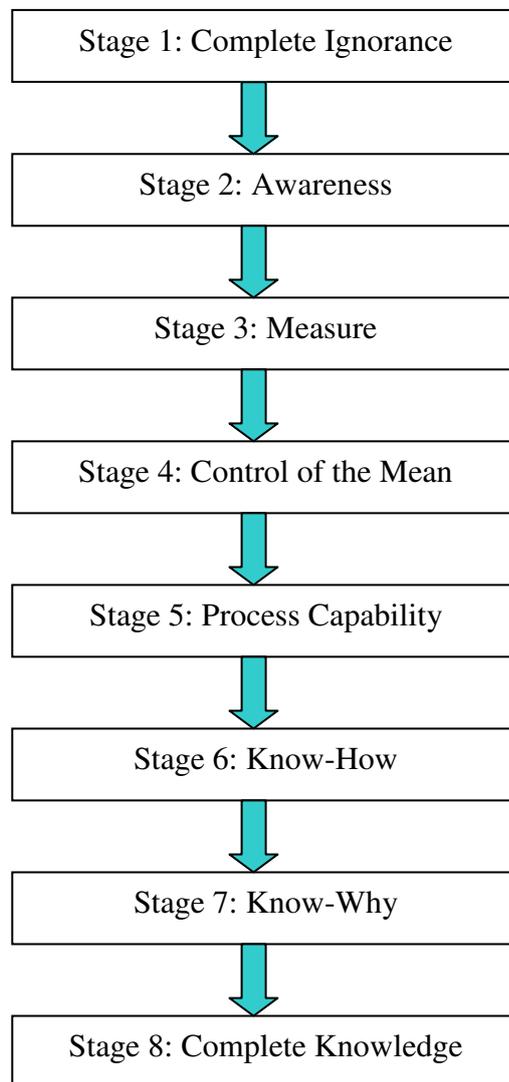
This dissertation seeks to generate insight as to what makes a city a brand valuable, i.e. where the city’s consumers-the citizens express their loyalty and commitment. Generating such a body of citizens will be assisting the development of alternative economic centers for Turkey. This will be the practical implication of the study.

Hanvanich, Dröge, and Calantone (2003) refer to Srivastava et al (1999) and Bohn (1994) to define marketing knowledge as the information needed for the creation of customer value through development of customer solutions, and creation of relationships with market entities.

Bohn (1994) proposes eight levels of knowledge from complete ignorance to complete knowledge. As illustrated in Figure 1.1, the market researcher's involvement ranges from the second stage to the sixth:

The first stage is complete ignorance, which will not be case most of the time. The second stage is awareness where the researcher or the decision maker knows that a phenomenon exists and an investigation begins. The third stage is the measurement, where the variables can be more accurately measured, and when the processes are altered to exploit or improved the variable's affects. The fourth stage is the control of the mean, along with some variance around it, and the researcher can perform controlled experiments around it. The fifth stage is about developing the process capabilities to control the variance, so that a marketing plan can accurately be followed. The sixth stage is the development of know-how to characterize processes; in marketing context, this is fine-tuning the marketing mix elements. The seventh stage is know-why, which includes development of scientific models. The final stage is the complete knowledge, which is never reached in practice especially in social sciences.

**Figure 1.1. Levels of Marketing Knowledge**



*Source: Bohn (1994), p.61-73*

This dissertation aims to progress our knowledge of city branding for Izmir from stage two to four. The phenomenon that we are investigating is the creation of a city brand that would deliver “value” to its citizens, reverse the suggested out-flow of qualified human resource and capital, and effectively use the equities of the city to build innovative and competitive capabilities.

Another relevant dimension of marketing knowledge is its inter-sector transfer. Andreasen (2001) argues that the migration of basic concepts and tools from private sector to non-profit sector has the potential to affect strongly the way the latter operates. Knowledge transfer

between sectors is not one-way, according to Andreasen (2001), it is rather an interpenetration of marketing ideas. Decision maker of the non-profit sector have benefited from adopting a customer-oriented mindset, the marketing planning process as well as other wide range of marketing concepts and tools. Research and conceptualization related to marketing in the non-profit sector have also yielded important conceptual breakthroughs of value to the commercial sector according to Andreasen (2001), who suggests that there is potential for further knowledge growth in both directions. A final consideration, which has been an academic interest in marketing as early as the 1960s, is the incorporation of interdisciplinary approaches.

Lazer and Kelly (1960) stated that marketing had reached a stage in its development as a discipline where critical evaluations and theories from other fields can contribute by adding new dimensions. They were expecting more materials of other disciplines to be incorporated in marketing into the future. Lazer and Kelly were referring to the contribution of behavioral sciences and quantitative methods that would be the major development in marketing in 1960s. Since then marketing has both been an importer and an exporter of concepts and theories from other social sciences.

This dissertation seeks to adapt a set of concepts, frameworks, and constructs originally developed for the commercial sector. It attempts to integrate them with approaches from urban design, public administration, regional innovation and foresight, environmental psychology, and sociology.

#### **1.4. Design of the Dissertation**

This dissertation consists of seven sections. The Introductory Chapter provides an overview of the objectives, discusses the significance of the topic within an international and Turkish perspective, and explains the marketing knowledge approaches adopted and its targeted contributions to the academic body of knowledge in marketing.

The Second Chapter includes the literature review, which adopts an interdisciplinary approach. The literature review is composed of three sections: City as the Focal Concept, Selection of City Branding Examples, and Izmir as a City to be Branded.

The Third Chapter is composed of research objectives and the models adopted, incorporated and developed for the study. Also the urban contextual projections of the marketing concepts to be addressed are included in this chapter.

The Fourth Chapter presents the design of the research, the proposed model and research methodology are the subheadings of this chapter. The Fifth Chapter includes, the research finding and discussions. The Sixth Chapter, covers some additional statistical analyses based on the findings. These analysis include the Core Values and the Content Analysis . The Seventh Chapter presents the academic and practical implications of the study.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1. City as the Focal Concept and Its Basic Functions**

Cities exist for more than ten thousand years. Since their formation, they had been the largest places for population concentrations. Although the longest and largest continuous urban cultural tradition exists in China, in modern life, the ideal city definition is based on criteria defined by the requirements of Western industrial capitalist life. There is a great diversity of cities in time and space; yet there is also continuity through their dialectical transformation from the earliest cities until today. Cities continue to play an ever-growing part in human life (Toynbee, 1967).

All cities, from the smallest to the largest, the earliest to the latest have been the greatest points of concentration and of increasing density in their time and spaces; they concentrate on human beings' social relationships.

- (i) of shelter, building, physical plants,
- (ii) of productive resources, goods and services,
- (iii) of consumption and exchange activities,
- (iv) of wealth, power and energy
- (v) of information, communication, knowledge and intellectual training
- (vi) of religion, ritual and other ceremonial activities and
- (vii) of creative, aesthetic sensibility and innovative stimuli (Southall, 1998):

### **2.1.1. Evolution and the Future of the Cities**

Cities of the ancient world, were much smaller than today's cities. These cities were located along rivers such as Tigris, Euphrates and Indus. They were physically separated from the country side by high walls, which were set to serve as military defense systems. The typical central components of these cities were a religious temple, a royal palace, government and commercial buildings. There was much space left for dwelling except for the very few privileged. Giddens (2006) points out that although these cities served as centers of science, art and metropolitan culture; they had little influence over the rest of the country as only a small proportion of the population lived in the cities.

The industrial revolution triggered the movement of populations from the country into towns and cities. Lacks of opportunities in the rural areas, coupled with the attractions of the city are still driving country people into urban areas, especially in developing countries. Today, cities are concentrated centers of financial and industrial power. They exert their influence beyond the national society they are a part. (Giddens, 2006)

The modern cities have not only impacted habits and behaviors, but also patterns of thought and feelings. Cities are seen as the "fount of dynamism and cultural creativity, representing 'civilized virtue' and maximizing the opportunities of economic and cultural development." There are also others according to Giddens (2006, p.907-908) who view the city "a smoking inferno, thronged with aggressive and mutually distrustful crowds, riddled with crime, violence, corruption and poverty."

According to Southall (1998), all the human activities in the cities resulted in processes of division of labor, role differentiation, and specialization. This in return resulted in increasing inequalities, calling for thorough coordination for increasing efficiency and reduction of friction. Southall (1998) rejects the simplistic view suggested by the urban theory that urbanization

threatens both the poor and the rich, with the danger of impersonality and anomie. He holds that urbanization interactively incorporates both the human and the material and technical aspects.

Still, he does not refrain from questioning the future of cities. Southall (1998) poses three questions:

1. Will the cities continue to be the dominant civic form?
2. Will new urban configurations emerge in the information age, where the exchange of information had become the predominant form of production, reducing the importance of the industrial factors of production where land, labor, and capital concentrated in urban centers?
3. Will this hold challenges for or opportunities to cities of various size, and economic viability?

Mumford (1968, pp.570) had foreseen the active role of the future city as bringing in the highest pitch of development the variety and individuality of regions, cultures and personalities. He suggested if the future cities would not allow for this diversity, they will end up as mechanisms grinding down both the landscape and the human personality.

On the other hand, Bindé (1998) points to a gigantic urban revolution in the coming 40 years, where the equivalent of 1000 cities, each of three million inhabitants, needs to be built. This growth will mainly occur in major cities, mostly in the South, (i.e. the developing nations). Reviewing the fundamental trends, challenges and possible solutions in environmental issues such as water, transportation and energy, the author concludes that emergence of a new urban culture that adopts sustainable urban consumption patterns in energy consumption and waste management, and new urban partnerships in regional, national and international levels that strengthen urban solidarity are essential. Table 2.1.a illustrates the actual and projected population growth in urban centers of the world, especially in less developed regions.

**Table 2.1.a Urbanization of Regions of the World by Levels of Development: 1950, 1975, 2000 and 2025 (projected)**

<b>Population (billions)</b>				
	<b>1950</b>	<b>1975</b>	<b>2000</b>	<b>2025</b>
<b>Total Population</b>				
• <b>World</b>	2.52	4.07	6.12	8.10
• <b>More Developed Regions</b>	32%	26%	19%	15%
• <b>Less Developed Regions</b>	68%	74%	81%	85%
<b>Urban Population</b>				
• <b>World</b>	0.75	1.54	2.86	4.61
• <b>More Developed Regions</b>	60%	47%	30%	22%
• <b>Less Developed Regions</b>	40%	53%	70%	78%
<b>Rural Population</b>				
• <b>World</b>	1.77	2.52	3.26	3.40
• <b>More Developed Regions</b>	25%	29%	27%	29%
• <b>Less Developed Regions</b>	75%	71%	73%	71%

*Source: UN (2006) (errors due to rounding)*

Turkey is also expected to reverse its urban rural ratio of one to three in 1950 to three to one by 2025 in the UN population prospects (Table 2.1.b.). The United Nations Conference on Human Settlements (Habitat II), convened in Istanbul in 1996 draw the attention to the importance of adopting action-oriented programs and international instruments to address the ever-growing issues related to urbanization, especially in the less developed regions of the world (Bindé, 1998). Two fundamental and interlocking themes guided the debates: ‘adequate housing for all’ and ‘sustainable human settlements in an urbanizing world’.

**Table 2.1.b Urbanization of Turkey: 1950, 1975, 2000 and 2025 (projected)**

<b>Urbanization Development of Turkey</b>				
	<b>1950</b>	<b>1975</b>	<b>2000</b>	<b>2025</b>
<b>Total Population (millions)</b>	21.484	41.211	68.158	89.557
<b>Urban %</b>	25%	42%	65%	76%
<b>Rural %</b>	75%	58%	35%	24%

*Source: UN (2006)*

Bindé (1998) holds that changing cities means changing life. There is growing impact of big cities on the environment. The uncontrolled speed of urbanization has adverse affects not only on the quality of life in cities such as unhealthy dwellings, massive air and water pollution, proliferation of waste, noise and crime and finally urban transport chaos, but also on rural life such as rural desertification, loss of skills for traditional urban life. The rural exodus has social effects in the form of cultural desertification, where the family solidarity has been lost to a great extent. According to Bindé (1998), the city will have to be designed as a new form of environment whose very existence rests on the production, management, and consumption of very diverse natural resources as well as using rational space in a sustainable manner.

One of the questions discussed at Habitat II conference was the sustainability of the urban development in the less developed regions (i.e. the South). According to the World Bank (1996), by the year 2025, about 80 percent of the urban population will be located in the developing economies and in the year 2000, six of the ten most populated cities in the world are situated in Asia, two in North America and two in Latin America. He believes that a new urban development policy needs to be defined as well as a change of scale in the development strategies of the actors involved, both public and private.

Also by considering the fact that half of the world population is living in cities, a widening gap between infrastructure and the needs of the population appears in cases such as water, energy, and transport. Table 2.2 shows the top 25 most populous cities of the world. A closer look at the table illustrates that majority of the world's most populated cities are in developing countries, with the exception of Tokyo and Osaka (Japan), New York and Los Angeles (USA) and London (UK). According to this classification, Istanbul ranks as the 23<sup>rd</sup>, Ankara as the 83<sup>rd</sup> and Izmir as the 135<sup>th</sup> most populous city.

Habitat II Conference held in Istanbul in 1996 underlined the damage caused by the ill - adapted modes of consumption (Bindé 1998). Particularly in the developing economies, the idea of sustainable growth and improvement have not yet become part of the urban culture and the ecological imprints of the rich countries is quite disproportionate to their demographic size. The conference also took the attention to the environmental specialists and social scientists that have enlarged the scope of reflection on sustainable development by highlighting the economic, social, cultural, and ethical imperatives. By moving from this point, strategies are adopted which create the balance between ecology and democracy.

**Table 2.2. The Principal Agglomerations of the World**

#	Name	English Name	Country	Population
1	Tōkyō	Tokyo	Japan	34,200,000
2	Ciudad de México	Mexico City	Mexico	22,800,000
3	Seoul (Sŏul)	Seoul	South Korea	22,300,000
4	New York	New York	USA	21,900,000
5	São Paulo	Sao Paulo	Brazil	20,200,000
6	Mumbai	Bombay	India	19,850,000
7	Delhi	Delhi	India	19,700,000
8	Shanghai	Shanghai	China	18,150,000
9	Los Angeles	Los Angeles	USA	18,000,000
10	Ōsaka	Osaka	Japan	16,800,000
11	Jakarta	Jakarta	Indonesia	16,550,000
12	Kolkata	Calcutta	India	15,650,000
13	Al-Qāhirah	Cairo	Egypt	15,600,000
14	Manila	Manila	Philippines	14,950,000
15	Karāchi	Karachi	Pakistan	14,300,000
16	Moskva	Moscow	Russia	13,750,000
17	Buenos Aires	Buenos Aires	Argentina	13,450,000
18	Dhaka	Dacca	Bangladesh	13,250,000
19	Rio de Janeiro	Rio de Janeiro	Brazil	12,150,000
20	Beijing	Beijing	China	12,100,000
21	London	London	Great Britain and Northern Ireland	12,000,000
22	Tehrān	Tehran	Iran	11,850,000
23	İstanbul	Istanbul	Turkey	11,500,000
24	Lagos	Lagos	Nigeria	11,100,000
25	Shenzhen	Shenzhen	China	10,700,000

*Source: <http://www.citypopulation.de/World.html> updated on Jan 28, 2006)*

Bindé (1998) further believes that the conference in Istanbul drew lessons from various approaches to development that had prevailed since the Habitat I conference held in Rio in 1992.

These are:

- "Sustainable development" as the capacity to respond to the needs of the present without jeopardizing the needs of the future generations;

- "Human development" which is the process aimed at extending the range of choices for individuals, while taking account not only of income but of other factors that have an impact on the quality of urban life, according to the UNDP definition. "An appropriate diet, access to drinking - water, improvement of the health care services" are some good examples;
- "Social development" that is an extension of the collective dimension of human development.

### **2.1.2. Theories on Urban Life**

Mumford (1968 p.4 and 119), views the city as the “*fullest expression of human capacities and potentialities*” yet he also accepts that it is not easy task to fully exhaust the potentiality of the city as it has taken more than five thousand years to arrive at a partial understanding of its nature and drama. He holds “*the chief function of the city as converting power into form, energy into culture, dead matter into living symbols of art, biological reproduction into social creativity.*”

One of the earliest theorists of city life was the German sociologist Georg Simmel. In his work, “The Metropolis and Modern Life” (1903), he argues that city life bombarded the mind with images, impressions, sensations and activity, in contrast to the slow pace of life of the small town. Citizens, according to Simmel protect themselves from these excessive stimuli by distancing themselves from one another emotionally.

Ferdinand Tönnies, a contemporary of Simmel, suggests that urbanization, which occurred with the Industrial Revolution changed social life, causing a shift from community (Gemeinschaft), to Gessellschaft, a society based on transitory and instrumentalist relationships (1887).

Works of the Chicago school were influential in the first of the twentieth century. From 1920s to 1940s scholars such as Robert Park, Ernest Burges and Louis Wirth contributed to the urban

theory. Two critically important concepts developed by Chicago School were the *Urban Ecology* by Park and *Urbanism Theory as a Way of Life* by Wirth. (Giddens, 2006)

Park's Urban Ecology theory (1925) is based on the premise that cities demonstrate great parallelism to the equilibrium reached by different species in nature when their members tend to be distributed in systematic ways over the terrain. Neighborhoods in cities are similarly distributed through urban settlements. Patterns of location, movement and relocation in cities are shaped by processes of competition, invasion and succession just like the movement of species in nature.

The second major contribution of the Chicago school was Wirth's Thesis of Urbanism as a Way of Life. Wirth (1938, p.342) observes, "The influences which cities exert on the social life of man are greater than the ratio of the urban population would indicate; for the city is not only increasingly the dwelling place and the workshop of the modern man, but it is the initiating and controlling centre of economic, political and cultural life that has drawn the most remote communities of the world into its orbit and woven diverse areas, peoples and activities into a cosmos." Wirth also argues that city life breeds impersonality and social distance. Giddens (2006) reminds that although the approaches of the Chicago school have been challenged, without being discarded altogether. He points out the paradoxical situations in cities, where the potentials to be impersonal and highly sociable coexist by giving the example of London's Chinatown, as how a tight-knit ethnic community can both create intimacy in a city while contributing to its diversity.

David Harvey and Manuel Castells are two recent predominant theorists of urbanism. Both scholars, according to Giddens (2006) are strongly influenced by Marx. Harvey (1973, 1982 and 1985) argues that urbanism is one aspect of the *created* environment by industrial capitalism. He holds that urban spaces are continually restructured by the activities of large businesses through

their selection of plant and headquarter locations. The process is further accelerated by the choices of private investors as homeowners. The government in this process has the role of controller via plans and regulations.

Castells (1983, p.103), believes that the spatial form of a society is closely linked to the overall mechanism of its development. Urban environment represent symbolic and spatial manifestations of broader social forces. Skyscrapers, according to Castells are built not only as profitable development projects, but also as symbols of power of money over the city through technology and self-confidence. He sees them as the “cathedrals of the period of rising corporate capitalism”.

### **2.1.3 Quality of Life and Urban Settlements**

The concepts of sustainable development, human development and social development are closely related with the notion of quality of life (QoL). QoL can be defined as psychological, individual aspects of social well- being. In a more general way, quality of life can consider environmental factor - social, cultural, economical, ecological. In this way, it can be used as a general term for comparing the performance of different nation states or cities (Johnston, 1992). A location providing a good quality of life or social well-being is a place where the needs and wants of the population are met.

A well developed society by definition, is where the its members have sufficient income for their needs, where poverty has been eradicated, where people are socially and economically mobile and respect the dignity of others; and where they have access to good service in a stable, democratic and participatory environment (Johnston, 1992). This is considered an ideal stage that societies endeavor to attain. A measure for assessing a real differentiation of social well being was developed during 1960s and 1970s, when social problems became an important focus

especially in the USA. The measure was referred as territorial social indicator. Smith (1973) identifies seven key issues under this topic:

1. income, wealth and unemployment,
2. the living environment, including dwelling and neighborhood,
3. physical and mental health,
4. education including attainment and quality
5. social order, personal and family problems as well as crime rates,
6. social belonging, consisting of democratic participation and segregation, and
7. recreation and leisure

QOL has been focus of many academic disciplines for many years: economics, child development, healthcare, business, rural development, urban design, and planning are some of these fields. When we congregate the issue of quality of life with locations and conduct an internet search, periodic researches by international organizations/institutes as well as some others by national or local governments are listed. Some examples of this nature are:

- The UN Human Development Index by country,
- Calvert-Henderson Institute Quality of Life Indicators, by country
- The Economist Intelligence Unit (EIU) Quality of Life Index, by country
- EU (DG Regional Policy), Urban Audit study for assessing the Quality of Life of Europe's selected 58 cities
- Mercer HR Consulting- Annual Worldwide Quality of Living Survey by selected cities
- UK Quality of Life Indicators for Local Governments and
- Quality of Life in Big Cities of New Zealand

In 1998, Ulusoy and Öner had prepared a pilot analysis of infrastructural leveling for nine Turkish provinces. Along with other indicators such as human resources, physical infrastructure, technology and industry, and economy; quality of life in these cities were also investigated.

The overwhelming majority of these surveys are analysis based on objective statistics. Subjective opinions of residents on importance of indicator and their rating of the locality they live in are not included. The New Zealand Survey, Economist Intelligence Unit (EUI) Index as well as the Ulusoy and Öner study, on the other hand converge objective data with subjective ratings.

Understanding the citizen's commitment and involvement does require how people feel and think about the place under question. However, including subjective opinions, would introduce variations stemming from cultural differences on expectations and satisfaction from life.

Some of these indices, such as the UN HDI, the Economist Intelligence Unit and the Calvert-Henderson Institute's, measure quality of on a national basis, where as the Mercer HR Consulting Index, the UK and New Zealand Studies measure QOL on a city basis. The Mercer HR Consulting Index is originally set to guide ex-patriot staffing and compensation schemes of multinational firms. However, due to the publicity created around the annual Mercer City Ratings this index is known by a larger audience than the original target. Table 2.3 shows the top ten listing of cities in 2006 and 2007.

The subject headings of the New Zealand Quality of Life in Big Cities Study provides more appropriate measures for our purpose as it is designed to assist city managements of big cities and incorporates citizen's evaluations in to objective measures. The subject headings of this study include human resources, knowledge and skills, economic standards and development, housing, health, natural and built environments, safety, social connectedness and , civil and political rights.

Detailed measures for these indices are provided in Appendix 1.

**Table 2.3. The top 10 cities according to the Mercer HR Consulting Index in 2007/ 2006**

Rank 2007	Rank 2006	City	Country	2007index	2006 Index
1	1	Zurich	Switzerland	108.1	108.2
2	2	Geneva	Switzerland	108.0	108.1
3	3	Vancouver	Canada	107.7	107.7
3	4	Vienna	Austria	107.7	107.5
5	5	Auckland	New Zealand	107.3	107.3
5	6	Düsseldorf	Germany	107.3	107.2
7	7	Frankfurt	Germany	107.1	107.0
8	8	Munich	Germany	106.9	106.8
9	9	Bern	Switzerland	106.5	106.5
9	9	Sydney	Australia	106.5	106.5

*Note: New York City has the index value of 100 Source: www.mercerHR.com*

The only Turkish city included in this index is Istanbul, which ranked as the 121<sup>st</sup> in 2007 with an index value of 73.4. The city had a relatively higher rank in 2006 as the 108<sup>th</sup>. In 2007, Lima (Peru) precedes Istanbul with an index value of 73.6 and Jerusalem (Israel) follows it by a value of 72.5. A point to be reminded of is that the index value of 100 is set to represent New York in the Mercer HR Consulting Index.

#### **2.1.4. What Makes a World City?**

Doel and Hubbard (2002) discuss the difficulties in structural attempts in defining being a world-city: They quote Markusen (1999) who argues that the concept is a fuzzy one in need for a clearer, empirically grounded definition. Doel and Hubbard (2002) do not agree with this argument and suggest that the notion of being a world-city can only be defined theoretically. Common attributes for determining the world city status include presence of a trans-national corporation (TNC) headquarters (HQ), number of service sector employees, proportion of foreign nationals and equity market capitalization.

Friedmann (1986) provides a list of seven indicators: financial assets, transport infrastructure, population size, business services, manufacturing output, TNC HQ, and the presence of international institutions. Townsend (2001) adds the presence of internet domain names, and finally Smith and Timberlake (1995) mentions measures of cultural vitality.

The competitiveness of the city will be determined by the localized presence of economic, social, and cultural resources. Doel and Hubbard (2002) on the other hand argue that this definition no longer holds true as we no longer live in a space of places, but a global space of flows. Through this perspective, world cities are networked phenomena where they serve as hubs for flows of information and relations through the global place and networked time. Birch (1987) and Kotkin (1988), mention the importance of having an “entrepreneurial” spirit and milieu as essential ingredients for global cities. Global cities are linked to a well developed economy, have sturdy social structures, business environment, financial markets, availability of professionals and skilled labor, caring management and municipality work with governmental support, as well as innovativeness, well developed media and job opportunities and amenities as stated in the table 2.4. in detail.

**Table 2.4. Characteristics of Entrepreneurial Places**

<b>Economy</b>	Open, fluid, low barriers to start-ups
<b>Social Structure</b>	Dynamic, mobile, outsiders welcome
<b>Business</b>	No dominant employer, competitive
<b>Financial</b>	Competitive banks, venture capital access
<b>Labor</b>	Skilled labor, professional work force, support
<b>Government</b>	Support small businesses and start-ups
<b>Innovation</b>	Large university, corporate research center
<b>Media</b>	Attention to entrepreneurs, new businesses
<b>Jobs</b>	Grow new businesses, small business growth
<b>Amenities</b>	Good quality of life, culture/recreation

*Source: Birch, D. "Thriving on Adversity" Inc., March 1988 pp. 80-84; and Kotkin, J "City of the Future" Inc., April 1987, pp.56-60 (As quoted in Kotler et al "Marketing Places" 1993 The Free Press, New York pp. 330)*

In sum, many factors make up a global entrepreneurial city. Here it is worth to follow the trends regarding the quality of life for each dimension and variable a city is differentiating itself from the rest of agglomerations. Let us now have a closer look at the different approaches for place development.

## **2.2. The Approaches to Place Development**

There are five approaches to the problem of creating sustainable communities. Each approach is based on a different philosophy and utilizes a different set of criteria to set the objectives of place development, and tools to achieve it. (Kotler et al.1993 pp.72-81) These approaches are:

1. Community Development,
2. Economic Development
3. Urban Design,
4. Urban Planning, and
5. Strategic Market Planning

The approaches of place development will be discussed in detail in the coming sections. Urban Design section will be helpful in identifying and understanding the planned and organically developed elements of cities. The Urban Planning approach will be explained in accordance with the social marketing concept, which the writer of the dissertation deems as a crucial initial stage for creation of a city brand. Finally, Strategic Market Planning is viewed as the most appropriate approach for management of any brand, including cities.

### **2.2.1 Community Development**

The basic premise of Community Development is creation of higher standards of quality-of-life for the residents of a locality. Experts of the field focus on projects development of good public schools, strong neighborhoods, increased public safety, and adequate healthcare facilities. In achieving these targets, the approach relies on the development of community-based institutions at the community/neighborhood level as opposed to the whole city. The philosophy originated with the idea of community participation and citizen empowerment. (Kotler, Haider, and Rein, 1993)

The activities of KASDAV – the community volunteers group in Kadiköy; Istanbul can be an example of Community Development approach.

### **2.2.2. Economic Development**

As stated by Kotler, Haider, and Rein, (1993), proponents of the Economic Development approach hold that development and growth are notions used interchangeably but with a nuance. Growth refers to more output, which means more jobs on the positive side and more congestion and pollution on the negative side. Economic development on the other hand refers to more and different kinds of output, more productive use of resources and more innovation. Places need to

enhance their competitiveness on regional, national, and global scales: they need to adapt market-conscious and market driven outlook when competing with other locations.

### **2.2.3. Urban Design**

Kotler, Haider, and Rein, (1993) is emphasize that Urban Design approach is based on the assumption that a place must be pleasant to live in. Urban designers focus on design qualities of a place, such as the architecture, open spaces- green places and city squares, street layouts, traffic flow cleanliness and environment quality. Urban designers hold that residents of a locality shape their attitudes and behaviors by the quality of the physical environment they live. The more pleasant the place is the more proud and committed the residents become. Yet, urban quality is much wider than the physical attributes of a city; it is more bound up in the social, psychological and the cultural dimensions, according to Montgomery (1998). He assumes that a good city organically develops over time to become a 'successful urban place'.

It is a complex and sophisticated task to create a sense of place or “piece of city,” if one is to do it from scratch, or to rejuvenate an existing one. So many new development projects fail as their designers fail to understand how successful places work; they lack the skills to design for urbanity; and the judgment to know when to design and when to leave space for organic growth and development. According to Lynch (1960), urban design is essentially about place making, where places are not just a specific space, but also all the activities and events which made it possible. Montgomery (1998) cites Lynch (1960), Jacobs (1961), and Comedia (1991) to form a list of factors constituting such a good urban place as:

- myriad patterns of movement (especially pedestrians);
- complexity
- diversity of primary uses of places and spaces;

- a fine-grained economy;
- an active street life: vitality and diversity of activities
- variety in opening hours;
- the presence of people attractors;
- legibility;
- imageability and
- knowledgeability

There are two predominant schools of urban design: the rational objective classical view of urban design, and the romantic subjective school. The rational school places greatest emphasis on physicality-design styles, ornamentation and featuring, the way buildings open out into spaces, gateways, vistas, landmarks and the like (Cullen, 1961). The romantic subjective view of urban design stresses the importance of senses people use to judge place with and orient themselves in it. It is related to the psychology of a place, whether it feels safe, comfortable vibrant, quiet or threatening (Alexander, 1979 and Lynch, 1960).

Jacobs (1961) defines activity as the essential element in attaining urbanity. She mentions two conditions, vitality and diversity, for a city to be active. Vitality refers to numbers of people in and around the street (pedestrian flows) across different times of the day and night, the uptake of facilities, the number of cultural events and celebrations over the year, the presence of an active street life, a life force, or 'élan vital'.

Diversity, on the other hand, is the extent of variety in primary land uses, including residential, commercial, and public spaces. Commercial diversity is defined in terms of the proportions of locally owned or more generally independent businesses, particularly shops; patterns in opening hours, including the existence of evening and night-time activity; the presence and size of street

markets, and types of specialization. The availability of cinemas, theatres, wine bars, cafes, pubs, restaurants and other cultural and meeting places offering service of different kinds at varying prices and degrees of quality also contribute to this factor. The availability of public spaces, including gardens, squares, and corners to enable people-watching and other activities such as cultural animation programs are characteristics of a diverse urban design (Jacobs, 1961 and Comedia, 1991).

Two other important considerations in urban design are identity, which is an objective reflection of what a place is actually like and the image, which is basically the combination of this identity with how a place is perceived. Spencer and Dixon, (1983) and Lynch (1981) add to this list the notions of imageability, psychological access, receptivity, and knowledgeability:

Imageability of the urban environment is the extent to which the components of the environment make a strong impression on the individual. Psychological access is what gives a place a sense of belonging, of feeling involved and taking an interest or perhaps even an active part in its affairs that translates into a sense of local ownership. Receptivity is tolerance of strangers, so that successful places engender respect for the place and its people, but also for those who visit. Finally, knowledgeability is the invisible and informal networks and associations that facilitate information sharing about what goes on in a place.

#### **a. Elements of Urban Design: The Conditions for Making a City Vital:**

Montgomery (1998) provides a list of conditions for a settlement to be labeled as a “city.” He sums these under 12 basic points. The table below states these in detail and gives an idea for what is further to be considered for generating the ideal physical conditions to live in for the citizens.

**Table 2.5. Montgomery's List of Conditions for Making a Vital City**

- 1. Development Intensity:** building form of relatively high density and plot coverage that is counter-balanced by the correct amount of open space
- 2. Mixed Use:** Co-presence of residential buildings, offices, shops within city blocks and within building blocks.
- 3. Fine Grain** accommodation of both large enterprises (which employ large numbers of people and impact on the wider local economy), and small enterprises to grow.
- 4. Adaptability,** the life of streets and urban areas is longer than the life of individual buildings, while the life of buildings is longer than the life of their original function, so the physical structures should be flexible to accommodate the changing needs provide alternative functions.
- 5. Human Scale:** is a combination of the ratio of building height to street width, relative distance, permeability and the sense of grandeur or intimacy of space
- 6. City Blocks and Permeability:** most city blocks must be short, thus providing more streets to walk down and more opportunities to turn corners to increase the permeability of an area, and therefore its potential 'footfall', and in turn increases the number of economically viable points for trading;
- 7. Streets: Contact, Visibility and Horizontal Grain:** good urban places are judged by their street life. For it is in streets-as multipurpose spaces-that all the ingredients of city life are combined: public contact, public social life, people-watching, promenading, transacting, natural surveillance and culture
- 8. Public Realm:** outdoor rooms, civic spaces, promenading routes, night-strips, quiet gardens, little corners to rest awhile, favorite meeting places; not simply a question of quantity or setting space standards (so many acres to population bands), but a rather more complex understanding of the attributes of spaces, their delineations, psychology and symbolism.
- 9. Movement:** quality and of availability of alternative forms of transportation.

**10. Green Space and Water Space:** important factors of city life for recreation, providing a range of informal and formal playgrounds, fields and gardens for varying degrees of passive and active pursuits; health, filtering the noise, light and air of the city; setting and understanding, by framing development sites, providing views and landscape image. Parks can also be used for fairs, fireworks displays, concerts and other cultural events.

**11. Landmarks, Visual Stimulation and Attention to Detail:** public art and land marking, in its water, open space, vehicular and pedestrian systems, so designed as to underpin the legibility of the city overall and to provide individual features and points of interest. This could extend to the design of street furniture and other detailing, to the creation of public spaces themselves, and even to lighting features and holograms.

**12. Architectural Style as Image:** The question of architectural style is not unimportant for this also conveys meaning, shapes identity, and creates image. Certainly, good cities have always been places, which personify or at least display strong elements of culture, technology, engineering innovation, civilization, and cosmopolitanism. Cities should not be allowed to become non-places of transatlantic monocultural 'international' architecture.

*Source: Montgomery, J. (1998) "Making a city: Urbanity, vitality and urban design" Journal of Urban Design Abingdon: Feb 1998. Vol. 3, Iss. 1, p. 93-116*

#### **b. The New Zealand Urban Design Protocol:**

An applied approach for designing vital cities comes from New Zealand. Serving as a platform for making the towns and cities of New Zealand more successful, the urban Design Protocol is actually a part of the Government's Sustainable Development Program of Action and Urban Affairs Portfolio<sup>3</sup>. The protocol is a statement of voluntary commitment by a network of stakeholders consisting of central and local government, property developers and investors, design professionals, educational institutes, and other groups to undertake urban design

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<sup>3</sup> The actual Protocol in CD format is sent directly to the writer of the dissertation by the New Zealand Ministry of Environment.

initiatives. Protocol aims to ensure the design of buildings, spaces and networks that constitute cities and towns attain sustainable functionality.

The role of the government in this process is defined as a leader and a facilitator that ensures the smooth implementation of the protocol through supportive resources and a program of action.

Quality urban design is viewed as a collective responsibility of the network of institutions and communities that sign it. There are definitions of what constitutes a city, what makes it a successful one, what does quality urban design imply. All of these definitions are globally relevant:

The protocol accepts that urban settlements are complex systems requiring integrative management. Urban design is an essential component of a successful city or town. Urban design should be incorporated into urban decision-making; it also requires alliances across sectors and professionals. It applies to all scales from small towns to big metropolitan areas. The design of the city significantly influences its people and their lifestyles.

What constitutes a successful city is another section of the protocol bearing global relevance:

Successful cities are competitive, thriving, creative, and innovative. They are livable, that is they offer high quality of life; jobs, affordable homes, community services and facilities are accessible by the young, elderly and the disabled; provide choices in housing, work, transport and lifestyle opportunities. Such cities are also environmentally responsible, taking into account the needs of the present and future generations simultaneously. Successful towns and cities are equitable; all residents feel a sense of ownership that is reflected in safe and dynamic public spaces.

People display a sense of community where they participate in decision-making. Successful cities project strong and locally distinctive identities built on unique strengths and characters of each place. They demonstrate their distinction by the by their choice in use of space, form and

materials. Finally, successful urban settlements share a vision and have good governance with clear senses of direction.

There are seven core elements referred as essential design qualities that constitute quality as stated in Table 2.6:

**Table 2.6 Key Elements of Quality Urban Design (QUD): 7C Model**

1. **Context:** This element is about adopting an integral approach to towns and cities and seeing buildings, places and spaces as part of a whole.
2. **Character:** This is a dimension about how cities reflect and enhance the distinctive characters, heritages, and identities of their urban environments.
3. **Choice:** This design element seeks to ensure diversity and choice for people in terms of densities, building types, transport options, and activities.
4. **Connections:** Is about how different networks link for people.
5. **Creativity:** This aspect is concerned about how innovative and imaginative solutions are encouraged within the urban environment.
6. **Custodianship:** Is about ensuring the urban design is sustainable, safe, and healthy.
7. **Collaboration:** Is the quality element that reflects how knowledge is shared and communicated across sectors and professions within communities.

*Source: New Zealand Urban Design Protocol, Ministry of Environment Urban Design Publications, 2006*

### **c. Local Identity as an Urban Design Dimension**

Erickson and Roberts (1997) define local identity as those aspects, which make a place identifiable or unique. They also state this term may refer to how individuals or groups identify with a place. Place identity is seen as an fundamental element of self-identity. The place individuals share with others and the shared meanings help to form a collective identity for the community according to Burgess (1978) the identity of the built environment develops into a

distinctive cultural landscape over time through styles, materials and the social practices. Relph (1976) states that this reflexive process results in the evolution of “authentic” or “real” places where the people of a location feel bound to it through inter-subjective experiences, meanings and actions.

The creation of local identity according to the authors is essential for urban marketing, which is leading the way for successful economic activity. However, as urban management moves closer to urban marketing, the “marketed” entity, the city is described as a series of themed attributes. This results in increased fragmentation of the city into stereotypical pieces with a thematic as opposed to spatial relationships. Complicating the issue is the loss of a truly local identity by the invasion of global corporations, global retailers, presence of migrant communities and cultures across continents. Moreover, distant places seem familiar thanks to technology resulting in time-space compression.

Erickson and Roberts (1997), question the role of urban design in urban marketing. Is it a mechanism for designing and producing built environment as a marketable commodity as Harvey (1993) and Zukin (1991) suggest? Will this perspective result in loss of local identity or bolster it? Should urban designers make places different or the same to increase its competitiveness? If they seek to make the different, what should be the source of difference?

Communication of this identity as a feature of the urban product marketed poses a set of considerations. Whether it is a town guide, a glossy brochure, or a profile aimed at economic investment, tourist, or leisure guide, fact-sheet on local statistics or local indicators or a promotional kit consisting of the above, the urban marketer clearly needs to identify the target audience and develop the message to clearly communicate the difference of the location.

Erickson and Roberts (1997) analyzed promotion materials for 24 locations throughout the UK and found out that the marketing materials have become strikingly similar and cities are

marketed as locations with multiple attributes rather than as fixed places with a fixed identity. They argue that when place marketers use solely patches of attractive aspects of the environment, this promotes a rather schizophrenic attitude to place as it is shown as a collection of identifiable places, each with a formulated image as opposed to projecting the true nature of the city that is a layered entity with plural meanings.

In summary, urban design is a collection of a number of factors that make a city livable. It is organic in nature that is it emerges, grows and matures over time, thus even it is planned from scratch it will take time to become a reality. Understanding the elements that constitute it and the factors that make it successful is crucial in understanding the essence of a city.

#### **2.2.4. Urban Planning**

Urban Planning approach is usually utilized formally by the departments within municipalities. These departments focus on issues such as land use, zoning density concerns and traffic control. The relationship of marketing with urban planning is discussed by Ashworth and Voogt (1990 and 1994), Burgess (1990) and Fines (1981). These authors make the following assumptions regarding role of marketing in urban planning:

- The public sector is predominantly responsible for the marketing of the location;
- The geographical area has a multifaceted nature;
- The fit or lack of between the geographical area and the jurisdictional agencies is critical to the success of marketing efforts,
- Defining the “actual product” to be marketed is a difficult task.
- Marketing aims to accomplish political, economical, and social aims, which may counteract one another. (Ashworth and Voogt, 1990 and 1994; Burgess, 1990)

- There are similarities between location marketing and not-for-profit marketing objectives; in both situations, there is no direct financial link between the producer and the consumer, and the trading/exchange does not necessarily transfer property rights. (Fines, 1981)

#### **2.2.4.1. Urban Planning and Social Marketing**

A short review of the social marketing approach is needed at this stage as the author of the dissertation holds that the notion of social marketing will contribute as much as the place marketing approach to the fulfillments of the objectives of the study. Kotler and Roberto (1989) provide a framework for the marketing of “social” products. A social product is composed of three parts: ideas, which can further be divided into beliefs, attitudes, and values, practices, composed of acts and behaviors and, tangible objects. According to Kotler and Roberto (1989), the social product seeks to establish change in beliefs or behaviors through the adoption of new ideas and behaviors. A city in this framework is actually a social product providing its residents a certain quality of living at cost of committing them to the idea of fulfilling its potential in all aspects of macro-environment.

**Target Adopters:** Kotler and Roberto (1989) stress the importance of identifying the target groups whose involvement and cooperation in the process of social marketing. These groups need to be identified through an analysis of socio-demographic characteristics such as age, education, cultural/ethnic background i.e. through identifying who they are; how they feel about the city i.e. their attitudes, motives and finally through behavioral characteristics their living/voting/social participation characteristics i.e. how they act in and about the city.

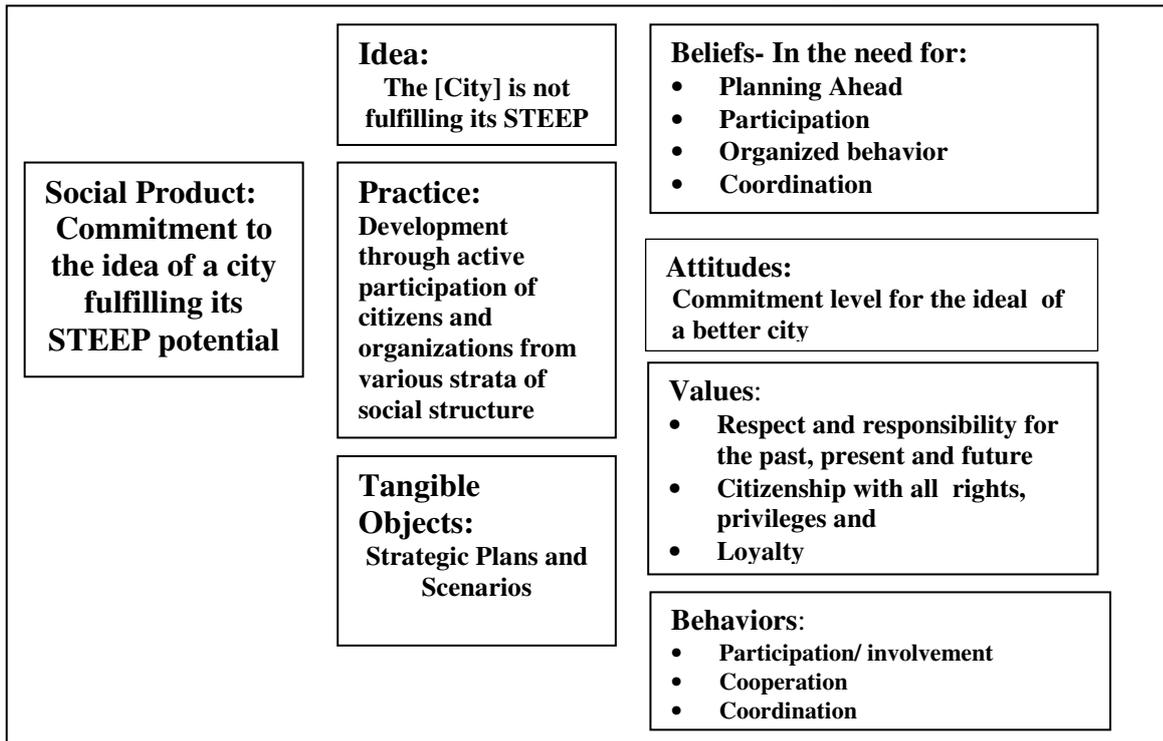
The authors suggest that social marketers need to understand how various groups interact with one another and what their roles, attitudes, and positions are in the ideal that is sought after.

According to Kotler and Roberto (1989 p.27) groups may assume the following roles:

- **Permission Granting:** This is the role of regulatory bodies appointed or elected; they may also act as initiators or coordinators in the social marketing process.
- **Support Groups:** Chambers of commerce or industry, labor unions and other professional bodies as well other civil society organizations at the local, regional, national, or international level.
- **Opposition Groups:** These groups need to be identified, if there are any, and the points of conflict with the social product are to be defined.
- **Evaluation Groups:** are the legislative committees or voters in general

The implementation stage of the social marketing process is labeled as the social-change management by Kotler and Roberto (1989). This stage has four sub-levels:

**Figure 2.1. The Social Marketing Structural Framework Adapted to Urban Planning**



*Based on the model developed by Kotler, P, Roberto E.L. (1989) Social Marketing: Strategies for Changing Public Behavior New York: The Free Press p.28*

### **2.2.5. Strategic Market Planning Approach to Place Marketing**

The last approach to place development is Strategic Market Planning. Places are viewed as products to be marketed, aiming to satisfy the evolving needs of its target groups (Kotler, Haider and Rein, 1993). The Strategic Market Planning process is a series of consecutive activities starting with the place audit, where the planner seeks to understand what the community is like presently, what are the internal strengths and weaknesses of the community, and what external opportunities and threats lie in its macro-environment.

The second stage is the development of motivating visions and goals shared by all stakeholders of the community. Then broad strategies need to be formulated to attain the vision and goals, followed by specific action plans and role and responsibility distribution. Final stage is the implementation and control (Kotler, Haider and Rein, 1993).

Bailey (1989) provides a timeline perspective of the economic development marketing in his report on *Marketing Cities in the 1980s and Beyond*. There are three generations of economic development:

The first being the, “Smokestack Chasing” aiming to generate more manufacturing jobs through luring facilities from other locations and competing on marketing rationales such as low operating costs and government subsidiaries. This period started around 1930s and lasted about four decades.

The second generation is called “Target Marketing” where the objective is generating manufacturing and service jobs in targeted industries enjoying profitable growth currently. The focus is on luring facilities from other locations, retention, and expansion of existing business, improving infrastructure and human capital and developing mechanisms of public/private cooperation. The underlying rationale is a place has a chance of economic development if it provides competitive operating costs, suitable communities for targeted industries and a good quality-of-life. This generation was prevailing during the 1970s and 80s.

The final generation of economic development is the “Product Development.” Here, the focus is on being prepared for the future, creating jobs in targeted industries in manufacturing and high quality services that are expected to continue growing. In addition to retention and expansion of existing firms, the third generation growth requires spurring local entrepreneur spirit, selective recruitment of facilities from other locations, intense public-private sector cooperation, development of technology resources, improvement of general and technical education.

The marketing rationale for attainment of these objectives is being prepared for growth in the contemporary global marketplace, competitive operating costs, adaptive human resources and a good quality-of-life where there is added emphasis on cultural and intellectual development.

The process of place marketing is a joint activity where the local and regional governments, business communities and the citizens collectively analyze, plan, and take action. The marketing activity targets various markets: exporters, investors, manufacturers, corporate headquarters, new- and sometimes existing- residents and tourists and conventioners.

Throughout the marketing process, the planning group members utilize -and when necessary develop-marketing factors such as the infrastructure, attractions, image and quality of life and the people of the place. The place marketing process shows great similarities to the “conventional” sense of marketing, where the decision makers and implanters first seek to interpret the broad environment, understand the needs, wants, and behaviors of their internal and external target groups and then develop a realistic vision of what the place can be.

To complement the vision, an actionable plan has to be developed. Executing this plan calls for building internal consensus and effective structures. Finally, the efforts and the results have to be evaluated with respect to what was planned (Kotler et al 1993).

Kotler and Gertner (2002) provide a roadmap for adoption of a brand marketing perspective for place marketing:

- The place needs to conduct a SWOT analysis to determine its main strengths, weaknesses, opportunities and threats.
- The place then determines key industries, personalities, natural and built landmarks and historical events to serve as a basis for strong branding and story telling.
- The place should then build an umbrella concept to consistently cover all its branding activities. For example the place could be positioned around pleasure, quality, security, honesty or progress.

- The place should also create an internal control process where every exported product or service is reliable and delivers the promised level of performance.

Identifying the target groups and their expectations from the city, determining the competitive points of the city, and developing a positioning strategy accordingly are the other critical stages of brand building. The following sections will review the literature on these topics.

### **2.2.5.1 Place Marketing and Target Groups**

A detailed description of the four main target groups of place marketing activities is needed at this point to underline that the process is indeed a complex one. The process requires coordination and focus on the place planners' side as each group or subgroup has its own set of needs, wants and priorities, which sometimes may conflict with those of the rest (Kotler et al.1993).

The first group consists of visitors either for business or non-business purposes. The business visitors may come for conventions, business meetings; they evaluate the place with respect to meeting facilities, their capacities, accessibility of the city, availability of auxiliary services and their costs. The non-business visitors may be tourists and travelers, their evaluation criteria consist of the climate, recreation facilities, tourist attractions, and their costs.

The second target group is made up of residents and workers, such as professionals, skilled or unskilled workers, wealthy individuals, investors, entrepreneurs, or retirees. Residents seek to find job opportunities, a good educational system ease of transportation, a fair cost of living and high quality of life.

The third group covers business and industry circles from heavy or "clean" industries, whose judge a place by land costs, availability of skilled labor, energy costs, and taxes. The fourth group is the importers, from other domestic localities or international markets.

The place marketing process involves a number of actors from different groups sometimes with conflicting interests a situation similar in the case of target groups. The first group is comprised of public sector actors such as the mayor(s), the metropolitan and town municipalities, urban planning departments, tourist bureaus, infrastructure departments (education, health, transportation, utilities, and telecommunications).

There are also stakeholders from private sector such as real estate developers and agents, financial institutions, chambers of commerce and industry, hospitality and retailing industries, tour operators and travel agencies, architects and media-local, regional or even national. Marketing a city will also contribute to the national economic development, therefore national actors such as the political head of government, various ministries, embassies and consulates may be involved in the process.

In order to address these needs of the various target groups, adoption of a standpoint by the city management is necessary. This will be labeled as the urban culture. Urban culture is a question of political development more than a technical issue.

Table 2.8 summarizes the target groups in Kotler et al. (1993).

**Table 2.8. Target Groups in Place Marketing and Their Expectations from the City**

Target Groups	Residents			Investors	Tourists/ Visitors	Traders/ Importers
	young	working -age	retirement			
<b>Expectations from the City</b>						
<b>Shelter/Accommodation</b>	*	*	*		*	
<b>Productive Resources/Employment</b>		*		*		*
<b>Shopping Facilities</b>	*	*	*		*	
<b>Natural Environment/Resources</b>		*	*	*	*	
<b>Built Environment/ Hygiene And Aesthetics</b>		*	*		*	
<b>Knowledge/Intellectual Training</b>	*	*		*		*
<b>Cultural Activities Religion/Rituals/Ceremonies</b>	*	*	*		*	
<b>Social Community</b>		*	*			
<b>Recreation/Entertainment</b>	*	*	*		*	

The task of “Humanizing the city” is unsolvable without the establishment of a new urban culture, keeping in mind that places are subject to internal growth and decline cycles as well as external shocks and forces beyond their control. (Kotler, Hider and Rein, 1993)

In order to cope with such situations cities (city managements) need to develop strategies, build

their brands, understand the dynamics of various publics they serve, just as marketers build their brands. Cities have lifecycles-or growth/decay dynamics just like brands.

Kotler et al. (1993) summarize these dynamics as follows: When a place is attractive, new industries start up, strengthening job opportunities. If the quality of life is also attractive, then the inward migration starts, both in terms of people as residents and visitors, as well in terms of capital as new businesses and real estate investments. This upturn has some negative outcomes: when real estate costs rise, infrastructure is strained and social needs rise, the government raises taxes and the place begins to lose its attraction. This is the growth cycle, with its merits and costs.

The decay cycle, on the other hand begins, when a place becomes unattractive, major companies or industries are hurt or exit; this economic recession hurts other business, resulting in increased unemployment. The infrastructure breaks down, increasing the pressures on city budget. A vicious circle begins when the local governments raise taxes forcing outward migration of people and businesses. Tourism or convention businesses fall off. All these factors cause banks tightening credits, which in turn accelerates bankruptcies, increases crime rates, rising social needs. The city's overall image deteriorates, which in return may cause a further increase in taxes. All these dynamics show us that cities, just like any other marketable entity, need to be competitive. A closer look to the notion of competitiveness is needed at this point.

### **2.2.5.2. The Concept of Competitiveness for Cities**

Being competitive by definition implies facing challenges. Kotler et al. (1993) define four key challenges for the cities:

1. Accelerated pace of change in the global economic, political, and technological environment put places at risk
2. The normal processes of urban evolution and decay are also increasingly causing risk for places.
3. Places are facing a growing number of competitors in their efforts to attract scarce resources.
4. Places have to rely increasingly on their own local resources to face growing competition.

Lever and Turok (1999) also address the question of competitiveness for cities through five questions:

1. Do cities compete?
2. If so, for what do they compete?
3. How do they compete?
4. What are the consequences of competition?
5. How do we measure and explain their competitive success?

Before answering the questions above, a broad definition of competition for cities is deemed helpful: It is the degree to which cities can produce goods and services to meet the test of wider regional, national, and international markets. Competitiveness increases real incomes, improves the quality of life for citizens, and promotes sustainable development (Lever and Turok, 1999).

The definition implies a concern for a structure- the different bodies of stakeholders and possible tensions or conflicts in the objectives. The competitive success of a city can be measured through a number of ways: economic growth from mobile investment, growth of existing enterprises,

number of new enterprises formed, GDP per capita, and per worker, and gross value added per worker. The authors quote Porter (1995, 1996) in stating cities and regions do indeed compete, although not by using instruments nations use such as exchange or interest rates, trade restrictions or collaborations.

Cities compete for mobile instrument, population, tourism, public funds, and hallmark events. The instruments of the cities in competition are the pool of skilled, educated labor force, a responsive system of local governments, a flexible land/property market, high environmental standards, a good quality of life, and concentration of specialized knowledge, support institutions, rival firms, related enterprises, and sophisticated consumers. All these factors contribute to the economic success of places.

According to Porter (1995), attaining a competitive position for cities is further facilitated by the fact that all these factors, institutions are close to one another; proximity leads to special access, closer relationships, better information, and powerful incentives to innovate. Porter is joined by a larger group of academicians who hold that cities do compete. Boyne (1997) point out that throughout 1980s and 90s, there has been increased emphasis by local authorities and other institutions of governance to be efficient and competitive. In his public-choice model of competition, the author concludes that competition is necessary for allocative efficiency and enhancing responsiveness to public preferences.

Lever and Turok (1999) add to this list of assets that contribute to urban competitiveness the access to telecommunication networks, availability of external economics within collaborative networks, effective organizational structures and the awareness of the need for marketing.

Before moving on details of city competition, mentioning the counterinterviews on the topic is necessary: The most predominant figure of this group is Krugman (1996a and 1996b), who argues that cities do not compete with one another; they are just loci/places which host firms that

compete. The locational attributes of places are basic requirements or needed conditions for competitive success, but not necessarily sufficient conditions.

Another concern about the individual competitiveness of cities is that the consequences for national economies remain uncertain. Gordon (1999) on the other hand, regards urban strategies as a means to pursue national competitiveness. However, he also suggests that the internationalization of global competition may result in the emergence of highly competitive specialist centers to the international arena, forcing out old national centers securing global or continental superiority.

As stated in the definition provided by Lever and Turok (1999), cities compete in a number of different levels. They compete regionally, nationally and now globally. According to Gordon, (1999), the links between internationalization and urban competition reflect, the extension of economic integration beyond national borders and the more general sense of heightened competitiveness. In order to attract the ever-mobile global capital, cities need to be competitive players in the integrated world economy. In the new world economy, every place competes with other places for economic advantage.

Lever and Turok (1999) recommend the product differentiation or specialization strategy for attaining a competitive position for cities as opposed to direct cost best competition. This would imply developing “soft assets” such as an innovative setting, inter-firm cooperation, a civic vision, good quality of schools and research centers. The focus can therefore move away from cost. Availability of basic infrastructure, of land for development in accessible locations, and a competent civic administration are taken for granted within this framework.

Achieving a competitive status requires adapting to the changes in economic realities. This adaptation is not necessary only for competing businesses, but cities also need to adapt themselves if they want to avoid falling into the vicious circles of decay dynamics. Cities (city

managements) need to identify and document their strong areas as well as those that need to be further developed; they need to communicate these areas to every stakeholder involved in a credible, creative, and effective manner. They need to enhance local, regional, national, and international confidence in their locality.

Betsy's (2001) review of emerging literature on the impact of quality of life and urban competitiveness have revealed two contradictory themes. He labels the first one the "incompatible theme", which suggests that economic competitiveness is antithetical to the quality of life in city regions. Betsy (2001) referred to Gibbs (1997) who stated that economic competitiveness was being promoted at the expense of quality of life, especially in terms of environmental quality and social cohesion. Another study in the incompatible theme was by Rogerson (1999), whose literature review on US and UK studies revealed no established direct link between quality of life and enhanced competitiveness to attract business and talent to a city.

The compatible theme on the other hand defines the concept of competitiveness for a region in the new paradigm of a knowledge base economy. The production cost in a particular place still plays an important role in defining its competitiveness, but there are other considerations also: the quality dimension- the ability to achieve, maintain and enhance the quality of one's products and the innovation dimension- the ability to develop and retain innovative (Gertler 2001, Porter 1999, Henton and Walesh 1998). These determine a firm's competitiveness, yet they necessitate conditions further than the scale of the firm. Presence of other firms in the same industry in the region does enhance innovation and quality (Granovetter 1985, Dosi 1988).

Availability of civic and social institutions that foster the generation of knowledge and innovation is also a necessary condition for innovation and quality according to Morgan (1997) who labels such regions as "learning regions". A final consideration to enhance competitiveness is attracting talent. The place a firm is located is a key consideration in this regard. When the

place offers quality of life dimensions that would provide lifestyle amenities, vibrant neighborhoods, diverse cultures and outdoor recreation they are more likely to attract talent according to Florida (2001a).

The development of competitive strategies for cities also aids the process of European integration according to Gordon (1999) those cities unable to meet the forthcoming challenges will be bound to remain behind, causing an “eventual cumulative decay”. Gordon (1999) further mentions the efforts in different cities from Europe and reveals the following:

- Paris, in the development of La Défense district to attract corporate offices from competitor cities such as London, New York or Brussels; *Parisian Grands Projets* of Presidents Pompidou and Mitterrand and *Ille de France 2000* Project.
- Barcelona, the 1992 Olympic games that aimed to emerge the city from under the dominance of Madrid to become an international business and cultural centre and form strengthened links to other Mediterranean cities.
- Lyon: The city’s 1988 development strategy-SEPAL 1988, which on its own seen as the new paradigm of territorial competition, which foresees a heightened competition between the cities and regions of Europe for attracting firms, offices, factories and ultimately wealth.

The Lyon and Barcelona examples are interesting in the context of this dissertation as both cities strive to emerge from the shadows of the main cities of their respective national economies. Both aimed to find specialized niches and aimed to international integration through redefinition and repositioning themselves in the continental economic space. In the flow of this dissertation, a global selection of cities/locations practicing place-marketing strategies will be provided for comparison/benchmarking purposes. Kotler et al. (1993) provide a list of pro-active strategies on how places can respond positively/proactively to challenges cities face, as presented in table 2.9.

**Table 2.9. Challenges Cites Face**

1. Establishment of a strategic vision by thinking longer term yet still building short-term actions into a broader long-range outlook.
2. Adoption of a market-oriented strategic planning process to face these challenges: The place must clearly develop a clear vision of whom to target, how to position itself in the minds of the targeted groups. A place needs to understand its potential customers' needs, perceptions, preferences, and the buying decision process.
3. Acquiring a genuine market perspective toward their products and customers
4. Building quality into their programs and services to compete with other places
5. Developing skills to effectively communicate and promote their competitive advantages.
6. Diversification of their economic base and develop mechanisms for flexibly adapting to changing conditions.
7. Development and nurturing entrepreneurial characteristics
8. Reliance on the private sector more to accomplish their tasks
9. Generation of unique change processes because of the differences in the place's culture, politics, and leadership processes.
10. Creation of organizational and procedural mechanisms to sustain place development, and maintain momentum once it has begun

*Source: Kotler, P, Haider D.H, and Rein I. (1997) Marketing Places: attracting investment, industry and tourism to cities, states and nations. New York: The Free Press*

### 2.2.5.3. Branding and Locations

Tschirhart (2004) points at the growing interest in incorporating marketing thought and practice to government. Unlike the corporate brands over which the firms have significant control and legal protection, city brands face big challenges from the initial stage of the branding process: ownership, control and coordination.

Hankinson (2001) indicates that the potential development of branding has expanded beyond the conventional realm of product and service marketing. The concept of branding is now applicable to locations-countries (Malaysia-Truly Asia, 100% New Zealand), regions (Andalusia, Spain), cities (New York, London, Barcelona, Glasgow), even districts within cities (Nişantaşı, Şişli in Istanbul). Hankinson (2001) holds that understanding the dynamics of location branding necessitates a review of key branding definitions. He states them as visual verbal triggers, positioning, benefit, and brand image and brand personality upon his review branding literature.

- **Visual Verbal Triggers:** Focusing on the name, logo, strap-line, and slogan makes the branded easily recognizable. Aaker, D. (1991) emphasizes the importance of the name presentations as triggers to brand equity. The image of Eiffel Tower is the first thing people mention about Paris, or the slogan “I Love New York” has been around for more than 25 years, as one of classic brand slogans of all categories.
- **Positioning:** This is the notion of having a clear, consistent and unique place in the targeted group’s mind. Positioning requires a holistic approach to all marketing mix elements. The brand communication should effectively convey the brand’s uniqueness. (Ries and Trout, 1986)

- **Added Value (Benefit):** This concept is based on the premise that the brand as an identifiable product, service or location provides the buyer the perception of relevant unique benefits that match closely with their needs. (De Chernatony and McDonald, 1992)
- **Brand Image:** is regarded as the main purpose of branding as it brings forward the symbolic aspects of the brand. Through building image the brand differentiates itself psychologically rather than physically (Frazer, 1983)
- **Brand Personality:** This concept has been described as the unique combination of functional attributes and symbolic values through which the target consumers identifies the brand. Hankinson and Cowking (1995) and Aaker, J. (1997) have developed a construct to measure the brand personality: According to her, brands that have a personality are defined as those with a set of human characteristics such as demographics (age, gender, and social status), lifestyle (activities, interests, opinions), and personality traits (extroversion, dependability etc.) Aaker's (1997) dimensions of the brand personality are sincerity, excitement, competence, sophistication, and ruggedness.

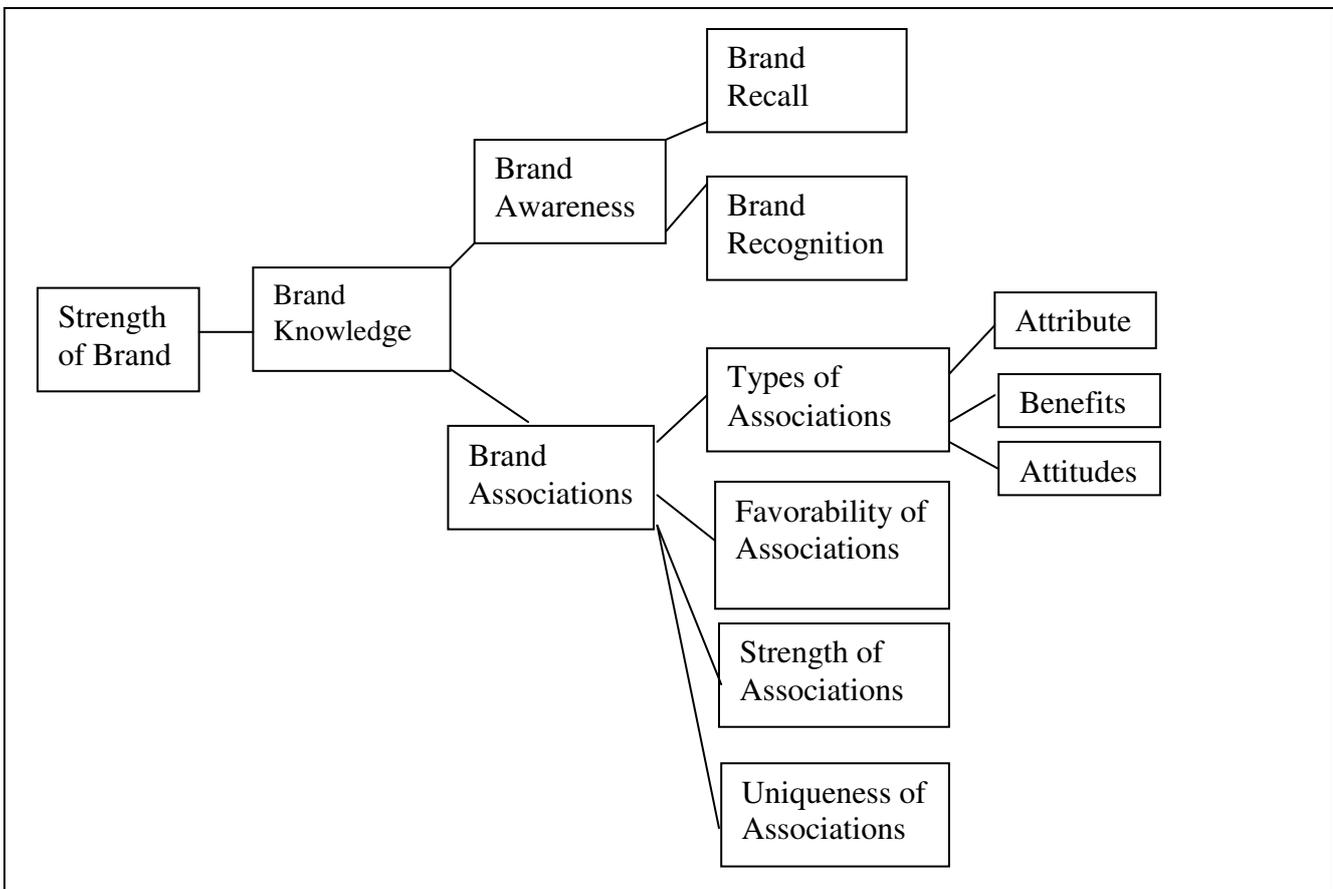
Keller (2002) holds that if properly managed, brands create value for their owners. Brand elements such as symbols and slogans contribute to the brand equity through raising awareness, and improving brand associations by shaping the target groups' perceptions. In Figure 2.2, dimensions of brand knowledge and its impact on brand strength are shown visually.

Good corporate (and place) brand symbols have some common traits according to Haig and Harper (1997) and Keller (2002):

- Recognizable
- Memorable
- Express character and attitude
- Convey expertise or leadership

- Instill familiarity and trust
- Symbolize the organization’s line of business
- Have Aesthetic appeal
- Adaptable and flexible over time and
- Competitive protectability and defensibility.

**Figure 2.2. Dimensions of Brand Knowledge and Link of Brand Knowledge to Brand Strength**



*Source: Keller, K. L. (2003) “Brand Synthesis: The Multidimensionality of Brand Knowledge”, Journal of Consumer Research*

Another critical point in branding process is conveying a consistent and coordinated message through all communication channels.(Thorson and Moore, 1996) This calls for the adoption of an Integrated Marketing Communication (IMC) notion throughout the organization (Tschirhart,

2004). The IMC process for city branding purposes according to the same author should both target external and internal groups.

Employees of an organization (as well as residents of a city) are critical in relaying brand messages leading to the basis of brand associations and awareness, according to Bergstorm, Blumental and Crothers (2002) and Marwick and Fill (1997) and Mitchell (2002). Having a common perception of the values embedded in the brand throughout the organization is necessary for encouraging a coherent brand according to Chernatony (2002).

As stated earlier, ownership of the branding process is another critical factor especially when consistency of the brand message is under the scope. Tschirhart (2002) holds that city brands suffer from multiple campaigns conducted by individual organizations that may present conflicting or at least non-reinforcing messages. Accordingly, all community leaders involved in promoting the city must be part of the city brand management. Management of multiple stakeholders' interests in a city may indeed become a challenging task. The city brand may not be able to serve all interest such as attracting tourists or new businesses, or honoring existing business investments or residents' pride. Tschirhart (2002) also reminds of the role of politics and lack of marketing understanding in rejection of a city branding effort.

A review of different perspectives on location branding will provide insight on the application areas of the concept such as urban planning, retail and real estate marketing and destination (tourism) marketing.(Hankinson, 2001)

#### **a. Perspectives of Location Branding:**

The urban planning and development approach emphasizes the efficiency in social and economic functions of the area with respect to the objectives established. Marketing in this sense, is more

associated with sales as opposed to its role defined by the “marketing concept” (Ashworth and Voogt, 1990 and 1994).

Retailing and tourism marketing are the areas where the focus is on the use of individual spaces within the city. Here, the objective is the creation of value for a commercial entity. Each organization- a major retailer, a shopping center, a hotel, a recreational facility or a tourist attraction- brands itself separately. Hankinson’s,(2001) study, had been conducted with the objectives of understanding branding dynamics within the context of locations, the issues faced in application of branding; and measuring the effectiveness of the branding strategies of the 12 UK cities covered. The findings of the study show that there is no evidence to suggest that the branding of locations is impossible. According to Hankinson (2001), the key factors that affect the brand’s development, thus need to be scrutinized are:

1. **Organizational Complexity and Control:** The absence of clear organizational structures or the presence of conflicting objectives for different promotional activities hurts consistency in brand proposition.
2. **Management of Partnerships:** The location branding process necessitates the effective commitment of various organizations, especially from the private sector. Assigning a branding committee and a champion to coordinate is essential.
3. **Product Complexity:** There are difficulties in defining a location as a product, due to the variety of target groups and their needs and wants from the location.
4. **Measurement of Success:** Until there is evidence that brand equity can be created in location brands, there will not be great funds allocated to develop and measure the success of location brands.

In conclusion, branding a city or a country is a much harder endeavor compared to the other general application areas of branding, even location branding for commercial purposes due to the factors cited above.

### **b. Place Identity as a Tool for Building Place Brands**

De Chernatony and McDonald (2001) define a successful brand as an identifiable product, service, person, or place augmented in such a way that the buyer or the user perceives relevant unique benefits, which match their needs most closely. Brands can be defined in terms of two main dimensions according to Levy (1999): technical capability and personality. Munson and Spivey (1981) also mention about two dimensions in describing a brand: Utilitarianism, where the focus of the consumer is on the performance of the product and value expressive aspects where consumer can display his/her own self-concept.

Aaker, D. (1996 p.153) quotes consumer anthropologists McCracken, “consumers look for products and brands whose cultural meanings correspond to the person they are or want to become- i.e. they use these brand meanings to construct and sustain their social self”. Therefore, a brand has a potential to become a means to express oneself, or even become part of the self. Understanding the intensity or the quality of the relationship the customer forms with the brand is just like understanding the relationship between two people. The type of relationship will thus depend on the type of person the brand represents: it can be emotional- based on feelings and liking or rational-based upon reason or logic.

Understanding the different types of relationships one has with the brand can shed a light on to understanding how a brand can become an important part of people’s lives. Brands actually communicate certain messages about their users depending on the quality of the relationship established between the brand and the consumer. Fournier (1998) has developed a construct to measure the quality of such relationships.

Fournier's Dimensions of Brand Relationship Quality (1998):

1. Behavioral Interdependence: "This brand plays an important part in my life"
2. Personal Commitment: "I feel very loyal to this brand"
3. Love and Passion: "No other brand can take the place of this brand"
4. Nostalgic Connection: "This brand reminds me of a phase in my life"
5. Self-Concept Connection: "The brand reminds me of who I am"
6. Intimacy: "I know a lot about the brand"
7. Partner Quality: "The brand appreciates me"

Adapting Fournier's Dimensions of Brand Relationship Quality (1998) to city brands for would result in the following statements.

1. Behavioral Interdependence: "My city plays an important part in my life"
2. Personal Commitment: "I feel very loyal (committed) to my city" (This is where I want to live for the rest of my life or I want to go back to live in my city)
3. Love and Passion: "No other city can take the place of my city"
4. Nostalgic Connection: "My city reminds me of a phase in my life" (I only feel nostalgically connected to my city)
5. Self-Concept Connection: "My city reminds me of who I am" (I describe my self primarily with my city)
6. Intimacy: "I know a lot about my city" (about its past, its current state and its future projects)
7. Partner Quality: "My city appreciates me" (My city rewards me with a good quality of life).

There are also other studies by Félonneau, (2004), Sivadas and Machleit (1994), Caldwell and Freire (2004), Pisharodi and Parameswaran (1992), Martin and Eroğlu (1993) which generated

scales to measure topological identity, brand identification, country [city] of origin, country [city] image as well as representationality and functionality of location brands. These models along with the adapted Fournier's (1998) scale provide us with measures that can be used to quantify the emotional commitment levels of the citizens, which in turn can be a basis of segmentation.

Similar to the relationship that consumers form with their brands, residents of a place relate to their environments. These relationships provide the basis for psychosocial and symbolic feelings of belongingness (Félonneau, 2004). Spatial projection of the self, self-identity has been established by a number of researchers: (Proshansky, 1978; Proshansky, Fabian and Kaminoff 1983; Sarbin, 1983; Korpela, 1989; Lalli, 1992, Feldman 1990 and Fried 1982). Place- identity is part of the self-identity, which is composed of specific and conscious convictions, interpretations about the self. Proshansky et al. (1983 p.58) introduced the definition of place-identity as "...a sub-structure of the self-identity of the person consisting of ... cognitions about the physical world in which the individual lives. These cognitions represent memories, ideas, feelings, attitudes, values, preferences, meanings, and conceptions of behavior and experiences which relate to the variety and complexity of physical settings that define the existence of every human being." To measure the strength of one's place-identity Félonneau (2004) introduced the topological identity scale, which is composed of four dimensions, namely the external evaluation, general attachment, commitment, and social identification:

**External Evaluation:**

1. [The city] is seen from outside as possessing prestige.
2. Compared to other cities, [the city] has many advantages.
3. [The city] is mainly a city for tourists.
4. There are many things in [the city] that are envied by other cities.

**General Attachment:**

1. I really feel like a native of the [the city].
2. I see myself as an inhabitant of [the city].
3. I feel really at home in [the city].
4. This city is really like a part of me.
5. Many things in the city remind me of my own past.
6. I cannot imagine living in a different city because I would give too much of myself.
7. I had so many experiences in [the city] that I have become intimately bound up with the city.
8. I know [the city] so well that I would recognize the town on a photograph taken at any time.
9. When I amble through [the city], I feel very strongly that I belong here.
10. This town is very familiar to me indeed.

**Commitment:**

1. I would like to stay in [the city] infinitely.
2. I would like to witness [the city]'s future development.
3. [The city] plays an important part in my projects for the future.
4. My personal future is closely tied up with [the city].

**Social Identification:**

1. The fact that I live in this city conveys an image of myself to others.
2. On the whole, people living in this city are like me.
3. Compared to others, people living in this city are generally decent.
4. Sometimes it bothers me when people label me as a person living in [the city].

Another construct describing the relationship between a brand and the individual that is adapted for the city context is the “Objects Incorporated Into the “Extended Self” Scale” by Sivadas and Machleit (1994):

1. My (city) help achieve the identity I want to have.
2. (Living in Izmir) helps to narrow the gap between what I am and what I try to be.
3. (Being from/Living in Izmir) is central to my identity.
4. My (city) is part of who I am.
5. (If I have to leave Izmir and live somewhere else), I will feel as if my identity has been snatched from me.
6. I derive some of my identity from my (city)

The image of the location is also affected by the perceptions about the citizens of that location. With this objective in mind, the general country attitudes section of the country- of -origin scale by Pisharodi and Parameswaran (1992) is adapted to citizens’ self-perception context with respect to the rest of the country or another city:

1. Well educated
2. Hard-working
3. Achieving high standards
4. Raised standards of living
5. Technical skills
6. Similar political views
7. Economically similar
8. Culturally similar

Martin and Eroğlu (1993) developed a construct to find out what a person thinks about a certain country. Using a semantic differential scale, they sought to measure the respondents’ perceptions

against a series of descriptors. The bolded items in this construct are applicable within the city context:

Country Image Scale (Martin and Eroğlu 1993)

<b>1. Economically developed</b>	<b>Economically underdeveloped</b>
2. Democratic system	Dictatorial system
<b>3. Mass-produced products</b>	<b>Handcrafted products</b>
4. Civilian government	Military government
<b>5. Predominantly industrialized</b>	<b>Predominantly non-industrialized</b>
<b>6. High labor costs</b>	<b>Low labor costs</b>
<b>7. High literacy rates</b>	<b>Low literacy rates</b>
8. Free market system	Centrally planned system
9. Existence of a welfare system	Lack of a welfare system
<b>10. Stable economic environment</b>	<b>Unstable economic environment</b>
<b>11. Exporter of agricultural products</b>	<b>Importer of agricultural products</b>
<b>12. Production of high-quality products</b>	<b>Production of low-quality products</b>
<b>13. High standard of living</b>	<b>Low standard of living</b>
<b>14. High level of technological research</b>	<b>Low level of technological research</b>

The brands an individual chooses to consume can express the rational or emotional benefits that individual seeks from them. De Chernatony and McWilliam (1990) developed the representationality and functionality scale to measure the expressive value of brands. Caldwell and Freire (2004) adapted the scale to destinations context. For this dissertation this construct is adapted to the relationship between a city and its citizens:

**Table 2.10. Representationality and Functionality of Places**

<b>De Chernatony and McWilliam (1990)</b>	<b>Caldwell and Freire (2004) Adaptation</b>	<b>Adaptation to City for this Dissertation</b>
<b>Representationality</b>	<b>Representationality of Destinations</b>	<b>Representationality of cities</b>
This brand says something about me	[Destination] somehow defines the people who travel there.	[City] says something about the people who live there.
You've got to feel right among your friends owning this brand.	People feel right amongst their friends because they went to [destination].	People feel right amongst their friends telling that they are from [City].
People would buy this brand because they feel it associates them with a certain group of people	People would go to [destination] because they feel it associates them with a certain group of people.	People would choose to live in [City] because they feel it associates them with a certain group of people.
<b>Functionality</b>	<b>Functionality of Destinations</b>	<b>Functionality of Cities</b>
You buy this brand more for its product characteristics than for its advertising.	People travel to [destination] not for its publicized image, but more for its actual characteristics.	People feel committed to [City] not for its publicized image, but more for its actual characteristics.
People buy this product because the company puts more effort into the product, rather than saying who'd be using it.	People go to [destination] not because the place emphasizes the sort of people who travel there, but because the place puts more effort into creating a pleasant experience.	People chose to live in [City] not because the city management takes populist decisions, but because they put more effort into creating a sustainable future.
This product says more about the product's characteristics than the type of buyer.	When you think about [destination] you think more about the region's characteristics than the type of visitor.	When you think about [city] you think more about the city's physical characteristics than its citizens.

Caldwell and Freire (2004 p.59) conclude that because “countries are so functionally diverse, they should focus on the emotional or representational dimensions of their brand. Regions and cities however, which are smaller in scale and more specific in nature, should focus their brand building efforts on the more functional facets”.

### 2.3 Case Studies on Branding Cities/Countries

Place branding activities can rest on various dimensions. Finding a unique positioning for the place can range from using local celebrations as it is the case of New Orleans Mardi Gras (Fox-Gotham, 2001), to mega events like Olympics, Expo, or European City of Culture (Deffner and Labrianidis, 2005 for Thessalonica, and Levine, 2003 for Montreal)<sup>4</sup>, from establishment of new industries such as the Hollywood-standard film studios of Sydney, Melbourne and Toronto (Goldsmith and O'Regan, 2004) to communication of existing ones such as high technology as in Helsinki or automotive industry as in Turin (Vanalo, 2004).

Architectural character in terms of symbols and landmark is another aspect highly utilized for city brand building and story telling. Salah-Ouf (2001) addresses the need for creation of a feeling of authenticity and sense of place in his case study for Dubai and Sharjah, even those these cities are actually emerging within the past few decades. Cities with longer heritages seem to be luckier in communicating urban identity through symbols, as it the case in Esfahan's gardens and mosques. (Shahshahani, 1998)

Finding a unique concept to differentiate the place upon is a challenging undertaking for some cities according to Neill (2001) who wrote about the unique cases of Belfast, Detroit and Berlin that based their positioning on an unconventional concept: fear, or something more positive such as respectability and civic regulation as communicated through the core-city public parks in Sydney (Hoskins,2003).

There are numerous other case studies of cities/countries from around the world that engage in place marketing activities. Below are some more detailed examples that could guide Izmir in this endeavor.

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<sup>4</sup> It is also noteworthy that some authors were critical of such practises on the grounds of becoming over-comodified and abused by global corporations (Fox-Gotham (2002) ), or leading the city into financial crisis (Levine, 2003).

### **2.3.1. United Kingdom (UK)**

There are factors that assist and accelerate the process of creating location brands according to Hall (2004). These factors are:

- The increased cooperation of public, private and the third sectors in efforts to maximize the revenue from key sectors such as exports, tourism and inward investment;
- The rise in the number and importance of international organizations with significant funds for regeneration projects E.g. IMF, WB, OECD, EU funds;
- The trend towards a political devolution in the form of regional allocation and management of authority and funds for development and promotion (UK example of the Scottish Parliament, Welsh Assembly and English Regional Development Agencies competing for National and EU resources) .

Hall (2004) reports on the study conducted for the British Tourist Authority (BAT- Now referred as Visit Britain). This is an extensive branding study carried out by the British consultancy firm, Cutting Edge, among travelers to the country from various countries. For the study, four concepts for branding UK were developed positioned along the intersection of two vectors: one is the “gender” of the UK experience: femininity vs. masculinity, and the personality of the UK experience: in terms of introversion vs. extraversion.

The four concepts, namely, Deeply Inspiring, Tangible Participation, Discerning Authenticity, and Confident Activity were introduced to the respondents. The positioning concepts aimed to point a compelling and holistic vision of Britain. The concepts were developed using a template of seven headings:

1. “Key Truth”, the underpinning evidence,
2. “Spirit of the Place”, the atmosphere and the expectations from the place;
3. “Spirit of the People”, the character and personality of the local people;
4. “What Sort of a Holiday”, style of holiday one might expect to have;
5. “The Sights”, example landmarks;
6. “The Service”, the sort of service one could expect to receive and
7. “Visitor Soundbite”, what might a visitor might say about their holiday.

Focus group respondents were exposed to the concepts via mood boards, videos and collage boards of cities, landscapes, heritage/historical sights, famous and ordinary people, arts and food and drinks. The focus groups aimed to arrive at the “essence” of the UK brand.

Based on the findings from the UK study, coupled with previous studies (Corporate Edge) conducted for New Zealand, Ghana, Scotland and Wales, Hall (2004) reached the following conclusions:

1. Involve nested interests: in most cases, the studies of this nature are initiated by city councils, national/regional governments, tourism promotion offices, but the stakeholders are a much larger group. In addition to politicians and civil servants, involvement of people from private sector, sport, culture, education, tourism, media circles, as well as “ordinary” people in is crucially important.
2. Define clearly the structure and the key interfaces of the branding team from day one. The team should consist of a project sponsor, a project champion, a core team and steering group. The route map, key milestones and project timeline needs to be defined as well.

3. Conduct extensive desk and consumer research. This requires sufficient financial and temporal provisions.
4. Apply a sharp, yet generous brand model.
5. Emphasize the role of creativity.
6. Acknowledge the fact that work has only just begun

Another destination branding study conducted by Hankinson (2005), focused on the business tourism. The study aiming to understand, the key destination brand image attributes used to characterize destinations for business purposes, and the (hypothesized) relationship between destination brand images and their perceived qualities, thus arriving at a more informed and systematic basis on which to develop a destination's business tourism positioning strategy. The study findings were along the lines of previous leisure tourism destination image studies by Walmsley and Jenkins (1993), Etchner and Ritchie, (1993), and Embacher, and Buttle, (1989). The earlier studies showed that tourists used destination image criteria such as:

1. Economic: general price levels, degree of commercialization;
2. Physical: natural and built environments, weather, noise and crowdedness levels, pace of life, being boring or interesting;
3. Activities and facilities: food, ease of access, tourist facilities and infrastructure, being suitable for children or different types of vacation.

The results of the Hankinson (2005) study using content analysis revealed eight clusters of brand image attributes: physical environment, economic activity, business tourism facilities, accessibility, social facilities, and strength of reputation, people characteristics, and destination size. Following the content analysis, a factor analysis was conducted, that identified three

underlying dimensions - overall destination attractiveness, functionality, and ambience. All of these were correlated with perceived quality, and commercial criteria were dominated by a destination's functional, rather than ambience attributes.

Branding studies conducted for tourism-destination marketing purposes centered on factors appealing to "outsiders" to visit the location under scope. This study focuses on factors appealing to "insiders" i.e. the citizens of the location to develop their loyalty levels to their city.

### **2.3.2. New Zealand**

Lodge (2002) defines 'brand definition and strategy' in this context to mean identification of competitive positioning and a collectivized reason to buy across the economic spectrum (e.g.: inward investment, culture, education, tourism and exports) and positioning as much the "physical, geographical location as the comparative strengths a country can offer." Two approaches of branding for attempting to bolster New Zealand's sharply plummeting exports and in particular agricultural exports to the UK due to the onset of the European single market as well as defining a strategy for making the country a destination brand. These initiatives were reported by Lodge (2002) and Morgan et al. (2002) respectively.

The New Zealand Market Development Board (comprised of CEOs from the top ten foreign-currency organizations) adopted two approaches. The first, recommended by their US public relations firm, was known as the Dallas experiment: this city was saturated with New Zealand events, promotions and stores were stocked high with their products. Intensive marketing was conducted for six months and sales rocketed. A year later, levels of awareness and purchase back to pre-experiment levels. Clearly, a country as small as New Zealand could not replicate this scale of expenditure across the USA. The second, targeting Europe, initially aimed at raising awareness of the country through marketing. They decided to pool 1-5% of their European

budgets to raising general awareness of the country on the premise that all would reap disproportionate benefits by evoking a whole greater than the sum of the parts.

The venture paid off for three reasons:

- The initiative was started and sustained by organizations with commercial interests (meaning that quantitative targets could be benchmarked and measured),
- The participation of the organization's CEOs and chairman (meaning that they were people with the authority and the responsibility to deliver the program), and
- Clear and unified objectives: The project was therefore not theoretical but one designed to produce quantifiable results, i.e. a powerful selling proposition that could give the country a tangible competitive edge.

A classic process was adopted by Lodge (2002) (to produce a brand definition and strategy which are both inspirational and capable of showing a capacity to achieve objectives), starting off with the collection of data to produce a hypothesis of how best the country could persuade the world to buy its collective offer. The data comprised the competitive set, the brand equity (as ascertained by market research studies carried out by government bodies), the facts concerning actual and potential 'pluses', performance objectives and objectives on exports, tourism, inward investment and other relevant economic interests and the views of influential people. Lodge (2002) notes that while countries generally do much research on perceptions of their country, this is only in relation to specific aspects and not the overall offer. Circumstance dictated that its European strategy had to be one of high margin, given the low volumes dictated by the EC, thus one of excellence and the highest prices.

Four concepts were developed by Lodge (2002), centering on:

1. The country's political soundness (including its ecological record),
2. Turning a con into a pro (consciousness turning the European view of the country as simplistic into a value),
3. Reversing perception of the country as the land of the bungalow (i.e. promote the view of the country as being an exotic place and source of produce), and
4. Combining the strength of a known competency (agriculture) with a new geographical descriptor ('Orchard of the South Pacific') and visuals combining the familiar (lamb, kiwi etc.) with the less familiar (fine wines, textiles etc.).

This was communicated on collage boards, including 'Taste New Zealand', 'Buy New Zealand' and 'invest in New Zealand', spanning produce, manufactured products and communications infrastructures. The research was carried out in France, the UK, and Germany with focus groups and the findings were very consistent and clear: the country should and could be repositioned, within the limits imposed by credibility, as 21<sup>st</sup> century ideal country – undamaged by industry yet with first-rate minds.

The message of 'sophisticated simplicity' was initially the least credible, while that of 'political soundness' emerged as worthy but dull, while the 'exotic' pitch was exciting but lacking a clear proposition. 'Orchard of the South Pacific' proved to have the strength of instantly, radically, and credibly repositioning New Zealand geographically.

The word orchard has the same basic meaning and resonance in the three target languages (French, English and German), conveying a temperate climate, consciously managed skills, commercial enterprise enhancing the landscape and fruitfulness in all senses of the term. Briefly, it was credible and attractive. (Lodge, 2002) The simple strategy, excellence, and positioning ('Orchard of the Pacific'), selling proposition (blending the two and applying also to inward investment and tourism)

was successful, resonating as strongly in New Zealand as in prospective buyers. The New Zealand government immediately endorsed and adopted the strategy, which proved a success, in large part due to an actionable project, its implications and implementation worked out very early in the process and with the early backing of the government.

'100% New Zealand' was a brand created by Tourism New Zealand and launched market by market between July 1999 and February 2000. The aim was to double the country's tourism foreign exchange receipts by 2005. In a study of this attempt, Morgan et al. (2002) explored the processes involved in successful brand building. In line with Papadopoulos and Heslop (2002), Morgan et al. (2002) emphasize the importance of branding for destination marketers faced with increasing product parity, substitutability, and competition, with the result that a unique identity is even more necessary. Their paper identifies achievement of celebrity status and conversational value as being critical to the creation of a durable destination brand: identification of the brand's values, their translation into a suitably emotionally appealing personality and the efficient targeted delivery of that message.

According to Aaker (1996 p.68), brand identity "should help establish a relationship between the brand and the customer by generating a value proposition involving functional, emotional, or self-expressive benefits." Destination marketing is not an exact science although a destination is in the enviable position of not having to build a brand from scratch (Morgan et al, 2002). Place reputations do not spring from nowhere, nor do tourist choices, so place marketers must determine how the image of their destination faces up to those of the main competitor destinations. Problem places are those talked about for the "wrong" reasons and with a negative emotional appeal, contrary to successful brand places. Morgan et al. (2002) point to the possibility of tapping into the potential of places with big emotional pull but little celebrity value, citing Cuba as an example.

In the “100% New Zealand” case, the UK phase of the research, which was qualitative in nature, revealed six segments of the that UK holiday travelers (Morgan et al., 2002):

1. relax in the sun,
2. family entertainment,
3. duty,
4. city breaks,
5. special interest and
6. real travel.

Of these, categories (5) and (6) were key approaches for developing the New Zealand brand. A further segmentation of the motivations of these long-haul travelers’ also resulted in six categories (Morgan et al. 2002):

1. energizing (take on the world),
2. sociability (join in = have in),
3. status (feel superior to others),
4. connection (getting together),
5. learning (broaden the mind) and
6. relaxation (restore the spirit).

Key perceptions of the country included:

1. a sense of achievement and prestige in visiting the country,
2. adventure,
3. landscape of rural contrasts,

4. reputation for good-quality wines,
5. friendly and welcoming to visitors,
6. space and a sense of freedom,
7. nature/outdoors destination, and
8. fresh, clean air.

Based on these findings, a positioning strategy for the New Zealand brand could be developed (Morgan et.al, 2002): Research showed that the world saw the country as somewhat boring, green, and filled with sheep and aggressive Maori, in sharp contrast to how New Zealanders see their country. They thus sought to reposition the country as “an adventurous new land and an adventurous new culture on the edge of the Pacific Ocean.”

According to Morgan et al. (2002), in a country where a handful of countries account for 70% of international tourist arrivals, most destinations will be niche players at best, needing effective branding strategies to get the most out of their small budgets. New Zealand was successful because it outsmarted rather than outspent competitors. Morgan et al. (2002) find that the secret lies in consistency, enriching a brand personality but without touching its essence.

New Zealand offered the idea of an authentic experience, although the authors believe more could be done to differentiate it, such as a stronger focus on indigenous Maori culture. They point to the need for national tourism organizations to work outside traditional advertising, especially for niche destinations, which should focus more on branding opportunities offered by sports, cultural and other events and activities. It is possible to draw a parallel here with the Izmir’s 75<sup>th</sup> International Izmir Fair and 2005 University Olympic Games, and similar organizations taking place in Izmir.

### **2.3.3. Ontario, Canada**

The first Canadian case study is on Ontario, reported by Lodge (2002). In the mid-1990s, Canada was in a period of disillusionment with the US economic growth model, fuelled by the Free Trade Agreement with the US, which seemed to be entirely to the USA's benefit. Ontario, hard hit given its geographic position, decided to look to Japanese and European economic growth models and to seek to encourage tourism from Europe. Lodge (2002) observed that the process followed in Ontario was the same as for the New Zealand study – but, Ontarians feeling they lacked basic understanding of the European mindset, they spent time at an early stage on educating those concerned about ideas, cultures, values, trends and purchasing patterns of Europeans and the impact of language on communications. The list of negatives in European minds was long (no exports could be recalled, no identifying images or icons, pleasant but boring lakes came to mind) (Lodge, 2002). In this study, four concepts were used:

1. positioning Ontario as the Lake of North America (linking easily with claims for purity of water, fish and fruit),
2. living history embodied by the Cree and Algonquin indigenous peoples (Ontario might not have much in the way of architecture but did have indigenous people),
3. Ontario as the successor to the African safari and
4. Ontario as the 'heart' of Canada

The results of the Lodge (2002) study showed that the structure of the Ontario research was comparable to the New Zealand project as the fieldwork was carried out in the same countries. The sample was based on a then relatively new European consumer typology, with the first and third categories being sampled: successful idealists' (traveled and internationally minded affluent professionals but interested in quality of life) and 'comfortable belongers' (who were identified

as the potential purchasers). Research findings showed that Ontario would have to make a bold bid to be successful, only Siberia and Canada occupying the ‘would never visit’ category.

According to Lodge (2002), major clues to right positioning and proposition first came from ‘successful idealists’, whose 21<sup>st</sup> century ideal country was one selective about its tourists, valuing conservation, and experiential holidays. The second came from the ‘comfortable believers’ who felt they would only visit Canada once in their lifetime and thus welcomed the idea of finding all Canada had to offer in a smaller area. The proposition and positioning was ‘Ontario jewel in the North American Crown’: the high-value implication of ‘jewel’ being deliberate and aspirational, while ‘North America’ took Ontario out of Canada’s problematic context and a steer Europeans away from the USA to Ontario.

What happened next illustrates the importance of continuity in state administration commitment. When nearing completion, the Ministry of Tourism and Recreation was absorbed into the Ministry of Culture while the deputy minister in charge of the project resigned, leaving the project somewhat unattended. The Ontario government decided that the US was the “now and forever source of revenues, particularly tourism’ and closed down the Ontario offices in Paris, Frankfurt and London.

It is necessary to analyze why one failed and the other succeeded. While both New Zealand and Ontario faced similar problems, poor positioning and recognition, overshadowed by a powerful neighbor, lacked confidence in their national identity and had hidden potential to address their markets.

Accordingly, if New Zealand succeeded while Ontario failed this was due to different, ‘corporate’ approaches to branding. The reasons for the first are stated above. In Ontario, only a branch of government was involved, there was an absence of participation by public and private stakes; of quantitative goals; of a budget commitment for implementation and no one saw

success as central to their economic or career purposes. Absence of unity at the top and of an agreed core purpose, of evidence of a mind behind the brand thus spelt the failure of the initiative. (Lodge, 2002)

#### **2.3.4. Montreal, Canada**

As stated by Paul (2004), since the late 1950s Montreal has been imagineered. This is a state of being coined by Walt Disney to describe how it blended imagination with engineering to “create the reality of dreams” in its theme parks can just as easily be applied to Paris or Orlando which are “*but the dreams of a particular social group advancing a particular political ideology.*”

According to Paul (2004), in large part, this imagineering of Montreal is due to its then mayor Jean Drapeau, who had virtually unchallenged political stature for over four decades. His imagineering had non-commercial values for its main premise, and many of his projects were notoriously grandiose (i.e. Expo 67, the 1976 Olympic Games and Stadium). Over the years, in contrast to Drapeau’s emphasis on global status, the Montreal business class has come to emphasize global connectivity, with the standards of achievement shifting from elite cultural markets to capital accumulation (Paul 2004). The cultural value of having “world class” status remains, provided it can “pay its own way”, but is for more material, the business community advancing a cosmopolitan vision of urban communities in which “place” rather than “national identity” is the glue.

The different visions on Montreal reveal the following: for Montreal capital, this competition is quantitative, exclusive, and combative. The most significant difference between the different visions of Montreal identified by Paul (2004) in terms of the city’s imagineering is how the Drapeau coalition incorporate the city’s small property owners and working class (albeit passively) while most alienating the rising new middle class (both English and French-speaking) through its authoritarian approach. For their part, the *nouveaux capitalistes* have largely merged

with Anglo-Canadian capital in the city and appeal foremost to the new middle class: “the formation and maintenance of this transnational capital- new middle class alliance lie at the foundation of the contemporary Montreal world city project. (Paul 2004).”

As reflected in the study of Paul (2004), Montreal has “re-branded” itself as the “City of Festivals,” focusing on cosmopolitan culture with annual “international” festivals, including five that are among the largest in the world: the Montreal International Jazz Festival, Montreal World Film Festival, Just For Laughs comedy festival, Montreal International Fireworks Competition and the Franco-Follies music festival. For its jazz festival, corporate sponsors count Alcan, BAT, and General Motors.

### **2.3.5. Derry/Londonderry, Northern Ireland, UK**

Murtagh (2001) observes that while urban re-imagining and place marketing were central to the strategies of post-industrial cities seeking to redefine their role in the 1980s, by the early 1990s, the questionable effects of trickle-down economics on low-income housing estates and the rediscovery of the ‘community’ as a social partner changed the focus of city visioning. This attempt to place community priorities on the agenda requires improving the technical competencies of local communities, according to Miller and Ahmed (1997).

In addition, Power and Tunstall (1995) linked to this issue decentralization, ownership and control issues and the importance of partnership arrangements to coordinate local strategies and implement projects. Limitations, such as the extent of involvement of communities in decision-making and the weak connection to strategic planning initiatives may be reduced by effective technical empowerment and community participation. But the key to success seems to be effective listening, i.e. ensuring all stakeholders have effective input in policy and decision making; that discussion arenas are accessible, and the implementation process reaches out to engage target groups and communities.

Burton (1997), cited by Murtagh (2001) concludes that while many institutions have ‘vision statements’, they are ‘rarely the product of wide ranging involvement’. Community visioning is an attempt to remedy this shortcoming. Murtagh (2001) participated in a broad consultation of Derry/Londonderry citizens on how they would like to see their city in 25 years time, establishing task groups to assess key issues and develop specific recommendations for city development, including community inclusion, culture, economy, community development, and the environment.

Members came from the public and private sector, academia and the community sector, with the mission of charting the nature of social and ethno-religious polarization in the city and setting a time-based agenda to address the worst consequences thereof. The methodology of the Murtagh (2001) study consisted of exploratory research to identify problems and establish priorities. The study sought to tie in local expressions of community visions advocated by Burton in his Bristol study (Burton, 1997). The weaknesses identified included the fact that much of the consultation was passive, with more skilled, experienced, and powerful networks being better placed than others are. In addition, much of the analysis and refinement of the recommendations rested with professionals, researchers, & academics.

### **2.3.6. Belgrade, Serbia**

Following the collapse of communist regime, the ‘iron curtain’ culture still poses a challenge to countries in central and southeastern Europe, especially in the Balkans, complicated by civil wars and the rise of new states. The case of Belgrade, capital of Serbia was studied by Stupar (2004) where the modernization of building and planning regulations were put in action to create a new city. New market conditions and the different status of property were the starting point for the creation of new urban districts, revitalization of city centers, devastated zones and the development and upgrading of existing transport and communication networks.

The Belgrade metropolitan area has tried to establish cooperation between highly developed and underdeveloped countries to support institutional, technological and market integration in the European community. One of the initiatives initiated by various expert groups and international organizations was “Vision planet” (presented in 1997), seeking to present a transnational spatial planning cooperation between Central, Adriatic, Danubian, and South-East European countries (CADSES). The main objectives were competitiveness, balanced development, environmental and heritage protection, integration and objectives interaction.

The main operative tasks identified for Belgrade were to: (Stupar 2004)

1. influence the unity of the urban region,
2. intensify multi-modal transportation networking;
3. prevent further degradation of river banks along the Danube,
4. accelerate the economic and social development of rural areas/satellite towns,
5. promote renewal/development of old urban areas that could attract foreign investors,
6. accelerate decentralization and
7. initiate/ continue mutual cultural projects.

According to the plan, the urban structure should reinvent and renew forgotten and neglected ex-industrial areas, riverfronts etc. to generate future transformations/mutations and improve the urban environment to maintain its new economic, ecological, and social sustainability. In this aim, the need for a different perception and organization of planning was accepted, as well as an advanced implementation process based on new dynamics, flexibility, and openness to reality.

The urban regeneration process is focused on improving and expanding street and road networks, as well as the renovation of many public buildings and the creation of new, affordable housing and new office districts. Stupar (2004) notes that the technologically advanced approach attracts

mostly younger, educated people and has already wielded positive results, with more accessible city and government institutions, reliable official websites, and the renovation of children's playgrounds pursuant to the "Belgrade for children" program.

Another initiative is to invite young scholars with varied profiles to form multidisciplinary teams to modify the existing urban structure and come up with a new development concept for the city ("Project Belgrade – graduate on your future"). The continuous interaction between citizens and urban governments, between tradition and modernity, history and technology is the foundation for this action, with the images from the recent past serving as the warning for tomorrow.

The case studies above trigger a set of questions: does Izmir provide a positioning for children, teenagers, retirees and other similar target groups with high need of social services? Has the city identified its primary targets and developed strategies to accommodate their needs and priorities? Have such target groups and their representatives have a say in the matters concerning their wellbeing in the city? Are there any formal/ semiformal platforms for discussing these points?

## 2.4. Izmir<sup>5</sup>

Izmir is the third most populous city of Turkey with an estimated population of 3500000 in 2005. The city, originally called Smyrna is one of the oldest settlements in the Mediterranean basin. Its importance has remained practically uninterrupted to this day. It has the country's second largest port after Istanbul, and several other important institutions such as The Aegean Free Trade Zone, various Organized Industrial Regions, Aegean Region Chamber of Industry (EBSO), Exporters Union, International Izmir Fair, and Chamber of Commerce. The city hosts three state and two foundation universities.

Izmir is also a center of tourism with its ancient history, a number of summer resorts nearby, geothermal spas and important religious centers. All these factors help the city earn the title the "Pearl of the Aegean." Due to being a port city, since its foundation Izmir has been a cosmopolitan urban settlement attracting people from different nationalities, ethnicities, and religions. The city has been nicknamed as "Occidental Izmir" because of its cosmopolitan or semi-colonial past. It is viewed as one of the most liberal Turkish city in terms of values, ideology, lifestyle, dynamism, and gender roles.

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<sup>5</sup> **Kindly note that the sections describing the history of pre-19<sup>th</sup> century Izmir are based on a number of references following a very similar pattern. These references are indicated in the footnote, and are not individually stated in the text.**

Tuğlacı, P., (1985) "Osmanlı Şehirleri" Milliyet Gazetesi Yayınları, Istanbul

Yılmaz-Saygın, N. (2006), "Commodification" of Cities: Promoting Izmir (Türkiye) as a World City" from proceedings of ISoCARP Congress 2006

<http://en.wikipedia.org/wiki/izmir> as accessed on July 24, 2006,

<http://en.wikipedia.org/wiki/Smyrna> as accessed on Oct.11, 2006

<http://www.izto.org.tr/IZTO/TC/IZTO+Bilgi/izmir/> as accessed on June 6,2006

## **2.4.1 History of Izmir**

In order to understand the dynamics shaping today's Izmir, a review of the city's past is deemed essential, as the history of a place influences its culture, which in turn determines its core values.

### **2.4.1.1. Ancient Age to 18<sup>th</sup> Century**

Until recently, the original urban site was thought to be in Bayraklı, Karşıyaka dating back to third millennium B.C. However a project by the Protohistory and Near Eastern Archaeology Department of Aegean University under the direction of Assc. Prof. Zafer Derin<sup>6</sup>, reset the starting date three millennia back in time. The cultural history of Izmir is now re-defined in the light of the discoveries of Yeşilova Höyük. The findings reveal that the ancient culture of Izmir had been shaped by residents who had lived some 8000-9000 years ago, rather than by those who inhabited the Bayraklı Höyük. Yeşilova Höyük is the birthplace of Izmir, and Bornova plain was the habitat of the early settlers for a few thousand years. This discovery has economic implications for the city due to the increasing tourism interest towards pre-historic settlements. (Atilla, 2006)

The next oldest settlement of Izmir, the Bayraklı site made the ancient city one of the most advanced cultures in Anatolia of its time on par with Troy. This site is referred as Old Smyrna in order to distinguish it from the Smyrna re-built later on the slopes of Mount Pagos (Kadifekale). Greek historian Herodotus states that Old Smyrna is first established by Aeolians, the early Greek settlers from Lesbos and Cyme islands of Northern Aegean.

There are several explanations regarding the name Smyrna, one of which involves a Greek myth derived from an eponymous Amazon Queen named Smyrna. There are also other explanations as a quarter of Ephesus, or as a different form of Myrina, a city of Aelolis. The city marked the

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<sup>6</sup> <http://www.yesilova.ege.edu.tr/eng/kazieng.htm> as accessed on Oct.11.2006

Aeloian frontier with Ionian Colonies. According to the Greek historian Herodotus the city was shortly thereafter seized by the Ionians who developed it into one of the world's largest cultural and commercial centers of that period.

The city later, had fallen under the influence of Anatolian Hittites by 1500 B.C. In 12th century B.C. invasions from the Balkans destroyed Ionian cities of Western Anatolia and Hattusas, the Capital of the Hittites of Central Anatolia. Smyrna was fallen back to Dark Ages for about 400 centuries that lasted until the emergence of Phrygian Civilization.

Old Smyrna reached its peak between 650-545 B.C., the period was also marks the peak of the entire Ionian civilization, that covered colonies in Egypt, Syria, Lebanon, the Marmara Region, Black Sea Region and Eastern Greece. Smyrna was one the major urban towns that took part in Mediterranean trade. The remains of the ancient Smyrna reflect a well though urban plan in Hippodamian system where streets are built in the grid system, that is they run north-south and east-west, intersecting at right angles. The most ancient paved streets of the Ionian civilization have been discovered in ancient Smyrna. The Greek geographer Strabon stated that Smyrna was the most beautiful city of its time.

Lydians were attracted to Smyrna by its riches. They conquered the city in about 610-600 B.C. and burned and destroyed parts of it. Smyrna was invaded by the Persians in 545 B.C. The city was destroyed, and no urban settlement re-emerged in the site of Old Smyrna (Bayraklı). The city was re-founded by the Macedonian Emperor Alexander the Great in 300 B.C. Old Smyrna was sufficient to accommodate only a few thousand people, so a new and larger city was needed. The new city (Smyrna) was founded on the slopes of Mount Pagos, currently called Kadifekale. Smyrna became a Roman territory in 133 B.C. and began enjoying a second golden period. In 178 A.C., an earthquake that flattened the town to the ground devastated the city.

Support for rebuilding came from the Romans who adorned the city various works of architecture, but the most predominant reconstruction effort was the stone-paved streets. When the Roman Empire divided into two, Smyrna became a territory of the Eastern Roman (Byzantine) Empire. Although the city preserved its status as a notable religious center as of early Christianity, the city did not develop much. Smyrna became a Turkish land in the early 14th century and the city is called Izmir, since then.

Turks captured the city in 1076, under the command of Çaka Bey. Smyrna was base for his raids against the Byzantine Empire. Following his death, the city was re-conquered by the Byzantines in 1098. Knights of Rhodes captured the city at about the same time when the crusaders conquered Constantinople in 1204. The city then was ruled successively by Knights of Templar, Aydın Beylik and Genoese. The city was taken by the Ottomans in 1389 during the reign of Yıldırım Beyazıt. This take over was done without fights, but through agreements, arrangements and marriages. When the Ottomans lost the war of Ankara in 1402 against the Tamerlane (Timurlenk) army, the Anatolian Turkish Beyliks were given back their former territories. This was the case for Aydınogullari and Izmir. In 1425, Murad II re-captured the city from last Bey of Aydın.

In this campaign the Ottomans received help from the forces of Knights Templar. An interesting reminiscence of this cooperation is the Castle of Bodrum (Petrum), Ottomans permitted the Knights Templar to build this castle in exchange for the assistance they provided in capturing Izmir. The city then became a sancak (sanjak) of Aydın province. Another important development in the history of the city that occurred in late 15th-early 16th century, was the arrival of Sephardic Jews following their evictions of Spain. Izmir was one of their primary settlement points along with Istanbul and Thessalonica.

In 16th century, the Ottomans began granting privileged trading conditions to European powers by conferring rights and privileges in favor of their subjects resident or trading in the Ottoman dominions. These agreements, referred as capitulations, were in fact bilateral nature, but almost entirely practiced by European nations. The capitulations later threatened and hindered the economic development of the Ottoman State during its decline stage. Yet in 1620, they facilitated Izmir to become one of the most important commercial centers of the Empire. The French and the British Consulates moved in from Chios (Sakız) Island. These consulates acted as trading centers for their respective countries and each had their own quay where ships bearing their flag would anchor.

During this period, the city's non-Muslim middle class began to shape mainly by Greeks, Armenians, and poorer Jews. The city began attracting merchants and intermediaries almost entirely non-Muslims, leading to a change in its demographic structure, culture and Ottoman nature. Goffman D. (2001) notes that Izmir's rich and diverse hinterland, lively commerce, its "frontier-like ambiance" created opportunities and an air of sophistication that drew travelers of distant lands. The French traveler Tournefort (1727) describes the Franks Quarter of the city as: *"When we are in this street, we seem to be in Christendom, they speak nothing but Italian, French, English, and Dutch there. Everybody takes off his hat when he pays respect to another. There one sees Capuchins, Jesuits, and Recolets. They sing publicly in churches, they sing psalms preach and perform Divine Service there without any trouble, but they have not sufficient regard to the Mohammedans for the taverns are open all hours day and night"*

The city continued to grow in 17th and 18th centuries despite a number of catastrophes that occurred: a plague in 1676, an earthquake in 1688 and a fire in 1743. The Levantine population of the city reached to a non-negligible segment of the city by 18th century. This group was composed of French, English, Dutch and Italian merchants. The next centuries were to bring more important and interesting developments to the city.

The city's ancient history is an indicative of its coming years, as certain patterns will keep repeating in the future:

- The city has been an important Mediterranean port city since its earliest times. This not only facilitated trade, but also resulted in a cosmopolitan demographic structure.
- The agricultural and natural riches of its hinterland contributed to its importance.
- Its pleasant moderate climate and natural beauties constitute a mixed blessing for the city, as it somehow slowed the pace of life and cultivated an excessive fondness on pleasures of good life among citizens. Ancient philosophers like Loukianos and Aristotle, coined terms like “Ionian slackness/languor” and “Smyrnian style ethical values” to express these attitudes to life (Oikonomos and Slaars, 2001).
- Like a phoenix, rising from its ashes, the city repeatedly recovered from the destructions caused by natural disasters, epidemics, wars and other sources of human destruction and continued to bear commercial and socio-cultural importance.
- The poly-cultural, poly-ethnic nature of its citizen body cultivated a milieu of tolerance, freedom, and progressiveness in the city.

### 2.4.1.2. 19th Century

19th century is a period for The Ottoman Empire when war of existence is fought through modernization efforts (Martal, 1999). In the 18th century, Ottomans began suffering serious territorial losses. The lessons of the battlefield have taught the Ottomans that there were things that needed to be done differently in dealing with the outside world. They needed to modernize their military, learn the [art and] science of diplomacy, negotiation and mediation. It seemed that the long struggle between Islam and Christendom, between Islamic Empires and Europe, had ended in a significant and clear victory for the West. The Western success over the Islamic Empires remained a mystery to be solved for the Ottomans. Would modernization of the armed forces and the state that commanded them as well as the economy that fed and supplied them suffice to catch up with West? What was the source of the Western superiority? (Lewis, 2002). Were changes needed in the fields of culture, science and social equality? How would Ottomans learn the Western ways of doing things differently?

While the Ottomans were concerned with these issues and were allowing Westerners, mainly the French and English, to “teach” their languages, ways of doing things in military and diplomatic fields, there were changes in social, cultural and economic domains. The rise of the Western power and the spread of its influence brought changes to the social structure of the Ottoman Empire. The Christian powers were concerned with the status of the Christian subjects of the Empire; they used their growing influence to secure them a status of legal equality and economic privilege (Lewis, 2002).

The non-Muslim subjects especially benefited from these currents. They had better opportunities to learn languages, travel, and receive Western education. They enjoyed the backing of European powers and this began to reverse the traditional social structure where the Muslims enjoyed a definite superiority over the non-Muslim subjects. In addition to the improvements in their

internal status, the non-Muslim subjects of the Empire began benefiting from their minority status externally. They formed their own networks of kinsfolk and co-religionists. The non-Muslims served as intermediaries between the Western Europeans and Ottoman State. This role helped to strengthen their economic power. Their advancement resulted from the increased influence of first the French and then the English whose influence over the Ottoman Empire grew because of the re-negotiated capitulations and various other treaties. (Goffman, 2001)

The Muslims of the Empire, regarded certain professions and occupations as Jewish, Greek or Armenian. They viewed these occupations as undignified for a Muslim or Turk to follow. In Izmir, from 17<sup>th</sup> century to onwards, Jews specialized in tax farming and brokerage, the Muslims in regional exchange, the Greek Orthodox in inter-regional trade and Armenians in international trade. Goffman (2001) holds that the social structure of the Ottomans allowed etho-religious communities a harmonious coexistence and a remarkably level playing field for their commercial endeavors.

On the other hand, Lewis (2002), argues that these divisions of labor would constitute the greatest reason for the unsuccessful state-sponsored economic activities, and the increasing success of the minorities and their foreign patrons in controlling the economy. During 18<sup>th</sup> and 19<sup>th</sup> centuries, the Greek community of Izmir received an immense boost economically through the ideologies of the intruding Western powers, which demanded special status for their co-religionists. In Izmir, more and more Christian Ottomans found protection under this capitulatory regime. A second consequence was that the Ottoman Greeks were turning to Europeans for political protection. (Stainanovich, 1960) This development would have greater consequences in the first quarter of the twentieth century.

In the 19<sup>th</sup> century non-Muslim Ottomans assisted in the penetration process of European industrial products. These merchants delivered Izmir's hinterland the cotton textiles spawn out of

the English factories, demolishing the cotton spinning activities of the western Anatolian villagers depended upon. The ethno-national animosities between the increasingly indebted Turkish villagers and the non-Muslim merchants, tax farmers or brokers quickened the regions social dissolution (Quataert, 1993)

A very crucial development in the history of Izmir was the establishment of railways: The first Ottoman Empire Railway line was opened connecting Izmir and Aydın. It was built by the British A second line connecting Izmir with Kasaba (Turgutlu) was built by the French.. The railways were seen by some scholars the strongest tool western merchants used in the process of “semi-colonization” of the region, where speed and the coverage of the trade of the agricultural products of the region with high-value added industrial products imported from the West reached its peak (Martal, 1999).

The railway could be seen a part of the efforts of Ottoman Empire in the 19<sup>th</sup> to modernize and integrate with the advanced west. There are mixed views about this integration process: Avni (1932) reminds that the foreign investors had no real interest in the development of a national Ottoman industry, the industrial establishments and the infrastructure were set up to serve the interest of the countries where the capital originated. Novichev (1979) joins Avni [Şanda] (1932) in evaluating the modernization efforts as actually facilitating the semi-colonization process: “The construction of railways in Turkey stems from the desires of the foreign investors to penetrate into the consumer markets with their products and thus to demolish the local industry [even before it fully develops].”

Nebioğlu (1986) confirms the views on semi-colonization of the Ottomans by saying “France, had set up a major colony within the state of the Sultan that cost him nothing, but brought him great amounts of revenue.” Toprak (1985) on the other hand, views the final century of the Ottoman Empire as a period of transformation in economy where the agricultural output

increased from subsistence to exportable levels. The Ottoman economy had opened itself into foreign markets and competition where producers shifted from adopting a modest contentment outlook to profit making. Martal (1999) states that the liberal economic policies of Tanzimat period (1839) have actually affected the national industrial infrastructure unfavorably and the reconstruction process heavily depended on external sources. The free-trade agreements of 1838 and 1861 prevented the Ottomans from imposing trade barriers in terms of tariffs and duties and quotas where as a number European countries themselves were applying such practices to protect their own industrial bases from the so-viewed adverse effects of the Industrial Revolution.

The decade between 1840 and 1850 marks a period of state led-industrialization efforts, which did not meet fully meet the objectives set. The Ottoman state then, adopted a regulatory role in agriculture and industry. Initiatives such as participation in world trade fairs, establishment of a commission on improvement of industry (Islah-I Sanayi Komisyonu), encouraging the establishment of incorporations, and setting up industrial vocational schools are taken within this period. The Ottomans provided a set of incentives such as customs duty exemption for imported agricultural equipment, tax immunities to cotton, and olive producers and lowered taxes on exported agricultural products. All these incentives facilitated the purchase of large agricultural land and establishment of processing facilities mostly by the English in Izmir and its hinterland.

Throughout the century, Izmir remained to be the Empire's second most important trade and industry center after Istanbul. The city served as the sole gateway for the for an hinterland rich with natural resources and agricultural output such as cotton, tobacco, sultanas, figs, sesame seeds and herbs. The camel caravans bringing in goods in and out of the port were increasingly replaced by the trains on the railroads. The newly established railways speeded the transportation of the agricultural products to the port of Izmir while it helped the penetration of the imported industrial products, resulting in an unbalanced development of the agriculture and foreign dependence elsewhere. Western countries that were active in the commercial life of 19<sup>th</sup> century

Izmir were Britain, France, The Netherlands, and Belgium. France's dominance in Izmir's commercial life had been replaced by that of Britain by the turn of the century. Britain was the main player in both directions of the foreign trade of the city. Later on, German and Austrian trading firms were also established, soon to catch-up and surpass France's share (Martal 1999).

Foreign trade was the main economic activity of the city. The city reflected an image of a free-trade zone towards the mid 1800's. 19<sup>th</sup> century travelers such as Vimercati (1852) and Xavier (1898) regarded Izmir more like a federal republic than a provincial center of the Ottoman Empire. Along with the consulates, presence of separate quays and postal systems and telegraph lines for every foreign country accentuated this image. As Izmir reached the zenith of its economic performance in 19<sup>th</sup> century, (Georgides, 1885, De Scherzer, 1873 and Rougon, 1892) the wealth created was not distributed equally among different ethno-nationalities. The Levantines and the non-Muslims were receiving the lion's share of the surplus created. Only a few Turkish firms were set up within this period. Until the post World War I period this situation would last, yet it would end with the establishment of the Turkish Republic.

In summary, Izmir was a very important commercial center for the Ottomans, reflecting the essential characteristics of the economic landscape of the Empire in its final century. These characteristics can be listed as such (Martal 1999):

1. Majority of industrial establishments are foreign direct investments where the management and qualified white-collar positions are filled by foreigners, and the non-qualified by local Turkish people.
2. The industrial output produced is mostly processed agricultural products of the Aegean region for the export markets. The local market was targeted only towards the end of the century.

3. The privileges granted to foreigners through capitulations and other treaties facilitated monopolization and thus prevented the emergence of competitive market conditions.
4. Majority of the production facilities are workshops employing 5 to 10 workers as opposed to full-scale factories of the Industrial Revolution. The production activities are limited to de-shelling, grinding, milling, distillation, or classification.
5. Industrialization concentrated on foodstuff, and textile sectors with few exceptions of workshops producing wood and metal works.
6. Despite the fact that data on the number and qualifications of the workforce is limited, it can be concluded from the available information that the working class is far from being an active and collective stakeholder in the economic life.
7. Statistical information on the amount of raw materials processed, equipment park, annual production figures, market shares, or human resource details of the industry in Izmir is very limited. The very little available information is either kept by foreign sources. This observation suggests that the tracking the activities and productivity of the industry was not a priority for the Ottoman except for tax farming purposes. This also suggests that foreign entrepreneurs were exempt from state audits and controls due to the privileges provided by the capitulations. This confirms the views on semi-colonization of Izmir.

### **2.4.1.3. Twentieth Century**

World War I and the defeat of the Ottomans are major milestones in the city's history. The victor allied forces intended to divide the Ottoman territory into respective influence zones and the Western Anatolia was offered to Greece under the Treaty of Sevres. The Greek Army invaded the İzmir on May 15 1919. The city holds a very significant place in the Turkish War of Independence as İzmir is the place where the war begun and ended. Following the city's take-over by the Turkish Army, part of the local Greek population sought refuge in Greece, and the remain part left following 1923 agreement for the Exchange of Greek and Turkish populations, part of the Lausanne Treaty. What was more tragic and still controversial was the Great Fire of İzmir, which is one of the biggest disasters the city faced throughout its long history. The fire devastated the majority of the city. The cause and the starters of the fire are still controversial today.

The city has hosted two very important events in the early years of the Turkish Republic. The İzmir Conference on Economy and İzmir International Fair. The first event had set the blueprints of the national economy for the new Turkish State, and the second one served as the bridge for linking the young republic to the economies and cultures of the world. The International Fair still being held for more than 75 years is one of the oldest events of its nature in the region.

#### **a. İzmir Economic Congress**

In 1923, the city devastated war and fire once again rose from its ashes like a phoenix (Serçe et al, 2003). The commercial infrastructure of the city, once so dependent on the foreign investment and expertise, was almost non-existent. Nevertheless, a very critical congress was hosted in the city in February-to signal the rest of the country and the world that the new Turkish state was now starting another was of independence in the field of economy. İzmir, the city where the first

bullet was fired to start the War of Independence and where it ended, was the location for starting this second “war.”

Shortly after the Turkish army re-conquered the city a National Economic Congress was held, in its inauguration speech, Mustafa Kemal stressed the need for finding ways for economic development. The founder of the new Turkish state was aware of the futility of purely military power and reminded the representatives of agriculture, trade, artisan, and labor sectors the importance of building a national base for the economy. He noted; “My friends, those who conquer by the sword are doomed to overcome by those who conquer with the plough, and finally to give place to them. That is what happened to the Ottoman Empire. The arm that yields the sword grows weary and in the end puts it back in the scabbard, where perhaps it is doomed to rust and mold; but the arm that holds the plough grows daily stronger and in growing stronger becomes yet more the master and owner of the soil.”

He was suggesting that national sovereignty must rest on economic sovereignty without which political and military victories would be unsubstantiated and short lived. This speech was also an early indication of what was one of the foremost priorities of the young state: a free and expanding national economy free from the public debts, concessions, and capitulations (Lewis, 2002). To achieve all this, changes in agriculture, industry and infrastructure were needed. Moreover, the tax policies of the state and landownership laws were to be reformed. A mixed-national economy was to be built soon.

All these decisions had great impacts on the economic life of the city. The key decisions taken at the meeting are:

1. Setting up industrial establishments whose raw materials procured locally is a national priority.

2. The production infrastructure of the industry needs to be upgraded from artisan workshops into full-scale factories.
3. The state can eventually become an economic entity fulfilling vacancies in fields where the private enterprise is not capable.
4. A state owned bank will be founded for financing private enterprises.
5. To be competitive in an international scale, or at least to be able to compete with imports, economic development needs to adopt an integral approach where the state and private enterprises co-exist and cooperate.
6. Monopolies set up by foreigners will be avoided and demolished.
7. Incentives for establishing national private industrial investment and banks will be provided.
8. Development of national railways is a priority.
9. Unionization for laborers is a right to be recognized.

**b. Izmir International Fair:**

Another important idea whose seeds were planted during the First Izmir Economic Congress was the establishment of a trade fair in Izmir. Mustafa Kemal personally mentioned the need of organizing fairs and exhibitions and Izmir was a good location for these events during the congress. As early as September 9 1927, a exhibition was organized by the Association for Protecting Domestically Produced Products (Yerli Mallarını Koruma Derneği). This exhibition was held in Mithatpaşa Vocational School until 1932. In 1933 The event was renamed as September 9 Fair, commemorating the day Izmir was reconquered by the Turkish Army. The mayor of the time, Dr. Behçez Uz, worked on the plans of an international fair to be organized in

Kültürpark in 1936. The first international participants of the Izmir International Fair (IIF) were the Soviet Union, Greece, and Egypt. The fair was organized annually since then. In 1947, the fair was accredited by UFI, the international union of fairs. This is also another “first” in the Turkish economical history.

The implications of the fair on the city or the region cannot solely be viewed commercially. The fair has had great social and cultural impact on the lives of ordinary citizens of Izmir and the Aegean Region. As a platform for international interaction and as a lively arts festival, the fair period used to be an important time of the year in the past. In recent years, the importance of the event had been tarnished somewhat, due to the changes in the field of trade fairs. In 2006, the Izmir International Fair celebrated its 75<sup>th</sup> anniversary with more than 700 participating firms and 1.300.000 visitors. This is a considerable duration and participation for a general trade fair, in an industry where the most predominant trend is specialization. IZFAŞ; the organizing firm for the IIF, also have been affected by these trends. The company hosts a number of specialized fairs, both at national and international levels throughout year, yet the IIF is still the major event.

The city of Izmir is now targeting to host another important international event that would put city on the map globally: As a candidate for the World Exhibition EXPO in 2015, the city is competing with a theme of “New Routes for a Healthier World and Health for All.” (Yılmaz-Saygın 2006) There is a citywide support for this event. IZTO (Izmir Chamber of Commerce), citizens, local media as well as the city management and central government join their efforts for winning the bid for this global event.

The Secretary General of International Exhibitions Bureau (BIB), V. Gonzales Loscertales, who visited Izmir in 2005, reminded the significance of hosting an event like EXPO and said, “It is an important step in terms of Izmir becoming a world city if EXPO 2015 takes place here. It is

significant to brand a city and a country. It contributes to the future of that place. The success brings new accomplishments and initiates a ground for other international events as well.”

(Yılmaz-Saygın 2006)

Winning the bid for this prestigious event is sure to bring the city major coverage in global media, as well as considerable tourism revenue. What is more important is perhaps, the cultivation of a feeling of cooperation for achieving a mutually shared target among the official and non- governmental bodies of the city.<sup>7</sup>

#### **2.4.2. The Recent Years**

The period after the 1960s and the 1970s was again a period to damage Izmir’s tissue—as: domestic immigration and unplanned expansion accelerated by the Floor Ownership Law of 1965 (Kat Mülkiyeti Kanunu). The law allowed and encouraged arrangements between house or land owners and building contractors. 7-8 storey buildings were built instead of the single houses characteristic of the city. Local administrations tended to neglect Izmir’s traditional values and landmarks constituting the city’s urban heritage. What remained from the great fire of 1922 began to be destroyed. In addition, immigration waves from the Anatolian inlands caused a population explosion resulting in modifications in its human capital.

#### **2.4.3 Economic and Business Milieu in Current Izmir**

Izmir Chamber of Commerce (ICC) provides a list of issues the city is currently facing on its official website.<sup>8</sup> According to ICC, Izmir province is geographically holds a very special place, offering rare opportunities in agriculture, industry, foreign and domestic trade, as well as well as a lively social and cultural life. According to the same source, the province currently generates or handles:

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<sup>7</sup> Izmir lost the bid for hosting EXPO 2015 to Milan on March 31, 2008

<sup>8</sup> <http://www.izto.org.tr/IZTO/TC/IZTO+Bilgi/izmir/sorunlar/> as accessed on Nov. 12, 2007

- 19% of exports
- 12% of imports
- 12% of all industrial value added
- 8% of all industrial production
- 8% of domestic commerce
- 7,5% of GDP
- And 6% of tax revenues of Turkey.

ICC does not accept these figures as the achievable upper limit for the city as they hold the city (and the province) currently is not fulfilling its potential. Benchmarking the city up against Barcelona, which is viewed as the rising star of the western Mediterranean, ICC officials believe that Izmir actually become the star of the eastern Mediterranean and thus attain the status of a world city. In order to become so, ICC envisions a city which is

- Relocating the heavy industrial establishments to the peripheral parts of the province,
- Assuming the role of the commercial and cultural central of the entire Aegean Region,
- Hosting world class specialization fairs and conventions,
- Focusing on tourism and
- Conserving the historical and cultural equities of the city to reflect its urban identity as well as nurturing modernity and maintain a balance between the two.

To facilitate the actualization of the vision described above, a set of measures were recommended such as:

- Development of the port of Izmir, preferably towards northern bay area,
- Finalization of the inter-province highway connecting Istanbul and Izmir,
- Establishment of proper exhibition halls for the fairs, preferably outside the Culturepark,
- Fully curbing the pollution of the bay caused by organic wastes,
- Developing alternative energies such as geothermal, solar and wind to minimize the increasing air pollution,
- Efficiently operating the 19 organized industrial zones throughout the province,
- Better utilizing the established railway system,
- Attracting tourists to the city centre-current dearth of foreign tourists in the center is viewed as a misfortune for a city with a history over 5000 years.

#### **2.4.4. Family Owned Businesses and Their Impact in City's Economy**

Dominance of family owned businesses is another characteristic of the business life in Izmir. Such businesses played a very important role in the city's economy, yet this organizational structure also lead to further problems. Major enterprises or groups of companies had faced difficulties and even closed down when family disputes or economic crisis hit. Among such family owned major businesses were Kula Mensucat of Çolak family, Turkish Branch of BMC of Özakat family, Yaşar Holding, Mazhar Zorlu Holding, Izmir Cotton Textiles (IPM) of Giraud family and Teba of Baygan family. (Tekinay, 2001 and Bazzal, 2001)

Tekinay (2001) summarizes the views of Dr. Ali Nail Kubalı of MNC Consultancy Group on family- owned business dominating the economic life in Izmir as:

- Performance of second generation of owners are less successful compared to the entrepreneurial first generation,

- There is a need for professional outlook in business conduct in determining standards for production, finance, marketing and quality assurance areas to survive in the long run.
- There must be a balance between entrepreneurial instincts and analytical thinking in the managerial style of the family business.
- There is also a tension between second and third generation family members of these enterprises. This stems mainly from desires to execute power within the organizational system.

Dr. Kubalı views the third generation owners as better equipped in terms of educational backgrounds. The good educational backgrounds of the third generation will be instrumental for balancing the entrepreneurial instincts and analytical thinking, leading to a higher quality of professional business milieu in Izmir. (Tekinay, 2001)

#### **2.4.5 Leadership and Visions of Izmir**

Giddens (2006) suggests that as cities gain more importance in the global system, the roles of city mayors are also changing. Within this perspective, mayors provide critical leadership that can be critical in promoting urban agendas and raising the city's international profile. Giddens (2006) cite mayors of Lisbon and Barcelona as examples who have been the decisive force behind the efforts for elevating their cities among the major urban centers of the world.

The late mayor of Izmir, Ahmet Pıřtina, delivered a speech on his evaluation of current Izmir's problems and his envisioned solutions during the opening ceremony of a symposium on preparing Izmir for the 21<sup>st</sup> century, stressing on the role and impact of the mayors in city's future as well as that of the citizens<sup>9</sup> In the speech Pıřtina, points out that challenges big cities of Turkey mainly stem from the influx of rural population into urban areas for economic reasons.

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<sup>9</sup> The excerpts from the original speech delivered on Oct.21st, 2000 are provided in appendix 3

Problems related to housing, infrastructure and utilities increase as this new urban population seeks to solve their shelter problems on their own. Priština states that this result in an inevitable conflict between the so-called organized and the unorganized when the massive human actions block the way for implementation of rational and legal administrations based on rules, regulations, plans and feasibility analysis.

The late mayor envisions the conversion of the potential power of the masses into positive outcomes through helping the “new” and the “old” city residents to become aware of the consequences of their individual actions on the totality of the city. He holds this can be achieved by developing a self-controlling citizen body, holding a sense of solidarity with and respect for fellow citizens.

The city governance system and philosophy need to be redefined to foster a milieu of direct participation, according to Priština. This process can be fostered through the use of ever-developing information and communication technologies as well inclusion of civil society networks to city governance to achieve maximum consensus. Educating the “new” urbanites is crucial in this endeavor.

The unexpected loss of Mayor Priština in 2004 has resulted in loss of momentum in the realization of his visionary ideals for Izmir.

#### **2.4.6. SWOT Analysis for Izmir ( 2006)**

Kurt and Aykol (2006), carried out a SWOT analysis to as a basis for strategic planning for attracting foreign direct investment (FDI) to Izmir. For this study, the researchers contacted academicians, top level managers from local and multinational firms, as well as members of non-governmental bodies such as chambers of commerce, industry and union of exporters.

Out of this analysis, port of Izmir, the city's geographic location, economic structure, and climate were found to be positive factors for attracting FDI. Kurt and Aykol (2006) analysis includes the European Union harmonization processes and privatization among the opportunities for Izmir. In terms of weaknesses, the prevailing business structures and attitudes to work, the insufficiency of promotional activities for the province and the dominance of Istanbul in all aspects of economy as well as infrastructural deficiencies are cited. The authors list factors such as competition from neighboring provinces (Manisa and Denizli) and countries (Greece, Bulgaria) as well as macro economical and political turbulences as threats for Izmir. On an overall bases, the strengths and opportunities seem to outnumber the weaknesses and threats.

##### **2. 4.6.1. Strengths:**

- Port of Izmir:
  - Being a port city with a wide hinterland
  - Plans for enlargement/relocation of the port
- Transportation:
  - Availability of all modes of transportation
  - Developing airlines and highway networks
  - [The new] international terminal for the airport

- Infrastructure:
  - Communication Infrastructure
  - Modern, developed urban centre
- Geographical Location:
  - Proximity to foreign markets especially to Europe
- Regional Advantages/ Positions
  - Being the 3<sup>rd</sup> biggest city of Turkey
  - Being the biggest economic center in the Aegean Region
  - The International Izmir Fair and other Fair Organizations
  - Having further growth potential
- Exports
  - 20% of Turkey's exports originate from Izmir
- Region's Historical Affiliation and Familiarity with Doing Business with Foreigners
  - Being a traditional centre of commerce
  - The Levantine Heritage of the city
  - Having a traditional familiarity and affiliation with western investors
  - The citizens of the city are traditionally open to relating/doing business with foreigners
  - The western outlook of its citizens
  - The socio-cultural accumulation of the city
- Economic Structure
  - Wide spectrum of economic diversity

- Presence of Free Trade Zones, Industrial and Techno Parks
- Availability of a considerable number of SMEs operating as outsource production facilities in diverse industries
- The richness and diversity of agricultural output
- Availability of land for industrial investment
- Relatively higher per capita revenue
- Developed lateral-industries
- Availability of large, economically-sound firms
- Lower real estate prices compared to Istanbul and Ankara
- Availability of strong professional associations
- Climate and Natural Resources
  - Moderate climate suitable for diverse agricultural and industrial activities
  - Availability of productive agricultural soil, land
  - Availability of alternative renewable energy sources: geothermal, solar, wind
- Education:
  - Having a workforce consisting of qualified, educated people
  - Presence of five universities
  - Presence of institutes providing education in foreign languages
- Tourism:
  - Having opportunities for all sorts of tourism
  - Proximity to a number of summer resorts
  - Availability of a vast number of attractions for cultural and religious tourism

## 2. 4.6. 2. Weaknesses:

- Port of Izmir:
  - Problems in the management of the port
  - Insufficiency in the capacity and the depth of the port preventing the entrance of large vessels
  
- Promotional Activities:
  - Insufficient promotion/advertising of the city to foreign direct investors, importers or tourists
  - Exporting firms not actively organized at a supra-firm level
  - The city cannot actively engage in lobbying due to lack of cooperation among its governing bodies and professional organizations.
  
- Business Life:
  - SMEs constituting majority of industrial establishments
  - Reluctance of SMEs to form joint ventures/partnerships
  - Incompetence of the professional chambers, associations and SMEs to conduct negotiations with foreign investors
  - Lack of professionalism and institutionalization in the management of business enterprises
  - Family businesses constituting the majority of the city's commercial base
  - The relatively "laid-back" attitude of the business circles
  - Relatively smaller number of entrepreneurs compared to Istanbul
  - Insufficient industrial base low added value
  - Limited level of cooperation between the universities and businesses

- The gradual erosion of aggregate capital
- Airport:
  - Insufficient number of direct international flights
- Business Attitudes:
  - Lack of entrepreneurial spirit
  - Lack of industrial culture
  - The “laid-back” attitude towards business stemming from climatic conditions
  - The casual/ easy-going life style of the people
  - Being classified as a retirement city or a tourism city
  - Lack of interest of the Izmirite business peoples for foreign partnerships
- Istanbul Effect:
  - Not encompassing the synergic economic effect present in Istanbul or Kocaeli
  - The migration of qualified workforce to Istanbul or abroad where job opportunities are more abundant
  - The relocation of headquarters of major businesses to Istanbul due to its commercial dynamism
- Infrastructure:
  - Insufficiency in capacity of metropolitan transportation
  - Heavy inner-city traffic due to lack of insufficient roads, or unfinished highway exits
  - Late arrival of natural gas system to the city
  - The insufficiency of the current fairground facilities for organization of major events
  - Fast and unplanned urbanization

- Shortage of five-star metropolitan hotel rooms
- High land and construction costs
- Dearth of industrial land for major investment projects
- Location:
  - A relatively peripheral location with respect to other major economic centers
  - Distance to Anatolian cities

#### **2. 4.6.3. Opportunities:**

- European Union:
  - Developing relationships with the European Union
- Legal and Regulatory Adjustments:
  - Incentives for export promotion
  - Tax exemptions/ dismissals
  - Improvements for Investment Milieu
  - The new code for foreign direct investment (FDI)
  - Allocation of land/plot for domestic and industrial construction projects
  - Organization of a special zone for flower plantations
- Privatization:
  - The general privatization trend
  - Plans for privatization of Port of Izmir in Alsancak
- Market Potential:
  - The foreign direct investment potential for Turkey

- The potential of the domestic market
- The unfulfilled potential of investment opportunities in various industries
- Interest of foreign shipping agencies in (Port of ) Izmir
- The new perspectives in agriculture based industries, e.g. organic agriculture
- EXPO 2015

#### **2. 4.6.4. Threats:**

- Istanbul
  - Domestic entrepreneurs preferring Istanbul or Marmara Region for their investments
  - The dynamic commercial life of Istanbul
  - Istanbul's being the first choice of the foreign direct investors
  - The strong lobby of Istanbul's business circles
- Neighboring Countries
  - Having Greece, which has a strong maritime tradition, fleet and port cities, as a neighbor.
  - (Bulgaria, Rumania) competing for foreign direct investment
- Economy
  - The decline in the incentives provided for free-trade zones
  - The over-valued exchange rate for YTL
  - High Tax Rates
  - Unfinished public investment projects
- Other Provinces
  - Economic development of neighboring provinces such as Manisa and Denizli

- The more ambitious entrepreneurial milieu present in Manisa, Denizli and (Kayseri)
- Other provinces such as Bursa, Gaziantep or (Kayseri) attracting investors
- Miscellaneous
  - Bureaucracy
  - Being an Earthquake risk zone
  - Terrorist attacks (in touristic areas)

The literature survey summarizes the colorful past of Izmir giving hints about her prevailing cultural and economic condition. The city has been one of the major Mediterranean port cities throughout its history, leading to a lively demographic structure as well as cultural diversity. Its importance had continued in the earlier decades of Republican Era. However, within the past 20-30 years the city has lost momentum and her leading positions in many fields such as exporting, fairs and exhibitions, and tourism. Contributing to the adverse situation was global and national economic turmoil. This has led to initiatives by various stake-holding organizations including the metropolitan municipality, chambers of commerce and industry as well as regional think-tank groups. There are a number of -rather uncoordinated- efforts for creation of a city brand for Izmir. These initiatives seek to promote the city in the international arena to attract visitors and investors. The author of the dissertation will approach the city branding efforts for Izmir from a different angle. This study will investigate the brand dynamics for the city through the eyes of its actual residents.

## **CHAPTER 3: RESEARCH OBJECTIVES AND THE MODEL**

This chapter includes the research objectives and the research model to be used to achieve these objectives. The model includes a number of basic marketing concepts and contextually projects them into urban branding and investigates their relationships with other elements of the city such as quality of life, urban design and culture.

### **3.1. The Research Objectives**

The study seeks to identify the structural elements needed in creating a city brand, through the perspective of its citizens. The dissertation seeks to understand the dynamics of citizenship, which is the relationship a city dweller forms with the city she or he resides in. The study will be evaluating the factors that would possibly facilitate the transformation from passive to active citizenship.. The specific research objectives are as below:

**R<sub>obj</sub> 1:** To identify the alternative bases for segmenting the citizens.

**R<sub>obj</sub> 2:** To define the expectations of the citizens from their city and to see if these needs differ among the different segments forming the city.

**R<sub>obj</sub> 3:** To develop positioning suggestions to communicate the different functions of the city.

**R<sub>obj</sub> 4:** To identify the elements of “civic identity” as a core function of the city as a product.

**R<sub>obj</sub> 5:** To define the concepts of value and satisfaction in the relationship between the city and its citizens and to identify the role factors such as quality of urban life and urban design and civic identity in this relationship.

**R<sub>obj</sub> 6:** To identify the competition for the city on regional, national, and international levels.

**R<sub>obj</sub> 7:** To define and check the consistency of brand essence elements of the urban culture across subgroups of citizens.

**R<sub>obj</sub> 8:** To measure the existence and strength of urban loyalty in terms of behavioral and emotional dimensions.

**R<sub>obj</sub> 9:** To identify factors that would facilitate the possible transformation from passive to active citizenship.

### **3.2 The Research Model**

There are a number of marketing concepts contextually projected as well as urban design criteria and quality of life indicators as independent variables. As the research for the dissertation adopts a qualitative approach, it is necessary to provide contextual definitions of the marketing concepts prior to the primary data collection and analysis stages.

#### **3.2.1 Contextual Definitions of Core Marketing Concepts Incorporated to the Analysis**

Within the city and the citizen contexts, there will be a number of marketing concepts that we will be incorporating into our study. These concepts are:

- Segmentation, targeting and positioning
- Values, satisfaction and quality
- Competition
- Brand essence
- (Brand) loyalty

### 3.2.1.1. Segmentation, Targeting and Positioning

To address the different needs, preferences, tastes and economic status of the consumers, marketers need to identify and profile distinct groups of buyers who might be satisfied with different goods and services mixes. Marketers divide the market into parts that are homogeneous within and heterogeneous with respect to others to examine demographic, psychographic, and behavioral differences among the buyers. This process is called **segmentation** Kotler and Armstrong (2006). Similarly, a city is made up of citizen groups with different demographic, ethnic, socio-economic, segments, moreover the citizens may display differences in their lifestyles, commitment levels to the city or even their time orientations. We therefore first need to identify the alternative bases for segmenting the citizens then we need to profile each segment. This topic will be covered in detail in section 5.12 of the dissertation.

Upon segmenting the market, the marketer is to decide which group(s) will be addressed by identifying which segments present the greatest opportunity. Selection of the segments to serve is called **targeting** in marketing (Kotler and Armstrong 2006). As the city management's *raison d'être* is to embrace and serve all citizens, to provide them with humane living conditions and establish in them a sense of identity and belonging with the city, selecting one or two targets by locating the greatest opportunity will not be an acceptable undertaking. Yet the city management will need to identify the different segments, their needs, wants, and expectations from the city and develop harmonious policies, strategies, and networks that will develop the notion of citizenship among all groups and achieve the ideally shared goal of mutual growth, development, and fulfillment.

The third stage after segmentation and targeting is **positioning**. This is developing a unique place in the mind of the consumer by communicating a clear, consistent, and convincing message and thus differentiating the product from its competitors (Kotler and Armstrong

2006). Positioning of a city as a marketable entity is a complicated issue because the city can be defined by a number of functions. The city is a place to live and work and perhaps to retire, but it is also a place to visit, to convene, to do business, and to invest in by various groups. Establishing a one unique image is therefore not an easy task. The city management has to develop alternative yet consistent and harmonious positioning strategies to address these different functions.

### **3.2.1.2. Value, Satisfaction and Quality**

Marketers seek to satisfy the different needs of their buyers by providing them with **value propositions** or sets of benefits. Kotler and Keller (2006) state the intangible value proposition is made physical by an offering that is the combination of products, services, information, and experiences. The offering according to the generic concept of marketing developed by Kotler can also be a place, an idea or a person. The city itself and the idea of developing a civic identity are the “product” or “offerings” in this study.

The success of a proposition depends on the **value** and **satisfaction** it generates in the eyes of the target groups. Value, according to Kotler and Keller (2006) is the net balance between the costs and benefits of the offer. It is the combination of quality, service, and price (qsp) in other words the “customer value triad” as coined by Kotler and Keller (2006). The value of the offer increases with quality and service and it decreases with price. The fundamental functions of marketing include the creation, identification, delivery and monitoring of customer value. Satisfaction on the other hand, is the perceptual balance resulting from consumer’s comparison of the offering performance and his/her expectations from it. The marketer seeks to satisfy or even delight the consumer by providing performances that would surpass the expectations.

Defining the concepts of value and satisfaction in terms of the relationships between the city and its citizens will necessitate the identification of cost and benefits of living in a particular city as well as expectation and performance elements. Understanding the value and satisfaction a city delivers requires an analysis of quality of life in a city.

The expectations from a city in the form of an ideal city is addressed in sections 5.2 and 5.3. The evaluations for Izmir both as an ideal city and as a city with improvement areas, via referring to major urban elements of design and quality of life are covered in sections 5.3.1 and 5.4.

### **3.2.1.3. Competition**

Another core marketing concept that we will be looking into is **competition**. According to Kotler and Armstrong (2006), Marketers analyze their competitors first by identifying them, then assessing, their objectives, strategies, strengths, and weaknesses and reaction patterns. This leads to developing competitive marketing strategies that enable the company strongly position it against competitors. Gaining a competitive advantage calls for delivering greater value either through lower costs or more benefits. Competitors of a city or a region include other centers of economic activity or demographic concentrations, not necessarily in the vicinity of the city under scope. What we need to understand in this context is which other region/city has been attracting resources that could be directed towards or kept in the city we are investigating.

These resources could be demographic as inflow and outflow blue and white collar labor, economic- in terms of private or public investment, commercial or industrial transactions, new jobs created, regional, national or international events, conferences or conventions- and political as seats in the cabinet. City rankings illustrate the variables based on which different

cities /places are evaluated and compete with each other. (e.g. quality of life, safety, hygiene etc.)

Competition for Izmir, both in national and international levels are investigated in sections 5.11 -as a comparison with other cities of its size and location, and 5.13 -as her relations with Ankara and Istanbul.

#### **3.2.1.4. Brand-Essence**

Another marketing concept that will be incorporated is the **brand essence**. We will be adopting a (practiced/professional) model developed by Diageo PLC (2000) to guide the corporation in understanding key facts and feelings that define the brands in consumers' minds. The model serves to define the key brand benefit, and fine-tune the brand positioning. In short, the model is visually expressed as three concentric circles, divided diametrically.

The upper part of the model is the rational realm that includes the product's functional features and benefits: succinctly stated by the questions "how would I describe the product" and "what the product does for me? These two sub-segments will lead to the second level to facts and symbols that support the brand claims and gives the brand's claims credibility.

The lower part is the emotional realm. It summarizes the emotional benefits stated as "how the brand makes me feel?" This is the self-perception of the consumer using the brand. The second part is about how the consumer feels other think of her/him when seen while using the brand. This is found by asking, "How the brand makes me look?" The brand personality is the characteristics the brand would have if it were a person. The Brand essence wheel (Fig 3.1.a) will be completing by capturing the core of the brand that are key values that make the brand unique, and bind all the elements of the brand and define its true character.

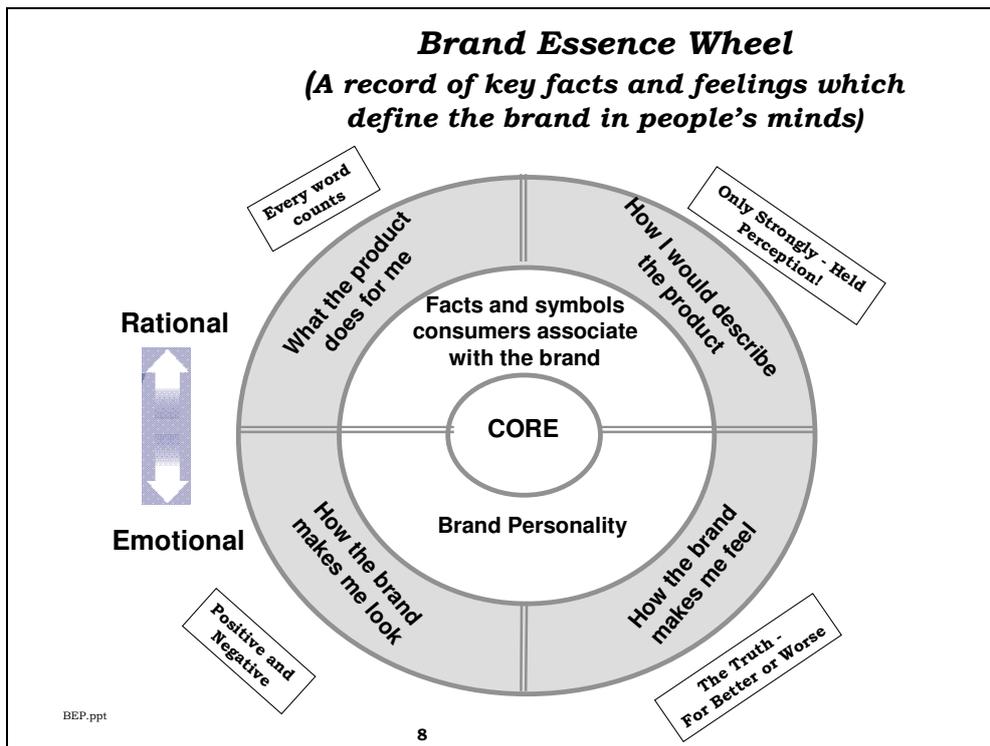
For this dissertation the key dimensions of this model are adapted into context of a city.

(Fig.3.1.b) The rational/ functional aspects will be adapted as “what are the benefits of living in the city,” “how would I describe the city objectively” (location, climate, size, economic viability etc.) and “what are facts and symbols of the city: land marks, products, events, sport teams, and personalities...

The emotional aspects are about how it feels to be from the city, to live there or to be born there and how others perceive you once they learn you are from there. The brand or (urban) personality is then at later stages of the study identified by projective techniques, namely personification exercises. Finally, the core values that define the true nature of the city or the essence of the urban culture are determined. The essence wheels generated by various subcultures and check if these have consistencies are compared an a summary chart is presented as figure 6.1.

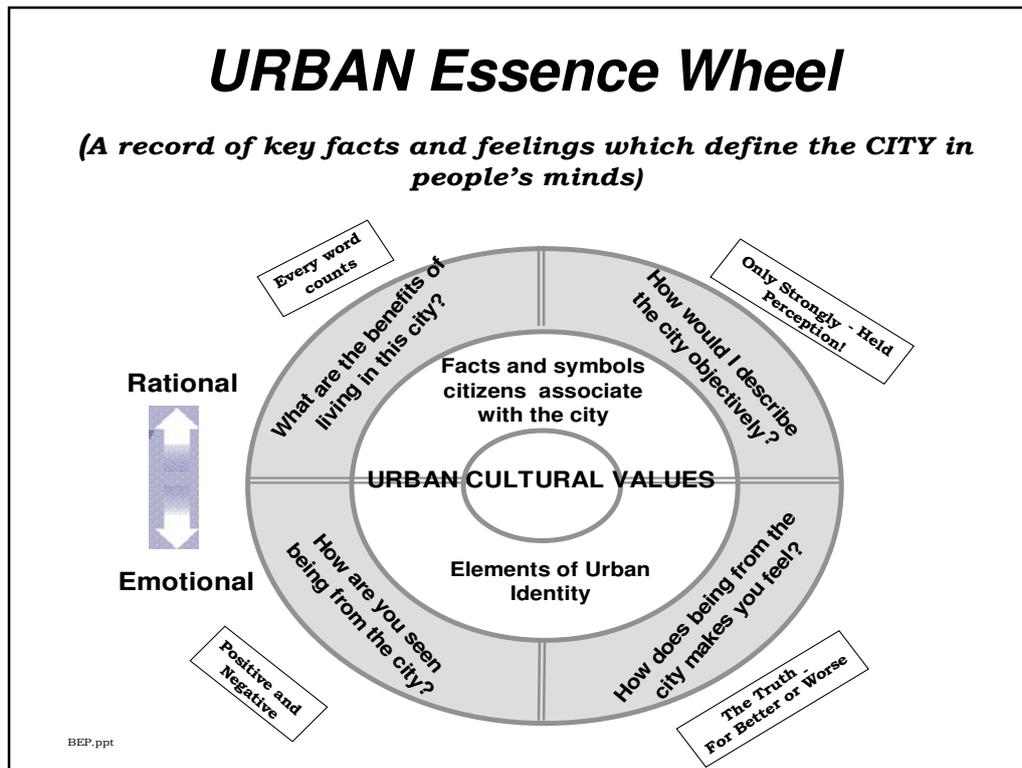
Section 6.1.1 presents a detailed analysis of core urban values of Izmir constituting its brand essence. The practical implications of these values are also provided in section 6.4.1

Figure 3.1.a. Original Brand Essence Wheel



Courtesy of Diageo PLC: Diageo Way Brand Building Manual- Brand Essence Booklet (2000)

Figure 3.1.b. Adapted Urban Essence Wheel



### 3.2.1.5. (Brand) Loyalty

Another marketing concept to be integrated in the model is (brand) **loyalty**. Manser (1988, p. 10) in his dictionary of marketing terms defines the concept as “*the support of consumers in continuing to purchase a particular brand of a product, rather than buy substitutes or competitive products*”. In addition to the behavioral dimension of this definition, the emotional aspects of the concept should be defined through probing into the implied associations of the term “loyalty” hidden in its original definition- feelings of devoted attachment and affection. Kindly note that the concepts of brand loyalty is referred as loyalty or urban loyalty within the context of this dissertation.

The contextual adaptation of this concept will be in two dimensions. These are the behavioral and emotional dimensions. Behaviorally or operational loyalty is to be measured as the willingness to continue living in the city, hoping to return to it in the future (for Diaspora), expressing willingness for the off-spring to live there as well, intention to invest in the city in terms of real-estate, and setting up businesses, trading with local firms, purchasing locally produced products. Emotional loyalty is defined as the inclusion of the city in the expressions self-identities, self-descriptions, feelings about being from the city – do they connote any devotion and affection.

Identifying the loyalty status of the citizens and the drivers for the loyalty status are crucial for fulfilling research objective 9. A number of factors can determine the loyalty status and the citizen commitment levels including the age segment, cultural background, years spent in the city, etc.; all of which can be the basis of segmentation as addressed by research objective 1.

The concept of urban loyalty is covered in section 5.15.

### 3.2.2 Core Concept Defined and the Structural Frameworks Adapted

One of the key objectives of the dissertation is to identify the elements that would facilitate the transformation of residents of a city what we call phase 1 (passive) citizenship into phase 2 (active) citizenship. Two different models are adapted and amalgamated to illustrate this transformation. The first model is Maslow's (1954) Hierarchy of Needs model that contends that as human beings meet 'basic needs', they seek to satisfy successively 'higher needs' that occupy a set rank or hierarchy. Maslow's (1954) Hierarchy of Needs is often represented as a pyramid consisting of five levels:

1. Physiological (Biological needs)
2. Safety
3. Love/Belonging
4. Status (Esteem) and
5. Self-actualization

The lower level or primary needs are inborn and more physiological in nature; they address the survival needs of the individual. Whereas the higher levels or secondary needs are learned, and linked to socialization. They are more associated with psychological needs.

The model is based on the assumption that the higher needs in this hierarchy only come into focus once all the needs that are lower down in the pyramid are mainly or entirely satisfied.

Growth forces create upward movement in the hierarchy, whereas regressive forces push pre-potent needs further down the hierarchy.

The second model from literature that inspired the thesis writer is the "*Levels of Product*" framework presented by Kotler and Armstrong (2006). The basic assumption of the model is that products are more than a simple set of tangible features; consumers see them as complex bundles of benefits that satisfy their needs. They exist in three levels: core, actual and

augmented. The core product is what the buyer is really buying. These are the problem-solving benefits of the product. The actual product is what the consumer can most easily verbalize; it consists of mostly tangible aspects of the product that serve as a medium for receiving the core benefits. The elements of the actual product are the quality or product performance level, its features, its design i.e. its aesthetic or ergonomic aspects, its brand name (and packaging).

The augmented product includes any additional consumer services and benefits built around the core and actual product. The augmented product level is used for putting the product to sustained use. This model has notable similarities with the Brand Essence Wheel tool by Diageo PLC, as both place the core benefits derived as the essence of the product.

### **3.2.3. Citizenship Levels Model**

In first model, we take the city as the product, and express the core benefits it provides in terms of Maslow's needs. The author of the thesis hypothesize that there are two phases of being an "urban citizen." These phases are determined in terms of the residents' relationships with the city. The relationship is characterized by the set of needs met by the city and the responses of the citizens.

The *core product of the city as the set of needs* can be described as the hierarchy in Maslow's Model. Citizens go through certain stages as they move into a new city: first, they look for jobs and a temporary shelter, then they search for more permanent accommodation. After that, they begin socializing within the immediate neighborhood level and in the job environment. As time passes, they learn more about the city and discover the services and the opportunities the city offers to them as well as the lifestyles of other people living in the city. Their self-esteem needs signal to them that they may actually be living in better conditions. Finally, if they feel that the city has offered them a humane life, they may want to pay back

to the city what they think they owe through civic projects or activities. This may actually prolong their presence in the city beyond their lifetimes.

The *actual product the city offers* will be described in this dissertation as follows:

- How the residents describe the city in detail; in terms of services they receive, the activities that they are involved in and
- The time continuum the city is located: its past, presence and future, its landmarks, symbols and customs and the intangible benefits;

The *augmented product of the city* consists of a state of mind or a consciousness level, labeled as citizenship.

The model proposes two phases of citizenship: passive and active, which are described below. The dissertation will investigate whether such a two distinct stages exist, and whether certain citizens evolve through the proposed phases. The presence and strength of the forces that would facilitate such a transformation are investigated throughout the study. The aim is also to understand the impact of such a *change* on the brand value of the city both at the micro and at the macro levels.

In phase one, it is proposed that the core benefits are lower level needs such as safety and belonging, which are the core motives of any human settlement (Fig. 3.2. a) The actual product consists of the verbal descriptors of the place; it is described more in terms of the immediate services or opportunities that place offers. It is proposed that in the first stage, residents adapt a short-term perspective in describing the actual services they receive from the city, for example as a place to shelter and work, and/or in terms of most visible landmarks. The augmented product is the bundle of intangible benefits, which we will

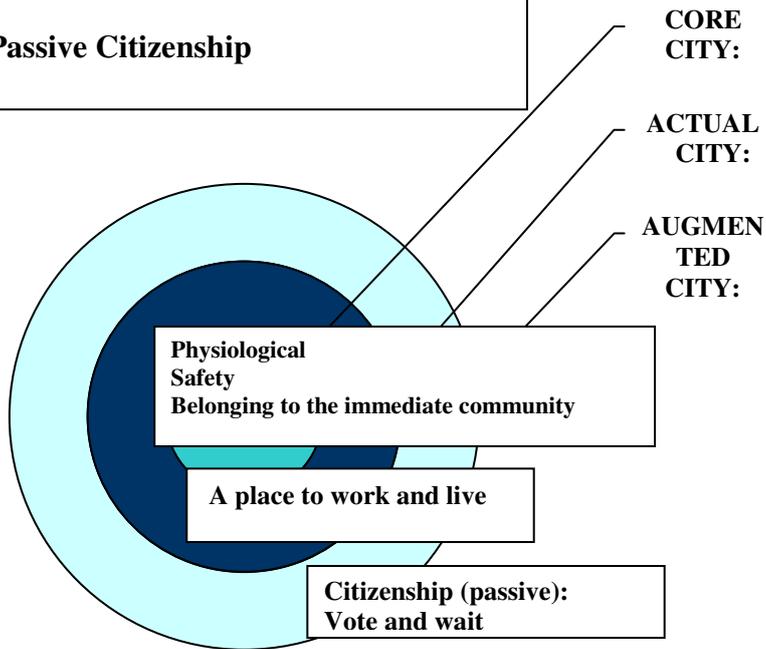
describe as the relationship level with city. In phase one, the relationship citizens have with the city is *passive* in nature, limited to voting and waiting afterwards.

The second phase of the model (Fig. 3.2.b) incorporates higher-level needs to the core benefits: the citizens aim to satisfy their self-esteem and self-actualization needs: They realize that they need more than a place to live and a place to earn their living; the place should be able to provide them humane conditions, linking the past, the present and the future. The citizens become aware of the fact that they deserve to have better conditions. In addition, they may seek to extend their existence in their city beyond their life through contributing to civic causes.

The bundle of services they receive from the city will now be expressed as quality of life in terms of development of the human potential, economic standard of living, housing, healthcare, a better built environment and a sustainable nature one, a safe, connected society for adults and children, where civil and political rights are legally protected and easily exercised. This actual state of the city will lead to the augmented city that provide its citizens with the state of *active* citizenship where they feel involved and committed.

The author of the dissertation proposes that the active citizenship stage will enhance the loyalty level for a city, which will further contribute to its brand equity.

**Figure 3.2.a. Three Levels of City as a Product:**  
**Phase 1: Passive Citizenship**



**Soundbite: “Doğduğun değil doydüğun yer memleketindir”**

**Figure 3.2b: Three Levels of City as a Product:**  
**Phase 2: Active Citizenship**



**Soundbite: Bir başkadır benim memleketim  
 I am my city and my city is me...**

### **3.2.4 Comprehensive City Dynamics Model**

The comprehensive second model of the study seeks to establish the relationship between of various elements of the urban product and overall satisfaction of the residents of a city.

The satisfaction is thought to be affecting the loyalty for a city expressed in terms of behavioral and attitudinal measures such as investing/recommending to invest in real estate or business in the city, and purchasing locally produced products. City Loyalty in turn, is seen as instrumental in the conversion from passive to active citizenship.

The impact of demographic variables such as age, cultural background, SES, education, as well as years spent in the city, other cities resided in and also media habits is also taken into account.

The city dynamics incorporated into the model include measures from a number of disciplines in addition to marketing such as urban quality of life studies, urban design and geographical psychology. The detailed explanations of the concepts are already provided in the literature survey of the study. The numbers in parentheses at the end of each coming paragraph refer to the section of the literature survey, where the respective concept is introduced.

The quality of life measures are mainly based on key headings of New Zealand Quality of Life in Big Cities study (2003), and Ulusoy, Öner and Bilgiç (1998) Analysis for Infrastructural Leveling. Among these measures are demographic and social structure of the city, education, environment, healthcare, built and natural environments, safety, and civil and political rights. (2.13 and Appendix 1)

Urban design measures include criteria such as character, creativity, legibility, connections, and collaboration. These are dimensions derived mostly from 2006 New Zealand study on Quality of Urban Design and 1998 article on vitality of city by Montgomery. (2.3.a and b)

There are number of studies from brand literature that inspired the Comprehensive City Dynamics Model, including 1998 Fournier Model on Brand Relationship Quality (adapted for City-Citizen relationships for this study), Martin and Eroğlu (1993) Country Image Scale Pisharodi-Parameswaran (1992) Country-of-Origin Scale adapted to Citizen Image. Also, from the field of geographical psychology, Félonneau (2004) Topological Identity Scale was included in the model. (2.2.5.3)

The core values constituting the essence of the brand are driven through the Brand Essence Wheel framework of Diageo PLC (2000), adapted for urban context for the dissertation.

The relationship between the urban dynamics and brand loyalty will be viewed as instrumental in determining citizen loyalty- expressed in behavioral and attitudinal measures such as investment preferences and recommendation as well as brand preference for local products. The comprehensive model seeks to establish the presence of such loyalty and its possible drivers among the urban dynamics elements.

The final part of the model is designed to understand factors affecting the level of civic involvement in urban issues. The model foresees two levels of involvement expressed as active and passive citizenship. These concepts were thoroughly explained in section 3.2.3

The current study approaches the comprehensive model from a qualitative perspective, and aims to explore citizens' understanding of urban dynamics elements defined by existing literature. Furthermore, the core values of the urban brand are determined to assist a positioning strategy for the city.

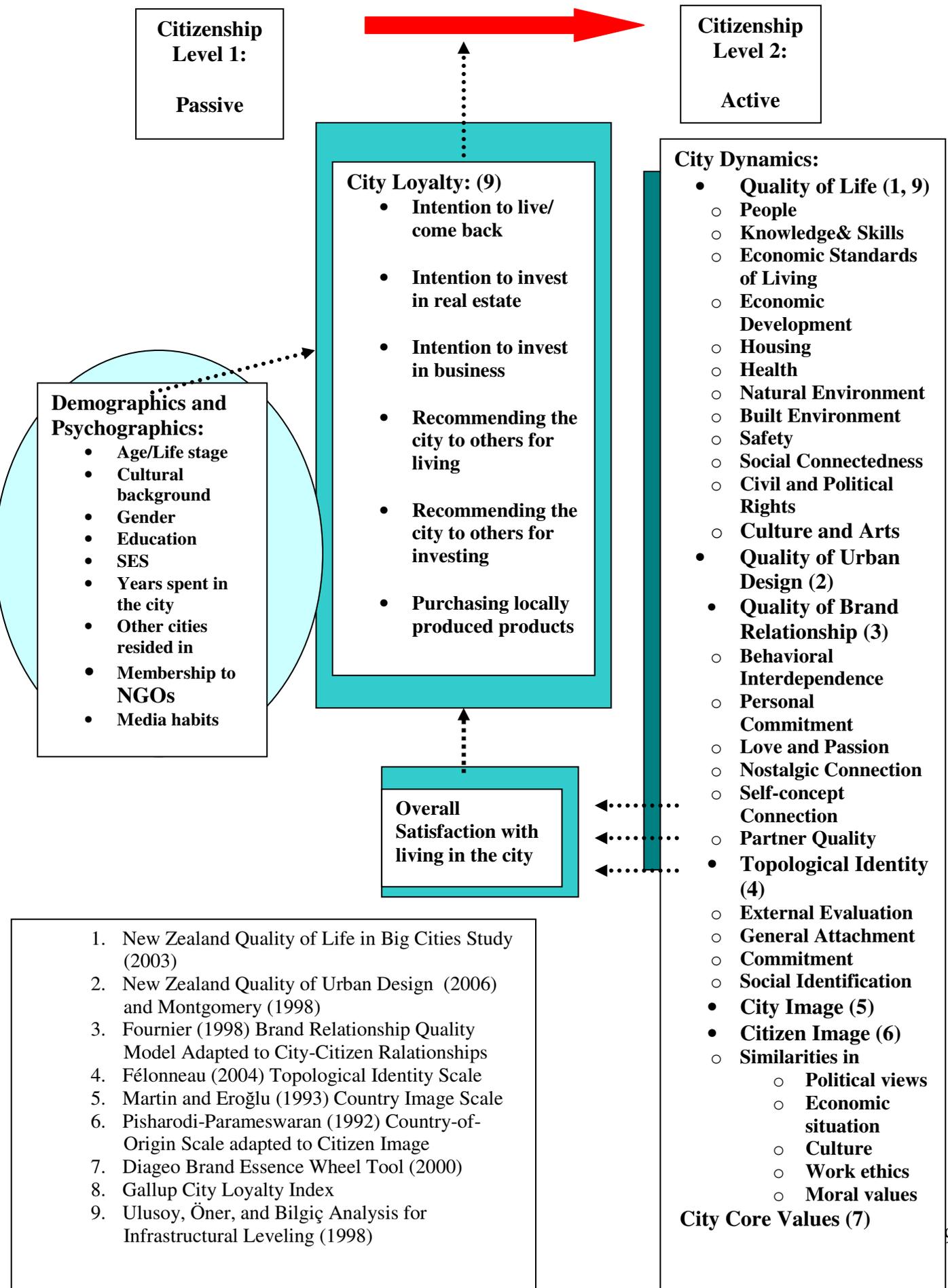
However, the author of the dissertation holds that there are citizen-specific demographic and psychographic factors such as age/ life stage, cultural background, gender, education, SES as

well as duration of residence in the city, presence other cities resided, membership in civil society organizations as well as media habits that also. affect one's attitudes toward and behavior in the city. These factors also need to be taken into account.

The strength and direction of a possible relationships between citizenship levels and city loyalty, between city loyalty and satisfaction, and finally between satisfaction and urban dynamic elements need to be quantitatively established. In the conclusion chapter of the dissertation such a quantitative model is proposed and the questionnaire is included in appendix 8.

In sum, the current study is actually a primary step in building a place brand. The actual process involves a long term commitment, both in execution and measurement. Especially, the tracking the possible conversion rates from passive to active citizenship necessitates the establishment of a longitudinal citizen panel, another challenging endeavor for a city with a high record of demographic mobility.

**Figure 3.3. Comprehensive City Dynamics Model**



### **3.3. Mode of Analysis**

The dissertation seeks to understand the dynamics of creating a city brand, through perceptions, associations, and shared values of the city's own residents. Keeping this objective in mind, the author had developed a list of topics that would define the urban entity as a marketable brand.

The city –as the product- is analyzed in two broad dimensions: the functionality and the emotionality. In the functional realm, needs, wants, and expectations from the city, physical attributes such as quality of life, urban design, legibility, landmarks, and flagship events are covered. In the emotional realm, feelings and perceptions about the city and citizen themselves are probed directly and through projections.

There are also topics that lie in the intersection of these two broad dimensions. The shared memory and urban space section actually explores the urban culture and its manifestations visible throughout the city. Leadership and networks prevalent are the other two aspects of the urban product that offer both functional and emotional benefits. All these dimensions are summarized in the urban essence wheel. The relationships of the citizens with the city are also examined through the active-passive citizenship framework.

The contextual definitions of these core-marketing concepts were discussed in detail under the research model section of the dissertation. There are also other brand architecture concepts probed individually during the interviews in relation with city branding. Table 3.1 is to summarize these additional topics and their relations with the research objectives stated section 3.1.

**Table: 3.1. Urban Brand Components and Related Marketing Concepts**

<b>Topics Discussed</b>	<b>Related Marketing Concept</b>	<b>Research Objective</b>
Feelings on Urban Life	Core Product: Attributes, Benefits	<b>R<sub>obj 2</sub></b>
Ideal City Perceptions	Expected Product	<b>R<sub>obj 2</sub>, R<sub>obj 5</sub></b>
Ideal City Examples	Competition and Benchmarking	<b>R<sub>obj 2</sub>, R<sub>obj 6</sub></b>
Quality of Life/Urban Design and Legibility	Product Physical Attributes, Brand Style	<b>R<sub>obj 3</sub>, R<sub>obj 5</sub></b>
Common Urban Memory/ Markers of Urban Identity	Brand Culture/ Brand Facts and Symbols	<b>R<sub>obj 4</sub>, R<sub>obj 3</sub></b>
Flagship Events	Brand Exposure	<b>R<sub>obj 3</sub></b>
Expressions of Izmir Scenarios for a Smyrian Film	Brand Image Associations Brand Communication Execution Styles	<b>R<sub>obj 4</sub></b>
Feelings on Being an Izmirite Perceptions of Izmir and Izmirites	Brand Associations Emotional Brand Benefits Self-Concept Brand Core Values	<b>R<sub>obj 4</sub>, R<sub>obj 7</sub></b>
Personification of the City	Brand Personality Strength of Brand Identification	<b>R<sub>obj 4</sub>, R<sub>obj 8</sub></b>
City and Social Integration	Segmentation and Targeting	<b>R<sub>obj 1</sub></b>
Soft Assets of the City Management/ Civil Society/ Networks	Brand Champions	<b>R<sub>obj 9</sub></b>
Relations with Ankara and Istanbul/	Brand Networks/	<b>R<sub>obj 6</sub>, R<sub>obj 9</sub></b>
Citizenship Levels and Loyalty	Brand Loyalty	<b>R<sub>obj 9</sub></b>

## **CHAPTER 4: RESEARCH DESIGN AND METHODOLOGY**

### **4.1. Rationale for the Research Method**

Kline-Weinreich (1996) indicates that in an ideal social marketing program, researchers integrate qualitative and quantitative data. They aim to arrive at a more comprehensive level of understanding about the issue that is addressed. Her recommendations are based on the Integrative Social Marketing Research Model by Steckler et al. (1992), where qualitative and quantitative methods are used to complement each other at various stages of a social marketing process.

Steckler (1992) integrates these approaches in four different modes: The first uses qualitative tools to prepare for quantitative stage, such as focus groups to establish a questionnaire. The second is the use of qualitative tools to interpret quantitative data; the third is the use of quantitative data to summarize qualitative such as questionnaires filled at the end of focus groups and finally, parallel use of both methods to cross-validate and build upon each other's results. The applied research method is in line with Kline- Weinreich's (1996) recommendations and the Steckler et al.(1992) model; it is composite in nature. Upon completion of the secondary data collection process, the primary data collection took place.

Meredith et al. (1989) define a research paradigm as the set of methods that exhibit the same pattern or element in common. Research activity can be classified according to a number of criteria such as the techniques used for gathering the data, the methods used to analyze the data or the immediate purpose of the research, the units of analysis, the duration/time points of data collection.

Meredith et al. (1989) developed a framework for research paradigms based on key dimensions of research methodologies: the rational versus existential structure of the research process and the natural versus artificial basis of the information used in the research.

The “rational/existential dimension” is concerned with the nature of truth: whether it is purely logical and independent of researcher, experience, culture or time or whether it can only be defined relative to individual experience. The “natural and artificial” dimension concerns the source and kind of information.

Figure 4.1 summarizes the different approaches and the research tools that are applied in each case. The author of this dissertation based her choice of methodology on this classification. The methods shown in bold font are the ones chosen for this study. The phrases in italics show the actual research tools applied.

## **4.2. Research Design**

As shown in Figure 4.1 the study incorporated a number of research tools for collecting secondary and primary data. Case studies, historical analysis, semi-structured interviews in the form of focus groups, in-depth one to one or paired interviews with residents of and experts on Izmir were conducted. Some of the findings were incorporated to some conceptual modeling tools such as the Urban Essence Wheel Framework, Active-Passive Citizenship Model and the Comprehensive City Dynamics Model.



#### **4.2.1. Secondary Data**

The secondary data included case studies of various city brands and also historical analysis based on the recent history of Izmir. These data are provided in the literature survey section of the dissertation. Other secondary data included social, political, economical or demographical indicators on global or national scales. These were used in the introduction, literature survey and finding sections of the study. Some detailed tables and examples such as the national election results, female representation rates, quality of life indicators, or long range urban planning schemes are provided in the appendices.

#### **4.2.2. Primary Data Sample Structures**

A series of focus groups and in-depth interviews with members of various sub-cultures forming the citizen body were conducted. Dimensions of being an Izmirite were probed into the, in order to develop a brand-essence wheel for the city. Focus groups included subgroups such as:

- i. Native Izmirites (those who have been living in the city more than four generations)
  1. Those with Turkish/Muslim origin
  2. Those with Non-Muslim origin
    - a. Those with Judaic origin
    - b. Those with Christian origin
- ii. New comers to the city (those who have been living in the city for less than 20 years)
  1. Domestic Immigrants (those who immigrated to Izmir from other parts of Turkey)
  2. International Immigrants (those who immigrated to Izmir from Balkan States)

iii. Izmir Diaspora: This refers to those with Izmir origin, yet living in other parts of Turkey or abroad. The author of the dissertation recognizes the different connotations of the concept Diaspora, yet she will be investigating the mere existence of those who still feel strongly about Izmir and mobilize their resources for the general benefit of the province/city,

1. Young Izmirites studying outside of Izmir;
2. Izmirites settled elsewhere

**Table 4.1a Sample Specifications of Focus Groups**

Focus Groups				
Code	Group Descriptor	Gender	Age Bracket	Number of Participants
FG 1	Izmirites living in Istanbul	Male	60+	5
FG 2	Students living in Istanbul	Mixed	-29	6
FG 3	Levantine	Mixed	30-44	4
FG 4	Jewish Citizens	Female	30-44	7
FG 5	Jewish Citizens	Female	60+	4
FG 6	Anatolian Immigrants (Elazığlılar Association)	Male	45-59	4
FG 7	Businessmen and Politically Affiliated Citizens (Tennis Club)	Male	45-59	6

**Table 4.1.b. Sample Specifications of Paired Interviews**

Paired Interviews				
Code	Group Descriptor	Gender	Age Bracket	Number of Participants
PI 1	Professionals	Female	30-44	2
PI 2	Professionals	Mixed	30-44	2
PI 3	Balkan Immigrants	Male	45-59	2

**Table 4.1.c. Sample Specifications of In-depth Interviews**

In-depth Interviews				
Code	Descriptor	Gender	Age Bracket	Participants
ID 1	Journalist	Male	30-44	1
ID 2	Journalist <sup>10</sup>	Male	45-59	1
ID 3	Civil Society	Female	45-59	1
ID 4	Civil Society, Academician	Male	45-59	1
ID 5	Civil Society	Male	60+	1
ID 6	Levantine	Male	60+	1
ID 7	Levantine	Female	60+	1
ID 8	Levantine	Female	60+	1
ID 9	Urban Designer /Izmir Diaspora, Bi-Cultural	Male	30-44	1
ID 10	Architect/Izmir Diaspora, Bi-Cultural	Female	30-44	1
ID 11	Architect/Urban Designer, Academician	Female	30-44	1
ID 12	Architect/City Management	Female	60+	1
ID 13	Academician, living in Istanbul	Female	45-59	1
ID 14	Academician, living in Istanbul	Male	-29	1
ID 15	City Management	Male	60+	1

<sup>10</sup> The interview with ID1 was conducted as a pilot; the statistical analyses do not cover this specific interview.

### **4.2.3. Primary Data Collection and Recording Processes**

Primary data collection process was done through following a semi-structured discussion guide, whose original is provided in Appendix 4. The discussion guide included topics such as:

- Feelings about urban life
- Ideal city descriptions
- Feelings about living in Izmir
- Descriptions of Izmir through
  - Facts/symbols
  - Projections
- Perceptions of Izmir
- Awareness levels on and attitudes towards current issues of Izmir such as
  - City management
  - Networks and relations
  - Events
- Strengths, Weaknesses, Opportunities and Threats for Izmir
- Relation with the City as a Resident: Loyalty and Participation Levels

Data recording was mainly done through digital voice recording, in each focus group a designated note taker was also present to enable cross checking. One of the focus groups was also video recorded.

In focus groups, the urban brand essence wheel was presented in poster form where the group members were asked to fill out segments of the tool using small post-it notes. These were also recorded. In this exercise, the respondents were to provide details on how they would describe the city's rational and emotional attributes and were to eventually arrive at the city's core values.

Prior to the analysis stage, the voice recordings of the focus groups and the in-depth interviews were decoded into written form. Two of the respondents living abroad, were contacted by telephone, their written responses were later sent to the writer of the dissertation via e-mail. Written data collected from seven focus groups, 13 individual and three in-pair face-to-face and two telephone interviews, were merged under each discussed topic. These notes were later combined with a selection of relevant articles from journalist Deniz Sipahi's daily column in *Milliyet Ege*, kindly supplied by the journalist himself as a further input to the interview conducted with him.

The code number by each interview is also used for the verbatim references.

The merged responses under each topic were internally sorted according to commonalities in content. Then they were translated into English to provide the verbatim references in the analysis section of the dissertation. Utmost care was given to translation of these verbatim references to eliminate the possible losses of meanings/nuances in translation.

In order to provide some quantitative perspective to the qualitative data, a content analysis based on the original notes on the interviews was done. The analysis covered references made to the key urban concepts provided in the model. The findings were grouped according to the age groups and cultural backgrounds of the research participants. The findings were further tested for significance using Friedman Test for non-parametric data on SPSS. The detailed findings of this analysis and their implications are provided in the final chapter.

#### 4.2.4. Other Data Collection Processes: Brand Immersion Scheme

The researcher also went through a “brand immersion” scheme to identify and follow the current issues of the city, to follow their development as well as to understand its diverse socio-cultural aspects. This process involved:

- Following local daily newspapers, and magazines as well as regional supplements of national papers for a period of 12 months,
- Conducting visits to homes and workplaces of various ethnic groups in city’s mosaic, high schools around the city, social clubs, festivities and rallies, and city transformation projects for observations
- Followed and joined to some internet journals, blogs and on-line platforms and forums set by Izmirites<sup>11</sup>
- Watching, reading, listening works of art and literature about Izmir or by Izmirites some examples of which shown in respective footnotes:
  - Books: Novels, shorts stories, memoirs,<sup>12</sup>
  - Films<sup>13</sup>
  - Music CD’s<sup>14</sup>

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<sup>11</sup> İzmir Kent Kültürü ve Gelişim Platformu : <http://izgep.org>, Kentyaşam.com news portal , <http://www.kentyaşam.com> and Izmirline.com : internet journal <http://www.izmirline.com>

<sup>12</sup> Gâvur İzmir, Güzel İzmir by Tarık Dursun K., İmbatta Karanfil Kokusu by Selma Fındıklı, İzmir Büyücüleri by Mara Meimaridi, Bir Düş Müydü o İzmir? by Dinçer Sümer, Yitik Kentin Kırk Yılı, by Kozmas Politis, İzmir 13 Eylül 1922, by Mehmet Coral, Benden Selam Söyleyin Anadolu’ya by Dodi Sotiriyu, İzmir Masalları by K.P.Demercis and M.G. Meraklis, İzmir Ateşler İçinde by A. Bridge

<sup>13</sup> Rembetiko directed by Costas Ferris Brides directed by Pantelis Voulgaris

<sup>14</sup> Bir İzmir’linin Not Defterinden by Ege from Mer Müzik, Unknown Recordings of Songs from Smyrna 1922-1940 series from The Greek Archives, and İzmir Roman Geceleri by Milhan Müzik

## CHAPTER 5 FINDINGS

The findings section of the dissertation are based on the qualitative study, conducted in the form of focus groups, in-depth interviews- one to one and paired as per the sample plan summarized in Tables 4.1.a, b and c. Kindly note that the codes included in the labels of the verbatim references denote the descriptions of the samples provided in the first columns of Tables 4.1a, b and c.

### 5.1. Feelings Associated with Urban Life

The first topic discussed was on feelings associated with urban life, definitions of an ideal city, and examples of cities perceived as such. This section aimed to have an understanding on how citizens perceive the city as a product, in terms of actual benefits received, and higher expectations to reach to an ideal level. By probing these points, the author aims to address Research Objective 2.<sup>15</sup>

Respondents cited a number of feelings associated with living in a city. Among those are being part of a close- yet unorganized knit of social interactions; feeling the presence of diversity of people, lifestyles, and cultures; feeling secure, sophisticated, modern, hip and upbeat; and being a part of a long heritage.

- “Living an urban life makes me feel hip and modern” (Caner, 29, ID 14)
- “I love the chaos of urban life. Chaos has its charm and energy. The disorder is so natural and that is the beauty of it. The countless interactions, diversity, and even the noise make the city alive and this energizes me. If everything was orderly, I would probably be very bored.” (Sinem, 39, PI 1)

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<sup>15</sup> Table 3.1 provides a list of topics discussed in findings chapter , the related marketing concept as well as the respective research objective(s), presented in section 3.1.

- “I feel connected when I live in the city. At night when I hear the noise coming from the elevator, I feel the presence of others nearby, and this connectivity makes me feel secure.” (Nazan, 55, ID 13)

A number of rational benefits are also mentioned as reasons for enjoying an urban life. The ease of fulfilling daily chores, availability of alternative economic or cultural activities and social services all result in perceptions of an elevated quality of life.

- “Ideally, a city should provide a lively cultural, artistic milieu. There should be a variety of activities both in performing and plastic arts. In addition, we should be able to enjoy a number of conveniences such as ease of transport and social interactions. I should not be spending a whole day to see an art exhibition or a concert. I should be able to meet friends on the street.” (Elena, 72, ID7)

The feelings associated with urban life, in terms of emotional and rational benefits of living in the city, representing key components of the core product are summarized in Table 5.1.

**Table: 5.1. Definition of Core Product: The City**

<b>CORE PRODUCT: BENEFITS OF THE CITY AS THE URBAN PRODUCT</b>	
<b>Emotional Benefits:</b>	<ul style="list-style-type: none"> <li>• Connectedness</li> <li>• Feeling Hip and Cool</li> <li>• Immersion with Chaotic Energy</li> <li>• Exposition to Diversity</li> </ul>
<b>Rational Benefits:</b>	<ul style="list-style-type: none"> <li>• Alternative Economic Activities</li> <li>• Convenience in Daily Affairs</li> <li>• Cultural-Artistic Activities</li> </ul>

## 5.2. Definition of an Ideal City

The ideal city denotes the expected urban product. The balance of expectations from a city and its perceived performance define the level of satisfaction derived. Satisfaction also signals about the value in terms of the benefits and costs about living in one place. These concepts were defined in section 3.2.1.2 of the dissertation. Through, ideal city definitions, the author aims to answer Research Objectives 2 and 5.

Now, it is the time to learn about how Izmirites view them as per their ideal cities and their evaluation of Izmir.

The definitions of the respondents for this concept include social, economical, natural, and cultural factors. Majority of the respondents cite the location of the city and its climate as the primary factor. Almost unanimously, they place the ideal city by the seaside. Being close to the sea, or better being a port city affects other dimensions of the macro-environment. According to some respondents, port cities are more open to the world; are culturally more diverse and tolerant, and embody a number of commercial activities. The geographical location is perceived to affect the climate as well. The ideal climate is defined to be a moderate one with lots of sunshine, mild winters and warm summers:

- “My ideal city has to be by the sea. I want to have lots of greenery around. I must add one other factor: the climate. It is important as it affects the psychology directly. I would love to live in a sunny and warm place...” (Buğra, 21, FG 2)
- “I believe climate affects social interactions directly, as the weather gets colder people grow apart from each other. The Mediterranean climate makes people warm-blooded. The relations are much more amicable along the Mediterranean.” (Sara, 62, FG 5)

- “My dream city has to be by the sea and have a moderate climate more than anything else.” (Levent, 40, ID 9)

The social climate of the city as the second most frequently cited factor in the ideal city definition: Respondents expect to see a diverse yet harmonized body of citizens where the social structures and mechanisms enable the new comers to blend and contribute smoothly.

- “My ideal city embodies a variety of cultures and lifestyles. The city should be polyphonic and diverse. This is the true essence of being a city: complexity and diversity.” (Zehra, 39, ID 11)
- “There should not be un-bridged gaps between the various social groups. The presence of different cultures and social stratum should not result in a dual city where unconnected groups exist. The diversity should not result in great variations in life standards.” (Levent, 40, ID 9)

The built environment is also another frequently mentioned dimension in an ideal city. The urban design elements of context, character, choice, creativity, collaboration are also mentioned by the “expert” respondents- architects, urban designers and the ordinary citizens. The architecture in an ideal city should hold a combination of old and new, have a unique character, be organically grown- i.e. not artificially designed, not undermine the human scale and be pleasing to the eye.

- “Cities are not structures that are artificially designed, they grow naturally, and they give birth to themselves. So I do not believe in utopist future cities where designers think of details and create accordingly. Cities that preserve their heritage and mystery are by far more interesting. The new and the modern can create contrast to the remains of the past and this will enhance the richness of the urban fabric.” (Zehra, 39, ID 11)

- “High rises in metropolitan cities are inevitable, but they may concentrate in designated downtown areas and leave room to humanly scaled residential zones.” (Cüneyt, 44, PI 2)
- “The architecture of the ideal city should have respect for the old and tolerance for the modern.” (Levent, 40, ID 9)
- “I really enjoy seeing single story houses with gardens, not just for the rich people, for the middle class as well” (Buğra, 21, FG 2)

Diversity is not a characteristic that is sought after only in social and architectural structures: some respondents mentioned the presence of “choice” in professional or commercial life in describing their ideal city. Professionals who have been working for multinational companies, university students, and parents of such students stressed the importance of having alternative sectors and employers. When such factors are not available, the city may lose much of its dynamism accordingly.

- “The city should be able to offer alternatives for the younger generation.” (Simone, 42, FG 4, Edlin, 60, ID 8)
- “My ideal city should be dynamic enough to offer professional mobility. It is greatly limited when you do not have alternative employers. You are stuck with one company or position. I have personally suffered from this.” (Gediz, 42, PI 2)

Size and the mobility of the population is another factor taken into account. Some respondents mention an optimum or a manageable population size, whereas others discuss about the necessity of mechanisms for integrating or harmonizing new comers. Finally, brain drain is mentioned as a threat to the ideal demographic structure.

The political environment of the ideal city are discussed under some key headings:

representation of various world views or the prevalence of a specific one, the responsiveness of the city management to the needs of the citizens, the quality and the accountability of the public services provided both by the elected or the appointed bodies. The attributes for an ideal city is derived at the end of a focus group consisting of politically affiliated citizens. According to this list an ideal city:

- Consists of citizens who knowingly accept the rules and respective sanctions;
- Fosters the co-existence of various cultures;
- Assists the urbanization process of new-comers while conserving the identities of the core masses;
- Preserves its historical and natural richness and converts these into economic value;
- Protects its cultural memory and conveys it across generations,
- Has regulations, urban development plans and adopts them without exemption;
- Has a rapidly functioning justice system in place;
- Protects its architectural identity and controls urban sprawl;
- Integrates its superstructure with infrastructure from the beginning; coordinates the development plans for transport systems, parking, green zones, sewage and irrigation systems;
- Has solved issues relating to health, education and security;
- Promotes city managers whose policies transcend daily politics and short-term populism,
- Encourages the political sensitization of its citizens especially through active participation of women in politics;
- Defines its social interactions in terms of respect and affection both for fellow citizens and the urban life (Tennis Club, Focus Group, FG 7)

The concepts retrieved from the ideal city definitions of the respondents are reflected in Table 5.2

**Table 5.2. Ideal City as the Expected Product**

<b>EXPECTED PRODUCT: ATTRIBUTES OF THE IDEAL CITY</b>	
<b>Location:</b>	By the sea
<b>Climate:</b>	Mildly Warm
<b>Life Styles:</b>	Tolerance to Diversity
<b>Social Structure:</b>	Not too segregated Multicultural
<b>Built Environment:</b>	Reflection of Cultural Accumulation Creative Well-planned Aesthetics for the “Average” Man Combination Old and New
<b>Economic Activity:</b>	Professionalism Alternative Employment Opportunities Dynamic and Evolving
<b>Citizenship:</b>	Respect for Rules and Sanctions Respect for Heritage Tolerance for Diversity
<b>City Management:</b>	Development and Application of Standards, Regulations and Sanctions Protection of Cultural Heritage and Natural Environment Fostering Urbanization of New- Comers Adoption of Long-Term Perspective Integration of Infra and Supra-Structures Inclusion of Citizens and Civil Society Accomplishment of Basic Functions of Health, Education, Security, Transportation

### 5.3. Examples of Ideally Perceived Cities

This section has the purpose of defining the expectations of the citizens from the city as well as defining benchmarks or competition for Izmir as stated in Research Objectives 2 and 5.

The vast majority of the respondents mentioned Izmir when their ideal city was asked. Reasons for selecting Izmir as such varied from being located by the sea, to the close social knit, from adopting a modern secular worldview, to enjoying an easy pace of life. Before further analyzing the responses on Izmir, a closer look at the other cities that were perceived as ideal is necessary.

London is mentioned by two of the respondents as their ideal city. (Coincidentally, both of these respondents are architects and in their late thirties.) Their reasons for selecting London as ideal stemmed from factors such as the city's location, diversity, architecture and cultural life:

- “I currently live in London and might describe it as a comfortable place in which to live. The things that attract me to London might be described as:
  - It's location and accessibility to almost anywhere in the world (business advantage)
  - It's diversity – things to do, mixed group of people, no one feels like a foreigner
  - It's architecture and rich urban fabric
  - It is intellectually stimulating
  - It is a large city, yet it is manageable
  - It has many spaces that are local to a certain area – this is richness but also reduces the feeling of being overwhelmed by a big city.
  - London does not have a very favorable climate though!” (Aylin, 38, ID 10)

Coastal cities along the Mediterranean are also found ideal by three well-travelled interviewees—a journalist, a professional guide and an academician. Barcelona and Thessalonica are two stated

examples of this nature. Climate, flora, cuisine, nightlife, architecture and most importantly resemblance to Izmir, were the reasons for the selection.

Florence and St. Petersburg are two other cities seen as ideal due to their well-preserved architectural heritage by one respondent, incidentally an architect. Holding on to their pasts kept the cities' mystery as well according to this respondent.

Two respondents, who both spent two years in Vancouver, were in agreement that the city was perfect due to the harmony of the sea with its greenery, its moderate climate in Canadian standards, as well as a balanced skyline of high-rise and lower buildings. Its port and the economic liveliness associated with it were also mentioned among the pluses of this city.

Respondents also stated that Vancouver was receiving a considerable immigration from around the world as well as from other parts of Canada, yet the systems were in place for integrating the new comers. These respondents also stated that the Izmir had many similarities with Vancouver. They held that the late Metropolitan Mayor of Izmir, Ahmet Priştina, had such a vision of Izmir: making it as ideal and as admired as Vancouver.

A respondent counted Geneva and San Francisco as his ideal cities. Geneva was regarded as such due to the orderliness, its greenery and lake, its multicultural population, and peacefulness.

The respondent was a Levantine of French origin, so the fact that the city was mainly Francophone also affected his choice. The high cost of living in Geneva was seen as a shortcoming of the city, though.

- “Geneva is the city for a peaceful retirement for the bourgeois. It is not possible to live there if you have limited resources.” (Jean Pierre, 66, ID 6)

San Francisco was seen as the ultimate city in tolerance. The colorful ethnic mosaic and the large gay community were the underlying reasons for this evaluation. Being a coastal city, which was

close to the Napa Valley, was also mentioned as a positive trait. The respondent said as a concluding remark:

- “ I like San Francisco as it is the least American city in America” (Jean Pierre, 66, ID 6)

Sydney and large cities of New Zealand (Auckland and Wellington) were mentioned by one respondent (Selma, 64, FG 5). After a three-week visit to the region, the respondent was very impressed by these cities. The architecture of the residential buildings, the peacefulness, the greenery, and the social milieu especially in New Zealand were the grounds for her liking.

One interviewee (Meltem, 39, PI 1) said Cologne was her ideal city due to its cleanliness, orderliness, and its respect for the past. She was especially fond of the old part of the city, which was kept original, while the city developed outside of this core zone. One thing missing was the sea she stated. “Then it would be my dream city,” she concluded. Finally, San Diego was found as ideal by one respondent. This respondent was in his early twenties and had spent a term in this city as an exchange student. The city’s climate, lively student life, proximity to the beaches, and the urban design (allocation of separate zones for high- rise office buildings and low residential buildings) appealed to him...

It is noteworthy that four of the cities cited above were also among the world’s top cities offering the best quality of life (2005/2006) by Mercer Consultancy<sup>16</sup>. These cities are Geneva, ranking as the second; Vancouver, the third; Auckland the fifth; and Sydney the ninth. Cologne itself was not in Mercer’s top ten cities but, the list included three other German cities, namely, Düsseldorf, Frankfurt and Munich.

The location of the city, its proximity to the sea, and a moderate climate was a popular trait of the ideal city across all groups. Preserving the city’s cultural and architectural heritage was stated

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<sup>16</sup> [http://www.citymayors.com/features/quality\\_survey.html](http://www.citymayors.com/features/quality_survey.html) as accessed May 11, 2007

more frequently among the 40 plus groups, where as respondents in their twenties and thirties were placing a higher value on cultural diversity and social liveliness. The non-Muslim respondents mentioned tolerance to diversity as a criteria relatively more frequently than the rest.

Table 5.3 summarizes these findings.

**Table 5.3. Some Common Characteristics of the Cities Stated as Ideal**

<b>IDEAL CITY CHARACTERISTICS</b>	<b>NUMBER OF MENTIONS</b>	<b>POPULAR AMONG</b>
Proximity to the sea	45	Across all groups
Pleasant/mild climate	27	Across all groups
Well-planned urban design	24	40+ age groups
Conservation of the city’s culture and history	22	40+ age groups
Mixed yet tolerant social mix	18	20s-30s age group and Non-Muslims
Order and cleanliness	12	40+ age groups
Security	8	60+ age group

Table 5.4 shows the mentioned ideal cities and their selection rationales. Location, cultural diversity and architectural design are more frequently cited rationales.

**Table 5.4. Ideally Perceived Cities**

<b>IDEAL CITY</b>	<b>RATIONALE</b>
London	Location/accessibility Cultural Diversity Architectural Fabric
Barcelona/Thessalonica/ San Diego	Climate/Location Cuisine Resemblance to Izmir
Florence/St. Petersburg	Historical fabric
Vancouver/Sydney/Auckland and Wellington	Natural setting Architectural Style Modernity Cultural Diversity Economic Activities
Geneva/Cologne	Cleanliness/Order
San Francisco	Cultural diversity

### 5.3.1. Izmir as the Ideal City

The vast majority of the interviewees said Izmir was their ideal city. Almost all of these remarks on the other hand included reservations on various dimensions. These reservations will be referred to in the coming sections. Majority of these people were currently living in Izmir, while there were others who are planning to go back living to Izmir in the future. The reasons for choosing the city as ideal were on both rational and emotional grounds as briefly mentioned earlier. The objective or rational reasons for selecting Izmir were its geographic location, its proximity to Aegean summer resorts, its mild climate, its historical heritage, the poly-cultural composition of its population, its political climate, and its quality of life.

- “If I had a chance to be born ten times, I would choose Izmir as my ideal in every ten of them. Its bay especially in sunset, its proximity to Aegean resorts, and the surrounding greenery make it a beautiful city. Moreover, in this city, earning your life is easy, while living is much less costly. It has a lively social life, I have travelled around the world, and I still find Izmir as the best in terms of climate, people, food...” (Rahmi, 52, PI 3)
- “I lived in Istanbul and Ankara as well. When I compare Izmir with these cities, the historical richness, surrounding resorts, the mild climate, the currently sufficient infrastructure, its relatively ordered urbanization make it the strongest candidate for my retirement city.” (Nuri, 61, FG 1, FG 1)
- “I am so happy to live in this city. Izmir is so modern, it has a comforting climate, it is so easy to go to holiday resorts from Izmir, and its people are so friendly and genial.” (Jenny, 37, FG 3)

- “Izmir is my dream city with its seaside location, its modern and warm people, its Mediterranean climate, its comfortable venues to savour delicious sea food and raki.” (Caner, 29, ID 14)
  
- “Izmir is ideal for me for a number of reasons:
  - Every aspect of my life is within walking distance: my work, my home, and my social interaction zone. This is makes my life so much easier.
  - People of Izmir are so natural and genial. In addition, you can meet your friends much more frequently compared to Istanbul or other bigger cities.
  - The size of the population is optimal, just controllable, or manageable. If we had a larger population, we could face the problems Istanbul is facing in terms of traffic, security, or social erosion.
  - I strongly share the prevailing modern, secular worldview of the city. This is so important for me.
  - I could not live far away from the sea. My ideal city has to be along the sea, just like here.” (Sinem, 39, PI 1)

The subjective reasons for idealizing Izmir are relatively greater in number: The adaptation of the Fournier’s (1998) “Brand Relationship Quality” measures and Félonneau’s (2004) “Topological Identity Scale” will be helpful in grouping the responses. Some items of these scales were directly probed later in the interviews, so only the items relevant to the analysis of this specific question will be used at this point.

The item for “Love and Passion” by Fournier’s (1998) (“No other city can take the place of my city”) came up spontaneously in various focus groups or interviews. Some respondents stated

that they have lived or seen other cities, so they can make the comparison easily. Some state their families have been living in Izmir for many generations, some only moved there early in their lives. This feeling of familiarity with the place and the people are the strongest reasons for attachment. This feeling of affection can also be further described by Félonneau's (2004)" General Attachment" statements, such as feeling like a native of the city, seeing oneself as an inhabitant of the city, really feeling at home in the city, city's being a part of oneself.

- "Izmir is the only city where we can survive; our lives have been shaped here for generations." (Edlin, 60, ID 8)
- "For me the ideal city is Izmir. I like everything about this city. I like the smell of it, I like its colors, its sea...I even like this chaotic situation in Alsancak. Of course, I want it to be much better...but I still say Izmir, our Izmir..." (Cois, 41, FG 4)
- "I was born in Istanbul and had moved here while I was still a baby. I consider myself a native of the city. Izmir is Turkey's most beautiful city with the best climate and Alsancak is the best part of it, so I find myself very lucky." (Viki, 68, FG 5)
- "My family has been living in Izmir for eight generations. I like Izmir very much; this is a real Mediterranean city. I could not live elsewhere." (Cinsia, 43, FG 3)
- "I have travelled to 22 European cities last summer, and I still find Izmir as the ideal. I just cannot be objective about it. Its warmth extends from its climate to its people. Its people are also modern, enlightened. However, you do not see the cold, distant relationships seen in large cities. People still know what it means to be neighbors, the shop keepers recognize their customers, conduct small conversations with them." (Gözde, 26, FG 2)

“Nostalgic Connection” item by Fournier (1998) can also be instrumental in describing the relationship of the respondents with city who idealize the city. These respondents however do not see the current city as such. The nostalgically tell how life was back in those days.

- “I lived in Alsancak until I was ten years old. Our house was on Vasif Çinar Boulevard. The houses were two storied. The gardens were well kept. We could go swimming in areas what is now considered inner city. Everything was so clean, orderly, and nice.” (Ömür, 65, FG 1)
- “I grew up in Levantine mansion in Bornova. Back in those days, everything was so noble. So much has changed since then as how people talked and how they dressed. We waited for the international so impatiently. New clothes were prepared for the fair season. My ideal city is that Izmir in the past.” (Nazan, 55, ID 13)
- “It hurts me to remember how the waterfront (Kordon) used to be. The beautiful two storey houses are all gone now. The cooling sea breeze is also gone. Back then, Izmir was really an ideal city.” (Gino, 44, FG 3)

Table 5.5 provides the list of reasons respondents stated for selecting Izmir as their ideal city.

**Table 5.5. Izmir as the Ideal City**

<b>RATIONALE FOR SELECTING IZMIR AS THE IDEAL CITY</b>	
<b>Reasons</b>	<b>Number of Mentions</b>
Proximity to the sea and coastal leisure destinations	12
Warmness, friendliness of its people	10
Pleasant/mild climate	10
Mixed yet tolerant social mix	9
Historic ties & nostalgic connections	9
Strength of social ties	8
Modern outlook of its people	7
Proximity of places	3
Lively social life	3

As stated at the beginning of this section, vast majority of the respondents evaluated Izmir as an ideal city with some reservations. The respondents from all age groups resentfully mentioned how the typical architectural fabric of the city was damaged following the Floor Ownership Law of 1965. The Law allowed the construction destroyed of 7-8 –floor apartment buildings in place of the two storey bay-windowed single houses. The pollution of Izmir Bay, the air pollution, the changes in the human capital of the city because of the influx of people from rural parts of Anatolia, the limited artistic and cultural activities, and the stagnation in the commercial and industrial fields were the other topics the respondents seemed to be discontented about.

- “There is urban sprawl as a result of the increases in population; the city is losing its architectural character. Nonetheless, the newcomers socially try to adapt themselves. Maybe it is the climate that makes them open up after a while.” (Jenny, 37, FG 3)

- “My dream is to see Izmir as economically lively as Barcelona.” (Cinsia, 43, FG 3)
- “There is something missing about the city that prevents Izmir to become as lively as Barcelona, Marseilles, or even Naples. It somehow lacks that aurora, that feeling of Mediterranean lightness and gaiety despite the recognizable efforts for putting the city on the world map. Nevertheless, Izmir is still my ideal city even it has not fully established its character.” (Nuri, 61, FG 1)
- “My ideal city is somewhere like Izmir. Yet this place is architecturally better designed, has much less air pollution, the immigration is controlled or where urbanization is at manageable levels, where people show respect to the rights of others.” (Hakkı, 22, FG 2)
- “We really show no respect for our cultural heritage. I used to pass by an ancient stone aqueduct on the way to Kemalpaşa, I noticed that it no longer exists. Somebody must have demolished it to steal the remains to build some stone villa. This is the respect we show for our antiquities.” (Gino, 44, FG 3)
- “The city has lost all its cultural character as a result of the immigration from rural Anatolia. Using the word plunder would not be too strong to describe the situation.” (Mesut, 60, FG 1)
- “I wish the participation in the cultural activities was not limited to a small group of elite intellectuals.” (Elena, 72, ID7)
- “Izmir is close to our ideal city, but we want it to be greener, have cleaner land and sea, and be livelier economically.” (Focus Group of Jewish Ladies, 60+)

- “I live in Mavişehir. Its architecture is so well planned. There is sufficient greenery, parking space, shopping and sports facilities and security; there is harmony between the high rises and lower buildings. There are even replicas of our typical houses with bay windows. I like the place even though some view it artificial as it was a designed project and does not have a long history. If the rest of the city was as organized as Mavişehir, we would not be complaining about the architecture this much” (Uğur, 21, FG 2)

Those who have cited other cities as their ideal ones cite some shortcomings or possible problem areas for Izmir that keep it from becoming ideal. They cited such as the lost architectural identity, the dearth of professional opportunities and cultural activities, problems in accessibility to other big cities, and the spread of second homes that deteriorate the natural setting in coastal regions. Finally, some nostalgically remind of Izmir’s past and argue that if we had conserved it well, it would be an ideal city in universal standards.

- “The current architecture in Izmir leaves little to be desired, but can almost be redeemed by the setting. More significantly I don’t feel Izmir has the critical mass to nurture an intellectually stimulating environment – one in which you meet likeminded people (unlike Istanbul)” (Aylin, 38, ID 10)
- “To be an ideal city, Izmir needs to have more arts and culture activities as well as sporting events. We as Izmirites also need to develop our conservation skills and generate resources for this.” (Focus Group with Jewish Ladies 35+)

Accordingly, the shortcomings of Izmir are listed in Table 5.6 The loss of the historical urban character was due to lack of an awareness, knowledge and respect for the past coupled with economic reasons according to Kuban (2007). The slowing down in the economic dynamism was perceived perhaps faster than the conjunctural recessions on global or national scales, due to

the closing down or relocation of major industrial firms away from the city. These views are also confirmed by the reports prepared for the chambers of commerce and industry. (Karayiğit, 2003 and İköz, 2004) Table 5.6 summarizes the reasons why Izmir is not viewed as perfectly ideal by some respondents.

**Table 5.6. Improvement Areas for Izmir**

<b>SHORTCOMINGS OF IZMIR AS THE IDEAL CITY</b>	
<b>Reason</b>	<b>Number of Mentions</b>
Urban Design: Loss of Character and Lack of Creativity	10
Deterioration of Natural Environment	7
Lack of Respect for Heritage	6
Insufficient Economic Dynamism and Diversity	3
Insufficient Alternative Entertainment and Cultural Activities	3

#### **5.4. Evaluation of Izmir Through Major Components of a City: Urban Design, Legibility, and Quality of Life**

This section seeks to define the urban product in terms of physical attributes and brand style, and by doing so it aims to address Research Objectives 3 and 5.

Izmir as an urban settlement was evaluated through certain major components of a city as the subtitle suggests. Even though the city is one of the oldest settlements in the Mediterranean basin, it had gone through a number of disasters throughout its history. Many parts of the current city had to be re-built after the Great Fire of Izmir 1922. The internal migration waves of the

second half of the twentieth century from eastern parts of Anatolia had also contributed adversely to the city's urban structure and character.

#### **5.4.1. Urban Design and Architectural Fabric**

Throughout their evaluations of the city, respondents indicated their concerns about the lost architectural identity of the city, and the negative effects of urban sprawl. Some respondents provided opinions on Izmir's urban design that were more detailed: architect Ülkü Karacaovalı as a former member of the city's conservation council, the vice-governor Fahir Işıksız<sup>17</sup> and journalist Deniz Sipahi.

- “The city has not been developed/ urbanized in a well-planned manner. There are buildings made without construction permits, or built on public land. Also, the multi-storey, adjacent residential buildings along the coastal line set a very ugly concrete wall, preventing the sea breeze into inner parts. Izmirites call these mockingly the Great Chinese Wall. The two storey bay-windowed houses along the waterfront should have been conserved as they were, and multi-storey buildings could have been permitted along the parallel streets in an ascending fashion. The remaining heritage buildings that reflect the city's multicultural past are not well preserved. Some heritage buildings are restored in violation of conservatory regulations.

Context, i.e. the harmony between buildings, spaces, and places is not good. The current additions to urban fabric do not reflect a creative and innovative outlook. The urban fabric should harmonize old and new, classic, and modern; unfortunately, this is not the case in metropolitan Izmir.” (Ülkü, 61, ID 12)

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<sup>17</sup> Fahir Işıksız retired from his position as of May, 2007.

- “Urban Design is not a strong point for Izmir. The urban plans are not fully adopted; the greed for unearned income, sometimes dominates over urban design principles.”  
(Fahir,65, ID 15)
- “I will quote Calvino, who said: “What fascinates one in a city is not its seven or seventy seven wonders, it is the answer the city gives to a specific question one asks.” Let us ask that one question, and clarify it with examples: Are we happy from the urban aesthetics of the city? Are we happy from the urban furniture and lighting elements, when we stroll in shopping districts in Alsancak or Karşıyaka? Do the landscape designs or floor covering fit the city’s fabric? Are these holistically planned and consistently preserved throughout administrations or do they reflect discontinuity in styles for each administration? Some people may find these questions trivial. However, this city should not be a sketchbook for reflecting mayors’ personal tastes and preferences. Can mayors of Prague, Vienna, or Paris be so liberal in choosing the elements for city’s aesthetics? Izmir unfortunately fails in this respect.” (Deniz, 40, ID 1)

#### **5.4.2. Legibility of the City**

As a physical characteristic of the urban product, the city’s legibility is a desired attribute. Lynch (1981) defines legibility as “*the degree to which the different elements of the city (defined as paths, edges, districts, nodes and landmarks) are organized into a coherent and recognizable pattern.*” By gathering information about these elements, the individual creates both an image of the city, and a frame of reference. (Montgomery, 1998). Lynch (1960 and 1972) calls this memorable or distinctive characteristic of having high “imageability” as “*sense of place.*”

When they were probed about the legibility of the city, the respondents were evenly divided in terms of accepting the presence of the trait or rejecting it. However, a closer look at the positive responses revealed exceptions to these statements. They found the city legible only in their own

locale. When they had gone to “newer” districts, it was not as legible as they had previously indicated. The verbatim reference shown below provides a good summary of other responses as well:

- “No, it is not legible in the conventional sense. Yet it is still a place with a strong sense of neighbourhoods, once that is understood, and then it becomes more legible.” (Aylin, 38, ID 10)

The explanation for the illegibility of the city comes from architect/urban designer respondents. The lost architectural character of the city damaged its legibility as well.

- “The illegibility of the city does not stem from a chaotic urban design; it is the monotony of the urban fabric that makes the city hard to read. The only guiding element is the sea. The urban fabric developed since the Great Fire of 1922, is mainly monotonous, it is very difficult to distinguish buildings from one another as we do not have sufficient landmarks as markers of identity.” (Zehra, 39, ID 11)
- “The city is no longer legible as the architectural and urban character is lost. The environmentally disrespectful urbanization, lack of urban landmarks, and monotony in the architectural styles makes the city hard to read. People guide themselves according to street names and numbers, and well-known shops instead of landmarks.(Levent, 40, ID 9)

Further contributing to this situation is the insufficiency of proper signage, according to some respondents. Signage in the urban setting serves a similar function to the label of a product. Just as the information provided on the label, guides the consumer about the specifics of the product inside the package, street signs guide the locals and guests through the city.

- “Unfortunately we have no detailed signage that would direct people. The only proper signage we had since many years were the ones put up during Universiade 2005. It is so

difficult for a tourist to find his way through with a map. Of course, that is if he can find that map.” (Gediz, 42, PI 2, Cüneyt, 44, PI 2 and Mustafa, 48, ID 4)

Others, who find the city legible, view the original urban plan of the city, developed after the Great Fire as an innovative initiative for the time. They argue that despite the current urban sprawl, the main parts of the city are still well organized and have sufficient landmarks. However, they also agree the Floor Ownership Law has done great damage to the city’s architectural character as well its legibility.

- “It is definitely a legible city. Its maps and plans are well documented. The numbered streets, the ease of inner city transportation, its inter-modal integration facilitates the legibility.” (Fahir,65, ID 15)
- “Yes, this city is definitely a legible city. It is one of the more positive traits of the city. The numbered streets, the well-defined squares, and the star- structured streets out of these squares make the city easier to read .It is in line with classical urban design principles.” (Ülkü, 61, ID 12)
- “It is a legible city, I can easily draw you a plan of the city from Çesme to outer Izmir, could you draw one for Istanbul, for example from Nişantaşı to Kayışdağı, that easily?” (Nazan, 55, ID 13)
- “I know the city just as I know the palm of my hand. Of course, I am referring to Alsancak, but all the city’s attractions are here...” (Doruk, 24, FG 2)

### 5.4.3. Quality of Life

Quality of life was another attribute of the urban product, which was taken into consideration.

Unlike their evaluations of the urban design, vast majority of the respondents were in the opinion that the city's one of the strongest points was its quality of life. The manageability of its population size for a metropolis resulted in less traffic and comfortable mass transportation systems, according to some respondents. The healthcare and education facilities were found to be above average. Possible improvement areas could be security and air pollution. One respondent mentioned the contributions of EGE-KOOP for the housing projects they have accomplished for middle-income families. Such development projects could control urban sprawl and thus improve the general quality of life.

- “The city regressed while developing; it lost its character and became so cheaply ordinary. Nevertheless, the quality of life still is a strong point. People in Izmir enjoy life more. In Istanbul, people live to work, in Izmir it is vice versa. Izmirites do not waste hours in traffic, life is relatively cheaper, socializing is easy, and they have relatively good schools and hospitals.” (Nazan, 55, ID 13)
- “The cost of living in Izmir is relatively reasonable compared to Istanbul and Ankara... There are good quality healthcare institutes: university research hospitals and private enterprises. The city is relatively safer than other big Turkish cities. City has a well-knit informal network, people can meet one another, learn about each other very easily, the draw back of this however, there is little room for privacy. Civil society is gaining momentum for the past 20 years, the shyness to participate in civil organizations following 1980 coup no longer exists. The natural environment is not well preserved; the natural richness and beauty of the city unfortunately turn out to be minus due to this lack of conservation mentality.” (Ülkü, 61, ID 12)

- “The rapid growth of the city is inevitably impacting on the quality of life of residents. The city’s strong areas contributing to its quality of life are reasonably good health and education facilities and its access to coastal leisure destinations. Traffic is tolerable, but there are signs that it will become problematic in near future. Finally, the city is architecturally is not very attractive.” (Aylin, 38, ID 10)
- “The initiatives of EGE-KOOP should also be recognized. Their well-planned housing projects should be given credit for improving the general quality of life.” (Fahir,65, ID 15)
- “Initiatives on mass transportation, especially those in underground and water transport, have greatly contributed to quality of life in Izmir. Building regulations need to be rewritten to ensure energy conservation and use of environmentally friendly construction materials. As a final point, the air pollution and crime rates need to be curbed to further improve the life standards of the citizens.” (Levent, 40, ID 9)

Table 5.7 summarizes the strong points, improvement areas and potential problem areas for various quality of life dimensions for Izmir. The strong points related to quality of life, mainly stem from factors related to the size of the city, which is more “manageable” compared to a megapolis like Istanbul. The improvement areas point to deficiencies in both future and past orientations- lack of consciousness for preserving the heritage and the insufficiency in future planning. As a result some problems, whose signs are beginning to be visible, such as traffic, water scarcity and air-pollution are anticipated by across age and background groups.

**Table 5.7. Quality of Life Evaluations**

<b>URBAN PRODUCT ATTRIBUTES:QUALITY OF LIFE</b>		
<b>Strong Points</b>	<b>Improvement Areas</b>	<b>Possible Issues</b>
Pace of Life Cost of Living Social Ties Health Services Education Services Security Public Transport Housing Projects	An Outlook to Preserve Natural Environment Rules and Regulations to Plan and Preserve the Built Environment Adoption of a Long-term Perspective in Infrastructural Planning	Traffic Water Scarcity Air pollution

## **5.5. Markers of Urban Identity: Facts and Symbols**

The city has a number of symbols to mark its identity. Respondents provided lists of places, monuments, persons, events, indulgences both through direct unaided probing. During the focus groups, the participants also filled the relevant sections of the urban essence wheel. All these items provided the concrete clues about the urban identity. The actual Izmir experience would be gained through visiting, meeting, (and tasting in some cases) these clues. It is worth mentioning that respondents in the younger age group provided much less number of clues than the rest. By exploring these topics, the author of the dissertation addresses, Research Objectives 3 and 4.

The facts and symbols provided by the respondents can be grouped under nine main headings:

1. Landmarks: Monuments and Squares
2. Districts: Residential and Shopping
3. Architectural Heritage
4. People
5. Educational Institutions
6. Events
7. Gastronomic Experience and Venues
8. Indulgences and Pastimes
9. Places of Worship

Responses obtained from the focus groups, and in depth interviews on each one of these symbols will be discussed in the following sections and will be summarized in Table: 5.8.

**Table 5.8. Markers of Urban Identity: Facts and Symbols**

<b>SYMBOLS OF THE CITY</b>	<b>NUMBER OF MENTIONS</b>
<b>Land Marks and Monuments</b> <ul style="list-style-type: none"> <li>• Clock Tower and Konak Square</li> <li>• Republic Square and Atatürk Monument</li> <li>• Other Squares and Monuments</li> </ul>	<b>38</b> 21 11 6
<b>Districts</b> <ul style="list-style-type: none"> <li>• Urban Areas <ul style="list-style-type: none"> <li>○ Alsancak/ Kordon</li> <li>○ City Center- Konak-Kemeraltı</li> <li>○ Karşıyaka/ Bornova/Balçova</li> <li>○ Other Shopping Areas-Bazaars</li> <li>○ Other</li> </ul> </li> <li>• Coastal destinations/ beaches</li> </ul>	<b>73</b> 56 16 14 13 10 3 17
<b>Architectural Heritage</b> <ul style="list-style-type: none"> <li>• Antiquities</li> <li>• Levantine/Jewish</li> <li>• Ottoman</li> <li>• Early Republican</li> </ul>	<b>36</b> 14 16 4 2
<b>People</b> <ul style="list-style-type: none"> <li>• Artists</li> <li>• Mayors</li> <li>• Business/Professionals</li> <li>• Other</li> </ul>	<b>30</b> 10 9 7 4
<b>Educational Institutions/Museums</b>	<b>13</b>
<b>Events</b>	<b>12</b>
<b>Gastronomic Experiences and Venues</b>	<b>7</b>
<b>Indulgences</b>	<b>5</b>
<b>Places of Worship</b>	<b>4</b>

**5.5.1. Landmarks: Monuments and Squares**

Within this category a total of 38 mentions were made. The current official symbol of the city, the Clock Tower was the most frequently cited symbol. It was mentioned 17 times on its own and 4 times as a part of the city center, Konak Square. Atatürk's Monument in Republic Square, Kordon (Waterfront in Alsancak district), Kadifekale, Culture Park- the fairground area, and Agora were the other frequently mentioned landmarks. Less frequently mentioned symbols signifying the recent history of the city include, Uğur Tahsin-the First Bullet Monument, Tomb of Zubeyde Hanım, Belkahve and Latife Hanım Kiosk.

A few respondents sounded skeptical about the appropriateness of the Clock Tower as the city symbol. They found it a cliché, or lost in the latest landscaping done in Konak Square. These respondents held that the waterfront especially in Kordon region was a better symbol for the city.

- “Water and edge (including the palm trees maybe) more than anything.  
Unfortunately most of the newer monuments are sufficiently outstanding and very little is left of any ‘historic’ identity. The Clock Tower, now surrounded by an urban park looks more lost than an immediately recognizable symbol.” (Aylin, 38, ID 10)
- “Kordon is the heart of the city. The Clock Towers remains too much of a cliché...”  
(Zehra, 39, ID 11)
- “The generally accepted symbol for the city is the Clock Tower and the palm trees.  
But I find Homer a much more appropriate symbol, foreigners may not have heard of Izmir but they would most probably remember and recognize Homer.” (Deniz, 40, ID 1)
- “The city symbol is such an important element for an urban brand; we are stuck with the Clock Tower. A foreign urban brand consultant recommended us to use Homer as

our symbol; how will this work? Is he someone integral to life in Izmir? Symbols should mean something to the people who live in the city.” (Mustafa, 48, ID 4)

### **5.5.2. Districts: Residential and Shopping**

The respondents mentioned districts within Izmir as its markers of identity a total of 73 times. The responses could be grouped under two main headings: districts within metropolitan Izmir (total of 56), and coastal leisure destinations/beaches (total of 17). Within the metropolitan Izmir, due to the abundance of activities present references about the city center Konak, Alsancak and Kordon districts were the most frequently mentioned areas. Respondents provided details on specific streets, squares, and venues present in this district.

Karşıyaka was a very popular choice as well on similar grounds, especially by respondents residing in that area. This category was especially popular among the 20's age group. Summer resorts, as well as entertainment and shopping districts seemed to have greater impact in defining the city's identity for this age group.

Some other residential districts bearing historical significance ,especially among the non-Muslims, were Bornova, Karataş, Buca and Bayraklı. These were also mentioned 13 times. Less frequently cited districts were Balçova and the Cable Lift, Halilirıfat Paşa and Varyant and Güzelyalı.

Kemeraltı, the downtown shopping district, was a popular choice in all groups. Havra Sokağı, the traditional food market, and Hisarönü- Kızlarağası Hanı, the semi-touristy historical shopping zone, were also cited 10 times. Two respondents cited Konak Pier, the posh shopping arcade converted from the historical fish market.

### 5.5.3 Architectural Heritage

The lost architectural character had appeared repeatedly in the interviews as a weakness of the city. However, there are some buildings regarded as architectural heritages. Due to the city's rich history, there are in fact architectural equities from a number of civilizations and eras. A total of 36 references were made within this category. Fourteen of these were about the antiquities of Izmir, namely Tepekule, Kadifekale and Agora. Another popular subgroup consisted of examples of city's Levantine heritage, residential and public buildings such as, Alsancak and Basmane Train Stations and the Levantine mansions in Bornova and Karşıyaka as well as 19<sup>th</sup> century Levantine and Greek Residences in Alsancak. References within this subgroup were made 11 times. Asansör (the Lift Tower) in Karataş was mentioned 5 times as a symbol of the high days of the Jewish quarter. In two interviews, respondents commented about two urban transformation projects initiated by Konak Municipality<sup>18</sup> and Izmir Chamber Commerce's project for the application of UNESCO's world heritage city status<sup>19</sup>.

Neo-Classical Office Buildings of the Early Republican Era were also mentioned to a lesser extent. Some of these Neo-classical buildings were recently renovated and had gained more visibility. These references were more common among non-Muslim respondents and also those with architectural backgrounds.<sup>20</sup>

- “The architectural character of the city, reflecting its multi-cultural history has deteriorated to a great extent to the point of extinction. Some 19th century residential building that survived the great fire and some neo-classical buildings erected after the

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<sup>18</sup> <http://www.konak.bel.tr/includes/projetamam.asp> and

<sup>19</sup> <http://wowturkey.com/forum/viewtopic.php?p=299044>

<sup>20</sup> According to <http://www.levantine.plus.com>, a website by the descendents of Izmir Levantines, an architectural analysis of the Levantine residences in Bornova, Buca or Karşıyaka would deliver more messages than the visual impact: “The visitors to districts formerly inhabited by Levantines will find few descendents if any living in those streets. However, many buildings survive and are more than just a testament that these people once existed. The architectural flamboyance of many attests to the wealth and culture of the former community, and also to the fact that Turkey to them was not a transient home, but a place to invest in their future.”

foundation of the republic are now restored as reminiscent of the architectural heritage.

All these building have stories to tell for the next generations.” (Fahir,65, ID 15)

#### **5.5.4 People**

Many respondents shared the opinion that there are important figures in the social, political cultural and athletic circles who are worthy of being symbols for the city. A total of 30 references were made in this category. Among them are former mayors, Ahmet Priştina (the most frequently cited one), Osman Kibar, İhsan Alyanak, and Behçet Uz; businessmen, Selçuk Yaşar, Mazhar Zorlu, Melih Özakat; artists and writers, Yaşar Aksoy Jak Edizel, Fikri Göksay, Ali Kocatepe, Tarık Dursun K., Zühal Yorgancıoğlu and socialites such as Marika Korsini, Haşmet Uslu, Enis Berke. Name citations were popular among the older respondents (40+ age group). There are also some respondents who feel the Smyrnian way life is reflected through the young women of Izmir (İzmir’in kızları) and the *Efe* attitudes and postures of men. These could also be symbols for the city.

- “When you meet another Turk, abroad or in Turkey, and say you are from Izmir, they immediately say ‘İzmir’in kızları’ (I am never sure whether it is a compliment or not)” (Aylin, 38, ID 10)

#### **5.5.5. Educational Institutions and Museums**

Izmir is the home of many well-established educational institutes, some of whose histories go back to mid-nineteenth century. There are many dignitaries among the graduates of these schools. Among these are private ones such as Izmir American Collegiate Institute and Lycée de St.Joseph, and state schools such as Atatürk, Namık Kemal, Karşıyaka and IzmirGirls’. Thirteen references were made within this group.

It was noteworthy that only two people mentioned the City's History Museum named after Ahmet Pıřtina as a symbol. Filiz Eczacıbaşı, the chairperson of Izmir Foundation of Culture Arts and Education also discussed about the newly founded Museum of Music<sup>21</sup>, a first in Turkey. The other museums of the city namely, the Archeological, Ethnographical and Commerce Museums were not mentioned at all. Likewise, the cities universities which at the time of the fieldwork totaled to five were not mentioned. These observations are actually alarming signals for a city aiming to reclaim its international recognition.

#### **5.5.6. Events in History**

According to two expert respondents, some events in Izmir's past put the city in our national history. Among these are the beginning and ending of Turkish War of Independence, Atatürk's Marriage, Zubeyde Hanım's Settlement, the Assassination Attempt to Atatürk, the first National Economics Congress, the International Fair and the founding of the Democrat Party. These respondents argue that occurrences of these events are not coincidental. These references were made by respondents from the 60+ age groups.

#### **5.5.7. Flagship Events**

Izmir has been hosting a number of national and international events. Some have been occurring regularly for more than 75 years, some were only one-time events. Within the urban product context, these anchor events contribute to brand exposure. All these activities help in promoting the city internationally in the areas of commerce, tourism, sports, and arts. The events attract visitors from and out of the city and have media coverage. Most importantly, they shape the urban culture in many ways. Older respondents yearningly told about the old "fair" days, how entertaining and educating the International Fair once was. Along with the International Fair (IIF), the specialization fairs of IZFAŞ, EXPO 2015, Izmir Arts and Culture Festival, Izmir Jazz

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<sup>21</sup> <http://www.aksam.com.tr/arsiv/aksam/2003/02/08/yazarlar/yazarlar57.html> as accessed on Oct. 17, 2007.

Festival and Universiade 2005 were discussed. The International Fair and the Culture-Park were mentioned 12 times as a city symbol. The following evaluations on the flagship events were obtained later in the interviews through direct probing.

#### **5.5.7.1. Izmir International Fair**

Unanimously, the respondents said the International Fair has lost its importance and momentum over the years. This was regarded as a natural result of the global trends in fairs and expositions industry and trade regimes of the country. However, older respondents acknowledge the impact of this very important event in the city's commercial and cultural environment. Some respondents hold that the event is not managed very well and this further accelerated the decline.

- “Unfortunately nothing remains of what we remember as the International Fair. The fairs of the past were truly international in nature. By visiting the different nations’ pavillons, we would learn all about their culture and industry. So many innovations came to this country through this fair. Nowadays, it has lost all its character and attractiveness. I don’t find it worth visiting anymore.” (Edlin, 60, ID 8)
- “We used to prepare new clothes for the fair season; it was an important festivity for the city and the region at large.” (Nazan, 55, ID 13)
- “We wouldn’t mind if it is not organized anymore, its more like a country fair than an international event and the visitors do not really reflect the Izmirites” (Hakkı, 22, FG 2)
- “Its current condition is far from reflecting its rightfully earned reputation. It is one of the key equities of the city, it has the potential to be a strength for the city, but under current management it is a weakness.” (Ülkü, 61, ID 12)

### **5.5.7.2. Other Specialization fairs of IZFAŞ**

The fair organization firm IZFAŞ was set under the guidance of Izmir Metropolitan Municipality. Along with the International Fair, a number of specialization fairs have been organized by IZFAŞ since 1990. The respondents generally found these events more successful and in line with the global trends of the industry. The International Marble Fair, as the second biggest of its kind in the world received special praises from some respondents.

However, especially those respondents from professional business life stated that the location and the exhibition halls currently located in the Culturepark are not meeting the global norms. The exhibition halls need to be relocated, leaving the Culturepark fairground area as a recreational zone. Finally, some respondents said, IZFAŞ management should concentrate on attracting globally important participants; otherwise, these events will lose their momentum too.

- “These are in better situation compared to the International Fair- mainly a reflection of the current specialization trends in expositions and conventions.” (Sancar, 64, ID 5)
- “The Marble Fair is very important and successful, the rest is not so.” (Cüneyt, 44, PI 2)

### **5.5.7.3. The World Exposition Expo 2015<sup>22</sup>**

Izmir’s candidacy to this globally acknowledged exhibition has created much enthusiasm in the city. This event will be the next large scale exposition after Shanghai’s Expo 2010. Two cities have met the deadline to bid for Expo2015: Izmir and Milan. If Izmir wins the bid, it will be the first East Mediterranean city to host the larger-sized 6-month event.<sup>23</sup> Izmir is bidding with a theme, reflecting its pioneering heritage in healthcare: "New Routes to a Better World/Health for All," whereas Milan is competing with a food theme, "Feeding the Planet, Energy for Life."

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<sup>22</sup> The bid organization of EXPO 2015 was won by Milan on March 31st, 2008

<sup>23</sup> <http://www.expomuseum.com/>

Respondents were much more positive talking about this event. A frequently mentioned opinion was that the event would put the city on a global map. Many believed that the city has enough experience to host an event of this scale due to its 75 years of experience in international fairs. One respondent stated that the Expo idea was not new to the city. According to this respondent, the event had been on the agenda of former mayors of Izmir, namely Osman Kibar in 1971 and İhsan Alyanak in 1979. Yet the city's candidacy was not formalized then. Finally, some respondents pointed out some possible problem areas: coordination within the organization committee and the lodging capacity in the city.

- “This is a very important initiative to put the city on the global map. Every effort should be spent to surpass the main competitor Milan and win the bid. Coordination and cooperation among the provincial and national stakeholders are needed.” (*Filiz, 52, ID 3*)
- “This would be a miraculous blessing for Izmir.” (Jean Pierre, 66, ID 6)
- “Vancouver and Barcelona benefited from Expo greatly, so could İzmir.” (Gediz, 42, PI 2)
- “I doubt they will give it to us.” (Gino, 44, FG 3)
- “Coordination is so crucial in this event, currently the media coverage of the event mainly reflects the conflicts between the main stakeholders, namely the Metropolitan Municipality and the Chamber of Commerce. This gives confusing signals to the public as well as to BIE. We have to be prepared for this event as the whole city, from taxi drivers to police department, from hospitals to tourist bureaus. Moreover, we have to understand that the returns for the investment will be distributed to the long run. The main benefit of a happening of this scale is to increase the awareness for the city's name. It takes some time to convert awareness into profits.” (Mustafa, 48, ID 4)

Deniz Sipahi (ID 1) provided a list of reasons that would justify awarding Izmir with the exposition:

- “The Izmir’s theme for the Expo is in line with World Health Organization (WHO)’s “Health for Everyone in the 21<sup>st</sup> Century” program and UN’s “Millennium Development Targets. Izmir has been a pioneer in healthcare throughout its long history, Asklepiion in Pergamum is the home of first mental institution, Galen known as the father of pharmacy is again from Pergamon, and Agamemnon Thermal spa is one of the first geothermal treatment centers. This spa is currently being used by patients from many different countries.
- The traditional agricultural products of the region such as olive, olive oil, figs and grapes are among the main ingredients for the “Mediterranean Diet,” which is found to be the healthiest by expert dieticians. The city’s local cuisine is a unique blend of the various cultures of the city and uses these healthy ingredients.
- In line with Atatürk’s vision of making Izmir a city of congresses and exhibitions, Izmir has been hosting very important national and international conventions since the first National Economic Congress in 1923 and the International Fair since 1931. In 2005 alone, 34 specialization fairs were organized in the city.
- Izmir has also hosted major international sporting events: in 1971 the Mediterranean Games and in 2005 Universiade are the biggest ones of these events.
- The people of Izmir, city’s elected and appointed management and major NGO’s seem very motivated to bring this important event to the city. The central government also supports the initiative.

- Throughout Expo's 150 years old history, no exhibition was held in Eastern Mediterranean. This geography will broaden the perspectives of the BIE (Bureau of International Exhibitions) as well as introducing the concept of Expos to new populations.
- Izmir's sunny climate is ideal for an exposition lasting for six months.

#### **5.5.7.4. Izmir Foundation of Culture Arts and Education: International Arts Festival and Jazz Festival**

Two other flagship events the city hosts are in the area of Arts and Culture. Izmir Foundation of Culture Arts and Education has been organizing two major events for nearly twenty years. A special visit to the Foundations headquarters in Karataş was made to interview the Foundation's Chairperson Filiz Eczacıbaşı (ID 3), who strongly believes that the Festivals have been acknowledged in arts circles internationally.

There are respondents (ID12, ID 15, ID 5), notably in the 60+ age group who find the events as important as the international fair. However, more respondents indicated that they were not attending the events regularly. Some argued that the tickets were too expensive and very hard to find, some said they were not interested in the type of performances in the program. One admitted that leaving Çeşme to attend a concert was too difficult to do for an ordinary Izmirite. Among younger respondents, the attendance rate was critically low: only one person attended a concert.

- "This is also a very positive equity of the city. It reflects the commitment of the Eczacıbaşı family to the enrichment of the cultural life of the city. The festival is showing an improvement trend year on year." (Ülkü, 61, ID 12)
- "The Festival is perceived to be subset of the main festival in Istanbul. It should develop its own program, yet this requires major sponsors." (Cüneyt, 44, PI 2)

- “I have been to a concert in Ephesus.” (Doruk, 24, FG 2)
- “No one among us, except for Doruk, has ever been to a concert in this festival.”  
(Common response in FG 2)
- “Izmir Arts Festival is a member of European Union of Festivals. Last year the Union distributed the CDs of the recordings of the composition conquer of Izmir Culture Arts and Education Foundation to all of its members as the New Year’s present. This shows that our festival was accepted Europe-wide. The Elton John Ephesus Concert in 2001 was also such an important happening. In an interview, Mr. John referred to the Ephesus concert as one of the most impressive events of his life. The posters of the Ephesus concert of Elton John were widely distributed, people reported seeing them on university campuses in California. When world-known artists such as Sting, Baryshnikov came to perform in Izmir, this is great publicity for the city, not only a chance for Izmirites to watch them perform live. We should honor these opportunities in the name of the city. In Europe, there are much smaller towns attracting millions of tourist thanks to their arts and culture festivals. Izmir has this potential to fulfill.” (Filiz, 52, ID 3)
- Izmir Jazz Festival is another important equity for the city, not only as a chance for watching Europe’s important Jazz Artists (i.e. musicians dancers, and photographers), but also as a setting where local artists can meet and have workshops with their European colleagues. A jazz photographer was here in recent years and had workshops with young photography students. We have a poster competition every year for the Jazz Festival. Therefore, education is a major outcome in addition to entertainment in this event. (Filiz, 52, ID 3)

- “Another important event, which we hope will help promote Izmir, is Dr. Nejat Eczacıbaşı Symphonic Composition Contest. This annually repeated contest is the first and only one in this field in Turkey. We have predominant figures of classical music in the jury. It provides the competitors the opportunity of having live orchestral performances and these performances are also recorded. Finally, Izmir Arts, Culture and Education Foundation is currently working on a museum project: The Museum and Library of History of Music. This museum is also a first in Turkey and has national significance.” (Filiz, 52, ID 3)

#### **5.5.7.5. Universiade 2005**

The University Olympic Games, Universiade was held in Izmir in summer 2005. The city hosted more than 8500 athletes from 132 countries. A number of new sports facilities were built for this purpose while some others went through major renovations. The Olympic Village built in Limontepe, served as a major urban transformation initiative for the area. The event contributed immensely to the team spirit of the Izmirites according to some respondents. It also set a good example to the city’s capacity to hold large-scale events.

Older respondents who remember the 1971 Mediterranean Games also were hopeful that the facilities built for Universiade 2005 would foster the sports life in Izmir, as it was the case back in 1970s. Some on the other hand, were pessimistic because the sporting facilities were not being used as expected. Some respondents paid tribute to Ahmet Priştina, who played a major role in bringing Izmir the games.

- “This was also a very important initiative. The Universiade 2005- Global University Games had contributed various sports facilities to the city. The event cultivated Olympic Spirit to Izmir. This is very important in building urban identity. During the Mediterranean Games in 1971, Izmir had shown a similar performance.” (Ülkü, 61, ID 12)

- “Why are all these facilities empty after the games? We were hoping to host some other important Championships. Whose fault is it- the Municipality’s or the Regional Department of Sports? In 1970’s so many record-breaking swimmers were raised in Izmir after the games in 1971, why is this not happening again?” (Focus Group at the Tennis Club, FG 7)
- “Universiade 2005 was significant in two respects: gaining Ankara’s Support in major projects, cultivating an Olympic city spirit among Izmirites.” (Filiz, 52, ID 3)
- “It was a splendid event, except for a few small mishaps at the opening ceremony. They were more than compensated at the closing ceremony, though.” (Sancar, 64, ID 5)
- “I wish such events would be held every year, the city was so lively with all those young people from around the world.” (Gözde, 26, FG 2)
- “Thank God, we survived the event without major catastrophes.” (Caner, 29, ID 14)

#### **5.5.6. Gastronomic Experiences and Venues**

Izmir experience includes gastronomic treats according to seven respondents, the typical pastries Gevrek, Kumru and Boyoz accompanied by the local tulum (skin-bag) cheese, the multicultural cuisine rich with herbs and olive oil dishes, dairy sweets and patisserie products were mentioned under this category. Some eating and drinking places and nightclubs have also become classics for the city. Among these are, Sevinç, Reyhan, Bonjour Patisseries, and Deniz Restaurant, some of which have been rated as one of the Turkey’s best by gourmets<sup>24</sup>. One elder respondent also mentioned Kübana and Mogambo nightclubs, which were popular during 70s and 80s.

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<sup>24</sup> <http://webarsiv.hurriyet.com.tr/2002/11/15/208152.asp>, and <http://arama.hurriyet.com.tr/arsivnews.aspx?id=302804>, as accessed on Oct. 17, 2007

### **5.5.7. Indulgences and Pastimes**

Many respondents defined the Smyrian life style as enjoying life to the fullest at a much slower pace than other metropolitan cities. There are little pleasures of life that add color to the life of ordinary Izmirites. When probed spontaneously as a marker of identity, five people cited the simple indulgences as typical Smyrian. Some examples: Enjoying a long summer at the sandy beaches of the Aegean, smoking water pipe in cafes in Pasaport district, python rides, kumru and tea on ferries, eating sunflower seeds by the water front. Younger (20-30 years age groups) respondents were referring to these indulgences more than the older groups.

### **5.5.8. Places of Worship**

Izmir bears significance for all three major religions. Eight respondents counted the major historical mosques, churches or synagogues among the symbols for the city. These are Hisar, Başdurak and Salepçioğlu Mosques, the old Synagogues, and St. Polikarp church. In the focus groups with Jewish Izmirites, the historical synagogues were compared with the ones in Prague. The Havra Street synagogues of Izmir were seen to have greater potential for religion- tourism.

## **5.6. Common Urban Memory and Markers of Urban Identity**

Culture is the set of shared meanings and meaningful activities. Values, norms, institutions, and artifacts are passed on from one generation to the other.<sup>25</sup> A shared memory, meanings attached to events, places, and customs of the city are components of its culture. Brand theory also incorporates culture on its historical and political grounds with brand identity and brand image to create brand equity. (Schroeder and Salzer-Mörlling, 2006) This section aims to address the forth

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<sup>25</sup> Hault, T. F, ed. 1969. *Dictionary of Modern Sociology*, p. 93  
[http://en.wikipedia.org/wiki/Culture#\\_note-1](http://en.wikipedia.org/wiki/Culture#_note-1) as accessed on May 28, 2007

research objective which is to identify the elements of “civic identity” as a core function of the city as a product..

In order to understand the strength of the urban brand culture, respondents were asked to elaborate on the shared memory of the city and clues about it spread throughout the urban space. Respondents were equally divided among those who accept the presence of a shared memory and clues about it and those who reject them. Among the acceptors, some respondents say the knowledge is only limited to post-republic era.

One opinion that is shared by majority of the respondents is that the mechanisms that would convey the knowledge about the city’s history are not well dispersed throughout the city. There are many incidents, personalities, or buildings whose historical significance goes unnoticed or unshared. Music and food are also two main areas for creation of a shared memory. Ahmet Priştina City History Museum is a good starting place to learn about Izmir’s past, according to some respondents, who have children at school age.

One respondent suggested that there should be an academic institute, dedicated for Izmir studies. Such a center would be the hub for all the academic, pseudo-academic activities currently conducted by various institutions. She gave the example of the Center for Asia Minor Studies in Athens, and showed a book on Izmir published by this institute.

- “There are some landmarks of collective memory, Atatürk’s Monument, and Uğur Tahsin First Bullet Monument reminders of the start and the end of Turkish War of Independence. However, the city’s historical texture should also be protected to develop collective memory. This should be on the agenda of recently founded Izmir Development Agency. However, the city has lost most of its architectural character; urban texture...The old Greek Bay Houses along the waterfront could have been preserved. This is so unfortunate...

Chamber of Commerce is also working a project to register Izmir city center as a UNESCO world heritage city, but I am afraid we are so late.” (Filiz, 52, ID 3)

- “The impression conveyed is always of a city built up since 1922; with a Turkish past and in total denial of another ‘population’ that was also a major stakeholder in the city. While we continue some of their traditions, also a whole section is lost. On several occasions I have been in restaurants where they have played Izmir songs and they are totally alien to me, I had never heard them before, nor did they sound familiar to Turkish songs from the region either.” (Aylin, 38, ID 10)
- “We do not have sufficient mechanisms to establish a shared memory throughout the city. Our former mayor, Ahmet Priştina was so committed on this topic and of course, we need to recognize the efforts of Izmir researchers like Yaşar Aksoy and Bilge Umar. Look at this book sent to me from Athens: Smyrna, Metropolis of Asia Minor Greeks, prepared by the Centre for Asia Minors Studies. You can find every detail about how Smyrnian Greeks lived, worked, traded, and entertained themselves on this academic work. There is also CD on Smyrnian Greek Songs as a supplement. Wouldn’t it be good if such books were prepared here as well? It would also be a nice souvenir for visitors.” (Elena, 72, ID7)
- “I know many little interesting details about city, but I am sure many of these are unknown to majority of Izmirites. For example, the Atatürk Monument in the Republic Square is the one and only statute Atatürk himself posed in front of a sculptor. Izmirites love their city, but they do not know much about it. Maybe this is why we were not so successful in preserving our historical urban identity. Could this stem from the way we teach history?  
(Sara, 62, FG 5)
- “Unfortunately, the collective memory of the city is not what it used to be. Forty years ago, on September 9, flags would be hung out of every home, now we do not see this joy,

celebrative spirit. The national day celebrations are limited to public spaces. However, in recent years as the Governor's Office we have decided to organize events that would address the public, in addition to the city protocol. For example during the March 18th Heroes' Day, we organized a series of events for 10 days where we invited people from outer districts, and these people watched theater, ballet, dance performances. The neighborhood mukhtars<sup>26</sup> were also invited. We aimed to convey the message of celebration of being a nation to the people. We find such activities crucial in weaving the social fabric of the city. Such days should be celebrated by the people not only observed by the city officials." (Fahir,65, ID 15)

- "I wanted to add a section to my anthropology thesis about the special *Dibek* Turkish coffee, prepared and served around Hisar Mosque area. I could not find any recorded information on this. Unfortunately, we are not very good in recording/registering the living history of the city. I wish we would teach our children the living history first." (Gözde, 26, FG 2)
- "The value of a shared memory is just beginning to be appreciated. Our book *Seferad Jewish Cuisine*<sup>27</sup> is a small attempt in this direction. We are trying to document what was passed on from generation to generation orally." (Linet, 44, FG 4 and Jinet,41 in FG 4)

Table 5.9 summarizes the various dimensions of collective urban memory and their levels of expression and awareness throughout the city's living customs, places and spaces (landmarks and monuments).

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<sup>26</sup> elected administrators at the neighborhood level to coordinate the relations of citizens and the locality with higher degrees of government.

<sup>27</sup> İzmir *Sefarad* Mutfağı · L.Eskinazi, E.Antebi, O.Gürkan, N.Franco, S.Enriquez, V.Sarfati, KİŞİSEL YAYINLAR, 2006

**Table 5.9. Collective Memory Dimension and Their Levels of Expression**

<b>BRAND CULTURE EXPRESSED IN TERMS OF COLLECTIVE MEMORY</b>		
<b>Fully- Exploited</b>	<b>Partially-Expressed</b>	<b>Untapped Potential</b>
War of Independence	Non-Muslim Heritage Lausanne Treaty Exchanges Ancient History Ottoman Heritage Local Cuisine Music and Folklore	Stories about people and places “Other” cultures: Gypsies, Balkan and Anatolian immigrants “Firsts” in history

**5.7. Impressions and Expressions of Izmir**

Respondents were projectively asked to describe Izmir through verbal, and audio- visual clues. They were to identify facts and symbols of the city that would reflect city’s general image and mood through an imaginary film they would be preparing about Izmir. The film would be put in a time capsule to be opened in fifty years. They were to provide specific details about the timing of the shooting, the background music, actors, and setting. This question had multiple purposes:

- to identify audio-visual elements usable in urban brand communication,
- to spot brand associations in terms of mood and image,
- to classify brand facts and symbols that were viewed as either enduring or on the contrary carrying the risk of extinction.

The contents of the individual scenarios were analyzed to identify elements that repeatedly appeared. The scenarios were then classified according to the execution styles.

This section, along with sections 5.8 and 5.9, also aims to identify the elements of “civic identity” as stated in Research Objective 4.

The most common element was found to be the “*timing*” of the shooting. Except for one all of the respondents indicated that the best time for shooting was spring, a sunny day in spring, to be more specific. The remaining respondent preferred fall, which she believed was more romantic.

There was another descriptor repeated several times: the times suitable for dining outdoors.

“*Eating/drinking outdoors*” was seen as a central element in describing the life in Izmir.

The “*background music*” was also deemed as essential in the film. Majority of the respondents suggested music from both sides of the Aegean Sea should be played. There were references to Zeybek and Sirtaki. This selection of Turkish and Greek music is also observed to be the popular choice for background music in venues and shops across the city. There were also references made to the performers from Izmir such as Dario Moreno, Gönül Yazar, Tanju Okan, and Sezen Aksu. Respondents suggested that their songs could also be played in the background. One respondent stated that the Judeo-Spanish songs could also be added as they too are the colors of Izmir. Folk or popular music songs written for Izmir were also mentioned as alternatives.

The visual element that was most repeatedly mentioned was the “*sea*” Scenes along the sea showing the sunset, people strolling along, or dining or drinking in the sidewalk cafes/restaurants were mentioned. Respondents mentioned Kordon (8 times) and Karşıyaka Waterfront (6 times) as the liveliest spots to enjoy a promenade along the sea.

- “From someone who has not lived in this city for twenty years the view is probably erring on romanticized nostalgia. I always think of Izmir as the water and waterfront on a sunny

spring day. This conveniently ignores the urban sprawl that spreads out with immediate effect from the coastline. I always find the city appeals to me most when I visit in the spring. (Aylin, 38, ID 10)

- “I would shoot the film in spring. I would specifically wait for the very first weekend when the gloomy days end and the sun begins to shine. I would show the surprising effect the sunshine has on people and how this livens up the city.” (Doruk, 24, FG 2)
- “My film would be shot in autumn as it is the most romantic season, I would show the falling leaves, but the people would still be dining outdoors.” (Gözde, 26, FG 2)

In addition to Kordon and Karşıyaka certain other districts were cited as places that symbolize the “*life and colors*” of the city: along them are the *historical points* in the city (Tepeköy, Kadifekale, Konak Meydanı), *traditional markets* (Kemeraltı, Hisarönü, Havra Sokağı), *former Levantine suburbs* (Bornova, Buca, Karşıyaka), *Jewish quarters* (Karataş) and the *newly popularized suburbs* (Narlidere, İnciraltı, Urla). Respondents said these places should be shown if they were to show what Izmir looks like. Among these locations, Kemeraltı, Bornova and Buca were more frequently mentioned compared to the rest.

- “Izmir’s waterfront Kordon is its best known and most characteristic element. Appellation Gâvur (Infidel) is a reflection of the city’s close ties with this “water”. Trade has been the key factor shaping the city’s cultural structure and its civilization level. Concepts around Izmir such as the port and trading, opening up to the world, and westernization are closely interrelated. I would definitely shoot my film along the water and show the commercial vessels in the bay. This is an exciting view for me as it symbolizes the concepts I explained above. As for the background music I would just add the natural sounds of the sea and the port.” (Zehra, 39, ID 11)

- “My film would put Izmir on a time line. It would start from Kadifekale, and show how the city evolved and came down to where live today. I would tell the history of the city through the stories of the beautiful houses in former Kordon, Karşıyaka and Güzelyalı. I would tell about the turning points in the city’s history. Starting from late 18<sup>th</sup> century, until the World War I, the Turkish War of Independence, and the Great Fire of Izmir, how the city recovered from the fire, how it developed in early years of the Republic, then the 1940s, 50s, 60s until today...I would tell the history through the stories of houses, gardens, tramways, and pythons.(Cinsia,43, FG 3)

There were a number of execution styles for the imaginary films: Personal histories, slices of life, lifestyle, mood and image... Slice of life (7 examples) and personal histories (7 examples) were the most frequently preferred styles. Respondents described scenes showing Izmirites enjoying their drinks and meals outdoor or taking a promenade along the waterfront in Kordon and Karşıyaka.

- “I would show people who enjoy Izmir and being an Izmirite” (Meltem,39, PI 1)
- “I would show the sea, and people wearing shorts and short sleeved shirts, eating “çiğdem” (sun flower seeds). “ (Caner, 29, ID 14)
- “I would show the Cafes along Kordon, young people eating-drinking in sidewalk cafes. I would also shoot on Kıbrıs Şehitleri- where all the bars are. I would show the nighttime crowd, the city lights...All the young people go there. I would show the youthful energy that really makes this city so beautiful.” (Elena, 72, ID7)

The slices of life described above actually tell about the mood of the city. Respondents repeatedly mentioned about the “*relaxed and happy mood of the citizens*”. The presence of

women sometimes in mixed groups, sometimes on their own was described in the scenarios. This is another factor differentiating the social life in the city.

- “I would show happy people eating fish really in the shape of fish, drinking rakı... In my film; women would be on the front stage as Izmir is a city of women.” (Nazan, 55, ID 13)
- “The values Izmir holds within- modernity, comfort, tolerance, liberalism- can best be described through women. Men are the same everywhere, but the women’s status really differentiates a place and determines its identity. I would tell about Izmir through its modern, well-dressed, well-groomed girls. These girls could even dress a bit décolleté, but nothing special just like the ones we see on the streets. They could be shown dining out with or without men...” (Gediz, 42, PI 2)

“*Nostalgia and personal histories*” were a popular execution style among the non-Muslim respondents. All of the personal histories (6) were told by the non-Muslim respondents. This may be explained by their desire to leave behind reminiscences of cultures, which they feel are at the danger of extinction within the city’s mosaic. It is also noteworthy that a documentary about the Karataş, the former Jewish quarter of the city, was produced around the time the fieldwork for the theses was conducted. The film, “*Izmir Deniz Çocukları*” (İzmir’s Children of the Sea) directed by Raşel Meseri and Nihan Şengül has great similarities with the scenarios some of the respondents told.<sup>28</sup> And there is also a documentary about the Levantines of Izmir directed by Ragıp Taranç, named “*Bazıları Onlara Levanten Diyor.*” (Some call them Levantines)<sup>29</sup>

- “If I were to make a film about Izmir, it would definitely be about the house and the neighborhood where I grew up. It would be in Punto-Alsancak at the house of French

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<sup>28</sup> Karataş Mozaïği: <http://www.gazeteyenigun.com.tr/icerik.asp?page=guncel&tarikh=2006-05-06&nID=14601> as accessed on May 27, 2007

<sup>29</sup> Bazıları Onlara Levanten Diyor, Onlar İzmirli Hristiyan Türkler : <http://arsiv.sabah.com.tr/2005/10/05/cp/gnc118-20051002-102.html> as accessed on June 20, 2007

teacher Monsieur Paul Çavuşoğlu. Our house had a beautiful garden with flowers and a fountain pool. My father used to share the fruits of our trees with our neighbors. He used to say, they are entitled to the fruit as they saw it grow in the trees. People would come and use the water from force pump in our garden. All the elite families would send their kids to our house to take French lessons from my father. In spring and fall, lessons were done in the garden under the trees.

- My grandmother is originally from Aleppo, she used to put one extra plate when she set the table. She would say this is for the “God’s guest.” You would think these traditions were only for Muslims, would you not? We shared so many traditions. I would tell about how we celebrated our holidays together. Easter, Ramadan, Hanukkah, how all the kids in the neighborhood dressed up for Eid, or the Carnival. We would share all the traditions and festivities. We still do. This was how we lived: in harmony and peace. This is how I would tell about my Izmir, a city where people live respectfully and freely.” (Edlin, 60, ID 8)
- “I would tell about my family, starting from my father (Father Blanche) who came here as ex-patriot engineer and married a Levantine girl. I would tell how he integrated himself with the society here, the infrastructure projects he worked for, his professional life for the Koç Holding...I would tell how we grew up, what we went through during certain critical days, in 50s, 70s and how life changed after 80s, the values that passed from him to us...I would especially want my grandson to know all about these.” (Jean Pierre, 66, ID 6)
- “I would tell about Karataş, the beautiful bay-windowed houses along Mithatpaşa Street and sea, our childhood days were spent there. Houses had their private quays and baths...The anglers would pass in the caiques, they would yell out our names and we would go and buy the fish from the quay. We would swim to race with the ferries going to Inciralti

beach. What a great pity, I say when I see today's Izmir. My film would tell about this pain in me." (Selma, 64, FG 5, FG 5)

- "Oh! The voice of the anglers calling for my mother-in-law "Madaaaaaam Rozaaaaa..." is still in my ears... They would start bargaining and then she would end up buying whatever there was in his basket. Then, we would set big tables and dine as a big family... Yes; my film would be like that , it would be just like yours, Selma. However, I would be leaving little clues from those days and would expect my grand children to hunt for them... So this would link the generations." (Viki, 68, FG 5)
- "We must have enjoyed our childhood more, as we want to talk about so much. I would tell about how excited we were during the International Fair. We would go to the circus, the amusement park. Kids do not get as excited about the Fair or the circus as we did then. Another unforgettable fun thing was the python rides to between Bayrakli and Karşıyaka. I would tell them how it was like to be kid in Izmir, how fun it was..." (Brigitte, 40, FG 3)
- "No matter how hard we try to look ahead the past has been calling us. It is not possible to ignore the past..." (Cois, 41, FG 4)

Another execution style was using "*personality symbols, celebrities, or predominant figures*" in city's social, political, or artistic circles. One person suggested that the fans of the of city's soccer clubs could also appear in this film.

- "I would show Göztepe Soccer Club fans on game days. It is so amazing how these people maintain their good spirits and passion about their team. My film would be based on people, real Aegean people, natural and warm. It would not be a fictional film." (Doruk, 24, FG 2)

- “Izmir is also rich in terms of its artists, musicians, writers, and poets. I would tell about all these people: Attila İlhan, Sezen Aksu, Muzaffer İzgü are just a few I can think at the moment...There are so many of them, we should acknowledge these people. Izmir could be told about through the works of these people ” (Cüneyt, 44, PI 2)
- “My film would definitely discuss the visions of Ahmet Pıřtina, what he imagined, what he could and could not accomplish and what happened after him...” (Sinem, 39, PI 1)
- “My film would be told through the eyes of various Izmirites, through the eyes of an aging Levantine, or a young citizen...They could tell about the events that we acted or reacted as a whole, as citizens-voters or as consumers.” (Linet, 44, FG 4)
- “I would tell the “living legends” of Izmir, Ayře Mayda and her cats, Madam Amato, Mori Kohen, Henri Benazus...”(Sara, 62, FG 5)
- “I would tell Izmir through people whose families have been here for generations, who have witnessed all the phases of the city. The people who’d be in my film should be the true adorers of Izmir.” (Levent, 40, ID 9)

**Table 5.10. Scenarios for an Izmir Film**

<b>BRAND COMMUNICATION: IMAGES OF IZMIR THROUGH A FILM SCENARIO</b>		
<b>Execution Styles</b>	<b>Number of Mentions</b>	<b>Visual Elements</b>
Panoramic Views	10	<ul style="list-style-type: none"> <li>• Sea- Waterfront,</li> <li>• Shopping Districts,</li> <li>• Historical Landmarks</li> </ul>
Personal Histories	7	<ul style="list-style-type: none"> <li>• Nostalgic Connections- Mainly Non-Muslim Stories</li> </ul>
Slices of Life	7	<ul style="list-style-type: none"> <li>• Simple Outdoor Pleasures of Izmir</li> <li>• Social Life: Women in Society</li> </ul>
Personality Symbols	6	<ul style="list-style-type: none"> <li>• Celebrities/Socialites</li> <li>• Soccer Fans</li> </ul>

### **5.8. Perceptions of and Feeling Associated with Being an Izmirite**

This section, along with section 5.10, seeks to have an overview of the brand personality and brand associations. The section addresses a number of research objectives, including 4, and 7.

By discussing how it feels being from Izmir, the respondents provide details about the emotional benefits the city provides them with, how they associate themselves with the city, and how the city affects their self-images. This notion of consciousness that people themselves have of places carrying a specific importance for themselves, can be expressed with terms such as *topophilia*, or *sense of place*, (Johnston, 1992). Being an Izmirite denotes *self-concept connections* in Fournier’s terms (1998) for some of the respondents. This relationship can also be described by

the adapted “Objects Incorporated Into the “Extended Self” Scale” by Sivadas and Machleit (1994) where being from a specific location is seen central to one’s identity.

Some respondents primarily describe themselves with their city. This is especially true for those respondents with dual nationalities. For them being from Izmir surpasses their national identities:

- “My mother is English and my father is Turkish, whenever I have to answer the question of nationality I always find myself answering with ‘I am from Izmir’. In this sense I identify strongly with the city and its geo-political location, even though neither of my parents is ethnically from the region.” (Aylin, 38, ID 10)
- “My family has been in Izmir for eight generations. We are originally from Venice, we have first moved to Chios Island then to Izmir. This was long before the Italian Union was formed. I hold both Turkish and Italian nationalities. If you ask me if I feel like an Italian, I would answer you no. On the other hand, I am not exactly a Turk, but I feel like an Izmirite from head to toe. Being an Izmirite is just like that: being connected both to the West and the East, but belonging to none completely.” (Cinsia, 43, FG 3)

For some respondents who believe being an Izmirite is central to their identity, feel also indebted to the city. This emotion attachment caused them participate in causes/projects that would contribute to city’s present as well as its future. For some, their professions were instrumental. These activities included writing books, to setting cultural foundations. It is also noteworthy such relationships bore their fruits as the citizens reached a certain life stage.

- “I cannot help being emotional when I try to define what it means to be an Izmirite. This is the city I was born. I miss it a lot when I am away...I always feel I owe many things to this city, there are things that I should pay in return...I feel responsible for my city, perhaps this is why I spend most of my time and energy for Izmir Culture and Arts

Foundation. Therefore, to summarize my answer, I'd say Izmir is the city that I am emotionally attached and at the same time feel responsible for." (Filiz, 52, ID 3)

- "I love Izmir so much, that I feel indebted to it. This may be because I am a professional tourist guide. I perceive my duty as to know my own culture really well and then to tell this to coming generations and foreigners. For this reason, I prepared a book on the historical synagogues in Izmir. I want to protect the historical parts, works of art in the city just like a lioness protecting her cubs. I do not want anyone to harm them. I feel so intense about Izmir that I hardly ever tolerate people saying bad things about it. Sometimes, people from Istanbul scornfully talk about my Izmir. This really annoys me." (Sara, 62, FG 5)
- "Being an Izmirite means working for Izmir. My most fulfilling relationship with the city was as a city administrator. (I was the chairperson of the Council for the Protection for Natural and Cultural Equities). I worked in creation of development plans that would conserve the urban, natural, and archeological equities. This was a very satisfying career as I registered a number of historical buildings, in various parts of the city. This was tough and a challenging position, this meant facing a lot of stress and resistance. For example, I literally struggled against establishment of thermal power plants in natural conservation zones. I even was removed from my position for fighting against the system or economic interest groups. However, I must admit, the city is not well conserved despite my efforts and those of that followed. Unfortunately, our efforts were not enough." (Ülkü, 61, ID 12)

Being an Izmirite also had "*nostalgic connotations*" for many respondents. Their social connections, affiliations with institutions reminded them of their past. The experiences they had in the city, have led these respondents to become intimately bound up with the city. One

respondent, however, was somehow cynical about the notion of being an Izmirite. She commented that the nostalgic attachment she has for Izmir was personal and it would be true for the natives of any other location.

- “Being an Izmirite means appreciation of friendships. To me it means cultivating lasting friendships that let you to move on from where you left even after long years of separation. I just met a friend whom I have not seen for more than 45 years, and we just began chatting as if it was yesterday since we last saw each other. In this city, we can sustain relationships, unlike other big cities where people are more detached. When you go to the bazaar, or the butcher, they recognize you and ask how you are. I go to have special Turkish coffee to Hisarönü every week. If I skip it once, the next time I am there, the shop owner asks, “Where have you been Madam?” (Edlin, 60, ID 8)
- “My family’s living in Bayrakli for four generations. My ancestors had owned almost the entire district. They had sold some of the land just to have neighbors around, so that they would not feel lonely. I have so intense feelings about this city, especially about Karşıyaka. It is this infamous distinction between being a 35 and a 35 and a half (referring to the license plate number for Izmir). It is most probably about those good old days and the special friendships I made. I cannot objectively differentiate the feeling of being an Izmirite from being the native of another city apart from feeling nostalgic connections.” (Brigitte, 40, FG 3)
- “Being an Izmirite does not mean anything special for me. Even the term being an Izmirite to me is too chauvinistic. Feeling proud of being an Izmirite is as meaningless as believing that the team with most fans will win. My personal memories, personal places, and activities connect me to Izmir more than anything else. They have nothing to do with a community.” (Zehra, 39, ID 11)

A considerable number of respondents mentioned the “*prevailing worldview*” in Izmir.

Comments on the worldview can be grouped under the general dimensions: the political/ideological outlook and life style. Political outlook is expressed as adopting a modern, secular, and tolerant worldview. The city’s multicultural human capital, its location in terms of being a portal city on the Western Coast, its historical roots, and the active presence of women in social life were mentioned as factors that shape the outlook. The impact of the Lausanne Treaty Emigrants especially from Thessalonica and Crete was mentioned by some respondents.

The phrases “Infidel Izmir- Gâvur Izmir,” “Amazonian Spirit”, “Atatürk’s Women” were mentioned in various instances throughout the interviews. These references were made by respondents from various age groups and backgrounds. The lifestyle is mostly expressed by pace of life and balance of work and leisure. Enjoyment of life (*keyif*) came up as the underlying concept in the lifestyle of typical Izmirite. The lifestyle and the political/ideological outlook sets the ground for the core values of the city, which the author of the dissertation deems as central in building the brand architecture.

- “I believe being an Izmirite differentiates one from the rest of the Turkish people. This is not a title only gained by birth. Those who move to Izmir and adapt to Smyrian way of living can also be considered an Izmirite. They stand out with their ideas, worldviews, and openness to change, and innovations. Many innovations in the past have entered Turkey through Izmir. Living in one of the oldest port cities of the Mediterranean, have helped the citizens to develop global contacts throughout the history. Moreover, people of Izmir are more democratic, cultured, modern and most importantly loyal to Atatürk’s ideals. (Levent, 40, ID 9)

- “I think it is an advantage to be an Izmirite, even in Istanbul. Being from this city implies being warm hearted, enlightened, and modern. The word (Infidel) Gâvur loses its dictionary meaning and becomes a positive qualifier in this city.” (Gediz, 42, PI 2)
- “Being an Izmirite means being more democratic, more open-minded, being tolerant to diversity. All these factors are so nicely summarized by the title of the book by Tarık Dursun K. “Izmir, the Infidel and the Beautiful””(Gâvur Izmir, Güzel Izmir). (Linet, 44, FG 4)
- “The term Gâvur Izmir does not connote negative meaning to me; it implies liberalism in faith. I never knew we were referred as such outside of Turkey until I began studying in University in Istanbul. During Ramadan when I observed that most of the students in the lineup for the cafeteria lunch were from Izmir, I realized that our attitudes to life, and religions in particular, were so different.” (Doruk, 24, FG 2)
- “The Izmir that I grew up in and know very well is referred to as Gâvur Izmir. This specific phrase connotes different concepts for different people. To me it means the coexistence and interaction of different cultures in harmony. We Levantines, Turks, Jews, immigrants from Thessalonica and Crete, foreigners who marry Turks all harmonize well. Being a Gâvur Izmirite means accepting diversity. In the past, we had some issues, but still we are open to differences and are willing to share our cultures. However, I notice that new- comers from Anatolia are not that open to learning about different cultures. This difference is more visible among the women. The girls of Izmir stand out proudly, they are not afraid of looking straight into the eye of men, they are not afraid of smiling in the street. This may be misinterpreted by those who do not understand the true spirit of the city. In Izmir, women share every aspect of the life. Our late mayor Priştina

used to say, “Freedom makes women beautiful, this is why the beauty of Izmir’s women is so famous.” (Elena, 72, ID7)

- “Izmir: The city of beautiful women.”(Nuri, 61, FG 1)
- “The first thing I think about being an Izmirite is the physical beauty of the European looking girls of Izmir. This is also certified in numerous pageants. The presence of many races in the city especially those coming from the Balkans may be the reason behind.” (Meltem,39, PI 1)
- “Women are always actively on stage in Izmir. The city owes its modern personality mainly to women. Bedia Müvahhit, the first Muslim girl on stage began acting in Izmir, Atatürk married a girl from Izmir, and his mother had settled in and was buried here. I do not think these are mere coincidences. This is the city of Amazons and Atatürk’s women. Atatürk must have found Izmir very similar to Thessalonica. Istanbul cannot be compared to Thessalonica, as the latter has seen the effects of Renaissance, Enlightenment, the French Revolution, and the Industrial Revolution. No other big city in the Ottoman Empire was this close to these developments. The Reforms of the Turkish Republic were a synthesis of all these. However, Anatolia was not well informed of these developments in Europe, so the reforms were not adopted fully. The ethno-cultural structure of Izmir, its openness to the world through the port, and the immigrations from the Balkans and the Aegean islands prepared the city for these reforms better than any other city. Maybe that is why many people from Thessalonica chose to settle in Izmir.” (Sara, 62, FG 5)

The” *relatively slower and easy pace of life*” and “*setting a balance between work and leisure*” were repeatedly mentioned. Even though the respondents seem to agree on the presence of these factors in the life style of the typical Izmirite, the younger age group viewed it as a positive trait,

where as the professionals found it an obstacle for the city's competitiveness. It is also worth mentioning that the comments about lifestyle in almost all cases were made by taking Istanbul as a point of reference.

- “Here, the pace of life is much slower. Languor is the word that I am looking for to describe it...In Istanbul, life is much faster, quicker...Here we live slow motion lives” (Simone, 42, FG 4)
- “People of Izmir know how to enjoy life. They are outgoing, easygoing people. They even talk at a slower pace. This is so comforting compared to what it is like in Istanbul. The difference is just like the difference of life styles on the East and West Coasts of the USA.” (Doruk, 24, FG 2)
- “Izmirites know how to turn life into a pleasure. Time passes by slower here.” (Hakkı, 22, FG 2)
- “Izmirites always make time for themselves. They create time for enjoying a cold beer by the waterfront, or for a relaxing weekend in Çesme. In Istanbul people do not want to go out once they are at home...” (Buğra, 21, FG 2)
- “Izmirites work to live; they do not live to work as the people of Istanbul do.” (Uğur, 21, FG 2)
- “... Here, there is a pleasurable life if you work hard and earn well, and if you are a sociable person who knows how to share and how to spend, then the city offers you a wonderful life. However, there is always the danger of being addicted to this dolce vita. There are even jokes about those who fall to this trap. You have to develop self-control mechanisms to succeed in business life and enjoy life at the same time...” (Rahmi, 52, PI 3)

- “There is a not so positive meaning hidden in being an Izmirite, at least among the work circles. Languor, slackness, easiness to work is almost synonymous with the work life in the city. , The “raki-rocket-fish triad,” and Çeşme further hinder the professionalism. The lifestyle is a slow -paced and hedonistic one.” (Cüneyt, 44, PI 2)
- “There is something hidden slowing you here. Let say you are running, there is an invisible hand holding you back, keeping you from advancing. In Istanbul, the invisible hand pushes you ahead to keep you upbeat and competitive. Here, there are always people who force you to conform to the existing structures.” (Rozita, 43, FG 4)
- “Would I be unfair if I call Izmirites half-lazy? Their time is equally divided between work and leisure. The leisure takes even a greater portion in summer. It is so sad to see how the economy stagnates in Izmir while there is so much to do in the city.” (Mehmet, 63, FG 1,)

By explaining what it means to be an Izmirite, respondents also answered the “*emotional realm*” questions of the urban brand essence wheel. By telling how it feels to be from this city, their self-perceptions were made known. The feelings associated with being from this city are warmness, naturalness, genialness, amicability, positive thinking, taking life easy, not being street- smart or sly, and patience especially in traffic. Izmirites also feel proud and privileged about living in this city.

- “Compared to Istanbul, people are so genial here. It must be that “provincial” life style that makes us so comfortable and easy going.” (Tilda, 38, FG 4)
- “Being from Izmir is about being purely sincere and warm, thinking positive. There is no slyness, no hidden agenda. It is about being what you seem to be. You can tell if a person

is from Izmir in two instances, whenever she sees a celebrity and whenever she sees snow.” (Nazan, 55, ID 13)

By making comments on what others envy about this city or citizens, or the image conveyed to others by being from this city; respondents revealed how they think they are perceived externally.

- “It is a privilege to be an Izmirite” (Uğur, 21, FG 2)
- “People of Istanbul envy us. From the taxi driver, to the coiffeur everyone whom I spoke has grown tired of the crowdedness of Istanbul. They tell me how lucky I am to live in Izmir.” (Viki, 68, FG 5)
- “I find being an Izmirite is a privilege in Turkey. I have many reasons for saying so. It is the most western city, its people are so friendly and genial. They really have a positive outlook to life; they have hopes for the future. The city has maintained its spirit throughout its long history. So many important figures from the history have come from this city. I feel proud to share a common history with these people.” (Deniz, 40, ID 1)

Perceptions and feelings associated with being an Izmirite are summarized in Table 5.11

**Table 5.11. Being an Izmirite:**

<b>BRAND ASSOCIATIONS AND SELF IMAGE: BEING AN IZMIRITE</b>	
<b>Brand Association Dimension</b>	<b>Expressed Through</b>
Self- Identification and Perception	<ul style="list-style-type: none"> <li>• Primary self descriptor, irrespective of nationality</li> <li>• Feeling indebted</li> <li>• Personality traits: warmth, sincerity, pride,</li> </ul>
Nostalgic Connections	<ul style="list-style-type: none"> <li>• Sense of belonging, social ties</li> </ul>
Social Identification	<ul style="list-style-type: none"> <li>• Worldview: modern, secular, tolerant</li> <li>• Lifestyle: laid-back, indulgence</li> </ul>

### **5.9. Izmir as a Person**

Another projective personification exercise was conducted to identify urban brand personality dimensions. This section was deemed instrumental in addressing Research Objectives 4 and 8

The analysis of the 24 separate responses revealed that the Izmir was mostly viewed to have feminine characteristics. In 21 of the responses, the city was a woman. Depending on the gender and age of the respondent, the city was seen to have different roles or personalities.

The relatively younger female respondents (20-44 age groups) personify the city as themselves. For the older female group, Izmir is seen either as a woman they know or as woman once they themselves were. For the male groups, the city is either the woman in their lives, or the woman

they long for. The remaining three respondents personified the city as a man, a family or as someone having traits from both genders.

It is worth mentioning that the vast majority of the respondents either identify themselves or feel closely associated with the person the city symbolizes. This can be evaluated as the strength of the brand personality of Izmir reflected as the civic identity of the respondents. This identity is regarded as a building block for emotional loyalty. The brand personality parts of the charts mostly contain phrases with connotations/ references about the respondents self perceptions. Finally, these descriptions are consistent with the findings of the brand essence wheel exercises conducted

### **5.9.1. We are Izmir**

Female respondents provide details to depict Izmir as a woman such as age, height, clothing style and personality. This suggests that they are actually describing themselves.

- “It would doubtlessly be a woman between 30 and 40 years of age, middle height, good looking, and good smelling. She would perhaps be smelling jasmines...She would be very feminine, playful, joyous, happy woman. She would be radiating positive energy to those around her. She would be my friend. I would like her joyful laughter the most. She would be a bit housewifely, who would cook Aegean dishes, prepare appetizers. I would be happy to accept the invitation whenever she invited me to dinner at her place. She would definitely wear décolleté dresses, sandals showing her bare toes... (Meltem,39, PI 1 and Sinem, 39, PI 1)
- “She would be a woman, we would say without hesitation. She would be approaching her forties, mature enough to be aware of what is going around her. She would know difficulties in life. She would be well groomed, well dressed, but not too coquettish just the

right amount at the right moment. She would be a modern homemaker, or a slightly flirty divorcee. She would have long straight hair. Her manners would be graceful. She would protect and display her identity or personality with pride...In fact; we are describing ourselves, do we not? (Emi, 43, FG 4)

- “She would a pretty, happy yet a loner woman who would attract men, but never let them get too close...She would love her freedom. She would be the light attracting the moths, but burn them at same time... People-men especially- can be neither with her nor without her. Her manners could be misunderstood as impudent, but in fact, these stem from her tomboyish directness.” (Gözde, 26, FG 2)

### **5.9.2. Izmir is my woman**

- To some it is the wife from Izmir: “To me the image of Izmir is an intelligent, intellectual, compassionate, beautiful, and natural woman.” (Fahir,65, ID 15)
- To some it is the passionate girl friend: “Izmir would be a woman, who would smell like sea, or sea weeds. She would have soft, flawless skin, her passion would burn me just like the sun rays hitting the sea’s surface, yet she would be comforting and cooling like the light breeze coming from over the sea...Her kisses would make me dizzy, her love would delight me. She would be my everything: my woman, my wife, my darling... With her, I would be doubling my lifetime...” (Caner, 29, ID 14)
- To some it is the immature teen-age girlfriend: “To me she is an eternal 19 year old girl, she will never grow older and wiser. She would be so unstable, that she would be keeping my mind busy all the time. We would be getting on each other’s nerves when we are together, but I would restlessly miss her when I am away. I guess she is the girl I hardly ever learned how to appreciate.” (Doruk, 24, FG 2)

- To some it is the platonic love, missed and desired from a distance: “She would be the woman I constantly miss, strongly desire to see, and deeply love.” (Buğra, 21, FG 2)

The personality dimensions described for Izmir can also be grouped in four headings:

- The *Mediterranean and Feminine*, reflection of the city’s warm climate and laid-back life style;
- The *Amazon Warrior*, stemming from the city’s matriarchal historical roots that manifest itself as today’s socio-economically active women;
- The *Cultivated and Experienced*, extension of the city’s golden era; and
- The *Occidental*, indicative of the city’s Western characteristics.

Respondents actually used descriptors from more than one of these sets when they were personifying the city.

### **5.9.3. Izmir is the Feminine Mediterranean Woman**

- “She would be a very positive warm person, like the sunny weather of Izmir. She would be genial, lively, and feminine. She would have occasional mood swings and surprises; every now and then, she would be capricious. (Referring to sudden changes of weather and earthquakes) She would be a good friend, someone who is harmonious and trustworthy. She would radiate positive energy. She would be fun-loving and a bit lazy especially in summer.” (Levantine Focus Group)
- “She would be a lazy and flighty woman, who would love the Dolce Vita, a bit shallow culturally yet at the same time smart enough to have a good life without spending much effort. This would make her self-confident as well.” (Zehra, 39, ID 11)

- “This city would be a coquettish woman between 30 and 35. She would be mature enough to know what she wants in life. She would be positive woman who would be entertaining those around her, and earning a place in their hearts.” (Edlin, 60, ID 8)

#### **5.9.4. Izmir is the Amazon Warrior**

- “It is definitely a female city. It still carries the spirit of the Amazons who are believed to have set the city. I visualize it as a brave, combative, self confident, free, and naughty woman who can exist in men’s world.” (Ülkü, 61, ID 12)
- “The city is female, even the major Ionian goddesses were female: Athena, Demeter, Aphrodite, and Artemisia. They embody what the Goddesses represent in mythology The women of this city are also as able as these Goddesses are...”(Filiz, 52, ID 3)
- “This is a feminine city. A dark haired Amazon Queen, a great, fierce warrior, but totally feminine, can seduce any man she desires. She bears children only when she wants, she controls her time. She can become a terminator if she wants and at the same time can dedicate herself to her loved ones generously, selflessly. Nevertheless, she changes like the wind, and her sense of loyalty is weak... The projection of this image to today’s concrete Izmir, is a sense of aesthetics and as city of modern, innovative people. The city is a natural blend of all the Anatolian cultures since the Ionians. We reserve the sediments of these cultures and revive them. The city has a very democratic structure as well. Democracy is the essence of these ancient cultures and we continue with the tradition. The city holds other values such as tolerance, innovativeness, fidelity yet we lack one important one: solidarity. And when we fail to develop shared aims and team spirit, we remain behind. At this point, the Amazon Spirit resurfaces as a strong, female character who insists on having her own way... ” (Sancar, 64, ID 5)

### **5.9.5. Izmir is the Cultivated and Experienced Woman**

- “She is a pleasant lady, aging gracefully.” (Uğur, 21, FG 2)
- “She is a lady who has grown in a select home, with western, modern values. She is cultivated and sophisticated. She is contented with what she has seen in the past...” (Nazan, 55, ID 13)
- “The city would be a cultivated, experienced woman, whose beauty was once legendary. She would now be living a modest life nowadays. She would have a tolerant worldview, she would be generous, accommodating, warm-hearted person who is also used and abused by some. I would be annoyed by the problems she is going through today because of her own good-will on others.” (Levent, 40, ID 9)

### **5.9.6. Izmir is the Occidental Woman**

- “...this is the city of Amazons and Atatürk’s women who appear on the front stage in every aspect of life.” (Sara, 62, FG 5)
- “This is city would be a woman with whom I had good days. She would be looking good from the outside, but also having a good heart. She would not be capricious; she would make my life in many ways. Her quality and sophistication would rise day by day. She would know what she wants and act accordingly. This would mean being a non-conformist sometimes. She would vote against the popular tendencies, despite the high prices attached to doing so. She would fit and survive anywhere in the world, especially in the Western hemisphere. She would truly understand and adopt European values. She would be the Occidental face of the country.” (Jean Pierre, 66, ID 6)

- “She would be a vivacious, genial, pleasant young woman in her twenties. She would be working in the service sector, tourism perhaps. She would represent her country really well, as she is multilingual. She could be a graduate of ACI (American Collegiate Institute of Izmir). I wish there was such a person in my life...” (Cüneyt, 44, PI 2)

The brand personality descriptors for Izmir as a woman under the four headings, namely the Mediterranean and Feminine, the Amazon Warrior, the Cultivated and Experienced and the Occidental are summarized in Table 5.12.

**Table 5.12. Brand Personality Descriptors: Izmir as a Woman**

<b>The Mediterranean and Feminine</b>	<b>The Amazon Warrior</b>	<b>The Cultivated and Experienced</b>	<b>The Occidental</b>
<ul style="list-style-type: none"> <li>• Beautiful,</li> <li>• Warm and genial</li> <li>• Natural</li> <li>• Flirty</li> <li>• Seductive and passionate</li> <li>• Compassionate</li> <li>• Easy going, harmonious</li> <li>• Relaxed, laidback</li> <li>• Full of surprises</li> </ul>	<ul style="list-style-type: none"> <li>• Self confident</li> <li>• Brave</li> <li>• Free</li> <li>• Combative</li> <li>• Non-conformist</li> <li>• Entrepreneur</li> <li>• Smart</li> <li>• Creative, innovative</li> <li>• Capable</li> <li>• Like Anatolian Goddesses</li> </ul>	<ul style="list-style-type: none"> <li>• Gracefully aging,</li> <li>• Sophisticated</li> <li>• Non-capricious</li> <li>• Cultivated</li> <li>• Sometimes used or abused</li> <li>• Seen-all, experienced</li> <li>• Has seen good days, now is consoled by the memories</li> </ul>	<ul style="list-style-type: none"> <li>• Modern</li> <li>• Western</li> <li>• Open to the world</li> <li>• Tolerant</li> <li>• Multi-lingual</li> </ul>

### 5.9.7. Izmir is not a Woman

Some respondents (from PI2, FG1 and ID1) stated that they see Izmir as a man, as a family or as someone of having traits from both genders.

- “Izmir is a feminine city, but it could well be a young, calm, stable man. He would have good manners, but his calmness would bore me. This is so calm, conformist, well mannered it just cannot be a woman. My perception of womanhood is one with surprises, mood swings but at the same time with dynamism and productivity. This city does not hold these characteristics. I must admit, I am an Izmirite by marriage, I am originally from Istanbul, and this must have shaped my perceptions.” (Gediz, 42, PI 2)
- “I will say, Izmir would be a family as opposed to being a single person. The family has been through many good times, and lost everything they have one by one. Today they console by the memories of the good old days. All they have left is their cultivated, noble attitude to life, which actually saves the appearances.” (Mehmet, 63, FG 1)
- “Paris has always seen feminine to me, and London, is masculine, but Izmir, just like Barcelona carries traits from both genders. This city is both a man and a woman. The city holds so many contradictions within. It has Kadifekale and Kordon, it has Karşıyaka and hills of Bayraklı, so close yet so far apart. The psyche of Izmirites are also as full of contradictions, realistic and romantic, dreaming and pessimistic... This actually makes life in Izmir more colorful and meaningful. The fact that Izmir has been so creative and innovative perhaps stem from this psyche. (Deniz, 40, ID 1)

### 5.10. How Izmirites Think They are Perceived

Another dimension of brand architecture was the perception of the city by outsiders as reflected to Izmirites. By learning about how Izmirites think, the city is perceived by the rest of Turkey and by foreigners, we arrive at a fuller picture of the city.

Respondents generally state positive perceptions from within Turkey. The most frequently stated term was modernity. Respondents from various age groups mentioned the status of the women in the city had contributed to this perception. The city's port and the International Fair also contribute to the modern image. One respondent stated the modernity of the city stems more from the outer appearance of the Izmirites.

- “Domestically, Izmir is regarded as a portal city, a gateway to the world. (Ülkü, 61, ID 12)
- “Izmir is perceived to be more enlightened, democratic, modern, and friendly than comparable cities. (Izmir is definitely different from Istanbul and Ankara, It could be compared other coastal/port cities, metropolitan cities...) From Istanbul, it is perceived to be a modern, western city of a small scale. The people of Ankara view Izmir a more Europeanized, modern city than their city.” (Fahir,65, ID 15)
- “Izmir is perceived as modern and urbane where the measure of modernity is wearing shorts in urban settings. The city is in fact does not offer much intellectual stimulation...”(Zehra, 39, ID 11)

In the eyes of the respondents, evaluations of Istanbulites are the key determinants of the city's perceptions. Respondents, especially those who have contacts with Istanbulites think that the city is mostly regarded as a summer resort, due to its location, climate and the pace of life. A popular

view is city's perception as a village compared to Istanbul. Another opinion is that the city is viewed as an ideal retirement place, especially for civil servant pension earners.

- “Istanbulites probably regard our city as a village and think we are being irrationally fanatic about this city. (Hakkı, 22, FG 2)
- “Izmir is the ideal retirement place for civil servant pensioners especially from Istanbul” (Edlin, 60, ID 8)

They feel the city was better known in the past internationally, but this international awareness has somehow diminished in the recent years. The rich archeological heritage and the agricultural products of its hinterland had drawn Western interest to the city for many centuries. The typical Aegean products sultana raisins, tobacco, cotton and figs had been exported through the Port of Izmir. The term “Smyrna Figs” came up several times during the interviews. However, the majority of respondents admit that the city is not known as much as Istanbul. Some even feel that Antalya has achieved a greater awareness due to its tourist potential. Those respondents who have been in the city administration and protocol seem more optimistic about Izmir's international recognition.

- “Externally, it is viewed integrally with its hinterland and agricultural products. It is also a well-known tourist attraction due to the archeological settlements such as Ephesus, Pergamon and Didyma and its natural beauties. It is also regarded as an important military base for army, navy, and air force. The naval points in Seferhisar, the NATO headquarters are examples of this nature.”(Ülkü, 61, ID 12)
- “The city is known in Europe, mainly thanks to its historical background, tourism equities and agricultural trading potential: Moreover, socio-cultural events such Izmir Arts and Jazz Festivals, Universiade 2005, International Specialization Fairs have contributed to

this awareness. The NATO Head- Quarters, The International Airport, the Port of Izmir also have strategic importance in International arena.” (Fahir,65, ID 15)

- “In the case of most foreigners they have heard of it, but that is about all – or they have flown into the airport on a summer holiday to Turkey. A generation ago in England Izmir was still known for ‘Smyrna figs’” (Aylin, 38, ID 10)

Table 5.13.S summarizes how Izmirites think they are perceived externally.

**Table 5.13. Izmir to Outsiders**

<b>BRAND IMAGE: PERCEPTIONS OF IZMIR TO OUTSIDERS</b>	
<b>Seen From:</b>	<b>Seen As:</b>
Inside of Turkey	A Portal City: Gateway to the World+  Modern and Urbane +  Provincial -  Retirement Place -
Outside of Turkey	Semi-Colonial Past: “Smyrna Figs”  City of Ancient History

### **5.11. Izmir Compared to Other Cities: At Home and Abroad**

Identifying cities comparable to Izmir will help define the city's positioning in the minds of the citizens. This notion was defined in section 3.2.1.1., as well as defining the competition for the Izmir brand. The concept of competition was discussed in section 3.2.1.3. By addressing these topics, the author addresses Research Objective 6.

Izmir is perceived to be a typical Mediterranean city. The most frequently mentioned city that is thought to resemble Izmir is Thessalonica followed by Athens. Mersin is the most cited Turkish city found similar, although majority of the respondents share the opinion that the city is unique in Turkey in many aspects. Other Eastern Mediterranean portal cities, Haifa, Alexandria and Iskenderun are also cited to a lesser extent. Due to its former Jewish populations, the Jewish respondents mentioned Edirne and Bursa. Livorno is mentioned for the same reason. Baku, Durban, Trieste, Genoa and Venice came up once during the interviews. Being a portal city and thus portraying poly-cultural demographic characteristics was the main descriptive criteria in these comparisons.

There are also cities that could be categorized as "aspirational" for Izmir. Barcelona is the most frequently stated example of this nature, followed by French Riviera cities of Nice, Cannes and Monte Carlo. Expo and the Olympic games and had contributed to Barcelona's current position according to some respondents and Universiade 2005 and Expo 2015 could also assist Izmir in this regard. Respondents with architecture and urban design backgrounds however admit that the city has lost its architectural character, compared to these aspirational cities.

In one focus group, respondents stressed the importance of visionary leadership for a city to achieve global awareness. In this group, respondents agreed that Ahmet Priştina had such vision, attaining a status similar to the one Barcelona has.

One final comment on this topic was about comparing Izmir and Istanbul. Three respondents stated that doing so would not be a right thing to do, although here is this tendency to compare Izmir and Istanbul among the Izmirites.

- “Izmir should not be compared to Istanbul because they are not the same scale. Izmir is definitely a European city, therefore it needs to be compared to other European portal cities of its scale.” (*Filiz, 52, ID 3*)
- “Istanbul attracts the largest proportion of investments in Turkey, this is true for both private and public sectors. The growth of the economy in Istanbul is incomparable with Izmir. Izmirites need to avoid being so conservative in investment if they want to grow.” (*Deniz, 40, ID 1*)

Table 5.14 provides a list of cities respondents deemed comparable to Izmir on the bases of geographic location and demographic structure.

**Table 5.14 Izmir Compared to Other Cities**

<b>CITIES COMPARABLE TO IZMIR</b>	
<b>Abroad:</b>	<b>Home</b>
<p>Eastern Mediterranean port cities</p> <ul style="list-style-type: none"> <li>• Thessalonica</li> <li>• Athens</li> <li>• Haifa</li> <li>• Alexandria</li> </ul>	<p>Mediterranean port cities</p> <ul style="list-style-type: none"> <li>• Mersin</li> <li>• İskenderun</li> </ul>
<p>Other port cities with cultural diversity</p> <ul style="list-style-type: none"> <li>• Baku</li> <li>• Durban</li> <li>• Genoa</li> <li>• Venice</li> </ul>	<p>Other cities with cultural diversity</p> <ul style="list-style-type: none"> <li>• Bursa</li> <li>• Edirne</li> </ul>
<p>Aspirational Cities</p> <ul style="list-style-type: none"> <li>• Barcelona</li> <li>• Nice/Cannes/Monte-Carlo</li> </ul>	

## **5.12. The City and the Social Integration of the Citizens**

In order to have an understanding of the distances between various socio-economic strata and ethnicities forming the city, the author of the dissertation asked the participants how they perceived the city in terms of being equalitarian or discriminative. It was also probed whether possible discriminations were visible or not, whether the different groups could integrate, when or under what circumstances... This question aimed to comprehend if there was segregation or integration as it related to public and residential places. Did the city have ghettos that separated the citizens from one another or did the urban design especially the public spaces serve as equalizer or harmonizers? Does the city provide a shared set of values and expectations to all of her residents?

The marketing implication of this section is to understand whether separate “segments” with different needs and wants from the city exist, as it was defined in section 3.2.1.1. An understanding of the depth and width of the separation between the various social groups, could guide the development of mechanisms that would help close the gap, which in return assist building a strong urban brand. The commonality of the expectations from the city, as well the existence of shared values and visions of the city would mean that the urban brand architecture is supported by strong pillars. The evaluations presented in this section can be instrumental in addressing the first Research Objective.

However, expecting to have a uniform set of perceptions and conceptions throughout the city would not be realistic in multicultural settings. This unity of perceptions can best be explained through the notion of “intersubjectivity,” which is having a shared basis of experience in everyday life. It serves as the starting for social communication. In multicultural cities, however, development of proximate yet separate social worlds is inevitable due to the presence of several intersubjectivities. (Eyles, in Johnston, 1992 p.236) Therefore, aiming for harmony between

various intersubjectivities, and increasing the portion of commonalities would be more rational for a city like Izmir.

In addition to the focus groups and in-depth interviews conducted with the multicultural sample, a set of visits to associations formed by fellow townsman who migrated to Izmir were conducted. One association was founded by citizens from Elazığ; the other one was by Balkan immigrants. Also part of the in-depth interview conducted with the Assoc. Prof. Dr. Mustafa Tanyeri, Secretary General of the Aegean Young Industrialists' and Businessmen's Association (EGIAD) was allocated to this topic. Moreover, journalist Deniz Sipahi, also supplied an article from his daily column in Milliyet Ege, as a further input to the interview conducted with him.

Majority of the respondents stated that the city was not an equalitarian one; citizens were divided according to economic means, ethnicity, the age of the wealth they have, even the soccer team they support. Some state that the separation is highly visible, some say there are glass walls/ceilings especially among the elite. On the other hand, those who have been in city administration or academia state that the city's tolerant attitude and the multicultural demographic structure were facilitators in the integration of the new comers to the city. The new comers to the city had also shown considerable effort to incorporate themselves with the existing social norms and lifestyles.

Those who believe the city is not well integrated, cite mostly the visible differences between the Izmirites who have been in the city for some generations and the new comers especially from Anatolia. Some state that the new comers have formed Ghettos that the other Izmirites hesitate to enter. Kadifekale has been mentioned by various respondents. Others add, the visible disconnection between these groups is not observed with the all newcomers. The Balkan immigrants for example could integrate more easily socially, according to some respondents, although they too had districts or neighborhoods where they were living in large numbers.

- “We are building another Dual City. In the past, it was Gâvur Izmir and Muslim Izmir, now it is the Old Izmir and the New.” (Jean Pierre, 66, ID 6)
- “In the past (up to 1960s), the city was not a segregated city at all due to its relatively homogeneous urbanite population. However, since 1970s the city has been receiving a lot of migration from rural areas of Anatolia. This inevitably resulted in the formation of more segregated social segments. Nevertheless, I notice that compared to Istanbul the new Izmirites spend more of an effort for integrating to the urban life...” (Ülkü, 61, ID 12)
- “The city has two main strata: old and the new, both in terms of urban settlement and citizens. It is not hard to distinguish the two. The so-called old citizens chose to reside in districts along the bay, and in central Buca and Bornova. In addition, some families belonging to this stratum have been forming new suburban districts what used to be summer places of the past such as Narlıdere, Urla, and Seferihisar.
- Some of the new citizens from other parts of Anatolia inhabit in older districts such as Kadifekale, Damlacık, İkiçeşmelik, Basmane, Bayraklı resulting in major changes in the social mix of these regions. The remaining new citizens formed new neighborhoods in Bornova, Buca, Limontepe, Çiğli, and Gaziemir. Some of these newer neighborhoods are planned housing projects, but majority of them are houses put up quickly without proper permissions resulting in urban sprawl. The challenge in creating an urban brand out of Izmir probably lies in assimilating these new citizens to the urban culture of the city. When these people feel like and call themselves as Izmirites, the challenge would be met.” (Mesut, 60, FG 1)
- “We once organized a concert in Kadifekale, and when I arrived at the venue with chauffeured car in my nightgown, the people of the district cheered at me here comes the

queen, it was funny and sad at the same time you notice how far apart the people of the same city can be. It is duty of people with means to close this social gap.....”(Filiz, 52, ID 3)

Nevertheless, Izmir is perceived to be relatively better condition in assimilating its new comers compared to other cities receiving migration such as Istanbul or Antalya. The new Izmirites tend to be less resistant to the existing culture of the city, less chauvinistic in insisting in continuing their own ways of living. Dr. Tanyeri, of EGIAD, explains this phenomenon by the relatively tolerant ambiance of the city. He holds that Izmir sets a good example to the rest of the migration receiving cities. However, he also points out that the so-called integration efforts of the newcomers are limited to their external relations, i.e. encounters with the outside world. The private/domestic affairs of the immigrants especially from Eastern and Southeastern Anatolia are still shaped by their indigenous cultures. This is specifically illustrated by the social status of the female family members.

- “The city is mainly equalitarian, yet the new migrants are not assimilated to the city right away. We need to develop socio-cultural events, centers that would facilitate this process. The activities by the Konak Municipality where they take theater and musical performances to districts such new citizens reside, or the activities of the Governor’s Office during special celebrations set good examples of this nature. The new comers need to be drawn into the socio-cultural life if we want this city to be more equalitarian. ...”(Fahir,65, ID 15)
- “Izmirites who take pride in being open to different cultures now, now feel uncomfortable in the presence of so many new comers. Many feel insecure in the streets and even accuse the newcomers of this situation. And some people do not like the idea of seeing Eastern Anatolian food venues all around the town...” (Gediz, 42, PI 2)

- “I guess we need to learn how to eat *çiğ köfte*, everyday, there is a new outlet selling them...” (Anita, 60, FG 5) “Yes, but could they please make it mildly hot?” (Selma, 64, FG 5)

There are some other more subtle social separations: ones among the elite who seem to have some unspoken classification based on the “age” of the wealth, among different generations, and the infamous rivalry among the fans of Karşıyaka and Göztepe Soccer Clubs. Older Levantine respondents state that the social classification and separation was once very strong among the Levantine population of the city, resulting in separate clubs, cafes etc. for their own communities, and marriages among different groups were not welcomed much.

- “In an almost unique way Izmir seems to be divided along the lines of class (created by money: old money/ new money) than ethnic divides. Majority of lower income newcomers appear to remain isolated from those that may consider themselves main core. Somewhere under the surface is also the awkward truth of the city’s recent history and how very few of us truly ‘belong to’ or identify with that past.” (Aylin, 38, ID 10)
- “This is not an equalitarian city; there are net, visible walls. Sometimes the newcomers with money want to pull down these walls by their financial means, but it is still not so easy. There are people who pay to appear in society pages of newspapers. Yet the elite ridicule them, and keep their distance.” (Elena, 72, ID7)
- “Elites of the city live in very close circles. They do not really want to take in new people among them. My mother is from Gaffarzade Kahyaoğulları family. When she wanted to marry my father, an architect from Manisa, this was almost regarded as an unacceptable in 1960s. In those days such marriages were so uncommon.” (Cüneyt, 44, PI 2)

- “Sporting events can be a medium to integrate the separate groups, but this is also so difficult in Izmir.” (Jean Pierre, 66, ID 6)
- “There are two things that would never mix together in Izmir, like water and oil: fans of Karşıyaka and Göztepe.” (Hakkı, 22, FG 2)

Journalist Deniz Sipahi, stated that only a small portion of the city’s current population are native Izmirites, a similar ratio of the population come from Balkan States and the remaining majority is from Anatolia. Mardin, Konya, and Manisa rank as the first three cities where the immigrants come from. Apart from the typical problems and issues associated with migration receiving cities, Sipahi pointed out to the fact that city has been losing its native citizens as well. He argued, “Immigration damages the urban identity of Izmir severely. It would not be so critical if the new comers could assimilate more... The challenge lies in shaping the people’s perspectives to how they relate with the city they live in. Adoption of the city by the new comers will be much facilitated if they know the city’s culture and history well; if they try to complement this culture with their own existence and if they realize that their personal future is tied up with the city.”

### **5.12.1. Anatolian Immigrants**

As an example of the fellow townsman (hemşeri) associations, a visit to the Elazığ Culture and Solidarity Association was conducted. A focus group was conducted with the Association’s President, Enver Ulucan and four other members of the executive board. The main objective of this visit was to comprehend the purpose and activities of such associations and their federation, the Anatolian Union, especially focusing on the impact of such organizations on the socio-cultural integration of their members to the urban milieu.

President Ulucan stated that these associations mainly aimed to create a harmony among the existing various cultures, traditions, and life styles in the city's social fabric. These organizations sought to conserve the cultures of the localities that they are formed around, and to promote it to the rest of the city.

The Anatolian Union, set as an umbrella organization for the 27 separate associations also has been working on a major project: protecting children who come from Anatolia and end up living and working on the streets. He held helping these children to have proper education and work skills would also curb the crime rates, which was perceived to be an issue affecting the whole nation...

The Elazığ Association was the first fellow townsman association founded in Izmir in 1946, when the first wave of migration began in Anatolia. The members stated that people have left their hometowns for mainly economical reasons. In 1980s and 1990s, terror was also another reason for emigration. Reasons for choosing to live in Izmir, accordingly, were its lively commercial environment, its pleasant climate, and the multicultural tolerant social setting.

The members said, even though their roots were somewhere else, Izmir has become their home, providing them with livelihood, institutions to educate their younger generations, hospitals to cure their illnesses. They stated that in return for all they received from Izmir, they have set businesses providing employment, paid their taxes, and sought to be proper citizens. Some even regarded Izmir as they final resting place, and ended up buying burial places for themselves and their families.

However, not every immigrant adopted Izmir the same way, according to the members of the associations. An anecdote was told that occurred with a friend from Mardin, who built a four-story building without proper permits in Kadifekale. That person was asked how he would react someone from Izmir had come and built a similar building in Mardin. His response was

surprising, “That would not be possible as Mardin is a world cultural heritage. The officials would not let and I would personally be annoyed to see such a thing happening.”

The concluding remark during the visit was made by a member of the association: “My children have totally integrated to the social life in Izmir: when we go weddings they get up and dance *Harmandalı*, just like any Izmirite, but they can also teach their friends how to dance *Çaydaçıra*. This is what we aim to accomplish through such organizations, to conserve our rich cultural inheritance and add another tint to the colorful mosaic of cultures in Izmir.”

### **5.12.2. Balkan Immigrants**

Another important group of immigrant to the city comes from Balkan states. Bulgaria and Bosnia are the leading states in number. A visit to the factory of Rahmi Sezgin, the president of BAGIAD, Balkan Immigrant Businessmen’s Association was made. Sezgin employs a number of other Balkan immigrants in his factory, during the interview, and the subsequent factory visit, some of those employees were also contacted. The objective of this visit was to understand the Balkan immigrants’ perspectives on the soci-cultural and economic environment of Izmir.

Rahmi Sezgin gave examples from his own life to illustrate how the Balkan immigrants’ work ethics differed from the rest of the population in Izmir. He had immigrated to Izmir when he was 13 years old. It was 9<sup>th</sup> of September when arrived, and the city was commemorating the city’s liberation day. He had thought the city had welcomed him by celebrations. In three days time, he had begun working selling *gevrek* on the streets; he soon bought a small glass covered cart to put his merchandise. In fall, he enrolled to night classes, so that he could work during daytime. This was how he finished high school and university. He started working as an IT specialist in major industrial firms of the city, and had made good contacts over the years. He now owns two factories that produce plastic packaging material. Moreover, he is planning to set up a third in Bulgaria.

He prefers to employ other Balkan immigrants in his establishments, as he believes they share the same business ethics. He keeps a photo of his teen-age years, selling *gevrek* on the street, to keep reminding himself how he started.

Rahmi Sezgin believes the Balkan immigrants have strong work disciplines, determination to succeed, and solidarity with their fellow compatriots. This explains their relatively better status among the immigrants of the city. He reminded that during economic crises, very few Balkan entrepreneurs were affected. He also mentioned about the “dangers” of social life in Izmir: the city’s laid-back attitude to work, and proximity of summer resorts could create risks to any business. A strong self-control was needed, according to Rahmi Sezgin, to succeed in Izmir’s work environment.

He also stated that the districts where Balkan immigrants live could easily be detected by its cleanliness and orderliness. This observation was also confirmed by his employees. One person told that the routine daily cleaning of a Balkan homemaker ended by sweeping the sidewalk in front of her house. The plant visit was concluded by a drive through afore- mentioned districts to view what was described during the interviews.

Table 5.15 provides a list of basis for segmenting the citizens, based on behavioral or attitudinal factors such as years spent in the city, loyalty/commitment levels .

**Table 5.15. Social Integration or Segregation**

<b>BASIS OF SEGMENTATION IN A SETTING OF INTERSUBJECTIVITY</b>
<ul style="list-style-type: none"><li>• A New Dual City? New Comers vs. “Native” Izmirites</li></ul>
<ul style="list-style-type: none"><li>• Attitude and Commitment: Active vs. Passive Citizenship</li></ul>
<ul style="list-style-type: none"><li>• Other Basis:<ul style="list-style-type: none"><li>• Glass Ceilings on Social Life and</li><li>• Sibling Rivalry in Stadium</li></ul></li></ul>

### **5.13. Soft Assets of the City: Leadership and Networks**

Two other important dimensions of the urban brand can be defined as “soft assets.” These dimensions are the city management and leadership styles as well as the networks that define the relationships between various stakeholders of city. These two dimensions have counterparts in brand management literature as well. Breakenridge, (2001 p.14) refer to the study conducted by the Sterling Group to identify the ingredients for successful global brands. In this study, the leaders behind the brands who have opinions and are closely connected to the brand are called “brand champions.” Understanding the impact of these “soft assets” can be useful in the process of transformation from passive to active citizenship as stated in Research Objective 9.

These people express a point of view through their brands. Visionary leaders of cities or countries can be regarded as such. If their dreams and projects, and achievements are shared by the rest of the city, then their cities become “brands.” Of course, in shaping these visions, leaders need to understand the needs, wants of the city, and generate solutions within the legal frameworks.

Kotler and Armstrong (2004) define the 21<sup>st</sup> century as the age of connectedness and state that one of the key elements defining strong brand are the connections or networks the brand forms with its customers, suppliers and other stakeholders. The same is true for cities. Perhaps the availability of networks connecting city's elected and appointed management, universities, professional and citizens' organizations, media and citizens are even more important in this regard. Accordingly, the city's relations with national political and economic centers are also crucial.

Within this perspective the issues addressed by respondents were:

- Leadership
- Participation and Coordination
- Continuity of Plans, Strategic Planning
- Networks
- Relations with Ankara and Istanbul

The issue of leadership and management had also come up spontaneously in various instances of the interviews. When probed directly, the respondents who hold positions that enable direct contacts with city management expressed more positive opinions than the "ordinary" citizens. The local media, or regional supplements of the national newspapers seem to be influential in shaping the opinions of the second group.

One common opinion shared unanimously across interviews is how greatly Ahmet Pıřtina and his early loss impacted the momentum of the city. The respondents in various occasions stated how the city was going through a transformation during his term, how his dream projects and coordinating skills generated a feeling of hope and sharing in Izmir. His loss according to some respondents was partially being filled by the initiatives of the Chairperson of Izmir Chamber of

Commerce (ICC), Ekrem Demirtaş. Yet this organization did not have the same roles and responsibilities of a metropolitan municipality.<sup>30</sup>

- “The city is not managed badly, but our Prishtina was an idol and we were all devastated by his loss.” (Edlin, 60, ID 8)
  - “What we are lacking is a charismatic leader.” (Nazan, 55, ID 13)
  - “There is a serious power game going on in the city between the Metropolitan Municipality and the Chamber of Commerce. The chairman of the chamber, Demirtaş is trying to fulfill the gap after Pristina. He has some very successful initiatives such as Izmir University of Economics and ELDA (Efe Rakı). We will see how Izair will go, however some people criticize him for pursuing targets beyond the chamber’s area of responsibility. The mayor Kocaoğlu on the other hand had a difficult task to fulfill after such a charismatic leader. The appointed governors do not stay long enough in the city to get adapted and to start making a difference. Finally, other professional organizations such as Chamber of Industry, Artisans Chamber and Young Businessmen’s Association also pursue their own targets. Unfortunately, all these uncoordinated efforts do not result in synergy.” (Cüneyt, 44, PI 2)
- “I think ICC works really well” (Caner, 29, ID 14 and Sinem, 39, PI 1)

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<sup>30</sup> This situation had also been observed by Yılmaz-Saygın (2006), who noted that the usual alliance and coordination between private business community and the local and state government is not present in Izmir. She argued, the “city builders” of Izmir from public and private sectors rather act independently. The private sector leaders under the chamber of commerce’s leadership seem to act rather enthusiastically and impatiently in their pursuit of making the Izmir a world city. This may result in conflicts with the Metropolitan Municipality (IMM) who takes primary responsibility in developing and realizing regeneration projects. The initiatives of the ICC are sometimes seen incongruent with bureaucratic and legal procedures..

“There is no unity in crucial projects, for example in EXPO, everybody says and does something different, I sometimes get confused, who the boss is in this initiative.” (Sinan, 21, FG 2)

Another key issue addressed directly by those who have been closer to the city management and indirectly by others is the “insufficiency” of participative platforms especially after Ahmet Priştina.. Some of the respondents view this situation as a more serious concern than leadership. Those respondents who were members of civil organizations felt more positive about their involvement, yet they also felt there was room for improvement for more active participation. Membership in civil society organizations was observed to be higher among the Levantines, and male professionals. Younger age group and non-working female respondents joined such organizations to a lesser extent. Some respondents on the other hand, said some professional organizations may slow down the decision making process by adopting a too conservative attitude... In this regard, the respondent was referring to the opposition shown by Chamber of Architects to some urban transformation projects.

- “In general, the different groups of city managers work in harmony; unfortunately, the lack of a charismatic leader is also felt. The late Metropolitan Mayor Ahmet Priştina was such a leader. Yüksel Çakmur was also a strong leader. Today, Ekrem Demirtaş stands out as a predominant leader. I believe Izmir is in need of a leader who not only executes personal initiatives, but also encourages/organizes a participative milieu.” (Ülkü, 61, ID 12)

- “The mayors’ council is a good platform to discuss major civic initiatives where I can ask for support for the foundation’s projects. We usually reach a solution there. The regional development agency is also an important medium for prioritization of civic initiatives. Major projects like EXPO also facilitate coordination and cooperation for a

common target. The city needs coordination and participation more than it needs leadership.” (Filiz, 52, ID 3)

- The public sector and the civil society should cooperate more. The NGO’s embody all segments of the society. These should be interacting more in decision making regarding the civic initiatives. Their integration to the decision process will facilitate the formation of a participative society. Current system, structures does not allow for this. For example, there should be members from the Chamber of Architects should be included in the Council for the Protection for Natural and Cultural Equities. Members of the medical profession should join be consulted and join the process of urban planning if we want to live in a healthy city. The location, positioning of buildings, their proportions, and designs should also be evaluated from the medical perspective. (Ülkü, 61, ID 12)
- “Ahmet Priştina would listen to people on street. He was among the people and took note of what they needed and thought.” (Tennis Club Focus Group)
- “I don’t know where to contact if I want to volunteer in city management issues” (Gediz, 42, PI 2)
- “Reaching consensus in city matters is not easy, but when there are platforms where different opinions are discussed at least you know your opinion is listened to and recorded somewhere. You had a say in the matter even though the decision reached may not necessarily the one you wanted. This is what we miss in the city after Priştina” (Mustafa, 48, ID 4)

Another point brought up by the respondents is the continuity of projects. Respondents who are either civically involved, or hold official positions stated that the city need to adopt long range

plans and these should be adopted by a larger body of participants and should not be limited to the term of a specific administration. The long range strategic plans by ICC and IMM could have been initiatives of this nature.

- Politics overrules participation in city management. During the early years of the republic the city assembly consisted of representatives for all professional groups. This resulted in a good balance. However, this tradition did not last for long. The city lost the opportunity of developing according to a strategic plan.. All these resulted in loss of urban identity. When “experts” do not join the political arena, then the elected governing bodies are run by unqualified people. This is where the degeneracy begins. The decisions taken by these groups are either short term populist ones or serve the interest of narrow groups. What we really need in Izmir is a good platform to encourage participation and sharing and adopting a long term perspective in our thinking. Some good intentions do not generate results due to lack of this mentality. Let me give two examples: the strategic plans of IMM (2007-2017) and ICC (2003-2012) and Izmir regional development Agency.” (Sancar, 64, ID 5)
- “Coordination in creation and implementation of strategic plans for the city is crucial.” (Fahir,65, ID 15)

A final comment regarding networks for the city came from an IT specialist. He pointed out that the city did not have a common official portal connecting and coordinating the websites of various city bodies. Citizens or visitors to the city may get information from different official websites, but these are not coordinated and updated regularly.

The respondent gave examples of some cities such as Barcelona, Vancouver and Auckland and Izmir should have one similar to those. He said a search for Izmir’s official website on the internet would deliver diffuse and somehow confusing messages. He also added the official

websites of the Governor’s office and the Metropolitan Municipality are only in Turkish, making it basically impossible for foreigners to retrieve official information about the city. (Cüneyt, 44, PI 2)<sup>31</sup>

Table 5.16 summarizes the factors that would accelerate the conversion of the residents of the city from passive to active involvement level.

**Table 5.16. Factors Facilitating the Transformation from Passive to Active Citizenship**

FACTOR	CHARACTERISTIC
<ul style="list-style-type: none"> <li>• Leadership</li> </ul>	Visionary and charismatic
<ul style="list-style-type: none"> <li>• City Management Platforms</li> </ul>	Participatory and coordinated
<ul style="list-style-type: none"> <li>• Strategy</li> </ul>	Continuous and integrated
<ul style="list-style-type: none"> <li>• Networks</li> </ul>	Local, regional, national and international

### 5.13.1. Relations with Istanbul and Ankara

Two other important dimensions in the city’s network of relations are those with the political and economic centers of Turkey. An understanding of the nature of these relationships would also help strengthen the networks the city is a part of. These networks seem to be an important component of the transformation process from passive to active involvement of the citizens on urban matters (R<sub>obj</sub> 9). Throughout the interviews and the focus one notable observation was that respondents were nearly always benchmarking Izmir up against Istanbul. As stated in an earlier section of the dissertation, only three respondents stated that it would not be a realistic thing to compare these two cities directly.

<sup>31</sup> Barcelona : <http://www.bcn.es/english/ihome.htm>, Vancouver : <http://vancouver.ca/> Auckland : <http://www.aucklandnz.com/> all accessed on June 20 2007.

- “It would not be a good idea to compare and contrast Izmir and Istanbul vis-à-vis as Izmir is very different from Istanbul in terms of its scale, geographical location, cultural heritage, and population structure. Izmir is a typical Ionian settlement. It is a reflection of ancient Anatolian civilizations in terms of westbound settlement, its port, and commercial center, social and cultural milieu. Izmir perhaps can be compared to port cities of Mersin, Iskenderun, and Samsun. However, these three cities are of a much smaller scale. As an Ionian Mediterranean city, Marseilles is comparable to Izmir.” (Ülkü, 61, ID 12)

Yet the frequency of this benchmarking suggests that there are close economic, social and even family ties with Istanbul. Respondents with young adult children mentioned the dearth of qualified white collar jobs in Izmir, causing their children to move to Istanbul. The same view was shared by university students who said they would like to start up life in Izmir, but it was not possible for the reason stated above.

Majority of the respondents stated that Izmir is overshadowed by Istanbul’s economic, social, and cultural performance. What was reinforcing this situation was the flight of capital and qualified jobs and human resources from Izmir to Istanbul. Few respondents pointed out to the dangers of this situation for Izmir’s future. Others seemed to accept the situation as inevitable.

- “Izmir has always been overshadowed by Istanbul.” (Nazan, 55, ID 13)
- “What we take from and give to Istanbul are disproportional. We give much more than what we receive.” (Levent,40 and Meltem,39, PI 1)
- “Our children go to Istanbul to study in the University and stay there. Istanbul is a great center of attraction for the Jewish community in Turkey. Our youth is drawn there for professional and social reasons. Throughout the history Istanbul impeded Izmir, except for the period

between 1850's and 1920's when Izmir was economic center as a semi-colonial Levantine city." (FG 4)

- "There are strong economical ties between Istanbul and Izmir. Of course, Istanbul has a clear dominance over Izmir in this respect. This is not very healthy for Izmir's economy." (Fahir,65, ID 15)
- "Opening up to Istanbul economically is crucial. Big companies like Vestel, Yaşar Group have their production facilities here but marketing head quarters in Istanbul... This is a typical trend for most Izmir Corporations. However, we should never accept to be second-class. For example, Izmir Arts Festival is not inferior to Istanbul Arts Festival." (Filiz, 52, ID 3)
- "So many corporations moved their headquarters to Istanbul: Tuborg, H&M, Phillip Morris, Mazhar Zorlu Holding. This really upsets me both as an Izmirite but also as a business owner who loses major clients." (Sinem, 39, PI 1)
- "Because of the *Efe* spirit, Izmirites do not want to be put in the shade by Istanbul, but in reality deep inside there is always that hidden wish to go to Istanbul and prove one there. This is such a seemingly paradoxical situation, Izmirites do not want to be surpassed by Istanbul, but they also long for it and admire it..." (Sancar, 64, ID 5)

Respondents, who do business with Istanbul, suggest that it is possible to attract more business and capital from Istanbul especially in the service sector, but the work ethics and company structures of Izmir business circles do not enable major changes.

- "Istanbul is using us, and we permit that. There are a few companies who can turn around this trend. There are some service companies who have clients in Izmir. Univera, and some architecture firms are examples of this. Also, JTI moved its headquarters from Istanbul to Izmir. However, these examples are much smaller in number than those who move away. The

prevailing opinion is that the marketing offices should be located in Istanbul; in this age of communication and information technologies, it is hard to accept this idea.” (Cüneyt, 44, PI 2)

- “The business elite of Izmir have a very conservative attitude to risk. This results in a loss of momentum for the city traditionally known for its innovative nature. We are losing qualified human resources and capital to Istanbul” (Deniz, 40, ID 1 also Jean Pierre, 66, ID 6)

The relations of Izmir with Ankara on the other hand are much looser compared to those with Istanbul. The general opinion shared across groups is that political preference of Izmir does not necessarily reflect the general trend of the country. A brief analysis of the election results since 1954<sup>32</sup> partially confirms this view. In certain critical election years, opposition parties won greater share of Izmirite votes; examples of this nature are 2002 and 1995 elections which resulted in the victory of pro Islamist Conservatives parties, and the post-coup elections of 1961 and 1983. In other elections, Izmir results do not show major differences with the general tendencies.

In recent general and local elections, Izmir has been a stronghold of the left-wing secular parties. According to respondents from various age groups, especially those in their twenties, this political preference of Izmirites has contributed to the city’s modern, progressive image. One respondent argued that the *Efe* attitude of Izmirites is visible in their political behaviors.

Majority of the comments about relations with Ankara was along the lines that Izmir was being punished for its political preferences and was not getting proportionate state investment in return

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<sup>32</sup> The summary tables of election results for Turkey vs. Izmir between 1954-2002 are provided in Appendix 5

to the taxes collected<sup>33</sup>. Only one respondent argued that if the stakeholders in Izmir could present and defend their causes well enough, then they could receive Ankara's support.

- “We are not parallel with Ankara, that's why we do not receive much support from Ankara. But if you ask us, we'd rather stay as such instead of going along Ankara's current axis. There is a high price to pay in return for what we get.” (FG 5, Unanimously)
- “There is a disproportionate fund allocation to Izmir when the shares of state investments and the taxes collected from Izmir are compared. This is probably the biggest problem area between Izmir and Ankara.” (Fahir,65, ID 15 and Sinem, 39, PI 1)
- “Majority of the city's achievements are done despite Ankara. Izmir was not a priority for majority of right wing governments. (Ülkü, 61, ID 12 also Sancar, 64 ID 5, Edlin, 60, ID 8 and Nazan, 55, ID 13)
- “Perhaps a recent exception to above was the assistance of the central government to the metropolitan municipality for the Universiade 2005 games. However, there were some instances during the opening ceremony that cast some shadows over this cooperation.” (Ülkü, 61, ID 12)
- “In major projects like the Universiade and EXPO, the city and Ankara seem to be in good coordination. Ankara should support such events as they promote the whole country, not just Izmir. However, we need to be communicating the national importance of these initiatives very clearly, if we seek support of Ankara.”(Filiz, 52, ID 3)
- “The municipality and the central government are from different parties and these results in conflicts between the two.” (Sinan, 21, FG 2)

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<sup>33</sup> This opinion was also shared by the analysts of the ICC, writing on the issues of the city on: <http://www.izto.org.tr/IZTO/TC/IZTO+Bilgi/izmir/sorunlar/> accessed on June 30, 2007. According to this report, Izmir's share in state investments fell from 6.3% in 1995 to 2.8% in 2002.

- “For Izmirites frankness and honesty are the essence of the Efe spirit. You can hardly see any Izmirite waiting by the gates of a ministry in Ankara. We choose to set a distance between ourselves and politics. We sometimes are punished for this attitude but it feels so great and dignified!” (Deniz, 40, ID 1)

#### **5.14 SWOT Analysis for Izmir**

A SWOT analysis based on respondents’ perceptions was conducted to identify the dimensions to build upon the brand architecture and as well as determine the ones that would impede competitiveness. An overall review of the SWOT analysis would reveal that more comments were made on the Weaknesses and Threats dimensions than Strengths and Opportunities. This could partially be explained by the relatively higher expectations of the respondents from the city. One other factor contributing to this is the overall education and world exposure of the respondents. It is noteworthy to remember, in the ideal city section of the interviews, four of the top ten cities of the Mercer Quality of Life listings were mentioned spontaneously.

A similar evaluation was done in the 1998 *Pilot Analysis Infrastructural Leveling for Nine Provinces* by Ulusoy et al. Izmir was rated to have the highest quality of life indicators by objective measures, a result confirming 1997 TESEV Human Development Indices. Yet the subjective ratings of Izmirites on quality of life measures were not as high. The literature review for the dissertation included a recent SWOT analysis by Kurt and Aykol (2006), which was conducted to serve as a basis for strategic planning for attracting foreign direct investment to Izmir. The Kurt and Aykol (2006) study was done with a sample consisting of academicians, top managers from local and multinational firms as well as members from chambers of commerce and industry. The SWOT analysis done for the current study aims to define strengths, weaknesses, opportunities and threats for the city not only from an economic perspective, but

also from quality of life, urban design, social structures and networking points of view. This study also covers a broader citizen base not only “experts” in the economics and business fields.

Nevertheless, quality of life was still the most frequently mentioned strength of the city in the current study. Respondents seemed to appreciate the quality of public services in health, education, transportation and security.

In terms of weaknesses, the most frequently mentioned aspect was the lost architectural character of the city mainly as a result of the Floor Ownership Law of 1965, the urban sprawl as a natural result of the massive immigration from Anatolia also exacerbates this situation.

The second most frequently mentioned weakness was the insufficiency of activities in Arts and Culture. This evaluation had also come up very frequently through out the interviews. One surprising observation was that even though the respondents in general expected to have a livelier cultural life in the city, the overall attendance levels to the festivals of Izmir Foundation of Culture and Arts was very low. The attendance was lowest among the university students and 35+ females.

Respondents especially those from professional circles pointed out certain weaknesses in the business life. Dominance of family businesses in the city seems to be hindering the development of a professional work environment according to these respondents. Another point brought up mainly by business owner respondents was the lack of cooperation or solidarity in business circles. Many firms, according to these respondents, chose to work with suppliers/service providers from Istanbul and pay more instead of working with firms from Izmir.

One final comment on weakness of the business life was the lack of qualified white collar positions. This seems to be a major issue for university students who are approaching to the debut stage of their career lives.

Insufficiency of a participative milieu for civic issues as well as the distance portrayed by the city's elite to civic causes. This dimension will further be probed in loyalty and mode of citizenship sections.

A final comment on weakness was about the clarity of a positioning for the city, respondents following the branding initiatives for the city, suggested that there is a lack of a clear and a consistent positioning strategy for the city.

In terms of opportunities for the city, the most frequently mentioned aspect was the privatization of the Port of Izmir, expected to generate increases of traffic for commercial liners, passenger ferries and cruisers. Another development to improve city's accessibility is the completion of the new international terminal of the city's airport.

According to some non-Muslim respondents, the city has further potential to fulfill in terms of religion tourism. High value-added organic agricultural products such as olive-olive oil, raisins and wine, herbs along with fruits and vegetables also present opportunities for the city.

Two final opportunity areas are the utilization of the city's potential in healthcare tourism and alternative energy sources.

Threats for the city can be grouped under four macro-environmental headings: social, economical, political and administrative and ecological. Some of these threats are global or national nature; others are directly related with the city itself. The greatest threat according to the respondents is the uncontrolled immigration to the city. If the urbanization process of the new comers is not well-managed, there may be further risks, such as social frictions between new comers and native Izmirites and increases in urban sprawl and petty crime. During the focus group in Elazığ Association the topic of children working and living on streets was brought up. This social phenomenon was also seen as a result of uncontrolled immigration.

Economic threats for the city centered on the insufficiency of investments in the city leading to further flight of capital and qualified human resources. Some respondents pointed out to issues regarding the Aegean Free Trade Zone and Izmir International Fair. One final comment was more general in nature: the possibility of an economic crisis impacting the entirety of the nation.

The perceived political risks are mainly about the divergence of the city's political preferences from the country's general tendencies. Some respondents stated this may lead to further marginalization from Ankara, others on the hand stated they feared from a possible loss of political identity and preferences as a result of economic pressures.

The final set of threats was ecological regarding air and land pollution, and scarcity of water sources.

#### **5.14.1 Strengths**

- Quality of life
  - Relatively better education and health facilities
  - Over average human potential
  - Tolerable traffic
  - Convenient public transportation
  - Relatively secure compared to other big cities
  - Access to coastal leisure destinations/Alternative weekends
  - Pleasant/moderate climate
- Close social ties
- Being a “gateway” to the world

### 5.14.2. Weaknesses

- Loss of architectural character, not having a good urban design
- Insufficiency of activities in arts and culture
- Urban sprawl damaging the natural environment and agricultural base, lack of environmental sensibility
- Lack of a strong industrial base
- Risk averse attitude of entrepreneurs
- Perception of being backwater of Istanbul
- Lack of solidarity in business circles
- Insufficient professionalism in business life, dominance of family businesses and a narrow circle of business elites
- The languor in summer months slowing down economic activity due to climate
- Insufficiency of an active civil society
- Elites and experts being distant to politics and concerns of the nation and the city
- Lack of community centers and a city portal to facilitate civic involvement and coordination
- Insufficiency of accommodation facilities to host mega-events
- Lack of a strong sports team to reinforce civic sense of belonging and bring excitement

- Lack of a clear idea how to differentiate and position the city as a brand
- Minor security issues resulting from economic and social conjuncture

### 5.14.3. Opportunities

- Revitalization of Port of Izmir after privatization enabling increases in traffic of commercial liners, passenger ferries and cruisers
- The international terminal of Adnan Menderes Airport
- Natural potential of the city for value added agricultural products, health tourism
- Climate, pace of life suitable to foster service industries such as IT-communication, fairs and conventions, healthcare and education
- Availability of alternative sources of energy such as geothermal, solar and wind
- Being a role model for a “possible” European integration
- Promotion of inner city tourism potential for healthcare, fair and conventions, religion and gastronomy
- Being awarded to host EXPO 2015

### 2.14.4. Threats

- **Social Issues**
  - Uncontrolled and unplanned domestic immigration, and insufficiency in urbanization of new comers resulting in possible
    - Social unrest between new immigrants and native Izmirites

- Increases in security issues especially petty crime as a result of discrepancies in income distribution and unemployment
- Urban sprawl further damaging urban identity

- **Economic Issues**

- Flight of business capital and business head quarters and plants mainly to Marmara region resulting in increased marginalization from economic activity centers
- Insufficiency of new investments to boost qualified white collar employment
- Loss of qualified human resources to Istanbul and Western countries
- Economic crisis of any sort: global, regional or national
- Izmir International Fair losing its characteristics
- Free Trade Zone not fulfilling its potential due to tax regulations

- **Political and Administrative Issues**

- Not receiving enough central government investment as a result of political preferences
- Loss of political identity and preferences as a result of economic pressures
- Appointed governors staying in term too short to understand and respond to city dynamics
- Regional security issues affecting the integrity of nation state

- **Ecological Issues**

- Air pollution
- Scarcity of water sources
- Further loss of arable land suitable for exportable agricultural products due to unplanned industrialization and urban sprawl.

### **5.15 Citizenship Levels and Loyalty**

The topics of citizenship levels and loyalty will constitute the final part of the findings section of the dissertation. These topics will determine the behavioral and the attitudinal dimensions of the relationship between the citizens and the urban product. From a strategic marketing viewpoint, significance of the dimensions comes from their potentials to serve as segmentation basis for citizens, as it was described in section 3.2.1.1. The findings of this section seek to guide Research Objective 9.

The citizenship model introduced on page 107 of this dissertation was presented to the respondents in the interviews and they were asked to classify themselves as either active or passive citizens. Apart from those respondents who were chosen to be included in the sample by the researcher's judgment that they were already active citizens due to their involvement in civic matters or respective positions, respondents on the passive side seemed to outnumber the ones on the active side.

The most frequently mentioned rationale for classifying oneself as an active citizen was participation in civil society organizations. These organizations ranged from professional chambers (Mainly the Chamber of Architects), International Associations like Lions or Rotary Clubs, semi-business organizations like the Young Businessman Association (EGIAD) and local charities such as the Blind School or Children's Hospital Associations.

Two respondents mentioned that being an active citizen was a combination of attitudes and behaviors and individual initiatives or sensitivities can determine one's level of involvement with the city. In this regard, reporting a broken street light, or leaving behind a beautiful house can be a form active citizenship.

- “Leaving behind a beautiful home can be form active citizenship; the most important thing is searching for what is good, special and harmonious with the city, and protecting those that carry those characteristics. Instead of setting great ideals, and then feeling discouraged by the greatness of these, consistently claiming what you can then do is a more realistic form of active citizenship.” (Nazan,55, ID13)
- “I see myself as an active citizen; I guess this is something we are as a whole family. Everyone in my family feels responsible for what is going around us, from a broken street lamp to pits in the sewerage systems. We should claim where we live, the city, the neighborhood, the street...” (Cois, 41, FG 4,)

For some, it is their profession that enables them to be active citizens:

- “I consider my self active: I write about and promote my city. My profession as a tourist guide facilitates this. “(Sara,62, FG 5)
- “I would define myself as an active citizen within this framework. Through my different positions in the ministries of development, culture, and tourism, there are various projects that I can proudly be associated: I have designed and built a number of public buildings that (e.g. Inciralti Olympic Village for 1971 Mediterranean Games, the office building for the Bureau of Real Estate Registration), have registered a number of buildings as cultural heritage in Bayrakli, Buca and Bornova districts, have initiated preservation decisions on natural habitats (e.g. Çamalti Bird's Heaven) and have developed and administered various

arts exhibitions and courses in Izmir Museum of Painting and Sculpture. I am also a member of various professional and civil organizations. “ (Ülkü, 61, ID 12)

Those respondents, who classify themselves as passive, mainly cited their personalities and their busy careers as the rationales for being so. Some said it was mere laziness for not doing anything, some said they were discouraged to react, and as nothing came out from their previous attempts. Five respondents in the 35-45 age group stated they would be more active if they could find and are accepted to platforms where they can serve.

- “We are scared to react to even those who litter the streets. You never know whom you will come across these days.” (Tilda, 39, FG 4)

The life cycle stage was also another determinant for citizenship levels, university students for example, said they felt they were too young and inexperienced to involve in civic matters.

Passive citizenship was observed to be highest among 35-45 females, and the 20+ student group.

- “Izmir won’t develop us, we can develop Izmir. However, to do so, we need to reach to certain level of expertise and power in Istanbul, and then we can return to Izmir and grow there...” (Hasan, 22, FG2)

Loyalty was the other involvement dimension probed. Respondents were asked to describe their commitment to the city in terms of emotional bonds and as well as behaviors such as investment in real estate and businesses, promoting investment in Izmir to outsiders and purchasing products made in Izmir.

Except for one respondent who is originally from Istanbul, all of the participants felt they are emotionally loyal to Izmir. This situation was so among those who moved to Izmir from elsewhere.

- “ My cousin asked one day, where we should buy burial ground plots, here in Izmir or in Elazığ...Then my grandson asked, ‘ If you are buried there Granddad, how will we visit you? Then I realized where I belonged to...I ended up buying a plot in Izmir.” (Enver, 65, FG 6)
- “No matter we I live I will always be from Izmir” (Aylin,38, ID10)
- “I am loyal to Izmir emotionally all the way to the end...I identify myself with my city” (Nazan, 55, ID 13)
- “We love Izmir and we belong here, nowhere else” FG 3)

Behavioral loyalty is mainly reflected by real estate purchases in metropolitan Izmir or second homes in coastal areas. One respondent stated that the value appreciation and rental income of real estate were not as high as they were in Istanbul, nevertheless she still held on what she had in Izmir even though she now lives in Istanbul. In terms of business investments, the respondents seemed more hesitant.

- “It would be much better if we could attract young, qualified people back to Izmir, but this can only be achieved through more investments. Unfortunately, we talk about this but not do much...” (FG4)
- “My heart says Izmir, but I just can not rationally think of going back there to start my career life.” (Buğra,2, FG 2)

Recommending others to invest in the city was another topic respondents seemed hesitant. While acknowledging all of the infrastructural advantages, and human resource capabilities, a few respondents seemed confused on how they would promote the city while local investors were moving away their headquarters or plants to other parts of Turkey. Two other respondents also

admitted that they really do not want Izmir to develop into a second Istanbul with all the complications of a megapolis.

Respondents from all age groups stated that Izmir is more appealing for the retirement stage people. One person said, this seemingly disadvantageous group can actually be an opportunity as this age group has specific needs in social and healthcare services.

- “Izmir offers a high quality start and a final to life, but the term in between needs to be spent elsewhere” (Nazan, 55, ID 13)
- “Why do you scornfully say it is a retirement city? Retired people need certain services in healthcare and social activities; this could actually be an opportunity.” (Gözde, 26 FG2)
- “I would recommend it to people who have found inner peace in life, but for someone who is soul searching, Izmir is not the place...” (Zehra,39, ID 11)

Another behavioral dimension to assess loyalty was the preference for the products made in Izmir. A few respondents said, this was not a consideration for them, while majority said, they preferred especially food products made in the city. Among the products and services preferred were:

- Olive Oil - Tariş and Kristal( the choice of Levantines)
- Dairy Products- Pınar and Sakıpağa
- Retailers - Kipa- Tansaş
- Detergents and soaps-Turyağ and Dalan
- Paint stuff- DYO

Some respondents also expressed their concerns over the re-location of some industrial plants and head quarters that were in Izmir to other parts of Turkey. They mentioned the examples of Turyağ and Piyale factories that were sold and relocated as well as the Mazhar Zorlu Holding, which moved its headquarters to Istanbul.

When the respondents were asked when and how they could be more involved in civic matters, the responses varied according to life stages. Retired or 60+ age group respondents seemed to be more active compared to younger age groups, who stated that, their work and household responsibilities do not leave much time for other affairs. One working female respondent also pointed out to the possible “risks” associated with leaving the civic involvement to retirement stage:

- “If we leave the civic issues to the people in their retirement stages, then they will rightfully prioritize topics serving the interests of this life stage. We as the younger generations should share the responsibilities.” (Gediz,42)

Some respondents, especially those from non-Muslim groups seemed to waiting for ‘invitations’ from public and political bodies for their involvement. City councils where individuals can work on voluntary basis were cited as the most frequently mentioned platforms where respondents expressed eagerness to join. Writing about their personal and family histories was another area some respondents felt they could be useful.

- “I would love to work in the Municipality Assembly or a city council, but I am never invited. I am sure there are things I can contribute.” (JPB, 66 ID 6 and Selma, 62 FG 5)

Table 5.17 provides the conversion of some brand architecture elements into urban context.

**Table 5.17. Soft Assets of the Urban Brand**

<b>Brand Dimensions</b>	<b>Urban Connotations</b>
Brand Champions	Leadership
Brand Networks	Participative Platforms: City Councils Politics for Everyone Coordination & Cooperation Relations with: <ul style="list-style-type: none"> <li>○ Ankara</li> <li>○ Istanbul</li> </ul>
Brand Loyalty	Emotional Loyalty Behavioral Loyalty Citizenship Models

## CHAPTER 6 ADDITIONAL ANALYSIS AND DISCUSSIONS

The final chapter of the dissertation aims to summarize the key findings, in order to reach at their academic and practical implications. Before presenting these points, there are two further analysis, which are

### 6.1. Urban Essence Wheel and the City's Core Values

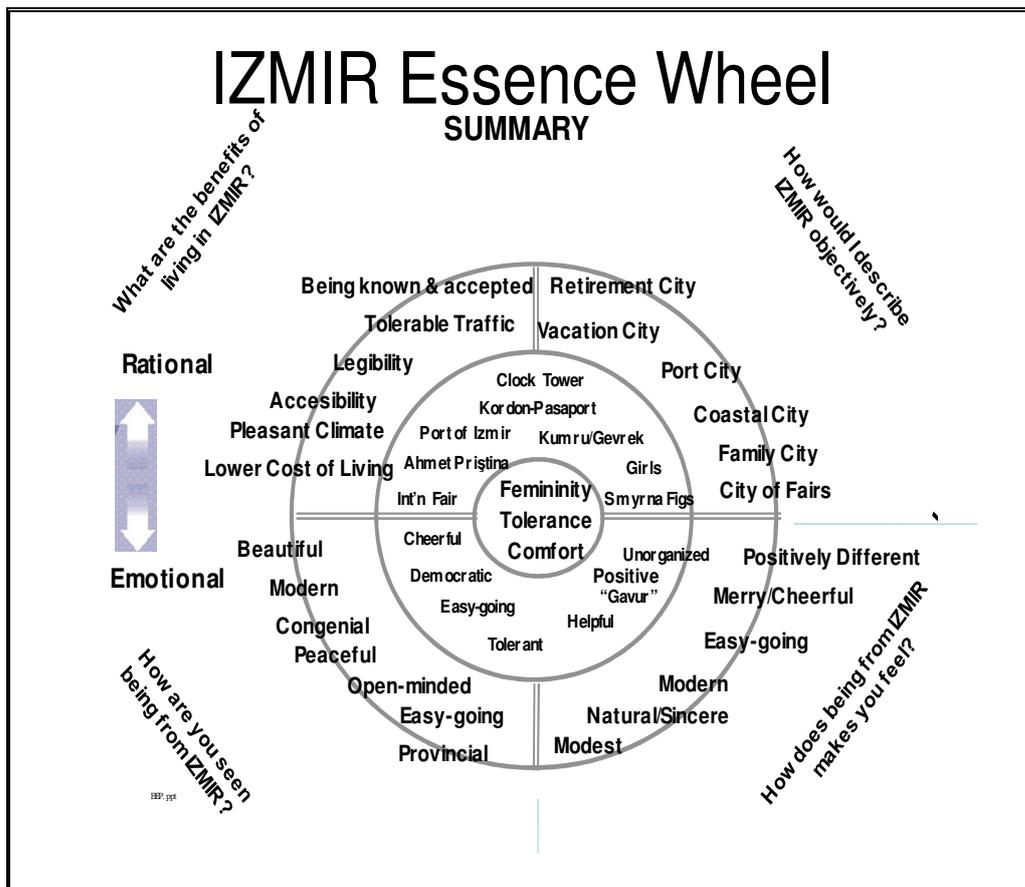
In section 3.2.1.4. of this dissertation the Brand Essence Wheel framework was introduced and the concept was adapted to the urban context. The tool basically uses the rational and emotion aspects of a brand to arrive at its core values, which are deemed to be the keystones of its architecture. The upper section of the wheel is the rational realm, using objective descriptors and benefits in the outer ring, facts and symbols in the inner ring. The lower section is the emotional realm, with perceptions of the brand in the outer ring and the personality in the inner ring.

The urban essence wheel shown in Figure 6.1 summarizes findings on perceptions and descriptions of Izmir, on rational and emotional grounds leading to brand core values. The wheel shown below is actually an amalgamation of various essence wheels generated in focus groups and interviews.<sup>34</sup> Findings on brand personality and symbol dimensions were discussed in detail in earlier sections, in this section the derived core values of the city namely; femininity, tolerance and comfort will be covered.

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<sup>34</sup> These individual essence wheels are presented in appendix 7 of the dissertation.

Figure 6.1 Izmir Urban Essence Wheel



- Femininity:** Izmir is viewed to be a female city by the vast majority of respondents. Femininity is described by traits such as warmth, sincerity, care, friendliness and congeniality. In addition to these personality traits, the visible position of female members in social, economic and even political environments contributes to this evaluation. Some respondents state that the female presence in all dimensions of the city life is actually a continuation of the ancient matriarchal cultures that were once prevalent in the city. Others feel, the tolerant, free atmosphere of Izmir enables its female inhabitants to actively participate in social life. Relative modernity or occidental perceptions for Izmir also result from this female presence. At this point, a reference to Lewis (2002) can be made who marks the position of women as the most profound single

difference between Eastern and Western cultures. Women of Izmir also portray a relatively more active political presence with respect to their counterparts in rest of Turkey. A detailed comparison of % of female MPs in the total parliament with the ratio of female MPs from Izmir to total Izmir MPs confirms this statement. Between 1977 and 2007, the above ratio for Izmir is consistently much higher than the total parliament figure. However, the ratio of female representation have not passed 17% (in 1995 and 2002), indicating still a long way for improvement. The comparison tables for female MPs is provided in Appendix 6.

- **Tolerance:** This core value is derived at by combining the frequently mentioned concepts to describe Izmir such as multiculturalism, democracy, coexistence of different religions, shared values and rituals such as celebrations, customs, local lexicon using words from different languages and finally the relatively easier and faster adaptation of newcomers to the city. This value can easily be explained by city's being one of the oldest Mediterranean ports which also lead to flux of different peoples throughout the history. Even hosting the oldest international fair of Turkey for 76 years have contributed to this openness to different cultures. This situation signifies a potential in tourism. However, there is another implication of this value, which is deemed to carry even more importance according to the writer of the dissertation: the city can actually set a role model for the rest of the country in terms of defining citizenship not as a function of ethnicity, rather as a common ground for sharing values and lifestyles.
- **Comfort:** This value is perhaps a natural outcome of two factors- the manageable city size making it big enough to enjoy a metropolitan lifestyle, but small enough to avoid the chaos of megapols like Istanbul and the geographic location of the city, providing a mild climate and vicinity to leisure coastal destinations.

All these factors combined with the traditional zest for enjoyment of life and the slower pace of living as well as a rich culinary culture and pleasant venues result in a higher quality of life for Izmirites. The term comfort is used to denote a blend of an easy going attitude to life, easier living conditions and also an appetite to relax and celebrate.

These observations point towards a competitive edge in tourism and hospitality and also make the city a suitable place for starting families/raising children as well as for spending retirement years suggesting opportunities in other service sector fields such as education, healthcare and entertainment. The Port also signifies competitiveness in logistics, export and import services. The practical applications of city's core values as well as overall implications of the study for e city management are presented in section 6.4 in detail.

## **6.2. Content Analysis**

In order to identify the concepts respondents use in describing their relations with and evaluations of the cities in general and Izmir in specific, a content analysis was done with the transcripts of the interviews conducted

### **6.2.1.Objective of the Content Analysis**

. The analysis sought to answer the following questions:

- Which urban elements are most frequently used for describing the relationship between city and citizens?
- Are there any differences in the choice of urban elements used across age groups and cultural backgrounds?
- What was the general direction of the urban elements mentioned in their description of Izmir?

### 6.2.2. Method of Content Analysis<sup>35</sup>

The list of the concepts included in the analysis was driven from the main headings of the initial research model. To be able to cover each main heading as exhaustive as possible, some additional concepts were also added. Also, certain concepts were searched not only *per se*, but also through their synonyms and in two cases through their antonyms. The searching processed was done through the use of “find” function of Microsoft Word software. Every time the urban element (concept) in question was identified by the function, the author reviewed the context it was used in order to eliminate references outside the intended meaning. The number of mentions for each concept was recorded in a Microsoft Excel worksheet, showing concepts in the rows and sources of data in the columns. This recording enabled the grouping of data sets with respect to age brackets and cultural back grounds. The ranking of the concepts in various groups were tested via Friedman Test using SPSS software.

The main headings and their respective subgroups are as the following:

- Quality of Life
  - Quality
  - Pleasure
  - Comfort and Convenience
- Education
  - Schools and Universities
- Health
  - Health Institutions, hospitals
  - Health Tourism
- Economic Environment
  - Economy

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<sup>35</sup> The method is based on the readings from, Krippendorf (2004) and Neuendorf (2002)

- Job opportunities, employment
- Work, Work life
- Institutional
- Professional
- Investment
- Natural Environment
  - Nature
  - Climate
  - Sea
- Built Environment
  - Architecture
  - Infrastructure
- Urban Services
  - Order and Security
  - Cleanness- also as Pollution
  - Transportation
  - Accessibility
  - Traffic
- Social Environment
  - Society
  - People
  - Diversity
- Cultural Environment
  - Culture
  - Urban Identity
- Political Environment
  - Politics and Politicians

- Modernity
- Civil Society
- Leadership
- Future Orientation
  - Plans, planning, also lack of planning
  - Future
  - Retirement
  - Vision

Table 6.1 provides the total and average numbers of mentions for each of the urban elements and the individual concept concepts constituting them as well as the general tonality of the references especially regarding Izmir.

**Table: 6.1 Urban Elements Mentioned in Describing City and Izmir**

	Total	respondents	mentions	average
		55	1521	26,7
Urban Elements	Mentions	AVERAGE	TONALITY <sup>36</sup>	
Social Environment	306	5,56	+	
Economic Environment	194	3,53	-	
Natural Environment	175	3,18	+	
Quality of Life (Total)	151	2,75	+	
Cultural Environment	148	2,69	+/-	
Political Environment	140	2,55	+/-	
Urban Services	127	2,31	+	
Future Orientation	98	1,78	-	
Built Environment	75	1,36	-	
Education (Total)	72	1,31	+/-	
Health	35	0,64	+	
Individual Concepts				
People/Human	175	3,18	+++	
Culture	130	2,36	++/-	
Sea	120	2,18	+++	
Comfort/Convenience	78	1,42	+++	
Diversity	71	1,29	++/-	

<sup>36</sup> The tonality concept in the table refers to the general nature of comments made about the topic. The plus sign symbolizes the relative outnumbering of the positive comments and the minus sign reflects that of negative comments. The double minus sign shows that the comments made on this topic were all negative. A relatively equal frequency of positive and negative comments were shown by +/-.

	<b>Mentions</b>	<b>AVERAGE</b>	<b>TONALITY</b>
<b>Economy</b>	<b>67</b>	<b>1,22</b>	<b>--</b>
<b>Investment</b>	<b>66</b>	<b>1,20</b>	<b>---</b>
<b>Architecture</b>	<b>64</b>	<b>1,16</b>	<b>---</b>
<b>Plan</b>	<b>57</b>	<b>1,04</b>	<b>---</b>
<b>Social</b>	<b>60</b>	<b>1,09</b>	
<b>Order/Security</b>	<b>56</b>	<b>1,02</b>	<b>+/-</b>
<b>Modern</b>	<b>54</b>	<b>0,98</b>	<b>+</b>
<b>Politics</b>	<b>37</b>	<b>0,67</b>	<b>+/-</b>
<b>Education</b>	<b>37</b>	<b>0,67</b>	<b>+</b>
<b>School/University</b>	<b>35</b>	<b>0,64</b>	<b>+</b>
<b>Health</b>	<b>35</b>	<b>0,64</b>	<b>+</b>
<b>Peacefulness</b>	<b>32</b>	<b>0,58</b>	<b>+</b>
<b>Climate</b>	<b>30</b>	<b>0,55</b>	<b>++</b>
<b>Civil Society</b>	<b>28</b>	<b>0,51</b>	<b>+/-</b>
<b>Nature</b>	<b>25</b>	<b>0,45</b>	<b>+/-</b>
<b>Retirement</b>	<b>24</b>	<b>0,44</b>	<b>+</b>
<b>Work</b>	<b>23</b>	<b>0,42</b>	<b>--</b>
<b>Transportation</b>	<b>23</b>	<b>0,42</b>	<b>+</b>
<b>Quality of Life</b>	<b>21</b>	<b>0,38</b>	<b>+</b>
<b>Cleanness</b>	<b>21</b>	<b>0,38</b>	<b>+/-</b>
<b>Leadership</b>	<b>21</b>	<b>0,38</b>	<b>+/-</b>
<b>Pleasure</b>	<b>20</b>	<b>0,36</b>	<b>+</b>
<b>Institutional</b>	<b>19</b>	<b>0,35</b>	<b>--</b>
<b>Urban Identity</b>	<b>18</b>	<b>0,33</b>	<b>+/-</b>
<b>Traffic</b>	<b>14</b>	<b>0,25</b>	<b>+/-</b>
<b>Professional</b>	<b>13</b>	<b>0,24</b>	<b>--</b>
<b>Accessibility</b>	<b>13</b>	<b>0,24</b>	<b>+</b>
<b>Infrastructure</b>	<b>11</b>	<b>0,20</b>	<b>+/-</b>
<b>Vision</b>	<b>10</b>	<b>0,18</b>	<b>-</b>
<b>Future</b>	<b>7</b>	<b>0,13</b>	<b>-</b>
<b>Job Opportunities</b>	<b>6</b>	<b>0,11</b>	<b>--</b>

### 6.2.3. Key Findings

Within the total sample, a total of 1521 mentions of predetermined urban elements were counted, corresponding to an average of 27 per respondent. The most frequently mentioned categorized urban elements used by the respondents to describe the city in general and Izmir, in particular are:

<b>Urban Element</b>	<b>Total Mentions</b>	<b>Mentions/Respondent</b>
Social Environment	306	5,56
Economic Environment	194	3,53
Natural Environment	175	3,18

The most frequently individual concepts driving the total score of the urban element categories were:

<b>Concept</b>	<b>Total Mentions</b>	<b>Mentions/Respondent</b>
People/Human	175	3,18
Culture	130	2,36
Sea	120	2,18

The first urban element, social environment and people seem to confirm, Rousseau’s definition of a city, “*Houses make a town, but citizens make a city*” (as quoted in Mumford, 1968).

Izmirites seem to use the words “human/people” to describe a city- especially their own- the most frequently. The second popular descriptor concept under social environment is diversity.

The presence of different cultures, life-styles and activities was an appreciated trait of the city, leading to one of its core values- tolerance. The city was also been described to have a feminine personality- another humane characteristic. This also led to the understanding of another core value: femininity.

The second frequently referred urban element is the economic environment; concepts such as general economy, investment and work life contribute to this ranking. One noticeable point under economic environment is the small number of references made to the concept of job opportunities. In general, the tone of references under this urban element category was negative or unsatisfactory in regards to Izmir. The ranking of this urban element parallels to the list of

characteristics of entrepreneurial places provided by Birch (1988) and Kotkin (1987) provided in table 2.4 of this dissertation.

The third general concept is Natural Environment with a total number of 175 mentions, 120 of these mentions were related to the concept of sea, as an indispensable element of ideal city definitions and also a main descriptor for Izmir. The natural environment, composed of concepts such as the sea, climate, and general natural setting are seen to be closely related to pace, enjoyment and quality of life in Izmir, which in return leads to another core value of the city: comfort.

### 6.2.3.1 A Method for Multiple Comparison between Groups

In order to identify the possible differences across age or cultural background groups, a series tests were conducted via SPSS software. In order to conduct the analysis, the average number of mentions for each urban element category were calculated for. Averages instead of total frequency of mentions were used in order to level off the differences stemming from the uneven number of members in each group. The first test that was conducted was Friedman's test for significance of differences in ranking and when this test results showed significant differences of urban elements, then a second test: Siegel's Multiple Comparison between Groups (Siegel and Castellan, 1988) was done to identify the pairs whose rankings differed significantly based on the criteria shown below:

When the data are expressed in terms of average ranks within each group, and

If,  $|R_u - R_r| \geq z_{\alpha} \sqrt{\frac{k(k-1)}{6N}}$  is true then,

$H_0: \theta_u = \theta_r$  can be rejected and conclude that  $\theta_u \neq \theta_r$

The definitions of the parameters for the above formula are as follows:

**H<sub>0</sub>**: The relative rank order for the k number of classes are identical

**H<sub>1</sub>**: At least two of the k number of classes differ in rank order

**θ<sub>u</sub>**: The relative rank order in class u

**θ<sub>r</sub>**: The relative rank order in class r

**R<sub>u</sub>**: Mean rank of the class u

**R<sub>r</sub>**: Mean rank of the class r

k: number of classes

N: number of dimensions to be ranked

### 6.2.4 Statistical Analyses

The following section presents the statistical analysis for the comparing rankings of average number of mentions of each urban component across cultural backgrounds and age groups.

#### 6.2.4.1 Cultural Background Comparisons

The social environment is the most frequently mentioned urban element across cultural background classes. The top three urban elements are identical in Turkish-Muslim and Bi-cultural classes. In the Non-Muslim class, the natural environment and quality of life dimensions outrank the economic environment.

**Table: 6.2 Rankings of Urban Elements Mentioned Across Cultural Background Groups**

<b>Turkish-Muslim</b>	<b>Bi-Cultural</b>	<b>Non-Muslim</b>
Social Environment	Social Environment	Social Environment
Economic Environment	Economic Environment	Natural Environment
Natural Environment	Natural Environment	Quality of Life
Cultural Environment	Built Environment	Economic Environment
Quality of Life	Political Environment	Cultural Environment
Urban Services	Cultural Environment	Political Environment
Political Environment	Urban Services	Urban Services
Future Orientation	Quality of Life	Built Environment
Education	Future Orientation	Future Orientation
Built Environment	Education	Education
Health	Health	Health

**Table: 6.3a Urban Elements Mentioned among Turkish -Muslim Respondents**

number of respondents	33	Turkish-Muslim
number of mentions	total	mention/person
<b>Urban Element</b>	972	29,45
Social Environment	172	5,21
Economic Environment	133	4,03
Natural Environment	101	3,06
Cultural Environment	94	2,85
Quality of Life	90	2,73
Urban Services	86	2,61
Political Environment	86	2,61
Future Orientation	79	2,39
Education	61	1,85
Built Environment	41	1,24
Health	29	0,88

**Table: 6.3b Urban Elements Mentioned among Bi-Cultural Respondents**

number of respondents	4	Bi-Cultural
number of mentions	Total	Mention/Person
<b>Urban Element</b>	179	44,8
Social Environment	52	13
Economic Environment	21	5,25
Natural Environment	20	5
Built Environment	19	4,75
Political Environment	16	4
Cultural Environment	15	3,75
Urban Services	15	3,75
Quality of Life	12	3
Future Orientation	4	1
Education	4	1
Health	1	0,25

**Table: 6.3c Urban Elements Mentioned among Non-Muslim Respondents**

Number Of Respondents	18	Non-Muslim
Number Of Mentions	Total	Mention/Person
<b>Urban Element</b>	370	20,6
Social Environment	82	4,56
Natural Environment	54	3,00
Quality of Life	49	2,72
Economic Environment	40	2,22
Cultural Environment	39	2,17
Political Environment	38	2,11
Urban Services	26	1,44
Built Environment	15	0,83
Future Orientation	14	0,83
Education	7	0,39
Health	5	0,28

**Table 6.4 Statistical Analysis for Cultural Background Groups**

**Descriptive Statistics**

	N	Mean	Std. Deviation	Minimum	Maximum	Percentiles		
						25th	50th (Median)	75th
TURKISH	11	2,6782	1,20398	,88	5,21	1,8500	2,6100	3,0600
BI-CULTURAL	11	4,0682	3,42434	,25	13,00	1,0000	3,7500	5,0000
NON-MUSLIM	11	1,8691	1,28610	,29	4,56	,8300	2,1100	2,7200

**Test Statistics<sup>a</sup>**

N	11
Chi-Square	14,364
df	2
Asymp. Sig.	,001

a. Friedman Test

**Ranks**

	Mean Rank
TURKISH	2,27
BI-CULTURAL	2,64
NON-MUSLIM	1,09

Friedman test showed a significant difference among the rankings of the average frequency of mentions of urban elements among different cultural background groups..

**Multiple Comparison between Cultural Background Groups:**

1: Turkish-Muslim with a mean rank of 2.27

2: Bi-cultural with a mean rank of 2.64

3: Non-Muslim with a mean rank of 1.09

# classes=  $k(k-1)/2$  ----->  $3(3-1)/2= 3$  N=11

$z_{0,05,3} = 2.394$

Critical value:  $z^* ((k(k+1))/6N)^{1/2} = (12/66)^{1/2} = 2.394 * 0.4264 = 1.020$

$|R_1 - R_2| = |2.27 - 2.64| = 0.37$       $0.37 < 1.020$  therefore,  $H_0: \theta_1 = \theta_2$  accepted

$|R_1 - R_3| = |2.27 - 1.09| = 1.18$       $1.18 > 1.020$  therefore,  $H_0: \theta_1 = \theta_3$  rejected

$|R_2 - R_3| = |2.64 - 1.09| = 1.55$       $1.55 > 1.020$  therefore,  $H_0: \theta_2 = \theta_3$  rejected

The tests showed that the Non-Muslim's rankings differed significantly both from the Turkish-Muslim and the Bi-Cultural groups. The Non-Muslim group differed from the other two in terms of their rankings, mostly stemming from the relatively higher ranking of *quality of life*. This

suggests that notions such as quality, pleasure, comfort, and convenience are more relevant to this group's descriptions of Izmir.

#### **6.2.4.2 Age-Group Comparisons**

The social environment is the most frequently mentioned urban element across age groups.

Among the other top three urban elements there are the economic, natural and cultural environments. The economic environment ranks as the second in 30-44 and 45-59 age groups, the natural environment ranks as the third among all groups except 45-59 age groups. The cultural environment appears among the top three ranks of 45+ age groups, whereas quality of life appears in the 29- age group. At a first glance, the rankings of the urban elements across age groups reflect the priorities of the respective life-cycle stages as well as their time availabilities for non-work related activities.

When the relative standings of individual urban elements were observed across age groups one notable point was the increase in the ranking (i.e. importance) of cultural environment parallel to the increases in age. Reference to culture both in terms of availability of artistic and cultural activities and events as well as presence of different cultural backgrounds and a unique urban identity were done at a higher rate in 45+ age groups compared to -29 groups.

This may stem from the fact as their ages increased, residents had more time to observe and appreciate the presence of cultural activities and diversities. This dimension is in relatively highest position in the 60+ group mostly because these residents were either in or approaching to their retirement periods. On the other hand, for the 30-44 age group who are in the most active period of their career lives, the economic environment seemed much more important.

**Table: 6.5 Rankings of Urban Elements Mentioned Across Age Groups**

<b>-29</b>	<b>30-44</b>	<b>45-59</b>	<b>60+</b>
Social Environment	Social Environment	Social Environment	Social Environment
Quality of Life	Economic Environment	Economic Environment	Cultural Environment
Natural Environment	Natural Environment	Cultural Environment	Natural Environment
Economic Environment	Urban Services	Future Orientation	Political Environment
Urban Services	Political Environment	Quality of Life	Quality of Life
Built Environment	Quality of Life	Urban Services	Economic Environment
Future Orientation	Cultural Environment	Political Environment	Future Orientation
Cultural Environment	Built Environment	Education	Urban Services
Political Environment	Education	Natural Environment	Built Environment
Education	Future Orientation	Built Environment	Education
Health	Health	Health	Health

**Table: 6.6.a Urban Elements Mentioned among -29 yrs. Old Respondents**

	<b>Number Of Respondents</b>	<b>7</b>	<b>-29</b>
<b>Concept</b>	<b>Number Of Mentions</b>	<b>Total</b>	<b>Mention/Person</b>
		<b>136</b>	<b>19,4</b>
Social Environment		36	5,1
Quality Of Life		22	3,1
Natural Environment		22	3,1
Economic Environment		19	2,7
Urban Services		11	1,6
Built Environment		8	1,1
Future Orientation		6	0,9
Cultural Environment		5	0,7
Political Environment		3	0,4
Education		2	0,3
Health		2	0,3

**Table: 6.6.b Urban Elements Mentioned among 30-44 yrs. Old Respondents**

	<b>Number Of Respondents</b>	<b>19</b>	<b>30-44</b>
<b>Concept</b>	<b>Number Of Mentions</b>	<b>Total</b>	<b>Mention/Person</b>
		<b>683</b>	<b>35,9</b>
Social Environment		131	6,9
Economic Environment		97	5,1
Natural Environment		86	4,5
Urban Services		67	3,5
Political Environment		67	3,5
Quality Of Life		63	3,3
Cultural Environment		48	2,5
Built Environment		39	2,1
Education		36	1,9
Future Orientation		27	1,4
Health		22	1,2

**Table: 6.6.c Urban Elements Mentioned among 45-59 yrs. Old Respondents**

	Number Of Respondents	15	45-59
Concept	Number Of Mentions	Total	Mention/Person
		306	20,4
Social Environment		58	3,87
Economic Environment		46	3,07
Cultural Environment		35	2,33
Future Orientation		35	2,33
Quality Of Life		30	2,00
Urban Services		27	1,80
Political Environment		26	1,73
Behavioral/Attitudinal Outcomes		21	1,40
Natural Environment		13	0,87
Built Environment		12	0,80
Health		3	0,20

**Table: 6.6.d. Urban Elements Mentioned among 60+ yrs. Old Respondents**

	number of respondents	14	60+
CONCEPT	number of mentions	total	mention/person
		396	28,2
Social Environment		81	5,79
Cultural Environment		60	4,29
Natural Environment		54	3,86
Political Environment		44	3,14
Quality of Life		36	2,57
Economic Environment		32	2,29
Future Orientation		30	2,14
Urban Services		22	1,57
Built Environment		16	1,14
Education		13	0,93
Behavioral/Attitudinal Outcomes		13	0,93
Health		8	0,57

**Table 6.7 a. Statistical Analyses Across Age Groups**

**Descriptive Statistics**

	N	Mean	Std. Deviation	Minimum	Maximum	Percentiles		
						25th	50th (Median)	75th
-29	11	1,7545	1,55136	,30	5,10	,4000	1,1000	3,1000
30-44	11	3,2636	1,72527	1,20	6,90	1,9000	3,3000	4,5000
45-59	11	1,8545	1,05151	,20	3,87	,8700	1,8000	2,3300
60+	11	2,5718	1,59102	,57	5,79	1,1400	2,2900	3,8600

**Test Statistics<sup>a</sup>**

N	11
Chi-Square	15,545
df	3
Asymp. Sig.	,001

a. Friedman Test

**Ranks**

	Mean Rank
-29	1,73
30-44	3,73
45-59	2,00
60+	2,55

Friedman test showed a the significant difference among the rankings of the average frequency of mentions of urban elements among different age groups..

### Multiple Comparison between Age Groups:

1: -29 age group with a mean rank of 1.73

2: 30-44 with a mean rank of 3.73

3: 45-59 with a mean rank of 2.00

4: 60+ with a mean rank of 2.55

# classes=  $k(k-1)/2$  ----->  $4(4-1)/2=6$   $N=11$

$z_{0,05,6} = 2.638$

$z^* ((k(k+1))/6N)^{1/2} = (20/66)^{1/2} = 2.638 * 0.5505 = 1.4522$

$|R_1 - R_2| = |1.73 - 3.73| = 2.00$   $2.00 > 1.4522$  therefore,  $H_0: \theta_1 = \theta_2$  rejected

$|R_1 - R_3| = |1.73 - 2.00| = 0.27$   $0.27 < 1.4522$  therefore,  $H_0: \theta_1 = \theta_3$  accepted

$|R_1 - R_4| = |1.73 - 2.55| = 0.82$   $0.82 < 1.4522$  therefore,  $H_0: \theta_1 = \theta_4$  accepted

$|R_2 - R_3| = |3.73 - 2.00| = 1.73$   $1.73 > 1.4522$  therefore,  $H_0: \theta_2 = \theta_3$  rejected

$|R_2 - R_4| = |3.73 - 2.55| = 1.18$   $1.18 < 1.4522$  therefore,  $H_0: \theta_2 = \theta_4$  accepted

$|R_3 - R_4| = |2.00 - 2.55| = 0.55$   $0.55 < 1.4522$  therefore,  $H_0: \theta_3 = \theta_4$  accepted

The Multiple Comparison tests showed that there were significant differences between the overall rankings between -29 and 30-44; and between 30-44 and 45-59 age groups.

The -29 age group's ranking significantly differed from the 30-44 group. To the younger group quality of life- enjoyment, convenience and comfort seemed more relevant in their descriptions of the city and especially of Izmir. This may stem from the fact that the members of this group consisted of university students and new graduates who are planning to start their careers somewhere other than Izmir and see this place more of a holiday/relaxation spot. This may in fact be an early alarm for the city in terms of losing its qualified human capital to other locations.

Also the 45- 59 age group's ranking significantly differed from the 30-44 group. As the top 2 and the bottom one items ranked for the age groups are identical, (i.e. the social and economic environments and the healthcare services), a closer look at the middle ranked items is deemed appropriate in diagnosing the items that lead to this significant difference.

The first notable difference was the ranking of the cultural environment. The older groups seems to place more importance both for the multicultural composition of the city as well as the availability and penetration of the activities in the field of arts and culture. This could partially be explained by the general life cycle stage of this age group that would leave more time for leisurely activities as a result of lessening family responsibilities.

The second notable difference is the ranking of future orientation. The older group seems to place a higher importance to the strategic economic planning for the city. A closer review of the verbatim references reveals that respondents within this group seem to be more concerned with the dearth of job opportunities for their children in Izmir.

In sum, social, economic and natural components of the city are the most frequently cited elements of the urban macro environment within this study. The three most frequently cited individual concepts were namely people/human, culture and the proximity to the sea. The references on social milieu, natural environment, urban and healthcare services were positive in general, where as the economic environment, future orientation and built environment received negative evaluations. A clear cut generalization on the nature of the comments on cultural and political environment as well as the educational services cannot be made as these components received remarks in both dimensions.

The multiple comparisons between cultural background revealed that the Non-Muslim group significantly differed from the Turkish-Muslim and bi-cultural ones mainly stemming from the relative ranking of the quality of life component. The 30-44 age group also differed both from

the -29 group and the 45-59 group. The relative ranking of the quality of life for the -29 group and those of the cultural environment and future orientation for the 45-59 group seem to account for these significant differences.

## CHAPTER 7 CONCLUSION AND IMPLICATIONS

### 7.1. Academic Implications: The Research Objectives Revisited and Respective

#### Propositions

This final chapter of the dissertation is to identify the academic and practical implications of the findings of the study. The research objectives of the study were stated as identifying the structural elements needed in creating a city brand, through the perspective of its citizens in section 3.1. and the mechanisms that would facilitate the transformation from passive to active citizenship, a shared-mindset, thought to facilitate the brand building and thus value creation process for the city.

The specific research objectives and the overall findings of the qualitative study with respect to these are as below:

#### **R<sub>obj</sub> 1: To identify the alternative bases for segmenting the citizens.**

Life stage, years spent in the city seem to affect citizenship loyalty, en-route to active citizenship. Therefore, these dimensions have the potential to serve as basis for segmenting citizens. States of mind such as awareness levels about the city's core values and culture; expectations from the city as well as intension to participate in civic matters seem to vary across age groups (life stages) and the duration of time spent in the city. However, stated loyalty levels did not vary with respect to ethnic groups. These observations lead us to the following propositions and arguments:

#### **⇒ Proposition1a: Life stage is a critical factor in determining citizen loyalty.**

Citizen Loyalty increases in later stage in life, due to the economic, professional, and social accumulation in city. This proposition stems from the relationship described by the behavioral

dimensions of urban loyalty and life stage. Respondents in their early twenties, and as well as others who are parents of university students, state that the current economic and employment opportunities of the city does not promise a bright start in career life. Therefore, younger and higher-educated citizens seek to start their careers elsewhere, especially in Istanbul. This makes behavioral expression of citizen loyalty more difficult.

Respondents in older age groups have already spent a considerable portion of their lives and careers and have invested in real estate and business in the city.

However, the emotional dimension of citizen loyalty, more expressed in terms of social identification and external evaluation dimensions of topological identity, does not seem vary with respect to life stage.

⇒ **Proposition 1b: Ethno-cultural background is not a significant factor in determining citizen loyalty.**

This proposition is based on the observations about the stated commitment and loyalty levels of the participants across all ethnic groups. Some Levantine and Jewish respondents stated that they could not have lived elsewhere. Balkan and Eastern Anatolian immigrant respondents also shared this opinion. Shared values and preference for Smyrian life style are deemed to be more relevant in establishing citizen loyalty than ethnic or cultural background.

⇒ **Proposition 1c: Years spent in Izmir is a significant factor in determining citizen loyalty.**

Longer the time spent in the city, more the citizen loyalty In line with the life stage observation; the longer the time spent in the city, the more the accumulation in terms of investments and networks, which strengthens ties the individual, has with the city.

Also, when coupled with the birthplace, years spent in the city can also serve as a basis for defining old vs. new citizen.... The findings suggest that respondents born elsewhere and has spent a portion of their lives in Izmir tend to display more loyalty if they come from places offering less opportunities, those coming from Istanbul or Ankara on the other hand, seem to be less loyal. This comparison is more meaningful when the professional and economic conditions of the respondents are taken into account.

**R<sub>obj</sub> 2: To define the expectations of the citizens from their city and to see if these needs differ among the different segments forming the city.**

The expectations from the city were parallel to basic functions of the city as were summarized in table 2.8 of the literature survey. However a relaxed pace of life and the tolerant yet modern worldview of citizens were also cited among important expectations from city. The expectations seemed vary across age groups. Across cultural background groups, importance given to quality of life seemed to be higher among the Non-Muslims.

⇒ **Proposition 2. Benefits sought from the city depends on life stage.**

The content analysis findings indicate that the economic environment/ business life is the key differentiating concern of the 30-45 age group who are at their peak of working years.

Respondents in this group, seek mostly economic and professional opportunities. Whereas the older groups expect other dimensions such as cultural activity and quality of life. Based on the claims of young (20+) respondents, Izmir was not a prime consideration for starting a professional life for new graduates.

Awareness about the built and natural environment dimensions of quality of life and urban design not necessarily develop later in life, as respondents from all age groups identified quality of life as the strength of the city, and while expressing their concerns about the loss of

architectural character, and undesirable results of urban sprawl, however life style related quality of life dimensions such as a convenient, relaxed and enjoyable pace of life were stated to be more important both for the -29 and the 60+ age groups .

**R<sub>obj</sub> 3: To develop positioning suggestions to communicate the different functions of the city.**

The core values of Izmir, which came out to be femininity, tolerance and comfort seem to direct a competitive edge for Izmir in services sector. Also the city was defined as a port city, a university city, a city of fairs, a city for vacationing, a city with a high potential in healthcare sector by the participants, confirming the previous statement.

**R<sub>obj</sub> 4: To identify the elements of “civic identity” as a core function of the city as a product.**

Respondents gave vivid descriptions of the city’s personality dimensions as well as descriptors of how it feels to be an Izmirite, as listed in tables 5.11, 5.12 and 5.13. as well as behaviors they deemed as qualifiers for being an active citizen. It is critical to measure the penetration of these attitudes and behaviors of civic identity in a representative quantitative sample to identify the “weaker links” in the citizen chain and to strengthen them. Section 7.2.3 and 7.2.4 presents some suggestions in this direction.

⇒ **Proposition 2b: Civic identity exists regardless of life stage.**

External evaluation and social identification dimensions can hold true regardless of life stage, however, certain items of general attachment and commitment dimensions are observed to be stronger in later stages.

**R<sub>obj</sub> 5: To define the concepts of value and satisfaction in the relationship between the city and its citizens and to identify the role factors such as quality of urban life and urban design in this relationship**

⇒ **Proposition 3a: Perception of a high quality of life drives satisfaction from the city and thus urban loyalty.**

High quality of life (QOL) is regarded as the strongest point of the city across life stage and ethnic groups and seems to affect emotional loyalty in terms of social identification. In older age groups, (40-60+) it seems to be a relatively stronger driver. However, it is worth mentioning that, QOL does not seem to be a strong enough driver to enhance behavioral expression of loyalty for younger groups.. Economic conditions, especially employment opportunities seem to be a stronger driver of commitment for respondents especially in these younger age groups. (20-30).

⇒ **Proposition 3b: Perception of a good urban design has the potential to drive satisfaction from the city leading to urban loyalty.**

Despite the high rate of emotional loyalty in all groups and behavioral loyalty in (40-60+) age groups, respondents from all groups unanimously specify urban design as the weakest point of the city. The wishes for a better urban design and a restored urban identity indicate the unmet expectations from the city. So, it is worth investigating the impact of that improved urban design on citizen loyalty.

**R<sub>obj</sub> 6: To identify the competition for the city on regional, national, and international levels.**

⇒ **Proposition 4a: Izmir is perceived to be a unique city on national scale.**

This proposition is based on observed statements across all groups.

⇒ **Proposition 4b: Izmir perceived as a Mediterranean-European city**

This proposition is derived from all groups, except for a few respondents who perceive Izmir more of an Eastern Mediterranean port city.

**R<sub>obj</sub> 7: To define and check the consistency of brand essence elements of the urban culture across subgroups of citizens.**

⇒ **Proposition 5: Femininity, Tolerance, and Comfort are accepted as core urban values for the city across groups.**

Core urban values of Izmir are observed to be shared across life stages/ ethnic groups.

**R<sub>obj</sub> 8: To measure the existence and strength of urban loyalty in terms of behavioral and emotional dimensions.**

⇒ **Proposition 6: Urban Loyalty for Izmir is more emotional than behavioral at earlier life stages.**

This proposition based on statements from the -29 and 30-44 age groups. For the 45+ category loyalty can be observed in both dimensions.

As already stated under proposition 1c, older residents have enough financial and social accumulation in the city to display behavior loyalty, where as younger residents especially the -29 age group, do not have the financial means based on personal earnings to afford investment and their family life cycles stages let them to be more mobile.

**R<sub>obj</sub> 9: To identify factors that would facilitate the possible transformation from passive to active citizenship.**

The findings of the qualitative study suggest that two “soft” elements of the urban product can help to accelerate the transformation process. These are leadership and presence of participative platforms<sup>37</sup>. Suggestions as to speed up the transformation are presented in section 7.2.3.

### **7.1.1. Limitations**

The current study based on qualitative findings was conducted with a judgment sample recruited through snow-ball technique. In order to generate as much data as possible regarding the urban brand dimensions in terms of city dynamics, the sample deliberately included more members from older age groups and minorities such as Levantines and Jewish citizens compared to their actual shares in the city’s population. The same rationale is also true for the active citizens. Members of civil society organizations, academicians, journalists, city managers and other politically affiliated citizens were taken into the sample to generate more insight about city’s issues, assets, and values through a wider time horizon as well as a multidisciplinary perspective.

However, when conducting a quantitative study to measure the awareness levels of, and attitude towards the urban components and their impact on a possible transformation from passive to active citizenship, the sample should reflect the demographic structure of the city.

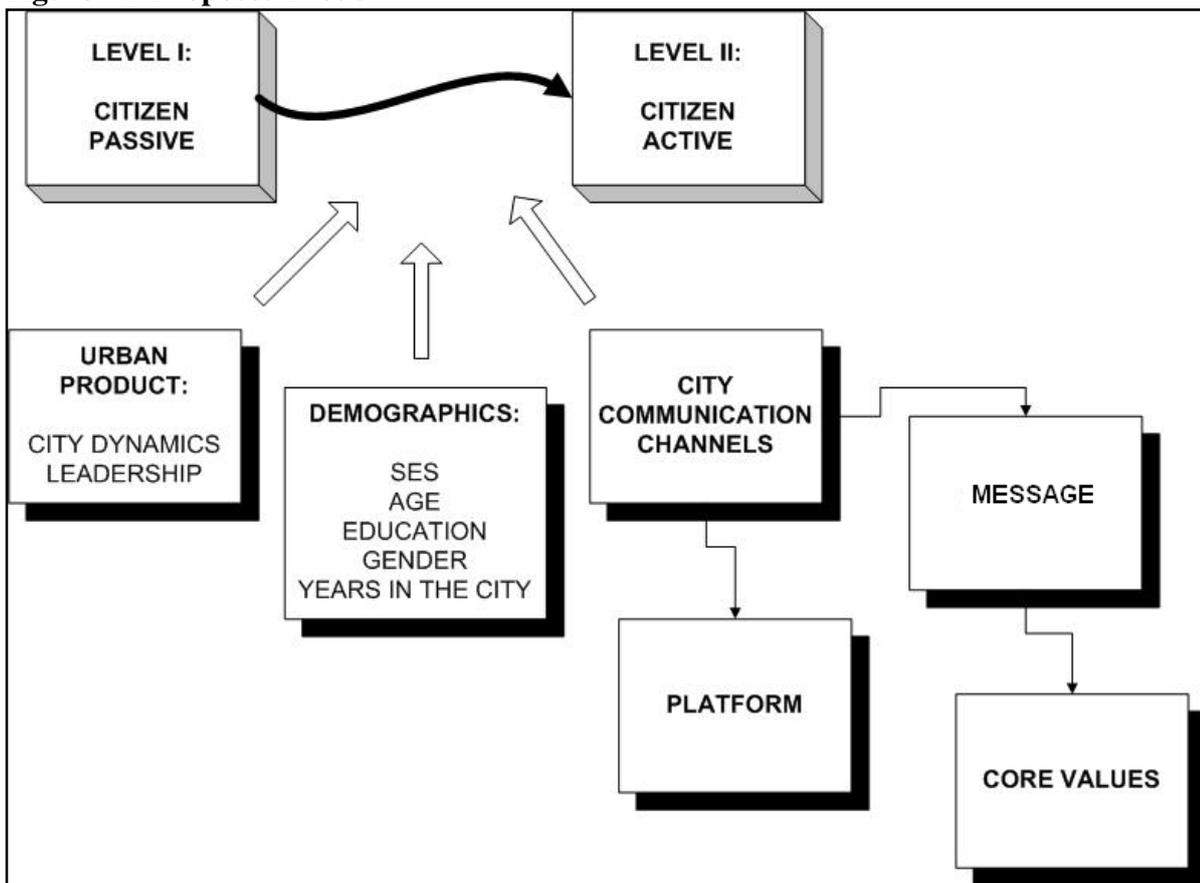
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<sup>37</sup> The 2004 Erten Study on the success Karşıyaka City Council experience offers a promising perspective to the role of civic participation. However, the conclusion of the 2006 Erdoğan-Tosun study on Civil Society in Izmir, partially confirming the findings of the famous 1972 study on Izmir by Kiray, is less optimistic on the status of civil society in the city. Erdoğan Tosun argues that the Civil Society Organizations are not fully functioning as overall membership in civil society is on the passive nature.

### 7.1.2. Proposed Model for Further Research

The study will test the existence and strength of the factors facilitating the transformation from passive to active citizenship<sup>38</sup>, as shown in figure 7.1. The impact of the communication channels to deliver the city's core values as well as leadership are incorporated into the model in addition to the original model proposed in Chapter 3.

**Figure 7.1 Proposed Model:**



<sup>38</sup> The concept of active citizenship has been on the agenda of many nations. The Irish Task Force on Active Citizenship published a Conceptual Background Working Paper on the topic. <http://www.activecitizenship.ie> accessed on Apr.28th 2008. In this paper, active citizenship is defined as the voluntary capacity of citizens and communities working directly together, or through elected representatives, to exercise economic, social and political power in pursuit of shared goals. Honohan (2005) draws attention to the three main aspects of active citizenship: "1. an awareness of interdependencies and common economic, social and environmental concerns; 2. an attitude of civic self-restraint; and 3. an openness to deliberative engagement"

The proposed model include the impact of communication platforms- verbal, printed and electronic – that enable the interactive messages promoting the involvement of citizens on civic affairs. The sharing of the core values of the city brand can serve as the starting point of the messaging process.

## **7.2.Implications for City Management**

In the final analysis, creating a city brand is an initiative requiring commitment from and also coordination of various stakeholders. The primary activity of this initiative should be defining the participants as well as the coordinators of the process. When targeting internal stakeholders, the approach to be adopted in creating a city brand for Izmir should be more along the lines of social marketing. Initiatives should center on developing commitment to the idea of an active citizen body. Role and responsibilities of the permission granting and support groups need to be clearly defined and agreed upon.

The author of the dissertation suggests, defining the Metropolitan Municipality as the key permission granting, i.e. initiator and coordinator body. Chambers of commerce, industry, civil society organizations, universities and the regional development agency can assume the role of support groups. Of course, the success of the initiative depends on the understanding and the commitment of the citizen body aka evaluation groups. Strategic place marketing approach is more appropriate for addressing external groups, which will be the second major step of the brand building activities.

Another point to consider is the multi-dimensionality of the city branding process. There are a number of factors stated by Hankinson (2001) which critically affects the process such as the organizational complexity and resulting difficulties in control, coordination of different

stakeholders views and interests, the complexity of the product- the city, and difficulty in finding established norms of measurement. Thus, it is essential to accept that the city branding initiative is not an easy task. Yet this situation should be taken as a challenge as opposed to an obstacle; networks and communication platforms should be designed to address the above mentioned critical factors.

Developing and implementation of a branding strategy for Izmir is a shared responsibility of the city's main stakeholders. Delivering a consistent, compelling and a differentiating message about the city and how Izmirites live cannot be possible without joining forces and perspectives in public and economic policy, master planning, urban regeneration, private and residential investments, branding strategies, marketing communication message and channel designs. The roadmap for building a city brand consists of a number of steps as recommended by Malcolm Allan of Placebrands:<sup>39</sup>

- Clarification of the reasons for the place branding activity;
- Clarification of the city brand strategy and objectives;
- Identification of key stakeholders and persuasion of them to join this initiative;
- Identification of the champion of the brand development initiative;
- Combining energy, resources and intelligence in creation of a unifying vision for the future of the city- a vision that is *stretching, memorable, motivating, inspiring, realistic and attainable*;
- Fine-tuning the brand strategy to actualize the vision and creating value for all stakeholders and targets;
- And deployment and development of the brand offer in the city and promoting it through brand experiences and integrated communications.

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<sup>39</sup> <http://www.detroitchamber.com/docs/May2007.pdf>

Based on the findings of the study conducted for the thesis the following points will be recommended. Building the city brand for Izmir, should start by agreeing upon the core values of the city. The current study has arrived at three core values, namely femininity, tolerance and comfort. These values should be the guiding points for the brand proposition statement (BPS). The ideal process of developing a BPS is a collective undertaking of all stakeholders. However, as a possible example the statement shown in the box is presented to illustrate the use of core values:

### **Brand Proposition Statement Proposal for Izmir**

*To all those who want to attain a higher quality of life, Izmir offers a warm, friendly, relaxing and rejuvenating Mediterranean experience at the East of the West or the West of the East!*

The above statement defines the target group of the Izmir brand as those who want to attain a higher quality of life; this implies residents as well as visitors. The core value of femininity is described through the *warmth* and *friendliness*, comfort through *relaxation* and *renewal* and tolerance for diversity/multiculturalism through the descriptors of the Mediterranean Experience “*at the East of the West or the West of the East*”. The statement Mediterranean experience also expresses the positioning of the city as suggested by the findings of the study.

#### **7.2.1. Implications of City’s Core Values**

City’s core values define the pillars of brand architecture. Izmir brand, based on the findings of this study and literature, rests on three core values: femininity, tolerance and (hedonist) comfort. The derivation to these values through the brand essence wheels and projective questions on brand personality and communication questions were discussed in the findings section of the dissertation. However, it is noteworthy to remind that these values are crucial in determining the

brand symbols, tone of communication as well as the sectors that the city can hold competitive advantage.

- a. Platforms to communicate the city's Core Values discussed above can be proliferated to include:
  - i. Sponsoring national and international events for promoting "she power"- such as Women Entrepreneurship Awards,
  - ii. Organizing Festivities and Celebrations for recognizing cross-cultural harmony and tolerance-such as Festivals of Sister Cities, Hıdırallez and Carnivals<sup>40</sup>-as it was once celebrated in the city- The International Fair Period could also be utilized for this purpose.
  - iii. Indulgence Programs to express the hedonistic Smyrian life style can be designed to attract visitor traffic to the metropolitan Izmir. Also they could be targeting Izmirites, especially younger citizens, including university students from other cities as well as new comers at more appealing pricing strategies. A similar user-based pricing strategy is applied by historical Turkish Baths in Istanbul's historical peninsula. The indulgence programs could be on topics like the Gastronomic Izmir Experience, A Day at the Agamemnon Spa, Discovering Natural Beauty Secrets of Legendary Izmir Women, Izmir Under the Stars etc. These programs can be organized and executed by individual tourism agencies. Yet the themes and standards could be set through coordinated efforts of city's culture and tourism office, professionals from the tourism sector and city management coordinators from municipality. The designed programs need to be communicated every possible city information channel.

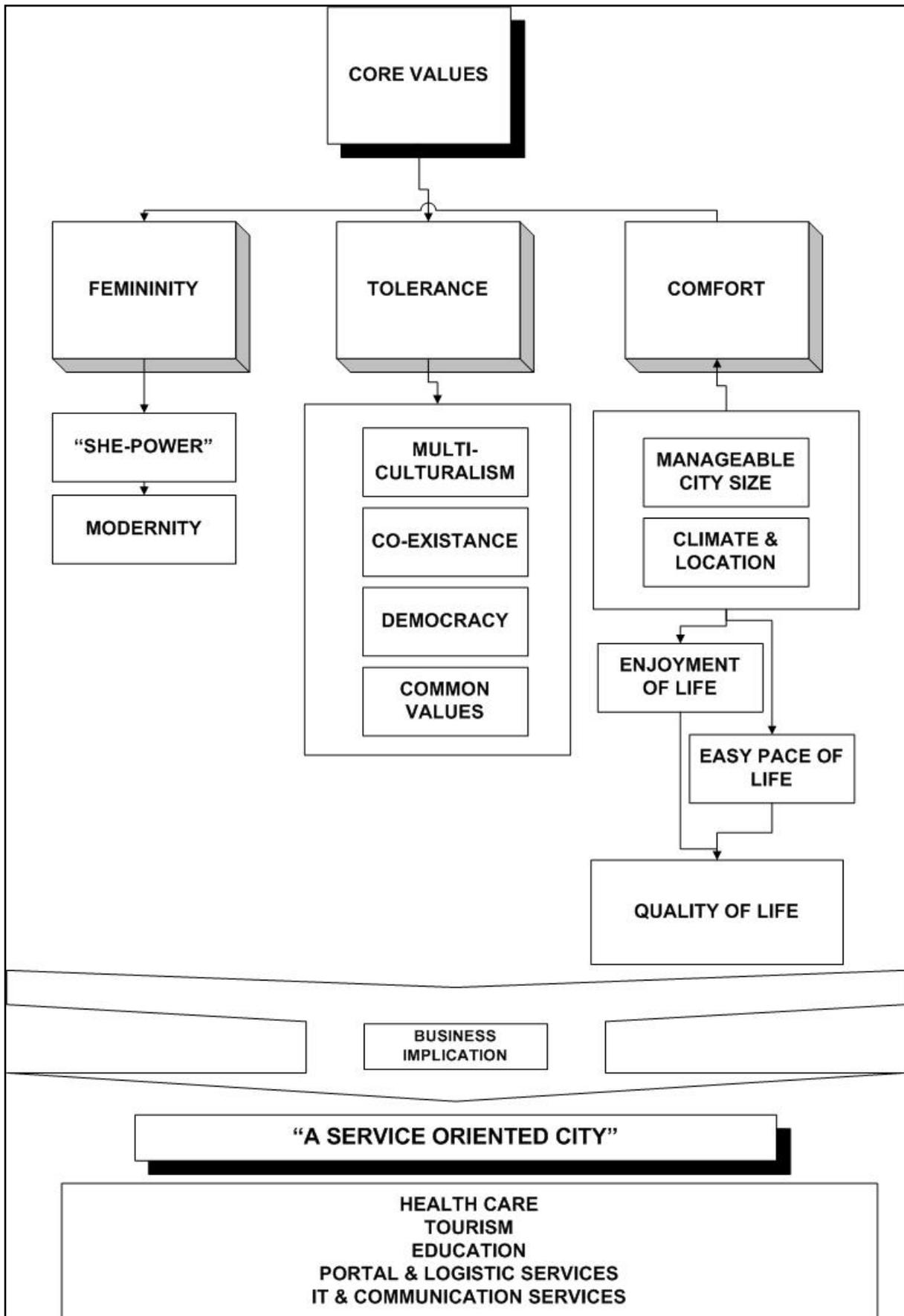
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<sup>40</sup> See: (Beyru,2000): 19. Yüzyılda Izmir'de Yaşam- Yaşama Renk Katan Bayramlar...p. 317-352

- b. The combination of the brand essence values suggests a suitable climate in services sector, especially in areas of healthcare, education, tourism and hospitality, transportation, portal and logistics services as well as IT and communication services. These sectors can be defined as priority sectors and be provided with investment incentives. This point will also be discussed in point for of this section.
- c. Using female and multicultural spokespersons/figures for city brand communication can reinforce these values. Encouraging more female and minority culture representatives for political participation can enhance the understanding brand essence values on local and national levels.

The following figure summarizes these core values, its subheadings and its implications:

Figure 7.2 Izmir Core Values



### **7.2.2. Adopting and Integrated Communication Approach for Promoting the City**

- a. Brand management initiatives for the city should start with the adoption of an inclusive corporate identity management program. This program needs to start by developing corporate identity guidelines and policies, including redesigning/identifying the city symbol-(currently the Clock Tower in black), logo type and city slogan. All contact points and channels of communication then needs to go through a consistency check of the corporate identity elements. These contact points include, all communication platforms of city/municipality of Izmir, public transportation vehicles as well public buildings, sports venues, parks and all events sponsored by the city management.
- b. The current city symbol needs to be evaluated in terms of its recognition, memorability, expressing a character and attitude, conveying core values, instilling familiarity and trust, having aesthetic appeal. (Haig and Harper, 1997 and Keller, 2002)
- c. A similar scrutiny need to be adapted while developing the “branded” information material in print and digital media targeting both for local Izmirites and visitors.
- d. The power of storytelling can be utilized to promote the city, through cinematography and documentaries based on personal history records and works of art. The city holds a number of incredible stories throughout its history. In section 5.7 of the dissertations a number of execution styles and scenarios were suggested, such as personal histories, personality symbols or even slices of life. Literary works by Izmirite artists from various backgrounds also provide a fertile starting ground.<sup>41</sup>

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<sup>41</sup> Some examples of this nature are provided in the brand immersion section (3.4.4) of this dissertation.

- e. Activation of Urban Cultural Centers throughout the city to promote local music, folk and culinary arts. These centers can also host workshops to design and produce handcrafted souvenirs.

### **7.2.3. Conversion to Active Citizenship**

Except for the respondents included in the sample for their involvement in civic matters, majority of the research participant seemed to be on the passive side. Conversion to active citizenship can be accelerated through:

- i. Inclusion of a wide range of civil society organizations to city governance;  
The city councils make an excellent platform for this purpose, as it was the case in Karşıyaka in 2000-2003, Erten (2004).
- a. Establishment of grassroots marketing initiatives:
  - ii. The younger (20's and 30's) age groups seem to know the city on surface. They tend to lack a thorough understanding of historical, navigational and cultural essence of the city. This suggests the necessity for systemized efforts on informing younger generation about cities heritage.  
The transfer of a shared memory to school children can utilize digital tools such as computer games for locating city's landmarks<sup>42</sup> and symbols along with field trips throughout the city.  
When addressing teens and university students, games-like orienteering or treasure hunts along with social media platforms (such as managed locality groups in Facebook.com) can enhance the fun-dimension of such a learning experience.  
For the same purpose, academic competitions in the form of school quiz-shows, contest (on history -as it was done during the Priştina

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<sup>42</sup> See: (Wooley,2000): Town Centre Mangement Awareness: an aid to developing young people's awareness

Administration in 2002- as well as on literature, photography or cinematography) can be organized.

b. Establishment of an online city portal that will coordinate the currently dispersed information platforms to encourage cross-dimensional (citizen-government, government-government, citizen-citizen, etc.) interactivity;

c. Cultivating citizenship awareness through:

- I. Acknowledgement of contributions of individual initiatives to the over-all urban milieu (a single preserved home or a tree can make a difference). The motto for this approach is “*You* can make a difference.”
- II. Making sure that individual initiatives are heard and acted upon within the boundaries of legal frameworks. Motto: “We will listen to you and act upon what you say.”

#### **7.2.4. Developing Behavioral Loyalty along with Attitudinal Loyalty**

Behavioral Loyalty is not observed as commonly as attitudinal loyalty. Izmirites tend to express their emotional attachment to the city across age and cultural background groups. However, this does not translate into behavioral loyalty in the form of business investments. Perhaps this situation results from seeing less potential economic return from the investments made in the city compared to those made in Marmara region. Izmirites tend to direct their investments in the city more in the form of residential investments (especially in second homes such as summer houses). Industries that will give the city competitive advantage need to be identified through the combined efforts of elected and appointed governments, chambers of commerce and industry as well as universities. Such industries may receive incentives in the form of land allocation, low

interest credits, lower tax rates, infrastructural investments and priority in educational programs.

Another dimension of behavioral loyalty is preference for locally produced brands. A new labeling system to include a “produced in Izmir” seal can assist in building preference among local consumers as well as Izmir Diaspora throughout Turkey and the world.

#### **7.2.5. Attracting Active Qualified Human Resources**

As one respondent stated quothably “Izmir offers quality starts and finals to life; but the time in-between needs to be spent elsewhere (in more active economic environments)”. This observation seems to be accepted across all groups of participants. Moreover some participants express their concerns about the outflow of qualified human resources when the city has been attracting a greater number of unqualified ones. Recently the relocation of several multinational companies back to city has raised certain hopes for qualified job opportunities. However such developments are much less in number compared to those workplaces that either close down or are relocated to other cities. This again requires a medium and long term strategic planning for investment and human resources. An immediate action in this direction can be adopting positive discrimination for employing Izmirites within legal frameworks.

#### **7.2.6. Metrics for Tracking Progress**

Brand development for a city necessitates measurement systems for identifying and tracking the citizens’ status of commitment/loyalty levels for, perceptions and evaluations of the city . The comprehensive quantitative survey topics proposed earlier in the dissertation can be divided into several modules to be surveyed periodically to a

representative sample of citizens. This measurement scheme is perhaps the most critical component of the city branding initiative as it will assist in objective setting as well tracking performance.

In conclusion, Izmir has the essential ingredients for creating a place brand, based on its core values of femininity, tolerance and comfort suggesting a competitive advantage in services sector. City's success in its branding initiative calls for commitment and collaboration of its key stakeholders in formulating a brand vision; cultivation an ambiance for creativity without losing consistency in developing strategies and activities; and finally utmost attention for coordination and communication of outputs throughout the process to all those involved and affected.

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## **APPENDICES:**

### **Appendix 1. Measures of Various Quality of Life Indices**

#### **1. Calvert-Henderson Institute Quality of Life Indicators, by country:**

##### **▪ Education:**

- Educational Attainment
- Educational Expenditures
- Literacy rates
- Access to Education
- Distribution
- Segregation in Education
- Life-Long Learning LLL

##### **▪ Employment:**

- Employment rates (by time, by payment)

##### **▪ Health:**

- Infant Mortality Rates
- Life Expectancy
- Self-reported Health

##### **▪ Human Rights:**

- Private/Domestic Sphere: Domestic Violence

- Public Sphere:
  - Free Speech/Religion/Assembly
  - Privacy/Search & Seizure
  - Slavery Prohibition
  - Due Process/Equal Protection
  - Political Participation
  
- **Income Model:**
  - Standard of Living/Economic Well Being by age, education and ethnicity
  
  - Income
    - Labor Market Income: wages, salaries, benefits
    - Non-Labor Market Income: capital gains and government transfers
  
  - Wealth: stock, housing and pensions
  
- **Infrastructure: National and Private**
  - Economic Infrastructure:
    - Transportation: land, rail, air and waterways
    - Communications: telephone, TV-radio, postal services
    - Utilities: electricity, gas, water and sewer, solid waste
  
  - Social Infrastructure:
    - Health: hospitals
    - Safety: fire and police

- Education: schools
  - Environment: conservation and parks
- Human Capital Infrastructure
- **Recreation:**
  - Self-Improvement
  - Religious Activity
  - Patronized Arts
  - Amateur Arts
  - Hobbies
  - Physical Activity
  - Sports
  - Vicarious (Media)
  - Virtual recreation
  - Socializing
  - Drugs
  - Gambling
  - Travel and Tourism

## 2. The Economist Intelligence Unit Quality of Life Index, by country

The newly developed index for 2005 issue of its annual world almanac claims to be unique in methodology as it links the results of subjective life- satisfaction surveys to objective determinants of quality of life across countries. The index uses the life-satisfaction surveys as a starting point, and uses it to derive weights for the various determinants of quality of life across countries. The objective determinants and their sources are as below:

- **Material Well-being:** GDP per person at PPP in US\$ Source: Economist Intelligence Unit
- **Health:** Life expectancy at birth, years Source: US Census Bureau
- **Political Stability and Security:** Political Stability and Security ratings Source: Economist Intelligence Unit
- **Family Life:** Divorce rate (per 1000 population), converted into index of one (lowest divorce rate) to five (highest) Sources: UN; Euromonitor
- **Community life:** religious service attendance or trade-union membership Sources: ILO; World Values Survey
- **Climate and Geography:** Latitude to distinguish warmer and colder climates Source: CIA World Factbook
- **Job Security:** Unemployment rate, % Sources: Economist Intelligence Unit; ILO
- **Political Freedom:** Political and civil liberties 1: (completely free) 7: (unfree) Source: Freedom House
- **Gender Equality:** Ratio of average male and female earnings Source: UNDP Human Development Report

### **3. European Union (DG Regional Policy), Urban Audit study for assessing the Quality of Life of Europe's selected 58 cities:**

- **Socio Economic Aspects:**

- Population
- Nationality
- Household Structure
- Labor Market and Unemployment
- Income Disparities and Poverty
- Housing
- Health
- Crime
- Employment
- Economic Activity

- **Civic Involvement:**

- **Levels of Training and Education:**

- Levels of Training and Education (provision)
- Levels of Training and Education (stock)

- **Environment**

- Air Quality and Noise
- Water
- Waste Management
- Land Use

- Travel Patterns
- Energy Use
- Climate Geography
- **Culture and Recreation:**

#### **4. Mercer HR Consulting- Annual Worldwide Quality of Living Survey by selected cities:**

The survey seeks to guide global HR managers in staffing ex-patriot positions. The general headings of criteria taken into account are:

- **Political and social environment:** political stability, crime, law enforcement, etc
- **Economic environment:** currency exchange regulations, banking services, etc
- **Socio-cultural environment:** censorship, limitations on personal freedom, etc
- **Medical and health considerations:** medical supplies and services, infectious diseases, sewage, waste disposal, air pollution, etc
- **Schools and education:** standard and availability of schools, etc
- **Public services and transportation:** electricity, water, public transport, traffic congestion, etc
- **Recreation:** restaurants, theatres, cinemas, sports and leisure, etc
- **Consumer goods:** availability of food/daily consumption items, cars, etc.
- **Housing:** housing, household appliances, furniture, maintenance services, etc.
- **Natural environment:** climate, record of natural disasters

#### **5. Quality of Life in Big Cities of New Zealand:**

In order to monitor the performance of major urban centers of the country, two of which appear in high ranks of Quality of Living Surveys worldwide, an extensive tracking study is conducted by the municipalities of these cities. The Quality of Life Indicators of this study can be collected under 11 main headings.:

- **People:**

- Population growth
- Ethnicity
- Age
- Families and Households

- **Knowledge and skills:**

- Early Childhood Education
- School Deciles Ratings
- Suspension And Stand-Downs
- Qualification Levels
- Community Education

- **Economic Standard of Living**

- Income
- Costs
- Household Expenditure
- Social Deprivation

- **Economic Development**

- Economic Growth

- Growth in the Number of Business
- Retail Sales
- Building Consents
- Tourism
- **Housing**
  - Household Tenure
  - Housing Costs and Affordability
  - Household Crowding
  - Government Housing Provision
  - Urban Housing Intensification
- **Health**
  - Life Expectancy
  - Low Birth Weights
  - Infant Mortality
  - Teenage Parents
  - Diseases
  - Access to GPs
  - Mental Health and Emotional Well-Being
  - Health Status
  - Modifiable Risk Factors
- **Natural Environment**

- Waste Management and Recycling
- Biodiversity
- Air Quality
- Beach and Stream/Lake Water Quality
- Drinking Water Quality

- **Built Environment**

- Look and Feel of the City
- City Green Space
- Graffiti
- Noise Pollution
- Traffic and Transport
- Public Transport

- **Safety**

- Perceptions of Safety
- Child safety
- Road casualties
- Crime Levels

- **Social Connectedness**

- Quality of Life
- Diversity
- Community Strength and Spirit

- Electronic Communication
- **Civil and Political Rights** ( According to Treaty of Waitangi)
  - Involvement in Decision Making
  - Voter Turnout
  - Representation

## Appendix 2. An Example of a Long Range City Visioning

### *City Visioning and the Turn to the Community: Derry/ Londonderry*

TABLE 1. Community priorities and the vision process

Priority	Number
Technical skills in community development and project implementation	66
Additional staff	28
New or improved community facilities	75
Support for families in hardship	29
Action on poverty and social exclusion	61
Reducing community apathy	42
Action on the needs of young people	14
Reducing unemployment	27
Fighting domestic and child abuse	21
Reducing sectarian tensions	23
Improving links with the statutory sector	11

#### Vision action plan *Derry/ Londonderry*

##### *Years 0 to 5*

- To target worst areas first through urban regeneration and build on the positive practices of the Londonderry Regeneration Initiative and Housing Redeployment experience.
- To proof policies at all levels of government for their impact on the social and ethnic mix of new housing areas.
- To carry out Ethnic and Social Impact Assessments on specific planning, housing and urban regeneration decisions and programs.
- To identify sites for experimental schemes in ethnic and/or social integration.

- To encourage and target investment by Housing Associations through District Housing Plans to break up monolithic tenure areas.
- To encourage innovative programs such as Habitat for Humanity to construct bold and imaginative housing schemes with demonstration potential on new forms of housing, community living and mixing/
- To continue policies and programs aimed at tenure diversification such as the house sales scheme by the NIHE.
- Research and understand how mixed tenure and religious areas function within the city and explore the potential to transfer that experience to other parts of Derry/Londonderry.

#### *Years 6 to 15*

- To build up local neighborhood partnerships in order to give local people reach choices in decisions over the future of their areas.
- To ensure accessibility of key service centers, particularly the city centre, from all parts of the city.
- To promote the concept of safety in the city from the perspective of political violence, territorial insecurities and religious marginalization.
- To support local services and facilities, even if they may in the short term be uneconomic, to support vulnerable communities.
- To ensure that locally integrated spending ensures a coordination of resources (e.g. health, education, housing and economic development) in order to help protect or develop ethnically sensitive communities.
- To identify areas at risk of ethnic marginalization and target regeneration programs and coordinates investment at these priority locations.
- To highlight the significance of ethnic factors as a policy concern for a range of housing and environmental agencies.

#### *Years 16 to 25*

- Explore changes to the planning and housing system to allow ethnic factors to be taken in to consideration in future planning and resource allocation decisions.
- To set out development control criteria that take account of the full ethnic and social impacts of major urban developments.
- To build research and analysis of ethnic factors in the construction of long-term area development plans.

- **To ensure that area-based regeneration action plans factor in the ethnic dimension to all aspects of plan formulation and delivery.**
- **To ensure that professional courses in housing and planning make provision to build an ethnic dimension into their course content.**
- **To encourage continuing professional development and training courses to build up skills in issues related to ethnic monitoring, analysis of change and the needs of segregated and integrated communities in housing and planning terms.**

- **Source: Murtagh, B. (2001), Survey of 222 community groups in Derry/Londonderry, City Visioning and the Turn to the Community: the Case of Derry/Londonderry, Planning Practice & Research, Vol. 16, 2001)**

### **Appendix 3: Excerpts from the Speech Delivered by Ahmet Pıřtina During the Opening Ceremony of the Symposium on Preparing Izmir for the 21<sup>st</sup> Century (October 21, 2000)**

“... a single monarch or even a mayor has the power to reshape the natural or historical fabric of a city, as it the case of Alexander, the Great who reestablished the city in Mount Pagos (Kadifekale), or the recent example of mayor Özfatura who chose filling waterfront to build a motorway by, and the current conversion of this project to a park by this administration. A single person can actually make great differences. However, masses also shape the fate of cities. The massive human actions can block the way for the implementation of rational and legal administrations, based on rules, regulations, plans and feasibility analyses. The governments – local and central- in developing countries can actually exert little control over the influx of people to metropolitan urban areas....

Municipal activities within this perspective can be categorized into two: the proactively guiding activities and the reactionary, short-term ones. This, in order words, is the inevitable conflict between the so-called organized and the unorganized.

Municipalities and naturally mayors bear the responsibility of “dreaming utopias” for maximizing their citizens’ happiness through accurate assessment of developments and setting the right objectives.

The unearned- revenue from building plots (ground rent) stand out as the major obstacle to the successful implantation of organized, planned urban settings in Turkey. Since 1950’s the permissions granted for building on state treasury land had been key incentive mechanisms of the politicians for their constituencies especially for those immigrating to the metropolitan cities from rural parts of the country. This is of course the easiest way out compared to soil reforms, urban planning or controlled migration.

Municipalities, already short of sufficient funds for their routine urban services, can hardly allocate resources for planned, proper housing for the “new” urbanites. These new city dwellers end up solving their housing needs by their own means, by their own ways. This situation is the root of many urban problems we face today.

.... Therefore the challenge lies in the conversion of the potential power of these masses into positive outcomes. We need to figure out ways of establishing mechanisms of conscious self-control both for the “new” and the “old” Izmirites that will serve the interests of the entire city. If we cannot meet this challenge successfully, the consequences are an unhealthy, polluted natural environment, a transportation chaos, an uncontrolled economy, and an irrecoverable loss of cultural heritage.

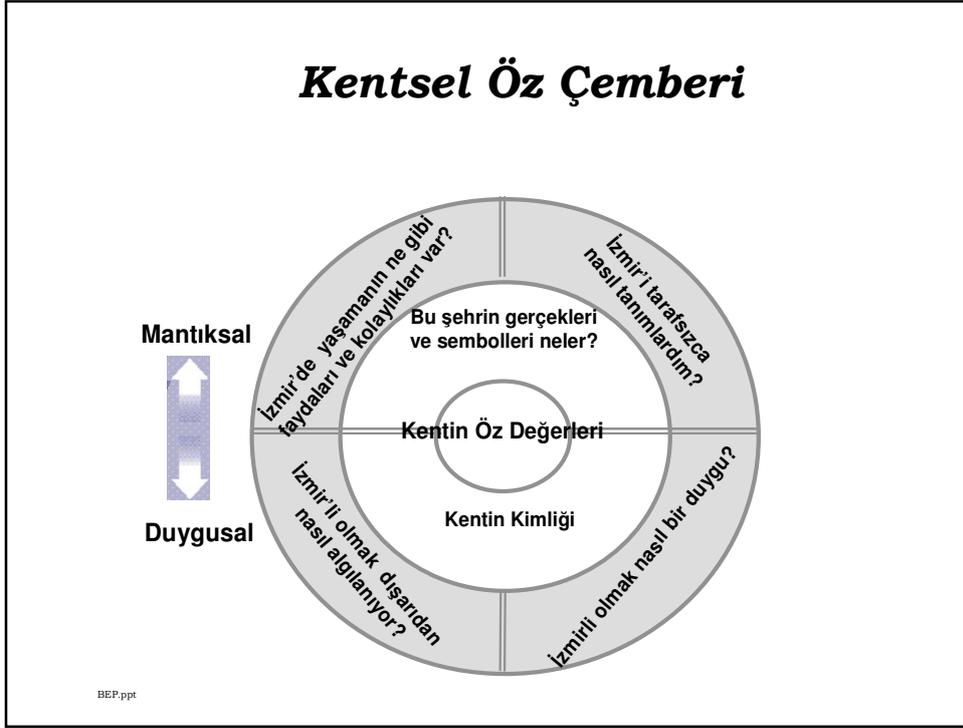
Once again, the answer is a self-controlling citizen body. Being a citizen requires a sense of solidarity with as well as respect to your fellow citizens and an understanding of the common dangers of not having these. ...

A set of new tasks emerge for municipalities, in order to raise the consciousness/ awareness levels for future among their citizens. I envision two major initiatives. The first one requires a change of political philosophy, rather a return to direct democracies of the ancient cities. A political milieu that would foster direct participation utilizing the benefits of information and communication technologies, and civil society organizations. The second is acceleration of the urbanization process of new comers through sharing the nuances of urban life, its difficulties, by raising their awareness levels on the consequences of adverse behaviors on the city as well their own lives. Our guiding motto in this endeavor should be ‘maximum consensus’.”

## Appendix 4. The Turkish Discussion Guide for the Dissertation Fieldwork

1. Bir Şehir: İdeallerdeki, hayallerdeki, yaşanılan veya özlenen
  - a. Şehirde yaşamak nasıl bir duygu?
  - b. Hayallerinizde bir şehir var mı? Gerçek veya İdeal/Ütopik...
  - c. Bu şehir nasıl bir yer?
    - Konumu
    - Dokusu/Mimarisi
    - İnsanları
    - İklimi
    - Sesleri/lezzetleri/kokusu
    - Hayatı: sosyal/kültürel/ekonomik
  - d. Böyle bir yer var mı? Neresi?
  - e. Özlediğiniz bir yer var mı?
2. İzmir: İzmirli olmak/ İzmir’de yaşamak/yaşamış olmak size ne hissettiriyor?
3. İzmir’i nasıl tarif ederdiniz?
  - a. Şehrin gerçekleri/sembolleri/ yansımaları/ imajı/ genel havası: neler, kimler, hangi olay veya markalar bu şehrin sembolü olabilir? İzmir için bir film çektiğinizi hayal edin, bu filmde nasıl görüntüler olurdu? Kimleri konuşturur ya da oynatırdınız? Fonda nasıl bir müzik olurdu? Çekimleri ne zaman yapardınız?
  - b. Kent kimliğini işaret eden mihenk noktaları nelerdir? (anıtlar, meydanlar, binalar)
  - c. Bu şehir bir insan olsaydı onu nasıl tanımlardınız? ? Kadın mı erkek mi? Yaşı, görünümü, huyları... Sizi çeken ve iten yönleri... Bu kişi arkadaşınız olur muydu? Sevgiliniz? Onunla nasıl bir ilişkiniz olurdu?
  - d. Sizce bu şehir eşitlikçi bir şehir mi yoksa ayrımcı mı? Ayrımlar varsa bunlar gözle görülebiliyor mu yoksa gizli mi?
  - e. Bu şehir sizce kolay okunabilir bir şehir mi? Yani yabancı biri sokakları semtleri rahat tanıyabilir, bilinmeyen bir adresi rahat bulabilir mi?
  - f. Sizce bu şehrin bir ortak hafızası var mı? Bir kültürel hafızası? Bu hafıza kamusal alanlarda yansıtılıyor mu?

4. Sizce İzmir dışarıdan nasıl algılanıyor? İstanbul'dan? Ankara'dan? Avrupa'dan? Amerika'dan? İzmirli olmak nasıl algılanıyor?
5. Sizce İzmir hangi şehirlerle kıyaslanabilir? Yurt içinde ve dışında? İzmir hangi özellikleriyle bu şehirlere yaklaşıyor? İzmir'i diğer şehirlerden ayırabilecek en temel özellik ne olabilir?"
6. Sizde az önce konuştuğumuz konuları bir şablona oturtacak olursak... Bir kentsel öz çemberi oluşturacak olsak



7. Şehrin önemli güncel konularından söz edecek olursak:

- a. Kent yönetimi
  - Seçilenler
  - Atananlar
  - Sivil toplum örgütleri
- b. Kentin Ankara ile politik ilişkileri
- c. Kentin İstanbul ile ekonomik ilişkileri
- g. İzmir Limanı
- h. Diğer güncel konular-EXPO 2015-İZAIR

Bu konular sizi ilgilendiriyor mu? Haberdar mısınız? Kentle ilgili haberleri nereden izliyorsunuz?

8. Şehrin sizce en güçlü/zayıf yanları nelerdir?

a. Yaşam kalitesi (bazı göstergeleri inceleyecek olursak)

1. İnsan Kaynakları
2. Bilgi ve Yetenekler
3. Ekonomik Yaşam Standartları
4. Ekonomik Kalkınma
5. Konut
6. Sağlık
7. Doğal Çevre
8. İnşa Edilmiş Çevre
9. Güvenlik
10. Sosyal Bağlantılar
11. Sivil ve Politik Haklar

b. Kentsel tasarım unsurları

1. Uyum
2. Karakter
3. Seçenekler
4. Bağlantılar
5. Yaratıcılık
6. Koruma
7. İşbirliği

c. “Amiral gemisi” niteliğini taşıyabilecek bazı önemli organizasyonlar/şehrin sahip olduğu varlıklar: örneğin... Bunlar hakkında ne düşünüyorsunuz? Katıldığınız izlediğiniz olaylar oldu mu?

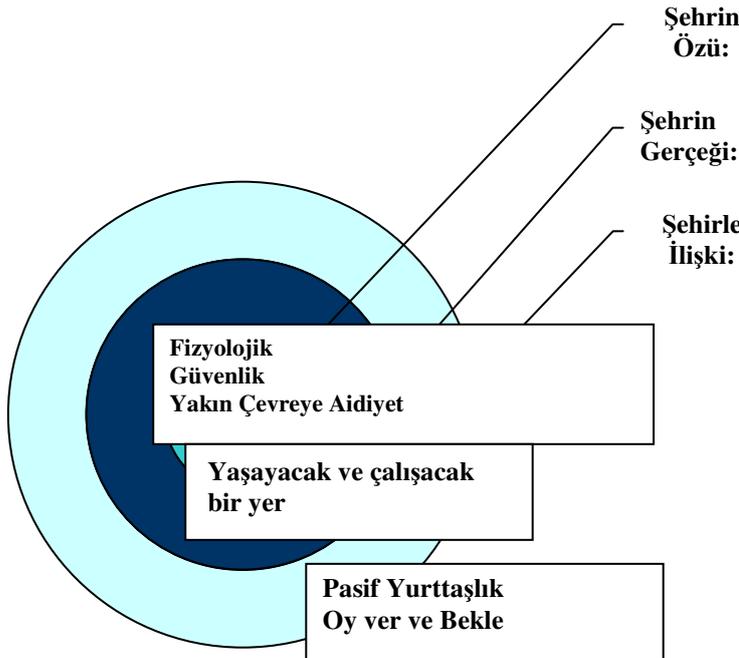
- i. IEF
- ii. Diğer İzfaş Fuarları
- iii. EXPO2015
- iv. Universiade 2005
- v. İzmir Sanat Festivali
- vi. İzmir Caz Festivali

vii. Diğer olaylar (belirtin) Bunlar şehrin tanınmasında/tanıtılmasında nasıl bir etki yaratabilir? (Turizm, Organik Tarım, Sağlık Turizmi, Din Turizmi)

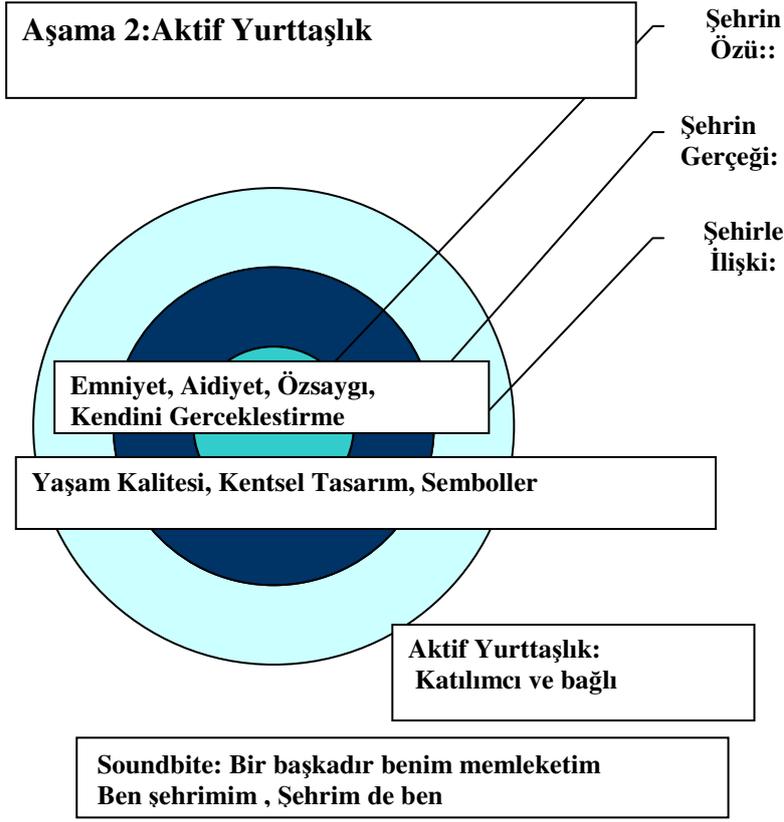
9. Şehrin geleceğinde fırsat veya tehdit olabilecek dış olaylar neler olabilir?
10. Şehrin geleceğini şekillendirmede yaşamsal önemi olabilecek diğer konular neler olabilir?
11. Güncel konuların ele alınmasında nasıl bir sisteme/düşünce yapısına/ şebekelere ihtiyacımız olabilir? Mevcut yapı bu ihtiyacı karşılamaya yetiyor mu?
12. Gelecekte bu tür sistemler/ düşünce yapılarında/şebekelerde ne tür bir değişim gerekebilir?
13. Siz şehirle ilişkini nasıl tanımlayabilirsiniz? Aktif-Pasif? Size bir modeli açıklamama izin verin:

### Aşama 1: Pasif Yurttaşlık

14. veriniz...



: "Doğduğun değil dovuğun yer memleketindir"



15. Siz kendinizi bu şehre sadık hissediyor musunuz? Yani, bu şehirde yaşamak, orada mülk edinmek, yatırım yapmak ister miydiniz? Burada yaşamayı, yatırım yapmayı başkalarına önerir miydiniz? Bu şehirde üretilen ürünleri diğer şehirler de üretilenlere tercih eder miydiniz?

**Appendix: 5. General Election Results Turkey vs. Izmir 1954-2007**

**ELECTION YEAR**

<b>2007</b>	<b>TURKEY</b>			<b>İZMİR</b>
<b>AKP</b>	% 46.6		<b>CHP</b>	%35.46
<b>CHP</b>	% 20.9		<b>AKP</b>	%30.46
<b>MHP</b>	%14.27		<b>MHP</b>	%13.88
<b>Independent</b>	%5.39			

<b>2002</b>	<b>TURKEY</b>			<b>İZMİR</b>
<b>AKP</b>	% 34.43		<b>CHP</b>	%29.06
<b>CHP</b>	% 19.41		<b>GP</b>	%17.51
			<b>AKP</b>	%17.17

<b>1999</b>	<b>TURKEY</b>			<b>İZMİR</b>
<b>DSP</b>	% 22.19		<b>DSP</b>	%40.27
<b>MHP</b>	% 17.98		<b>ANAP</b>	%15.82
<b>FP</b>	% 15.41		<b>MHP</b>	%11.08
<b>ANAP</b>	% 13.22			
<b>DYP</b>	% 12.01			

<b>1995</b>	<b>TURKEY</b>			<b>İZMİR</b>
<b>RP</b>	% 21.38		<b>DSP</b>	%24.40
<b>ANAP</b>	% 19.65		<b>DYP</b>	%23.86
<b>DYP</b>	% 19.18		<b>ANAP</b>	%18.85
<b>DSP</b>	% 14.64		<b>CHP</b>	%13.87
<b>CHP</b>	% 10.71			

1991	TURKEY			İZMİR
DYP	% 27.03		DYP	%27.58
ANAP	% 24.01		ANAP	%25.58
SHP	% 20.75		SHP	%24.50
RP	% 16.88		DSP	%15.45
DSP	% 10.75			

1987	TURKEY			İZMİR
ANAP	% 36.31		ANAP	%35.80
SHP	% 24.74		SHP	%35.57
DYP	% 19.14		DYP	%15.66

1983	TURKEY			İZMİR
ANAP	% 45.14		HP	%37.25
HP	% 30.46		ANAP	%34.51
MDP	% 23.27		MDP	%27.23

1977	TURKEY			İZMİR
CHP	%41.39		CHP	%52.67
AP	%36.89		AP	%39.66
MSP	%8.57		MSP	%2.94
MHP	% 6.42		MHP	%1.65

1973	TURKEY			İZMİR
CHP	%33.29		CHP	%44.05
AP	%29.82		AP	%39.27
DP	%11.89		DP	%7.91
MSP	% 11.80		MSP	%4.19

<b>1969</b>				<b>İZMİR</b>
<b>AP</b>	%46.55		<b>AP</b>	%53.24
<b>CHP</b>	%27.37		<b>CHP</b>	%35.14

<b>1965</b>	<b>TURKEY</b>			<b>İZMİR</b>
<b>AP</b>	%52.87		<b>AP</b>	%62.18
<b>CHP</b>	%28.75		<b>CHP</b>	%29.79

<b>1961</b>	<b>TURKEY</b>			<b>İZMİR</b>
<b>CHP</b>	%36.74		<b>AP</b>	%55.04
<b>AP</b>	%34.80		<b>CHP</b>	%39.61
<b>CKMP</b>	%13.96		<b>CKMP</b>	%3.06
<b>YTP</b>	%13.73		<b>YTP</b>	%1.45

<b>1957</b>	<b>TURKEY</b>			<b>İZMİR</b>
<b>DP</b>	%47.91		<b>DP</b>	%54.69
<b>CHP</b>	%41.12		<b>CHP</b>	%41.88

<b>1954</b>	<b>TURKEY</b>			<b>İZMİR</b>
<b>DP</b>	%57.50		<b>DP</b>	%61.18
<b>CHP</b>	%35.29		<b>CHP</b>	%38.72

Source: <http://www.belgenet.net>

## Appendix 6: Female Presentation in Turkish Parliament

	2007	Turkey	Izmir
Female MP		50	3
Total MP		550	24
% of total		9%	13%

	2002	Turkey	Izmir
Female MP		24	4
Total MP		550	24
% of total		4%	17%

	1999	Turkey	Izmir
Female MP		22	2
Total MP		550	24
% of total		4%	8%

	1995	Turkey	Izmir
Female MP		13	4
Total MP		550	24
% of total		2%	17%

	1991	Turkey	Izmir
Female MP		8	1
Total MP		450	19
% of total		2%	5%

	1987	Turkey	Izmir
Female MP		6	2
Total MP		450	19
% of total		1%	11%

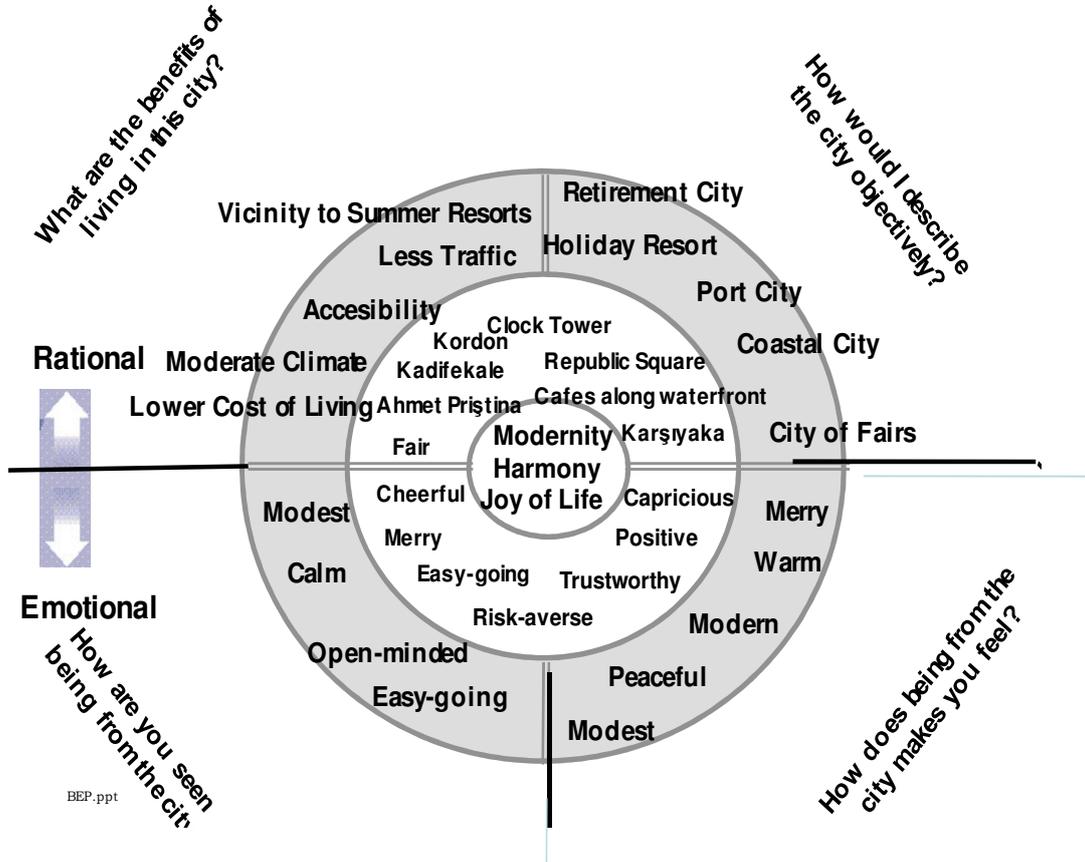
	1983	Turkey	Izmir
Female MP		12	1
Total MP		400	16
% of total		3%	6%

	1977	Turkey	Izmir
Female MP		4	1
Total MP		450	19
% of total		1%	5%

Source: <http://www.belgenet.net>

Appendix 7. Examples of Brand Essence Wheels from Various Participating Groups

# Levantine Focus Group



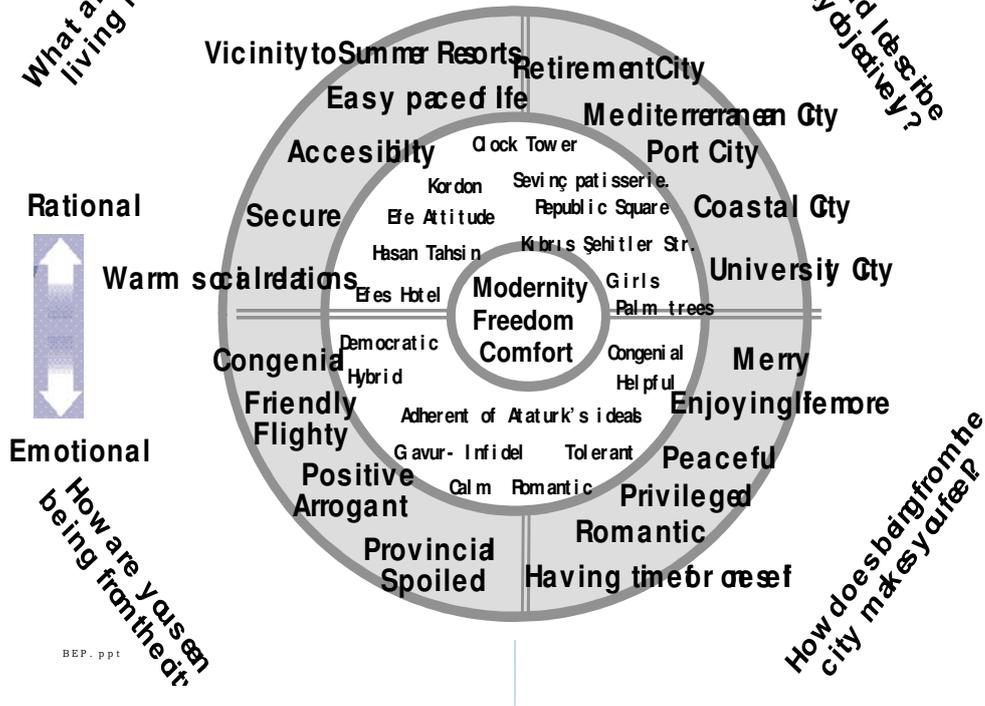


# Students in Istanbul Focus Group

## Mixed, -29 age group

What are the benefits of living in this city?

How would I describe the city objectively?



BEP.ppt

# An Izmirite Living in Istanbul Female, 50+

