

CITY BRANDING / IMAGE BUILDING AS A NEW PARADIGM:  
THE CASE OF ESKİŐEHİR

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**I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.**

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## **ABSTRACT**

### **CITY BRANDING / IMAGE BUILDING AS A NEW PARADIGM: THE CASE OF ESKİŐEHİR**

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In the last three decades cities have become the nodes of the global economy by enhancing their own competitive capacities; through improving their capabilities with respect to human capital, innovation, and creativity. They have struggled to become successful in competitive conditions as they have been following several strategies including urban branding, brand management and creating a new image.

In Turkey, 2023 Tourism Vision identified 19 cities as candidates of cities with brands; therefore it introduced plans, projects and strategies related to these cities. City branding has become a popular discourse in Turkey, from very small sized towns to metropolitan cities, and almost every mayor has made a “brand city” declaration as they have used it as a propaganda item.

This thesis attempts to investigate the process of the city branding efforts and its outcomes through a case study research on Eskiőehir. Eskiőehir is chosen as the case study area since it is a successful example of creating city brand/image in Turkey. The study introduced in this thesis concentrates on the question “How was Eskiőehir

able to create a new city image/brand?” which aims to contribute to the existing literature and the policies and practice of the cities striving for city branding.

The findings of the thesis emphasize four issues: First, Eskişehir has built its city branding strategy upon “livable city” through emphasizing “life-city-living” themes and projects, which is more truthful and genuine than the discourses on “being a global city”. Second, a “strong and successful management and leader image” is important in city branding of the Eskişehir case. Third, the findings indicate that it is possible to build a brand not only through international and national projects but also by local plans, projects and activity patterns. Last, contrary to the general understanding, a city branding policy can be successful even if it is focused on the national but not the global level.

With respect to findings, the thesis underlines two issues, which may contribute to city branding policies and strategies: the first, the need for consideration of “urban life quality, quality of life, livability, human development” while designing competitive and city branding strategies; and the second defining a management based on collaborative work under a strong leadership in a successful city branding policy and practice.

Keywords: City branding, image building, city image, city marketing, city planning

## ÖZ

### **YENİ BİR PARADİGMA OLARAK KENT MARKALAŞMASI / İMAJ YARATMA: ESKİŞEHİR ÖRNEĞİ**

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Son otuz yılda şehirler, insan sermayesi, yenilikçilik ve yaratıcılık ile ilgili yeteneklerini geliştirmek yoluyla, kendi rekabet kapasitelerini arttırarak küresel ekonominin düğümleri haline geldiler. Kentsel markalaşma, marka yönetimi ve yeni bir imaj oluşturmayı kapsayan çeşitli stratejileri izleyerek rekabet koşullarında başarılı olmak için çaba sarf ettiler.

Türkiye’de 2023 Turizm Vizyonu, marka kent adayı olarak 19 kent belirledi, böylece bu şehirlerle ilgili planlar, projeler ve stratejiler gündeme gelmiş oldu. Kent markalaşması Türkiye’de çok küçük ölçekli şehirlerden anakent şehirlere kadar yaygın bir söylem haline geldi ve neredeyse her belediye başkanı propaganda malzemesi olarak kullandığı “marka şehir” beyanlarında bulundu.

Bu tez, kent markalaşma çabalarını ve sonuçlarını Eskişehir üzerine bir örnek olay incelemesi yoluyla araştırmaya çalışmaktadır. Türkiye’de şehir markası/imajı yaratma konusunda başarılı bir örnek olduğu için Eskişehir, örnek olay incelemesi için seçilmiştir. Bu tezde sunulan çalışma, “Eskişehir, nasıl oldu da yeni bir kent imajı/markası yaratılabildi?” sorusuna yoğunlaşarak, markalaşma için çaba gösteren

kentlere yönelik mevcut yazın ve politikalar ile uygulamalara katkıda bulunmayı amaçlamaktadır.

Tezin bulguları dört konu üzerinde durmaktadır: Birincisi, Eskişehir, “küresel bir kent olma” söylemlerinden daha gerçek ve özgün bir şekilde, “hayat-şehir-yaşamak” temalarına ve projelerine vurgu yaparak “yaşanabilir kent” üzerine kent markalaşma stratejisini inşa etmiştir. İkincisi, Eskişehir örneğindeki kent markalaşmasında bir “güçlü ve başarılı yönetim ve lider imajı” önemli yer tutmaktadır. Üçüncü olarak, bulgular sadece uluslararası ve ulusal projelerle değil, yerel planlar, projeler ve faaliyet biçimleri ile de bir marka oluşturmanın mümkün olduğunu göstermektedir. Son olarak, genel anlayışa aykırı olarak, bir kent markalama politikası, küresel düzeyde olmayıp, ulusal düzeyde olsa da başarılı olabilir.

Bulgular ile ilgili olarak, tez, markalaşma politikalarına ve stratejilerine katkıda bulunabilecek iki konunun altını çizmektedir: Birincisi, rekabetçi ve marka şehir stratejileri tasarlanırken “kentsel yaşam kalitesi, yaşam kalitesi, yaşanabilirlik, insani gelişme”nin dikkate alınması ihtiyacı, ikincisi de başarılı bir kent markalaşma politikası ve uygulamasında güçlü bir liderlik altında işbirlikçi çalışmaya dayalı bir yönetimi tanımlamaktadır.

Anahtar Sözcükler: Kent markalaşması, imaj yaratma, kent imajı, kentin pazarlanması, kent planlama



*To my family*  
*Hürel and Evren KOÇ*  
*&*  
*My parents and brother*  
*Ferîştah, Mustafa and Özgür DOĞRU*

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## CHAPTER 1

### INTRODUCTION

#### 1.1. The Context and the Aim of the Study

Cities in the modern period did have the role in national level in a nation-state system. As a result of a new stage of capitalism defined by globalization and internationalization, the perception of time and space has changed which has made changes in consumption patterns of people, changes in traveling practices of people in cities in the network society. As the changes have become more visible in the speed of accumulation of money, commodity, and people, the cities have gained different roles and they have started to reform themselves according to the global system and cities have started to join the global system by developing different models for the integration. This results in cities starting to become the part of the globe through creating their own competitive power. Therefore, the cities have started to compete with each other, to be creative and innovative and have struggled to renew their urban environment. In this reform process, various concepts are introduced to place the cities on the global scale such as entrepreneurship, competing cities, competitor cities, marketing cities, becoming destination, selling cities, creation of images, commoditization of cities, cities becoming consumption meta, having consumers of cities, advertising cities, producing logos for cities, etc.

The competition between cities results in various renewal projects, strategic plans, spatial plans, mega-events in order to make changes in the city physically, socially, culturally, to create a new appearance, faces, and to build images for their future and development. Therefore, cities work for their integration into the global economy in

different or similar ways according to their capabilities and potentials. These capabilities and potentials are mainly based on the characteristics and identities of cities; therefore, in the way to integration to the globe, the cities had to find their own creative strategies. Some of them have heritage from the past; therefore, they focus on conservation and restoration projects and flourishing the city through tourism. Some cities have more technological capacities and try to renew their urban space through technological, intellectual, economic or industrial developments. Some cities improved their artificial and architectural elements, and some developed their natural resources.

City branding is one of the instruments of such strategies accepted by city managers, politicians, residents; moreover, it is a subject of the studies of academicians as well. In the global context, the dominant approach in city branding relies on emphasizing competition, being a global city, being important, being number one, creating a strong image, hosting international events, dominating the world and serving the world. That is, the cities try to create their brands/images through their increasing role of globalization towards competitiveness and define city imaging as a tool of local economic development.

The literature shows that various terms have been used in order to define the branding process, such as becoming brand, branding cities, creating a brand, brand cities, the brand identity of cities, brand image of cities, etc. In other words, the age of globalization makes the cities to define the way to brand themselves through their differences. Nowadays the concept of city branding has become a new means of economic development. Therefore, the cities, their managers, inhabitants, investors, and visitors frequently spell the word “brand” with the cities they manage, live, invest or visit.

The existing literature on city branding focuses on city branding process in order to create attractiveness of cities for various target groups, residents, visitors, investors, etc. In other words, in the literature, the discussions of city branding are mostly developed around becoming dominant and attractive on a global scale. For this aim,

the cities use their artificial and natural elements in tourism, history, geography, industry, education, architecture, etc. Since branding is the issue of a different scale, countries, regions, metropolitan areas, middle and small-sized settlements are interested in it. The cities use logos, projects, strategies, plans, organizations, events, etc. through urban branding or brand management for reaching their visions about their city brands in various assets such as culture, tourism, business, etc. Moreover, the literature also shows these attempts can have positive or negative outcomes in different areas, such as the economy, society or space. Therefore, various stakeholders involved in the process of city branding.

The process of place branding is described through three main concepts of Kavaratzis and Ashworth (2006) which are brand identity, brand positioning and brand image. The stakeholders of city branding construct the brand identity through different strategies, tools, projects, implementations. For example, they prepare strategic plans for branding, or they use websites and billboards to declare their slogans. In order to affect the target group by differentiating their cities through their city identities, they position the brand in a competitive place. For example, Paris is known for being a city of “love and romantic”. When the brand is perceived by the people (users/consumers), their perception constitutes the brand image. A city can have both internal and external target groups, and the brand image can be developed through media, newspapers, personal observations, hearsays, etc. Brand image is a critical subject in order to build a new image for the city, branding cities and designing or promoting the city identity.

While in the world, the cities struggle to increase their competitive power via city/place branding and management procedures, Turkey also has the cases of city branding efforts from different scales of cities. In Turkey, we generally see that city branding process relies on something that is specific to regions, cities, and also small settlements. Interestingly, local leaders of municipalities (mayors), national leaders, and head of NGOs, writers in newspaper, academicians and students in universities have all been interested in this paradigm of “city branding”. Being a city with a

brand is seen something popular, prestigious and eligible for their cities.

Among the Turkish cities, the case of Eskişehir stands out as a different city branding case that aims to brand the city through meeting the needs of the basic society, with the vision or goal of being a “European City”, which is quite different than most of the world examples. European city refers to a city that ensures these human needs, which deserves attention. Therefore, in this dissertation Eskişehir is selected as the lab area for being a case showing unique efforts in creating brand/image at a national level from the beginning of the 2000s.

Shortly, the branding process on living conditions and livability has been observed rather than emphasizing the competitive power of branding the city at a national or global level through municipality projects on an urban scale. This was not an only economic development-oriented branding, but also aimed to improve the local living conditions and create some new living areas and different places in the city, but not for especially attracting tourists; then the result is the increase in life quality and livability for the people living in the city. This is a locally focused and initiated policy on city branding but it has also given birth to making Eskişehir a model city with a brand of livability at a national level.

The main argument of this thesis is that Eskişehir has pursued a unique branding strategy through supporting the living conditions which means acquiring a variety of social, cultural and physical equipment and being fed by a more modern set of facilities since 1999 the year when Prof. Dr. Yılmaz BÜYÜKERŞEN started his career in Eskişehir Metropolitan Municipality as a Mayor, and declared the city as a European city. This strategy that transformed the city through the promotion of living conditions and facilities, made the city attractive and led to a clear difference with respect to living conditions compared to classical “Anatolian” cities. Therefore, the main task of this thesis is to “make a critical evaluation of city branding” through the experience of Eskişehir case limited with the territories of Tepebaşı and Odunpazarı Municipalities and their implementations since 1999. Through this critical evaluation, the aim is to contribute to the city branding literature.



## **1.2. Research Questions of the Study**

In this regard, the study of this dissertation started in the light of this main research question:

**“How can we explain what happened in Eskişehir from the perspective of city branding?”**

On the way to understand and analyze this main research question, the research questions of the dissertation are formulated on three issues: the process of city branding, stakeholders and the product.

The questions that are used to analyze the process of city branding in Eskişehir are as follows:

- How has the city branding of Eskişehir been created/put into the agenda of the city?
- How did the city branding of Eskişehir start and how has it been evolving since then?
- What are the strategies, policies, plans, programs pursued in the city?
- What are the three brand components “identity, positioning and image” for Eskişehir according to the definition of Kavaratzis and Ashworth (2006)?
- What is the focus of city branding of Eskişehir from the point of the product and assets? (History, culture, built up area, traditional area, music, handcrafting, projects, iconic buildings, flagship projects, major events etc.)
- What is branded? What kind of image/brand has been created?

The questions that are used to analyze the stakeholders of city branding in Eskişehir are as follows:

- Who are the stakeholders of city branding of Eskişehir?

- Who does brand the city of Eskişehir? Who are the stakeholders in local municipalities?
- In which ways are those local municipalities placed in the city?
- What are the roles of local municipalities in city branding?
- What have the participation methods/strategies/tools of different groups been in city branding?
- What has been done from the point of management and governance?
- What has been done from the point of leadership? Who has been leading in this process?
- How do they cooperate?

The questions that are used to analyze the product of city branding in Eskişehir are as follows:

- In what ways the city and branding of Eskişehir as a product have been considered by different groups of people?
- How do the city residents evaluate the city?
- How do the university students evaluate the city?
- How do the visitors evaluate the city?
- What are the differences in the evaluation of city brand image from the point of the levels of experiencing the city?
- What is the satisfaction of these groups like?

### **1.3. The Structure of the Study**

Starting with the research questions mentioned above, the dissertation is organized into seven chapters.

In the first chapter, context, aim, research questions and the structure of the study is introduced.

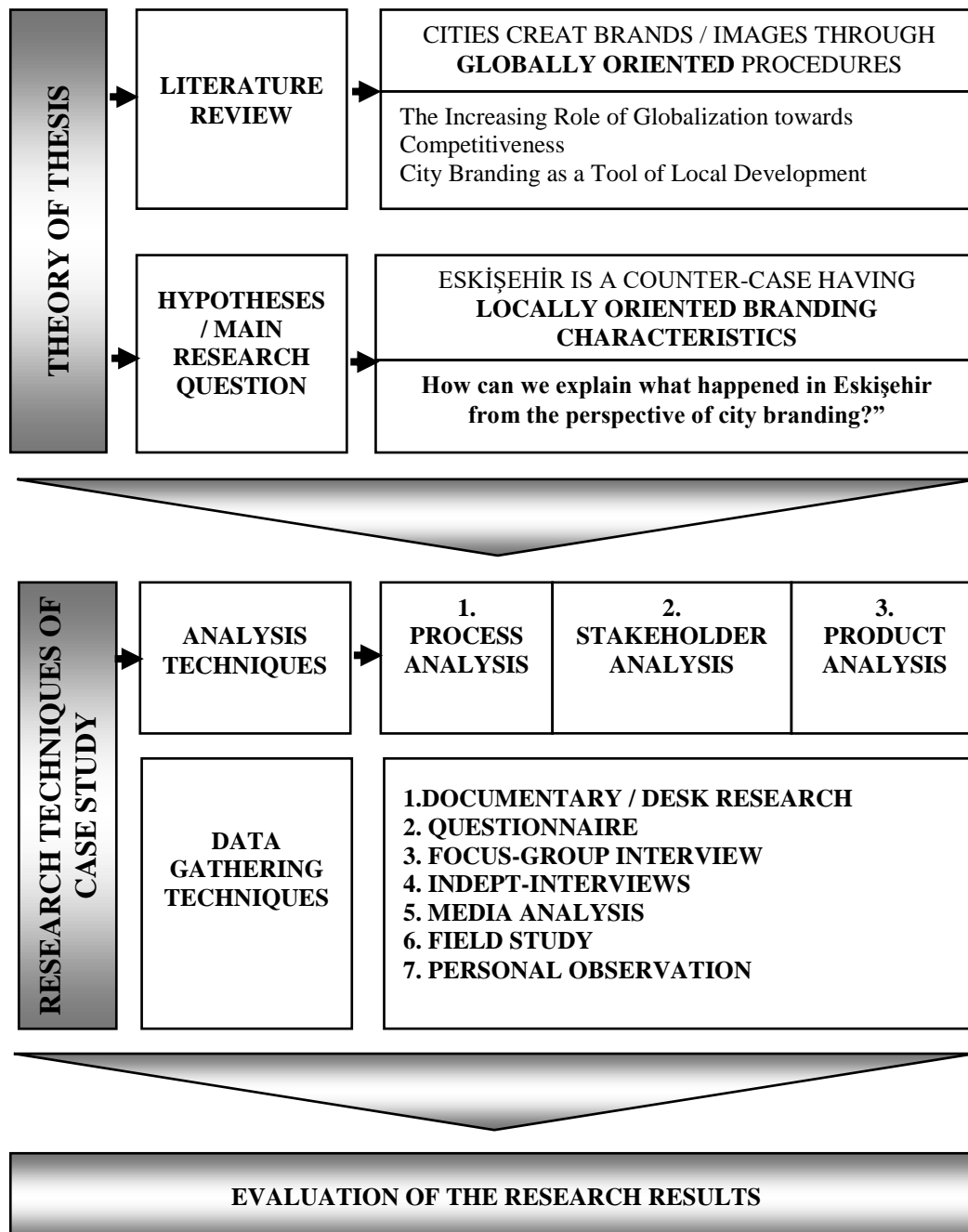
The second chapter consists of the literature review. The chapter aims to give the main description of city branding by defining different concepts, examining the roots of city branding concept, and introducing the assets of city branding both theoretically and empirically. Moreover, this part also aims to introduce the components of city branding that are process, stakeholders, and product.

The third chapter includes the introduction of the case study which explains the reasons for studying the Eskişehir case and also defines the characteristics of the city through the changes of the identities of city as a process, that is the story of a city shifting from a pre-Republican town to a Republican town, to an industrial one, to a university city, and at last to a European livable city.

The fifth chapter is organized to introduce the different methodologies used. Four types of data gathering methods (documentary-desk research, questionnaire, in-depth-interview, focus-group interview and personal observation) and three type of analysis techniques (process analysis, stakeholder analysis, and product analysis), the following figure describes the main frame of this thesis.in in the case study. The main method of the thesis is case study analysis: the case of Eskişehir as having a growing city branding effort as a new development paradigm. The design of the case study is described in three parts which are the process, stakeholder, and product. The analysis and the methods in data collection, data assessment, and data evaluation are described in this chapter: historical flowchart, media analysis, mind-mapping, focus-group interviews, semi-structured interviews, stakeholder map, life story analysis, questionnaire-interviews.

Research findings of the case study which looks at Eskişehir critically from the point of city branding are all shown and illustrated in the sixth chapter. In this chapter, the Eskişehir case is examined with the reference of research questions in order to test the hypotheses, and in the main three parts of the study: process, stakeholder, and product.

In the last chapter, the evaluation and critics of the research results are given in terms of their contribution to the future vision of Eskişehir and the global agenda, city branding/image building and the literature as well.



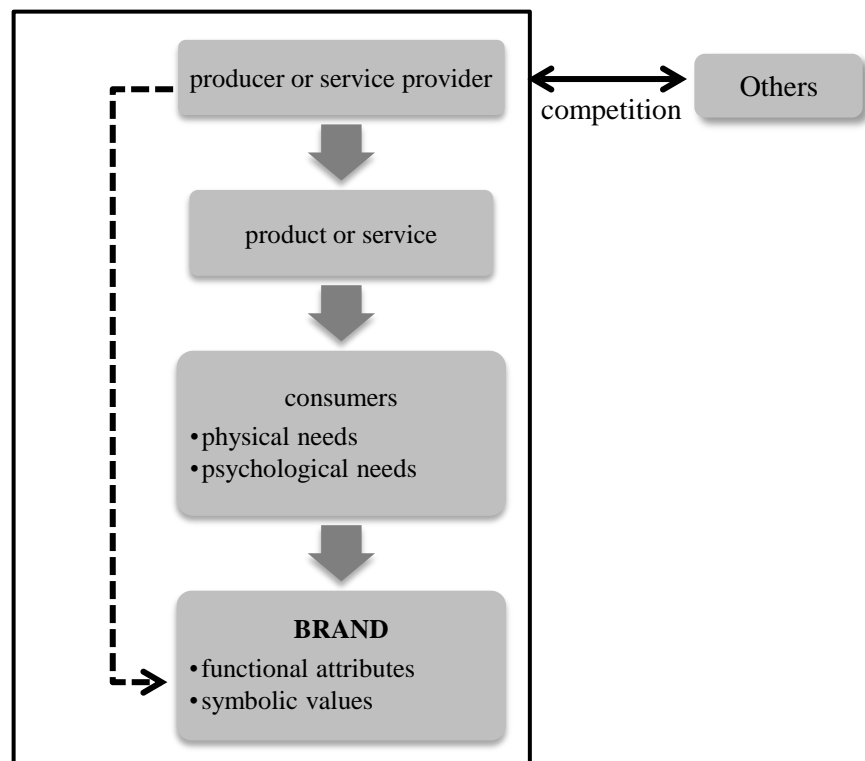
**Figure 1.1. Design of the Study**

Source: Author's Personal Graphing

## CHAPTER 2

### CITY BRANDING

To begin with the definition of brand, the American Marketing Association describes brand as a “name, term, design, symbol, or any other feature that identifies one seller’s good or service as distinct from those of other sellers.” (Dictionary of American Marketing Association, 2012). In the historical development of brand, it was firstly used in signing in any product or work in order to define its owner, producer or place of production (Çiçek, 2006: 456; cited in İpar, 2011: 49).



**Figure 2. 1. Definition of Branding**

Source: Author’s Personal Rendering and Graphing based on Hankinson and Cowking (1993)

Hankinson and Cowking (1993:10; cited in Kavaratzis, 2004: 65) define brand as “a product or service made distinctive by its positioning relative to the competition and by its personality, which comprises a unique combination of functional attributes and symbolic values”. They point out establishing a relationship between the brand with its functional attributes and symbolic values and the consumer with their physical and psychological needs (Hankinson and Cowking 1993: 10; cited in Kavaratzis, 2004: 65). Therefore, we understand that in branding there are products, producers, consumers, relations between these components and differentiating from other products through the competition between them.

When we speak of a brand of a city, we see that cities have their brands and images also in Ancient times in their conjectures. Cities show various layouts and functions from their nomadic existence to agricultural revolution, and then commercialization, industrialization and urbanization, and then globalization. As the places of settlement, communication, government, economy, science, culture, art and socialization, cities have shaped their territories spatially and functionally. They included their own structure, networks, buildings and society through making changes in urban form. These urban forms have probably brands and images in their times also. Therefore, **distinguishing from others as having attractive is not a new phenomenon for cities**. Although it was not the brand what we call today, in old times, mobility between cities, regions and nations had created great images in some settlements, such as Great Pyramid of Gizah in Egypt, Hanging Gardens of Babylon, Statue of Zeus at Olympia, Temple of Artemis at Ephesus, Mausoleum at Halicarnassus, Colossus of Rhodes, Lighthouse of Alexandria, The Grand Tour (16<sup>th</sup> century, London, Paris, Venice, Florence, Rome), Silk Road (from Europe through Egypt, Somalia, the Arabian Peninsula, Iran, Afghanistan, Central Asia, Pakistan, India, Bangladesh, Java-Indonesia, and Vietnam), Ancient Greek Coinage (Odyssey, Olympus, Miletus, Prienne), settlements in Mesopotamia (Summer, Akad, Babylon, Assure, Ziggurat), Knossos, Athens, Rome, Mecca, Medina, Jerusalem, Alexandria, Urfa.

In further **centuries through Renaissance, utopias, and architectural structures, cities had images or brands in a sense**, through implementations in Renaissance (14<sup>th</sup> to 17<sup>th</sup> century) shaping of urban space by architects, geometric cities, structures and spaces such as Rome; utopias in city planning, Garden City of Ebenezer Howard, Radiant City of Le Corbusier, organic architecture of Frank Lloyd Wright; monumental type of implementations such as Eiffel Tower (1889-Paris), Louvre Museum (1793), Kremlin Palace, The Coliseum in Rome, The Great Wall of China, Hagia Sophia in İstanbul, Taj Mahal, Chichen Itza. **Urban literature became a popular phenomenon during the 1980s.** Transforming from industrial cities to the postindustrial era from the images of economic problems, pollution, negative immigration and social unease towards clean streets, high-tech industry and residents with high socio-economic status (place marketing); reconstruction, revitalization, renewal, redevelopment, regeneration, restructuring, new built environment, urban rehabilitation, renovation such as Haussmann's renovation of Paris in the 1800s.

**But now city branding is a global phenomenon.** In modern times, nation-state is the definite of cities; cities are dependent to the nation-state, as generally industrial cities. Through globalization cities are not defined through nation-states, but through integration to global agenda. Now, cities both try to sell their products, etc. to inside and outside the city (for domestic consumption and export), and also draw attraction of investors from outside. Now, cities both try to sustain economic reconstruction in reality through revitalization, buildings, etc., and also try to create images/brands virtually: multi-sport events, friendships between cities, skyscrapers and iconic buildings. Local municipality leaders have more responsibilities and power on city images and brands. Moreover, technological improvements contribute the effect of branding strategies on cities.

Literature focused on the emergence of **city branding** emphasizes the importance of **competitiveness** which has its roots in **globalization**. In the way to understand “**where city imaging stands**”, firstly the globalization is handled in **this part** through the main question of “**What globalization changed in cities?**”; in this

respect, the literature of the globalization and its consequences are handled, and then it is focused on the literature of city branding.

## **2.1. Increasing Role of Globalization towards Competition and Impacts on Cities**

Contemporary world has experienced many transition processes; the size, form and function of the cities have been reshaped through these critical transformations: from industrial society to information society, from the production type of Fordism to flexible production systems, from nation-states to globalized world, from modernity to post-modernity, etc. (Tekeli, 2002). Industrial revolution with its characteristics of capitalism and Fordism production mode, through the process of modernism there became changes in cities in the way to become industrial cities. However, through information revolution that is technological changes and globalization with time-space compression, and the process of postmodernism, there became changes in cities in reproduction areas of the new way of the flows of capital, people, product, information. This resulted in a competitive arena for cities in integrating to the globalized world; therefore, some of the cities have become world cities, some learning regions, some techno poles, etc.; however, there also occurred inequalities between cities, regions. This, maybe, strengthened the process of competition and affected the actors' behaviors on competition and urban management. Competition exists in this contemporary world, and as a new way of competition, cities create their images, brands in marketing themselves to the globalized arena as an urban management tool.

In order to understand today's cities, which are the subjects of imaging, marketing and branding, it should be better to start with the background of this phenomenon. In the 1980s, there occurred economic, political, social, cultural and physical / spatial changes in the world. Through the crisis of the 1970s, the globalization process started, neo-liberal policies get activated, public sector started to get smaller and private sector started to get larger in many fields. This huge shift of **globalization** made changes in the dynamics, instruments, planning and roles of cities.

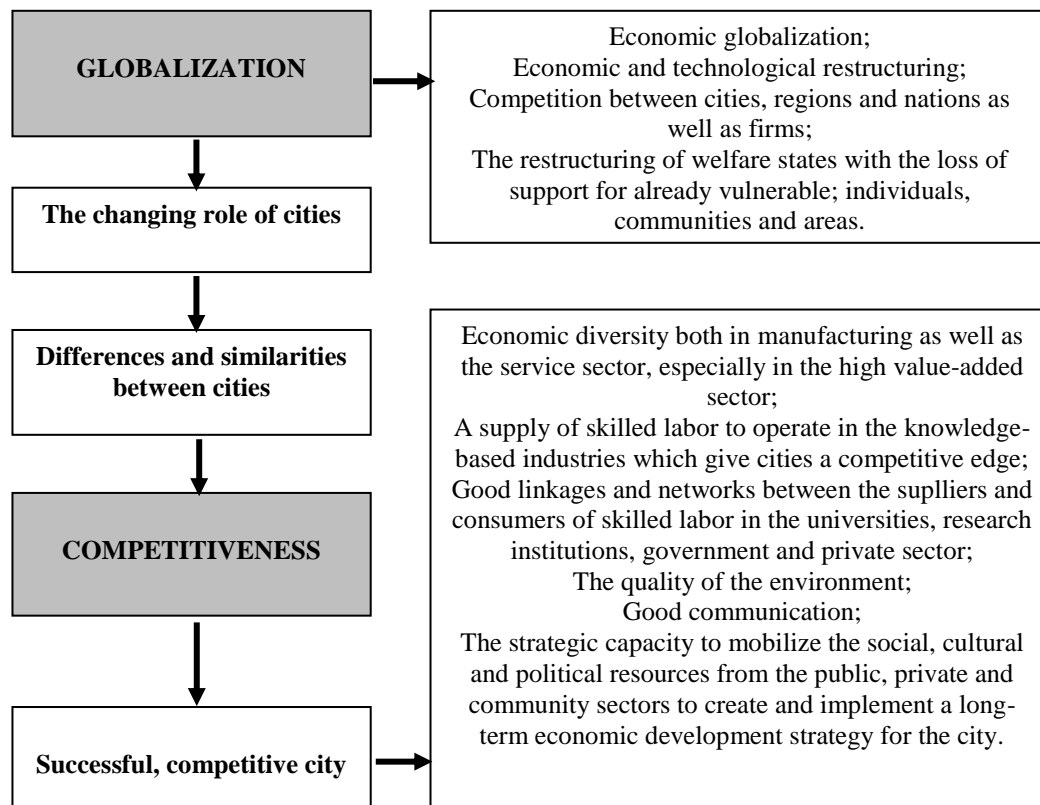


Giddens (1990: 64; cited in Block, 2004: 75) defines globalization as “the intensification of worldwide social relations which link distant localities in such a way that local happenings are shaped by events occurring many miles away and vice versa”. Globalization is also defined as “the stretching and deepening of social relations across national borders so that everyday activities are more influenced by events at great distances” (Smart and Smart, 2003: 265). Moreover, Curtis (2001) talks about four processes in globalization which are the time-space compression, increased global communication, global circuits of capital, and increased impact of cultural influences from around the world.

Because time-space compression made possible new transportation, communication, and organizational technologies, the roles of cities in the global system have changed; therefore, people live in cities that are becoming more connected to and more dependent on global arenas and forces (Smart and Smart, 2003). Being flexible and responsive to the changing needs of the markets, technology and culture has made the cities resulted in the engagement with the needs of capital (Castells and Hall, 1993; cited in Rogerson, 1999: 971). Castells (1996, cited in Taylor, 2005: 1605) declares that “there is a dominance of spaces of flows over spaces of places in a new network society”. Since the globalization is produced and reproduced in cities, this makes the cities prime grounding points and locales (Taylor, 2005: 1605).

It is the network society we live in and in this network across global and world cities; the other cities – localities – have their place with their potentials, their actors, and their management for integrating the network of global system. Nations, regions, cities or places are finding different ways of integration in the global economy according to the potential and characteristics; therefore, the cities started to maintain **competitiveness** through this integration.

From globalization to the changing role of cities, to differences and similarities between cities, and to the roots of competitiveness is described in the following figure based on Parkinson (2001).



**Figure 2. 2. Globalization towards Competitive City**

Source: Author's Personal Graphing based on Parkinson (2001: 79)

The literature on the globalization indicates that globalization through time-space compression, that is the result of rapid developments and improvements and inventions, the concept of capitalism resulted in inequalities from the transition period from city-state to global-city. This is also the transition from reproduction space of labor of industrial city to reproduction space of capital of global city, which has made the production and the financial activities internationalized. This also made the cities become the focal points of the networks because of the mobility of capital circulates in cities very fast. In the way to draw attraction in localities and in order to struggle with this situation, the concept of competition appeared. Harris (2007: 6) explains the reasons of cities to compete with others as capturing key roles in the flows of goods, people, finance, and ideas.

In order to integrate in the global network, the localities, the originalities, traditional characteristics of cities, historical, cultural, physical, transportation and

telecommunication aspects of cities got importance in the way to become a part of the global network through putting in great efforts in the way to create attractions for investments and capital. Some of the cities get successful, but some could not draw the capital and investment, so they failed in this competitive world. Competitiveness between cities has been studied by various researchers:

Tumbe (2008: 5-6) declares that in order to share the wealth, talent and attention of the globalized world, every place (city/region/country) must compete with every other ones like a famous company for making it easier such issues:

- to sell its products and services at a profit,
- to recruit the best people,
- to attract visitors, investment and events,
- to move in the right circles,
- to play a prominent and useful part in world affairs.

Kresl (1995: 51; cited in, Begg, 1999: 800) lists the attributes of a competitive urban economy:

- The jobs created should be high-skill, high-income jobs,
- Production should evolve towards environmentally being goods and services,
- Production should be concentrated in goods and services with desirable characteristics, such as high-income elasticity of demand,
- The rate of economic growth should be appropriate to achieve full employment without generating the negative aspects of overstressed markets,
- The city should specialize in activities that will enable it to gain control over its future, that is, to choose among alternative futures rather than passively accepting its lot,
- The city should be able to enhance its position in the urban hierarchy'.

We can shortly define city branding as using marketing techniques of branding in

city. However, if the city is subject of branding then it is not only economical but also social and spatial. As Kavaratzis (2004: 70) describes city branding as the means for

- Achieving competitive advantage in order to increase inward investment and tourism,
- Achieving community development, reinforcing local identity and identification of the citizens with their city and activating all social forces to avoid social exclusion and unrest.

Jansson and Power (2006: 6) state that urban branding strategies can be seen as a vital component in the competition for:

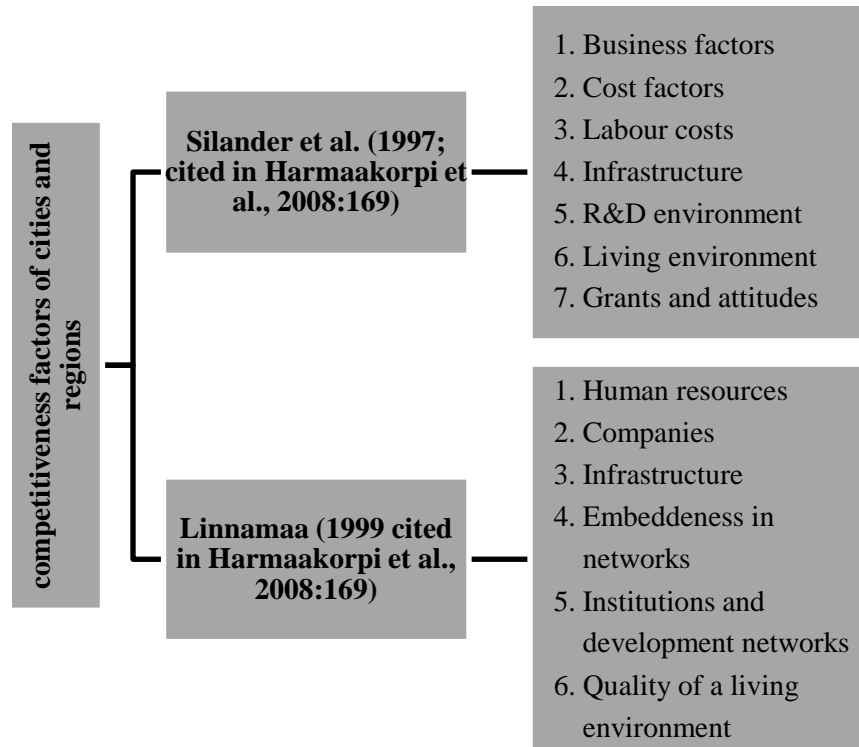
- Attracting inward investments and international venture capital
- Attracting and retaining companies
- Attracting and retaining skilled knowledge workers
- Attracting new citizens
- Attracting tourists and visitors
- Sales and marketing of locally produced goods and services

Eurocities (2010: 3) states successful city branding can create:

- Increased competitiveness, resulting in a positive impact on investment, jobs, inhabitants, visitors and events;
- Higher returns on investment in real estate, infrastructure and events;
- Coherent city development, as the physical, social, economic and cultural aspects combine to deliver the brand promise;
- Pride in the city as the inhabitants, businesses and institutions experience a new sense of purpose and direction.

It is argued that the competitiveness of a region is strongly dependent on its ability to attract different kinds of flow in a networked global environment (Castells, 1996,

cited in Harmaakorpi et al., 2008: 170). They define competitiveness factors of cities and regions through two literatures as graphed below (Harmaakorpi et al., 2008: 169).



**Figure 2. 3. Competitiveness Factors of Cities and Regions**

Source: Author's Personal Graphing based on Harmaakorpi et al. (2008: 169)

Turok (2004: 1074) states that competition between cities has both negative and positive consequences:

- Negative: competition between cities and regions can generate substantial human costs and widen social inequalities if there are consistent losers.
- Positive: Pressure on local bodies may prevent complacency and encourage timely delivery of suitable economic infrastructure, services and skills.

This literature of globalization towards competitiveness shows what has changed in the contemporary urban places and cities as a consequence of the globalizing world.

As a result of internationalization of the world, cities started to become the part of the globe through creating their own awareness; therefore, they started to compete with each other. Some cities have heritage from the past, some do not. This forces cities to be creative in renewing the urban environment. That is learning, innovation, creativity are critical issues for cities in this competition. In this renewal period, cities try to create new appearance, faces, and images for their future development. All these types of cities in different or similar ways are working for their integration to the globalized way, and this necessitates the continuous competitive manner; therefore, cities create their images in satisfying this aim. Creating city images, urban branding, brand management, selling cities, etc. are all produced tools for being successful in this competition in network society.

Can city imaging and branding for competitiveness be a response to the new global agenda for cities? City branding manages two main contributions for cities in their competition in global market, increasing the attractiveness of cities, and increasing international visibility of cities. As a result of these increases, the cities through their images and brands share the global economy. The following figure describes the transformations, their preconditions and their consequences in a summary including the processes from pre-globalization to globalization, from globalization to competitiveness, and from competitiveness to city imaging.

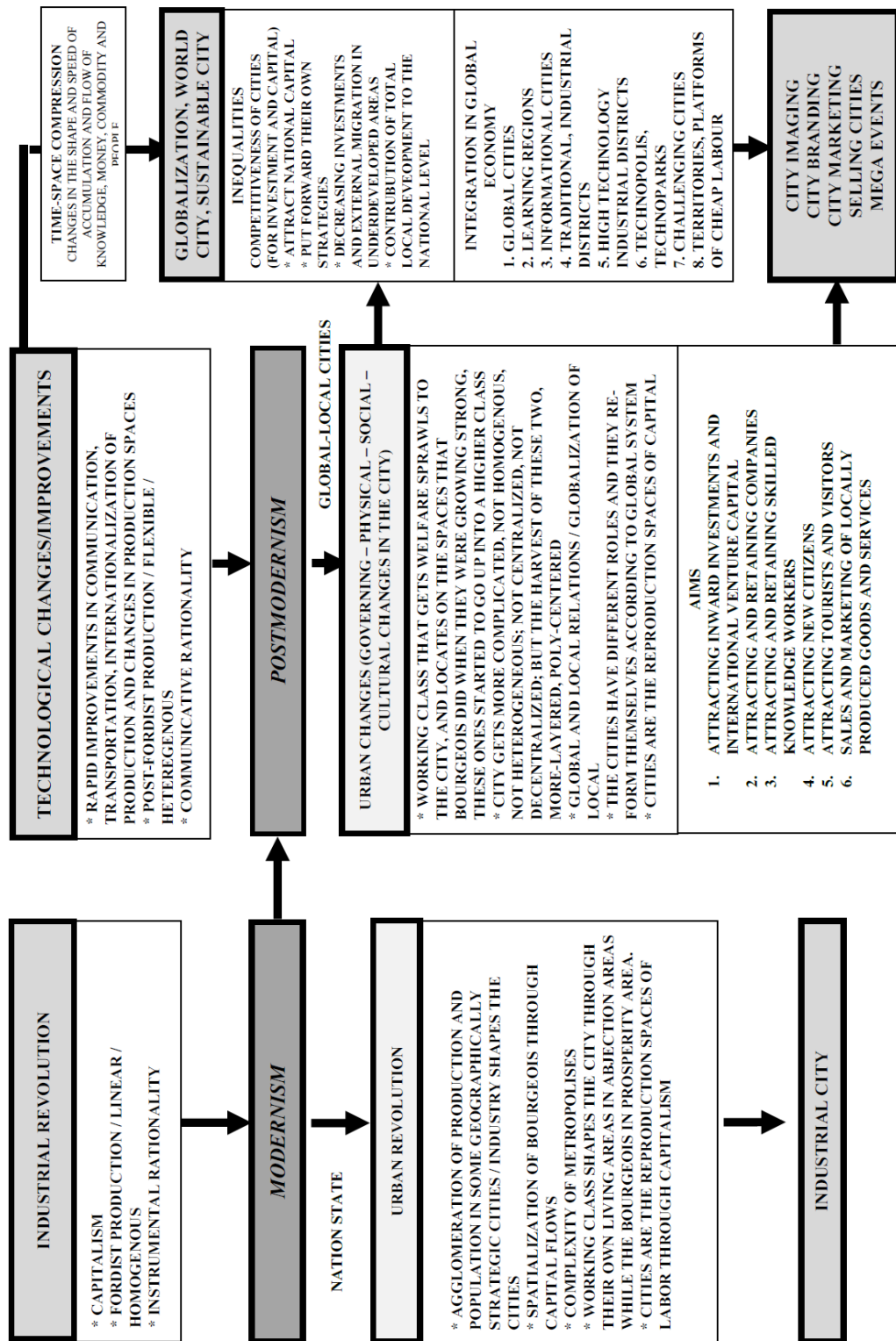


Figure 2. 4. From Globalization to Competitiveness, and so to City Branding

Source: Author's Personal Rendering and Graphing

## 2.2. Marketing to Branding

The practice of city branding has many concepts and definitions in its roots and in its evolution in time. We see its origins coming from marketing issues. Today actually there are two main approaches which are management and planning. Being a multi-disciplinary concept, several fields study practically and theoretically such as planning, marketing, architecture and design, tourism adding different definitions to the agenda such as marketing, selling, promoting, imaging, reimagining, rebranding. Moreover, the branding could be in different scales of geographical entities which are countries, regions, nations, cities, towns, places.

### Place / City / Region Marketing

When we analyze the literature of city branding, it is observed that the roots are in city marketing. Marketing concept was only on the basis of economy till the 1970s, after that, as Kavaratzis, (2004: 59) mentions urban governance started to use marketing of places with the rise of **entrepreneurial city**, and academics from various fields became interested in believing the applicability of marketing principles in cities.

Kotler and Levy (1969) focus on modern marketing concept for nonbusiness organizations through making the concept broad and with the guide of the business heritage of marketing. This is actually a turning point for cities. After that, the first interests on cities from the marketing point of view arise especially on the field of **tourism**: A contribution is given by Hunt (1975) in marketing a region with his study “Image as a Factor in Tourism Development”. In the following studies, academicians continue to study on “tourism”, and also used the term “destination”: Ashworth and Voogd (1990-I), in their study of “Can places be sold for tourism?” they pay attention to tourism destination and market planning. Saarinen (2004) uses the term of place marketing with destination while focusing on the conceptual nature of tourist destination and especially the processes transforming the idea of a destination, its representations and physical characteristics as a subject of research. Moreover,



Ashworth and Voogd (1994) examine marketing of tourism places and tourism place-product in their study of “Marketing of Tourism Places: What Are We Doing?”

In their studies, researchers also give interest on **urban planning, local government and public policy**: Ashworth and Voogd (1988) examine concepts, process and applications of public urban planning and consequences of city marketing for public planning of cities. In their further contribution, Ashworth and Voogd (1990-II; cited in Hall et al. 1998) make a stimulating addition to literature of marketing of non-profit organizations with “Selling City” through writing about marketing and local government, through declaring the origins of the marketing perspective lie in several urban transformations, through explaining place itself is a commodity in the city, and through emphasizing the clash between the old municipal and the new marketing urban agendas. Hubbard (1996) also uses the terms of place marketing with urban entrepreneurialism while concerning with the roles that architecture and urban design play. Smyth (1994) also uses marketing the city widening the debate about urban entrepreneurialism. Deffner and Metaxas (2006: 4) declare that urban development, urban management, cultural planning, city branding, planning of demonstration actions, urban regeneration and urban policy are complementarity of city marketing. Gold and Ward (1994; cited in Sadler, 1997: 339) concentrate on the areas of “place promotion” as image communication, as marketing and as public policy.

When we look at the definitions of city marketing, we see different perspectives: Some of the definitions of city marketing emphasize on **city’s image and attraction**: Holocomb (1993: 133; cited in Križnik, 2011: 294) defines one of the main goals of city marketing as “to construct a new image of the city to replace either vague or negative images previously held by current or potential residents, investors and visitors”. Kavaratzis and Ashworth (2006: 184) define the application place marketing as largely dependent on the construction, communication and management of the city’s image. Wu (2000: 349) uses the term of place promotion as “presents and represents a new image to enhance the competitiveness of place”. Gaggiotti et al. (2008: 116) declare that management of the city’s image is one of the dependents in

city marketing applications besides construction and communication. Some of the definitions emphasize on **different geographical entities**: Kavaratzis and Ashworth (2006: 184) declare that place marketing has become a commonplace activity of cities, regions and countries. Some emphasize on **target groups**: American Marketing Association defines place marketing as in the following: “Marketing designed to influence target audiences to behave in some positive manner with respect to the products or services associated with a specific place” (Dictionary of American Marketing Association, 2012). Kavaratzis and Ashworth (2006: 184-185) mention consumer orientation which includes the residents’ evaluations and assessments of the city they live in.

### **City Marketing to Branding**

There are many sources in the literature that point out city marketing makes the literature canalized to city branding/imaging. Ashworth and Voogd (1994: 39; cited in Kavaratzis, 2004: 59) state that

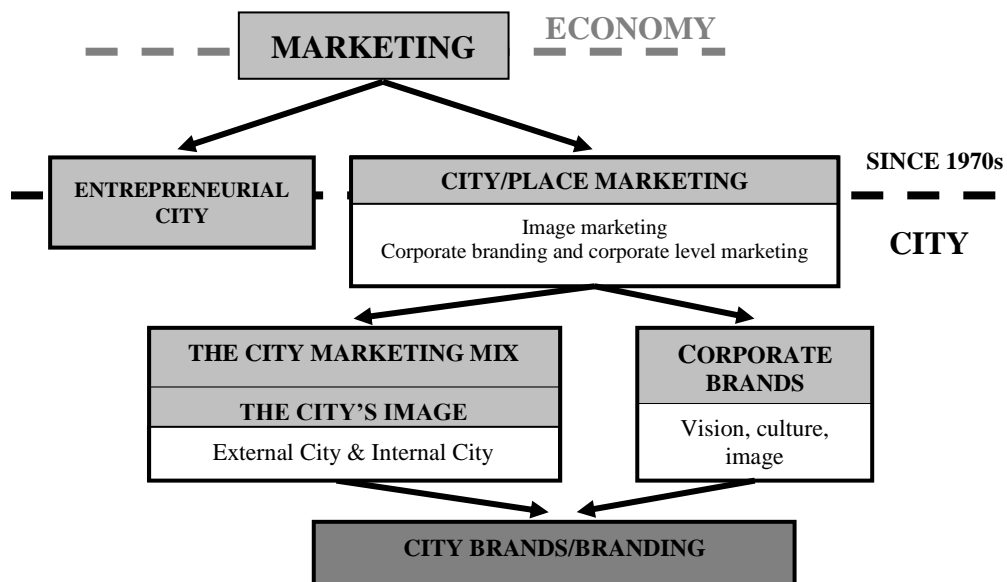
“There is nothing new about places being promoted by those likely to profit from their development. What is new, however, is the conscious application of marketing approaches by public planning agencies not just as an additional instrument for the solution of intractable planning problems but, increasingly, as a philosophy of place management.”

This marketing context gave rise to the concept of “entrepreneurial city” (Kavaratzis, 2004: 59). Moreover, Hubbard and Hall (1998, cited in Kavaratzis, 2004: 59) refer “entrepreneurialism” with businesslike and risk-taking, inventiveness, promotion and profit motivation manner of cities. After that it was preceded by three developments: non-profit organizations marketing, social marketing and image marketing (Ashworth and Voogd, 1994; cited in Kavaratzis, 2004: 59). City marketing measures made up the city marketing mix that led the city’s image was the result of various, different and often conflicting messages sent by the city and was formed in the mind of each individual receiver of these messages separately, in other words,

the city's image/perception of city was the point of interaction of the two parallel cities that exist simultaneously, overlapped and interacted: external city and internal city (the city of the mind) (Kavaratzis, 2004: 62). City marketing measures also made up the corporate brands as a result of corporate branding and corporate level marketing (Kavaratzis, 2004: 66); and corporate brands pointed to the interplay of three variables which are vision, culture, image (Hatz and Schultz, 2001; cited in Kavaratzis, 2004: 64). As a result, both city's image and corporate brands led to city brand/branding (Kavaratzis, 2004).

Kavaratzis (2004: 66) defines the process of city marketing to city branding in different phases, which is illustrated in the following in the figure:

City marketing measures that make up the city marketing mix as suggested by city marketing theory and applied in practice and the components of the city's brand management derived from the transfer to the context of cities of the notions of corporate branding merge to provide the guidelines for developing and managing the city's brand.



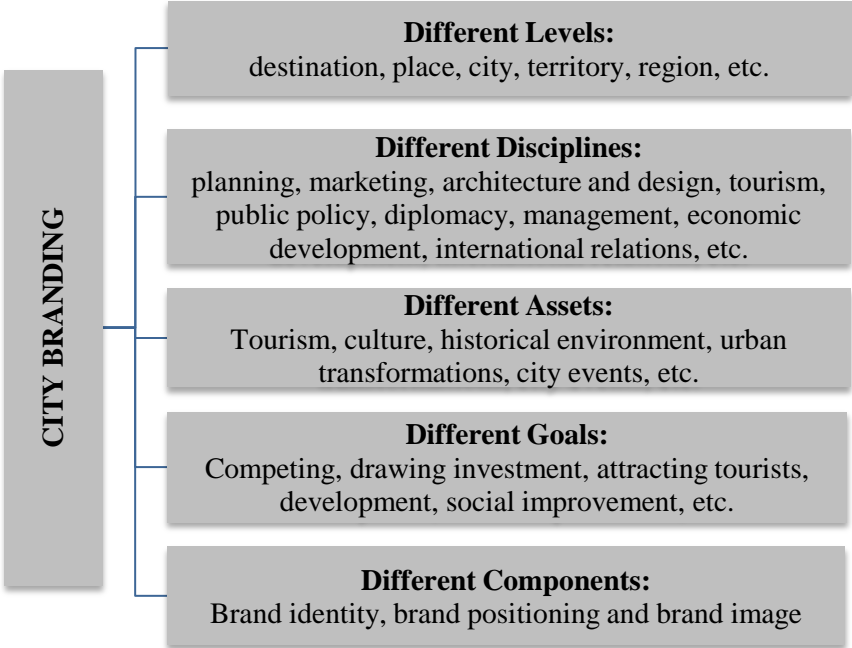
**Figure 2. 5. From City Marketing to City Branding**

Source: Author's Personal Rendering and Graphing based on Kavaratzis (2004: 66)

Kavaratzis and Ashworth (2006: 184) declare that the transition from city marketing to city branding is facilitated by both the extensive use and success of product branding, and the recently but rapidly developed concept of corporate branding.

**2.3. City Branding**

City branding is a complex paradigm as having the city as a subject. Literature shows us the city branding research domain focuses on various concepts as a multi-disciplinary phenomenon: planning, marketing, architecture and design, tourism, public policy, diplomacy, management, economic development, international relations, etc.



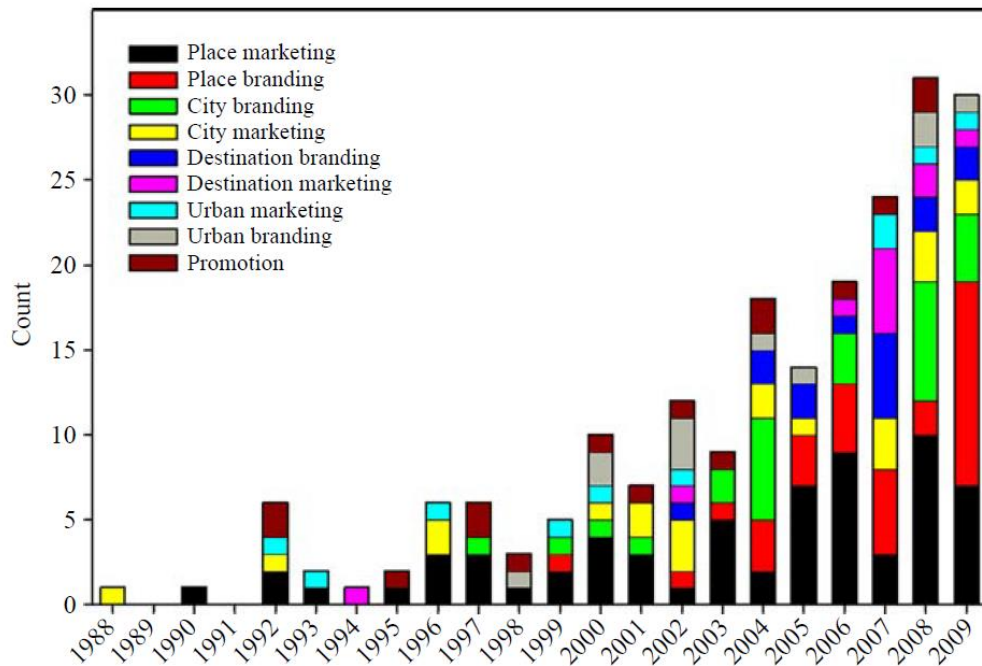
**Figure 2. 6. City Branding in Different Levels, Disciplines, Assets and Goals**

Source: Author’s Personal Graphing

**2.3.1. City Branding in Various Domains**

Lucarelli and Berg (2011: 21) define two distinct approaches: while **marketing approach** uses the terms of marketing, promoting, promotion, product, selling, regeneration, etc., **branding approach** uses the terms of branding, rebranding, image

management, image, brand, regeneration, etc. In the following figure, they illustrate that the marketing paradigm is more frequently used (place, city, destination and urban marketing) than that of branding (place, city, destination, and urban branding) (Lucarelli and Berg, 2011: 19).



**Figure 2. 7. Labels used to describe the City Branding Research Domain**

Source: Lucarelli and Berg (2011: 20)

Kavaratzis and Ashworth (2006) argue that marketing is the starting point for examining place branding. Furthermore, Govers (2011: 230) adds that place branding is clearly linked to place marketing, but also a separate field of study and practice in its own right. Kavaratzis and Ashworth (2006: 185) define place branding merely as the application of product branding to places. Moreover, Anholt (2004-II; cited in Harmaakorpi et al. 2008: 170) declares that branding places is different from branding products. However, Kavaratzis and Ashworth (2006: 192) add that place branding is a distinctive form of product branding since places are distinctive products. Blain et al. (2005; cited in Hanna and Rowley, 2007: 63) mention branding theories within the context of leisure tourism was a focus topic of the Annual Travel and Tourism and Research Association’s Conference in 1998.

Ashworth and Kavaratzis (2009) categorize city branding as national branding, cultural and entertainment branding (destination branding) and corporate branding. Moreover, they define corporate branding as “a development of traditional product branding, necessitated and, at the same time, enriched, by the rise of other corporate-level concepts, such as corporate image, corporate identity and corporate communications” (Ashworth and Kavaratzis, 2009: 523). Lucarelli and Berg (2011) show that there are three distinct perspectives on the character of the basic unit to be branded: place (using the terms of territory, space, place, destination, area, and location), city (using the terms of territory, city, and region), and city regions (using the terms of metropolitan city, region). Helmi and Mulyanegara (2011: 36) say that nation branding has been discussed in the marketing literature since the early 1990s, and there are four main marketing domains which underpin the theoretical foundations of nation branding:

- Country of origin (Parameswaran and Pisharodi, 1992; Roth and Romeo, 1992; Shimp, Saeed, and Madden, 1993),
- Country-product image (Martin and Eroglu, 1993; Parameswaran and Yaprak, 1987),
- Destination branding (Hankinson, 2007; Pritchard and Morgan, 1998), and
- Country identity (Anholt, 2007; Keillor and Hult, 1999; Keillor, Hult, Erffmeyer, and Babakus, 1996).

(cited in Helmi and Mulyanegara (2011: 36)

Moreover, there are many studies on **different scales of branding and management issues** as shown in the following as examples of some researchers: countries, regions, nations, cities, towns, and places: location branding (Hankinson, 2001), destination branding (Cai, 2002), branding territories (Van Ham, 2002), re-branding city places (Bennett and Savani, 2003), place branding (Anholt, 2004-I, 2008 and 2010; Hornskov, 2007; Skinner, 2008; Harmaakorpi et al., 2008; Govers, 2011), city branding (Greenberg, 2000; Kavaratzis, 2004; Kavaratzis and Ashworth, 2006 and 2009; Herstein and Jaffe, 2008); regional branding (Hornskov, 2007); nation branding (Anholt, 2005; Dinnie, 2007 cited in Davies, 2009); brand management

(Hornskov, 2007; Ashworth and Kavaratzis, 2009); re-imag(ine)ing and re-branding the city (Kaika, 2010).

Some of the definitions of city/place branding emphasize on **attractiveness**, **competitive identity** or **competitive advantage**. Harmaakorpi et al. (2008: 170) define the purpose of place branding as to increase the attractiveness of a place. Morgan and Pritchard (2002; cited in Harmaakorpi et al. 2008: 170) define branding as perhaps the most powerful marketing weapon available to places to attract diverse audiences. Anholt (2008: 6) uses place branding together with competitive identity, and describes the challenge in competitive identity as “to attract the attention of an indifferent public in the first place, and creating a sense of momentousness when in fact most people are convinced that nothing of interest is going on”. Govers (2011: 230) states that place branding should be about creating an overarching brand strategy or competitive identity that reflects a nation’s, city’s or region’s history, accomplishments and aspirations regardless of the markets to be served. Kavaratzis (2004: 70) points that city branding as:

“the means both for achieving competitive advantage in order to increase inward investment and tourism, and also for achieving community development, reinforcing local identity and identification of the citizens with their city and activating all social forces to avoid social exclusion and unrest.”

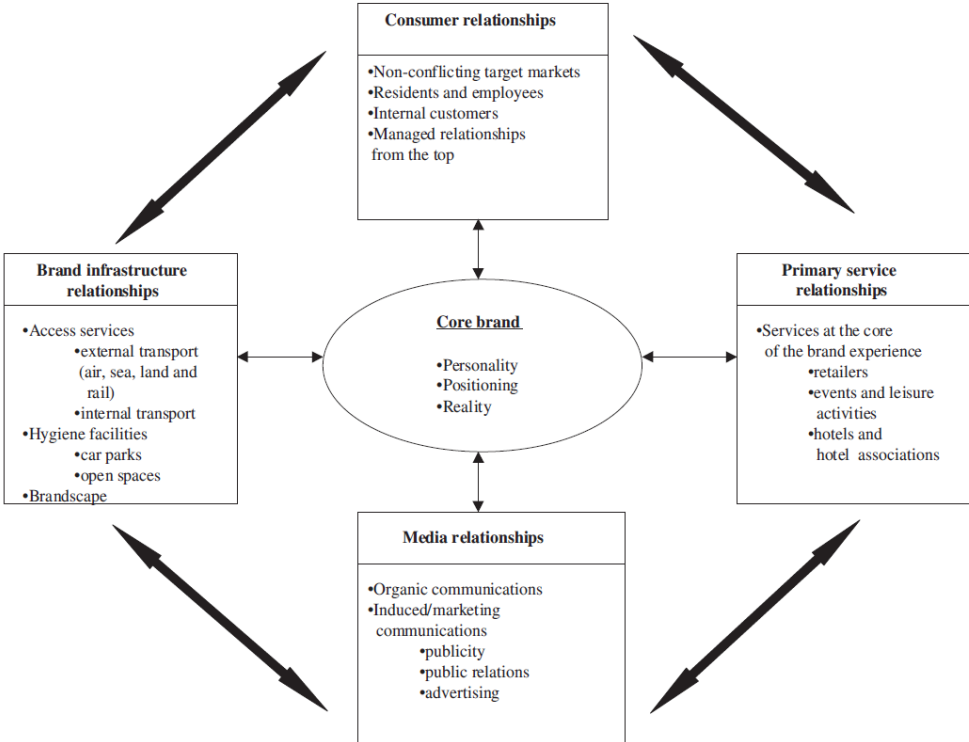
There are many different terms that professionals use to label the actions undertaken by places in order to make them appealing to tourists, investors, immigrants, and local citizens by creating an inviting image: selling cities, city marketing, remaking cities, tourism marketing, place marketing, destination marketing, place promotion, nation branding, city management, reputation management, competitive identity. As seeing the ambiguity and complexity of the concepts used in the literature, it is understood that city marketing perceives the city as a product using the term of selling while city branding refers generally management and planning terms;

therefore, since the research field of the study is urban and regional planning and the study deals with urban planning and management, the term “**city branding / image building**” is used throughout the study.

**2.3.2. Components and Characteristics of City Branding**

Ispas et al. (2015: 22) describe **city brand** from the perception view as “the sum of all perceptions and associations nurtured by people, with respect to that city”. Ispas et al. (2015) give example of Brasov, as defining it brand identity through having a logo and a slogan.

Hankinson (2004) conceptualizes city brands as four perspectives (communicators, perceptual entities, value-enhancers, and relationships), and they put forward the relational network brand, which positions the place brand as a core brand with a dynamic relationship with four categories of brand relationships.



**Figure 2. 8. The Relational Network Brand**

Source: Hankinson (2004: 115)



Hankinson (2004) characterizes one of the components of core brand, **personality**, through three attributes, which are functional, symbolic and experiential attributes:

<p><b>Potential functional attributes</b></p> <ul style="list-style-type: none"><li>— Museums, art galleries, theatres and concert halls</li><li>— Leisure and sports activities and facilities</li><li>— Conference and exhibition facilities</li><li>— Public spaces</li><li>— Hotels, restaurants, night clubs and entertainment</li><li>— Transport infrastructure and access</li></ul> <p><b>Potential symbolic attributes</b></p> <ul style="list-style-type: none"><li>— The character of the local residents</li><li>— The profile of typical visitors (eg age, income, interests and values)</li><li>— Descriptors of the quality of service provided by service contact personnel</li></ul> <p><b>Potential experiential attributes</b></p> <ul style="list-style-type: none"><li>— How the destination will make visitors feel (eg relaxed, excited or fascinated)</li><li>— Descriptors of the destination's feel (eg the city experience, vibrant or peaceful)</li><li>— The character of the built environment (eg historic, modern, green and spacious)</li><li>— Descriptors related to security and safety</li></ul>
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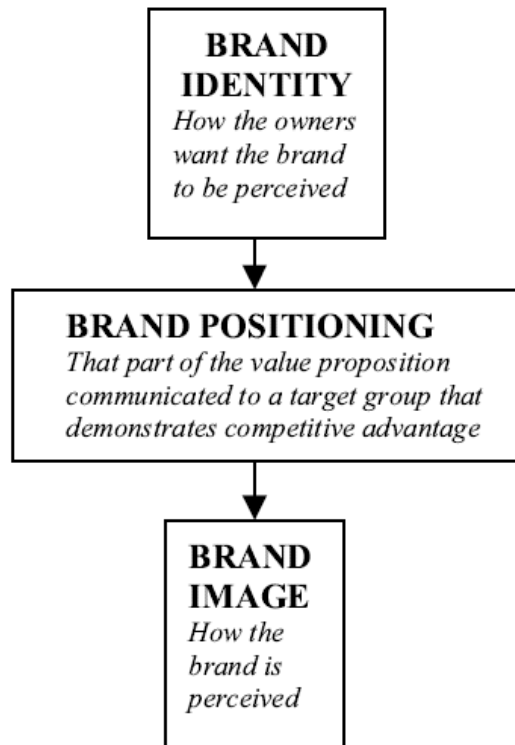
**Figure 2. 9. Attributes of Brand Personality**

Source: Hankinson (2004: 116)

Hankinson (2004: 118) states that a successful destination branding needs four main aspects:

- **Investment in buildings and brand infrastructure** sufficient to make the promised brand experience a reality
- A strong network of **stakeholder relationships** which all share a common vision of the core brand
- The selection of **target markets** which are consistent both with each other and with the character of the local community
- A **service-oriented approach** to the delivery of quality.

Kavaratzis and Ashworth (2006: 186) define place branding as the application of product branding to places, and brand components (brand identity, brand positioning, and brand image) are interconnected with each other.

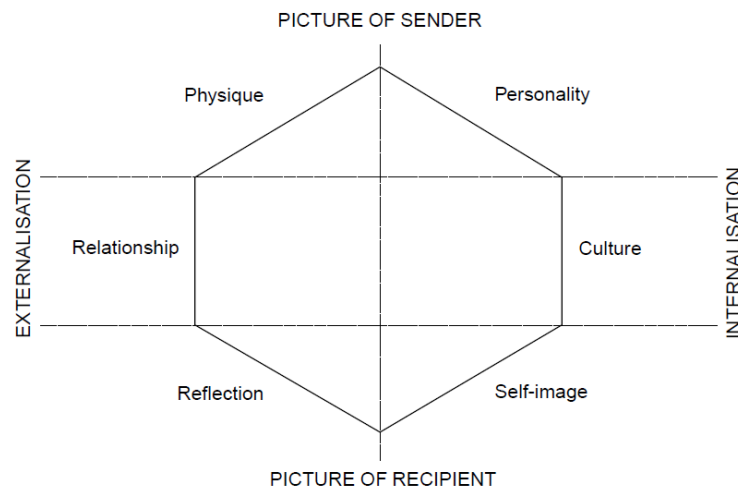


**Figure 2. 10. The Interconnection of Brand Identity, Brand Positioning and Brand Image**

Source: Kavaratzis and Ashworth (2006: 186)

Kavaratzis and Ashworth (2006: 186) define brand identity as “how the owners want the brand to be perceived”. Aaker (1996: 68) states brand identity as “a unique set of brand associations that the brand strategists aspire to create or maintain. These associations represent what the brand stands for and imply a promise to customers from the organization members”.

Brand identity also defined by Kapferer (2008: 187) through six facets, which are interrelated with each other and forming a well-structured entity; and describes this six-facet-paradigm comes from the concept of “Brands have the gift of speech. Brands can only exist if they communicate.”



**Figure 2. 11. Brand Identity Prism**

Source: Kapferer (2008: 183)

Besides brand identity, **brand positioning** is another critical component in city branding process. Kotler and Keller (2000) mention that segmentation, targeting, and positioning (STP) constitute the marketing strategy. Moreover, positioning is described as “the act of designing a company’s offering and image to occupy a distinctive place in the minds of the target market” (Ries, A. and Trout, J., 2000; cited in Kotler and Keller, 2000: 276). Anholt (2005: 97) states positioning is “everything where you place in the marketplace”. Kavaratzis and Ashworth (2006: 186) define brand positioning as “that part of the value proposition communicated to a target group that demonstrates competitive advantage”.

Besides brand identity and positioning, **brand image** is another critical component in city branding process. Kavaratzis and Ashworth (2006: 186) define brand image as “how the brand is perceived”. Riezeboz (2003; cited in Dinnie, 2016: 39) states **brand image** as “a subjective mental picture of a brand shared by a group of consumers”. The brand image is also defined by Newman (1957; cited in Echtner and Ritchie, 2003: 39) as “consisting of everything people associate with the brand”.

Bradley et al. (2002), in their study on importance of urban image to location decision-making processes and former industrial cities in the UK have overcome past

images, suggest that selected towns and cities succeeded in transforming their externally perceived images to strong and rejuvenated images, demonstrating the relationship between place promotion, urban image and urban development.

Avraham (2004: 471), in his study on media strategies for improving an unfavorable city image, suggest ten strategies in order to improve a city's negative image:

- Encouraging visits to the city,
- Hosting spotlight events,
- Turning negative characteristics into positive characteristics,
- Changing the city's name, logo or slogan,
- Cultivating the residents' local pride,
- Solving the problem that led to the formation of the negative image,
- Delivering counter-stereotypical messages,
- Ignoring the stereotype,
- Acknowledging the negative image, and
- Geographic association or separation in the campaign.

“Quality of life” and “satisfaction” are also studied in the researches of city branding. Andrews (2001: 202; cited in Riza et al., 2012: 294) defines “quality of life” as “satisfaction on the part of residents or visitors to a place”. Moreover, image and satisfaction of visitors/tourists are related with each other in a positive way (Riza et al., 2012: 294).

### **2.3.3. Fields and Assets of City Branding**

Making attractions, creating differences, and having satisfaction on target groups are some of the items in this process. In this process, cities especially work on regenerations and transformations, make creative and innovative projects, and use their various assets. Guardian Cities global brand survey<sup>1</sup> mentions attractions,

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<sup>1</sup> <https://www.theguardian.com/cities/datablog/2014/may/06/world-cities-most-powerful-brands-get-the-data>

climate, infrastructure (particularly transport), safety and economic prosperity as assets. Kowalik (2012) mentions tangible (infrastructure, strategy) and intangible (city brand awareness, image) brand assets through giving example on fairs.

City branding projects focus on various fields: culture, tourism, historical environment, architectural elements, transformation in urban space, mega-events, etc.

In **culture-based city branding** especially the terms of location/place/city are used. Culture has several types and forms (history, art, music, traditions, customs, originalities, food, craft, etc.); therefore, cities manage their branding through culture with the help of many different assets. Developing city brands, location branding, design and branding, culture and entertainment, tourism are subjects of many different cities and places such as Liverpool (Daramola-Martin, 2009), Berlin-Belfast (Northover, 2010), Rotterdam (Richards and Wilson, 2004), and Beijing (Olympic effect) (Zhang and Zhao, 2009). Richards and Wilson (2004) say that the image of Rotterdam as a *cultural destination* improved in 2001 through “Cultural Capital of Europe” event aiming to attract visitors and stimulate cultural consumption among residents, and as a result gained images in *designative and tangible aspects* (modern architecture and water), in the *character of the city* (multicultural, working city, international and dynamic), and also *culture and art*. (Daramola-Martin, 2009: 311), in his study on Liverpool-2008 European Capital of Culture which resulted in a city brand, states that the relationship among public sector, private sector, the arts and culture when combined in a symbiotic way, can have a transformational effect on place shaping. Stăncioiu et al. (2011: 169) contribute that in the study case of assessing/shaping the city’s image of Bucharest, both business and **cultural tourism** are dominant forms of tourism; therefore, Bucharest can be an attractive European city since it has an old identity and rich tourism heritage.

From the **tourism-based city branding**, especially the terms of destination, place and promotion are used. Tourism has several types and forms (summer, winter, plateaus, nature, sport, congress, etc.); therefore, cities manage their branding

through tourism with the help of many different assets. People want to visit/stay/live the history, geography, interesting and amazing things; therefore, tourism in terms of branding cities has a critical role especially with the positive outcomes to people and the country. So many countries and cities use the power of tourism with local or national supports/contributions and for their local/national outcomes result in prosperity in the society and economy. Places can use tourism for showing their potentials and improving themselves. Üner et al. (2006) define that in tourism marketing destination image has an important role and the factors of destination image are the information about the destination, factors of perceiver of the destination and information from outer sources and countries. Stăncioiu et al. (2011: 160) say that destination marketing has a central place for a successful tourism destination; moreover, tourism heritage and the perception of the city by different market segments are critical as the starting point of destination marketing.

From the point **architecture and design**, Muratovski (2012) argues on the need of design-led and based on social innovation policy combined with architectural theory and practice in city branding. Lau and Leung (2005) mention the contribution of city branding in creation of new synergies and cultural, economic and social development with the multidisciplinary attitude through graphic design, architecture, interior design, and product and design strategy. Riza et al. (2012) focus on the contribution of monumental and iconic buildings on the image of a city/place for the satisfaction of citizens and visitors. Harmaakorpi et al. (2008) emphasize on city design management (city topography, general impression, presentation and management) because it is important to design attractive living environment.

From the point **event-based branding**, as city events have impacts on city economically, physically and socially; therefore, media and people get interested in events such as sport, music, festival, fairs, etc., and the events affect the image of cities. Zhang and Zhao (2009) point out the limited impacts of Beijing Olympics on the city's brand. Smith (2005-I), in his study on sporting events as a reimagining theme for the contemporary city destination on Birmingham, Manchester and Sheffield, point out both promotional sides of sports reimagining and also the problems such as

deficient imageability displayed by new stadia and arenas, which creates a dual city from the point of perceptions: a city employing as a focal image and also considered incoherent by people.

Kowalik (2012), in his study on the influence of trade fairs on a host city brand on two cities from the eastern part of Poland, points out marketing strategies and their potential effects on city image and brand should be taken into account, which may occur the the transfer of an event image to the city through strategies.

Branding is used for making **reconstruct or rebuild** the existing **bad/ugly/undesired image of the cities or remake the city** as shown in the following table as examples of some researchers. Short et al. (1993) mentions that after the intense competition between cities for investment as a result of new regime of capital accumulation and spatial reorganization of society, the **reconstructing the image of an industrial city** of Syracuse included the marketing of a new image, constructing a new environment, reorienting a city's relationship with its physical environment and therefore replacing the discourse of modernity and industry with the postmodern and the postindustrial. Moreover, they state that the new image of Syracuse is partial, selective and contains implications which have markedly different re-distributional consequences for different sectors of the population (Short et al., 1993). Smith (2005-II) declares Barcelona has experienced its urban change from its problematic image to a positive image in recent years through the effective production of new synecdoche and connotations which are the two image change mechanisms; therefore, Barcelona is now a cultural, cosmopolitan, lively and aesthetically pleasing city through a the variety of initiatives which are Modernista, Sporting and Monumental Barcelona resulting in a "capital": capital of culture, capital of Catalonia and capital of SWEurope. In the process of reimagining, reimagining, remaking of the case of Singapore, Kwok (2007) talks about the cultural policy for enhancing Singapore's global competitiveness vis-à-vis other cities; moreover, he considers that the formulation and implementation of cultural policies in Singapore, and the implications of the relative absence of cultural politics for its

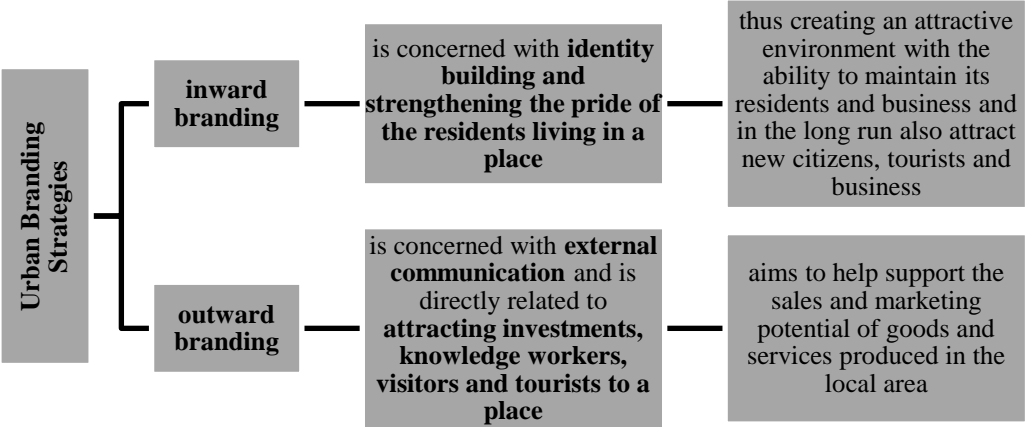
ambition to become a global city or a creative city.

Kaika (2010), in his study of **reinventing the icon, reimagining London and rebranding the city**, remarks the architectural form and the urban skyline, and states London’s new icons lie beyond style and height.

In the way to manage successful redevelopment projects through **urban-regeneration planning**, in the case of Bilbao, Sainz (2012) declares that urban design based on iconic buildings is one of the methods; however, it is not enough to create a new image through the spectacular landmark but more should be considered. She states that conserving the identity and culture of Bilbao and finding ways to apply the glocal model in the urban planning context should go along.

**2.3.4. Expected Outcomes of City Branding**

Jansson and Power (2006: 6) point out urban branding strategies are working in two directions; inward and outward branding:



**Figure 2. 12. Urban Branding Strategies**

Source: Author’s Personal Graphing from Jansson and Power (2006: 6)

We can categorize the outcomes of city branding under three headings: economic outcomes, social outcomes, and spatial outcomes.



## **The Economic Outcomes**

The purpose of branding is to achieve consumer perception that will deliver a sustainable competitive advantage; moreover, a city must function as a destination for employment, industry, housing, public transportation, and recreational attractions (Pfefferkorn, 2005). Jansson and Power (2006: 6) declare that brands not only attract investment, tourists, etc. to a place but also help marketing and sales of the products and services such places produce.

Inn (2004: 233) defines place marketing with its two parts: place assets making and place promotion, and states that the former is “the process of making the place-specific advantage or attractiveness”, and the latter is “the process that makes notice of it”. He also defines the objectives of place (city) marketing tools as raising the competitive position of the city, attracting inward investment, improving its images and establishing city identity (Inn, 2004: 233).

Attracting visitors, investment, skilled / knowledge workers, new citizen are some of the desired economic outcomes of city branding. Dubai is an important example with having a sharp increase in branding itself through artificial and iconic buildings; therefore, developments in tourism and culture result in local economic development. However, sometimes such efforts result in bad and negative economic condition; for example, Athens has had negative economic outcomes since Olympic event was organized in 2004.

## **The Social Outcomes**

Kavaratzis (2004: 70) explains why we need city branding, what city branding maintains, declaring city branding as the means:

- for achieving competitive advantage in order to increase inward investment and tourism,

- for achieving community development, reinforcing local identity and identification of the citizens with their city and activating all social forces to avoid social exclusion and unrest.

Helbrecht (1994: 528, cited in Kavaratzis, 2004: 69) answers the question of “why city branding” as stating:

“City marketing enables a new level of quality within the local development policy in terms of comprehensiveness, creativity and flexibility. New resources in the form of ideas, capital and local knowledge are mobilized for local policy. In this way city marketing enables a strategic approach to public planning in collaboration with the private sector.”

Socially motivated, socially satisfied and prospered people, feeling happy and secure are some of the desired outcomes of city branding activities.

### **The Spatial Outcomes**

Hankinson (2001: 136) explains that the primary role of branding in cities is building awareness by maximizing the adoption of a logo, strapline, symbol or icon as used in the phrases of raise awareness, an easy encapsulation of all the attributes, consistency, and identity.

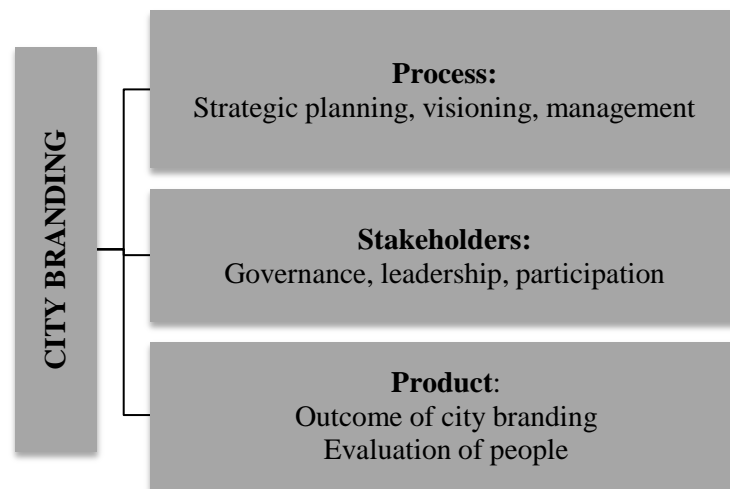
Asking the question of “in what ways a city can be seen as a brand?” Hankinson and Cowking (1993, cited in Kavaratzis, 2004: 65) say that “a brand is a product or service made distinctive by its positioning relative to the competition and by its personality, which comprises a unique combination of functional attributes and symbolic values”. The key to successful branding is to “establish a relationship between the brand and the consumer, such that there is a close fit between the consumer’s own physical and psychological needs and the brand’s functional

attributes and symbolic values” (Hankinson and Cowking, 1993, cited in Kavaratzis, 2004: 65).

Transformations, iconic shapes and skyscrapers in the space, well-services city spaces are some of the spatial outcomes of city branding activities.

#### 2.4. City Branding as Process, Stakeholders and Products

City branding paradigm has a wide umbrella of different professions and it has a process. Moreover, the process and outcomes of city branding strategies influence a wide range of groups: management groups, politicians, professionals, residents, investors, visitors, and media. Managing a city brand is far more complex than managing a product brand: more media, more messages, more actors, and more politics.<sup>2</sup>



**Figure 2. 13. City Branding in Process, Stakeholders and Product**

Source: Author’s Personal Graphing

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<sup>2</sup> <https://www.slideshare.net/EdoCHvanDijk/redefining-the-amsterdam-city-brand#btnNext>

### 2.4.1. City Branding Process

Pryor and Grossbart (2007: 294) declare that “place brands are inherently different from other forms of brands, and place branding is a process that derives from interpretive, rather than managerial, techniques”. Branding of a place, nation or city is defined as a complex process because of their great complexity of stakeholders in the process including several sub-processes.<sup>3</sup>

Karvelyte and Chiu (2011: 257), in their study on branding process of Taipei City, introduce five steps, which are

- Establishment of the planning group (optional stage),
- Research stage,
- Building the city’s brand identity (including identification of vision and goals and comprehensive branding strategy formation),
- Development and implementation of action plan; and
- Control and evaluation.

Pfefferkorn (2005: 133) states that there are five main points about city branding:

- Focusing on strengths and weaknesses,
- Obtaining concentrated facts,
- Obtaining qualitative research on the city,
- Devising a focused strategy in order to figure out the best course of action for the city brand, and
- Identifying the public face of communications for the city.

Paliwal, M. (2018)<sup>4</sup> mentions the importance of public relations, and systematic approach targeting each stakeholder in an effective city and, she mentions five steps for city branding:

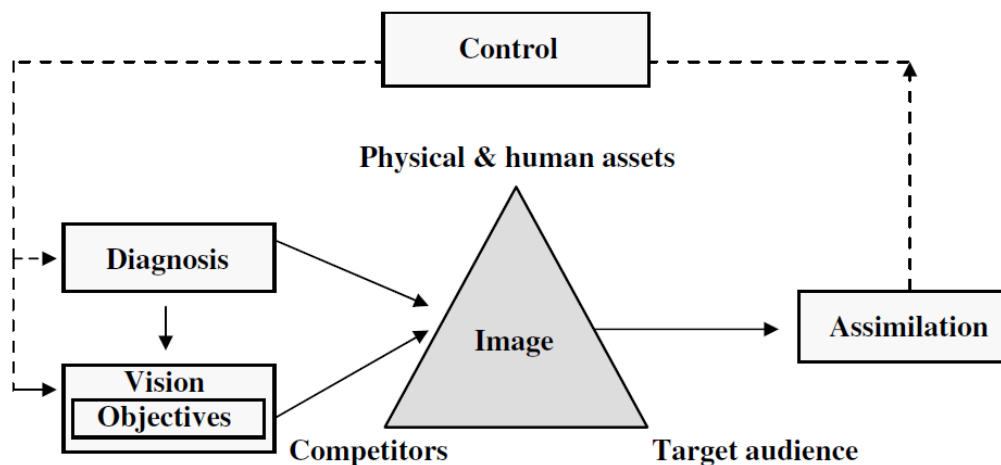
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<sup>3</sup> [https://en.wikipedia.org/w/index.php?title=Place\\_branding&oldid=832398065](https://en.wikipedia.org/w/index.php?title=Place_branding&oldid=832398065)

<sup>4</sup> <https://planningtank.com/city-insight/city-branding#>

- City audit to identify the strengths and weaknesses of the city,
- Construction of identity through discussions,
- Understanding competition and position finding,
- Creation of vision for city and listing of objectives, and
- Developing strategy to promote city or the process of “branding”.

Herstein and Jaffe (2008: 79), in the branding case of Holon (Israel), define five stages of rebranding a city from a negative image to a positive one: diagnosis, vision, image, assimilation and control which requires control and continuous adaptations due to new internal (local) and external (global) trends.



**Figure 2. 14. Re-branding of a City**

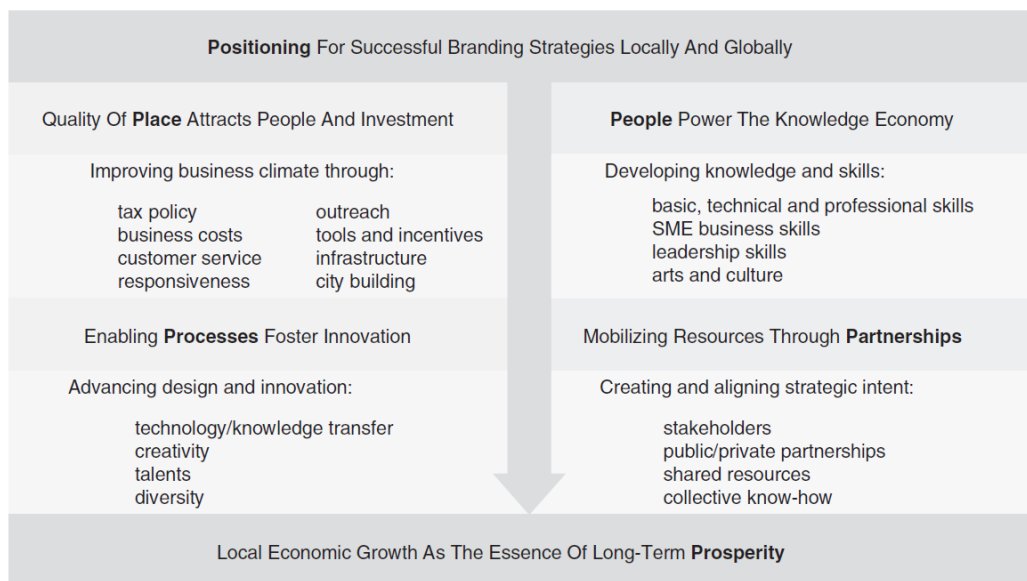
Source: Herstein and Jaffe (2008: 79)

Moreover, Sainz (2012) recommends that in order to be more effective, urban marketing and city branding should include the triangular interrelationships between the city (design, creation, etc.), the society (citizens, customers, etc.) and the image.

In the process of city branding, since various stakeholders are involved, it needs **management** mechanisms: integration, cooperation, etc. Gaggiotti et al. (2008: 117) declare that according to City Brand Management, there are four stages of designing

a brand strategy for a city which is summarized in the following figure.

- situational analysis (what are we now – place, people, processes, and partners),
- generation of options of what city can be (what our options are – prospects),
- what we want to be (positioning), and
- future actions (what we need to do – place, people, processes, and partners)



**Figure 2. 15. Ps in City Brand Management**

Source: Gaggiotti et al. (2008: 120)

Hankinson (2001: 140) explains the key factors which affect the brand's management:

- Organizational complexity and control,
- Management of partnerships,
- Product complexity, and
- Measurement of success.

Mahnken (2011: 67), in the study on branding-process of a metropolitan region (Berlin-Brandenburg), points out the importance of **internal communication**:

“The providing and conceptual integration of intermediaries in the field of knowledge-based institutions plays a fundamental role in the spatial arrangement”.

In city management, brand management or city branding are the methods for promoting cities (Gaggiotti et al., 2008; Ashworth and Kavaratzis, 2006). Ashworth and Kavaratzis (2009) describe city branding within the activity of city management use tools of **logos** and **slogans** for promoting themselves to their audiences of the city (investors, visitors, residents); moreover, they state that city branding has accumulated among different groups (academics, consultants and government officials). They add that city marketing needs to be thought as a complete and continuous process interlinked with all other marketing unlike many countries’ effort just promotional activities, logos and slogans (Ashworth and Kavaratzis, 2009).

Another tool in city branding for municipalities, city councils, etc. is using **online branding, World Wide Web (web) sites, media, social media, or advertising**. Freeman and Nguyen (2012), in their study on global print media, point out the role of mass media and its subsidiary branches influencing public perception. Avraham (2000: 363), in his study on images of cities in the news media, introduces an integrated model determining the amount and nature of cities’ coverage patterns in the national news media through four factors:

- The city’s characteristics: population size, geographical location, crime rate and number of national institutions,
- Editorial policy towards the coverage of the city (allocation of reporters, definition of “news” about the city and sources used, definition of target audience) and the personal background of the news people,
- Social-political environment in which the media operate (central values of society, political culture, etc.), and
- The public relations efforts made by the city.

Florek et al. (2006), in their study on place branding characteristics of New

Zealand’s City Council websites, make search on three tools of place brand identity communications:

- Place brand design: logo, maps, picture gallery, slogan, webcam, coat of arms, flag, video.
- Place brand behaviour: plans, policies, bylaws, sister cities, events notices/calendar, notices of projects, reports, news, public notices, community board/members details.
- Place brand communication: general information/overview about the city, contact information (e-mail, phone number, address), customized information for target audiences, search engine, links to related websites, feedback tools (online form, online forum).



**Figure 2. 16. Various Logos used in Various Cities**

Source: Paliwal, M. (2018)<sup>5</sup>

In the competitive globalized world in order to create attraction, cities use marketing techniques and build images; therefore, they attract not only its inhabitants but also the investments and tourists in the world. Cities place in the network with different **slogans, mottos** or **nicknames** such as New York (Big Apple), Paris (the city of light, city of love, and most romantic city), San Francisco (The City by the Bay),

<sup>5</sup> <https://planningtank.com/city-insight/city-branding#>



Rochester (flour/flower city), Berlin (the place to be), and Charlotte (The Queen City), Copenhagen (Open for you), Lyon (OnlyLyon), Glasgow (People Make Glasgow), etc.



**Figure 2. 17. Various Slogans and Nicknames used in Various Cities**

Source: Author’s Illustration of Picture 1<sup>6</sup>, Picture 2<sup>7</sup>, Picture 3<sup>8</sup>, Picture 4<sup>9</sup>, Picture 5<sup>10</sup> and Picture 6<sup>11</sup>.

Zhou and Wang (2014), in their study on application of social media tactics by Chinese cities for city marketing, put forward microblog platforms’ role in city marketing in China and their contribution to the publicity of city brands, and they introduce location based on service (LBS), Social Network Site (SNS), online tourism communities and online review websites as new social media platforms, which is called “new new media”.

<sup>6</sup> <https://www.etsy.com/se-en/listing/510658605/san-francisco-city-by-the-bay-hand>

<sup>7</sup> <https://steemit.com/facts/@sanevys/which-city-is-commonly-known-as-the-big-apple>

<sup>8</sup> <https://steemit.com/famous/@ali323029/is-paris-the-city-of-love-or-lights>

<sup>9</sup> <http://www.counter-peak.com/flowers-rochester-ny/flowers-rochester-ny-flag-of-rochester-new-york-rochester-ny-my-hometown3-november-birth-flower/>

<sup>10</sup> <https://suitesculturelles.wordpress.com/2013/11/14/berlin-detroit-montreal/>

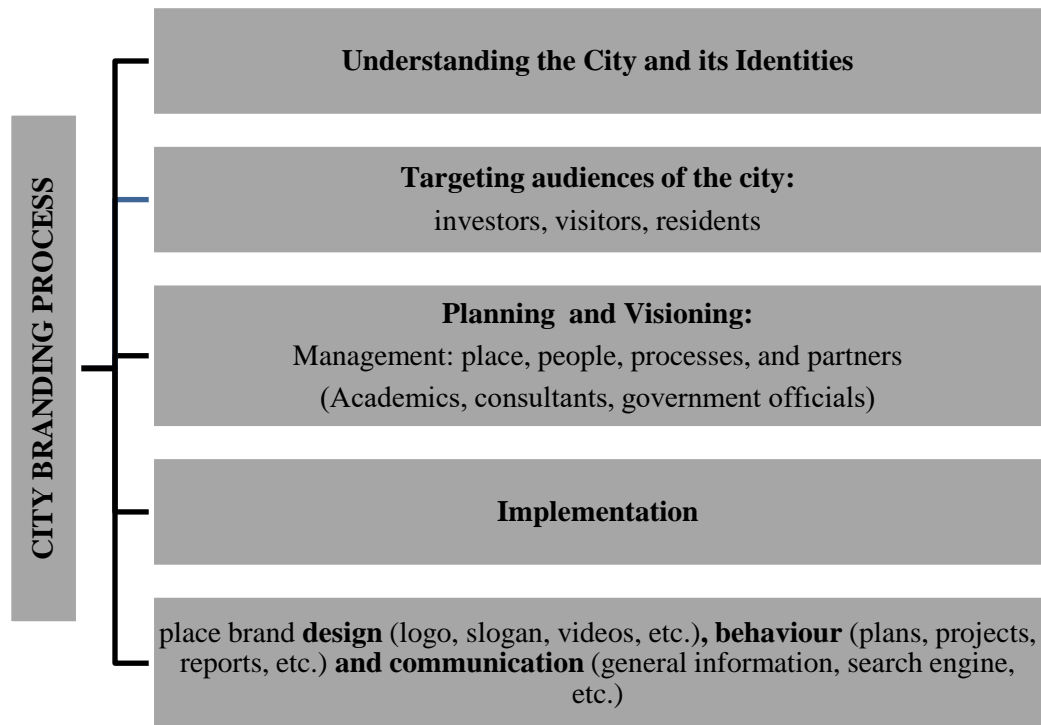
<sup>11</sup> <http://placesofvalue.com/2013/01/04/best-place-to-live-charlotte-nc-the-queen-city/>

**Table 2. 1. Old, New and New New Media**

<b>Media Types</b>	<b>Tools</b>
<b>old media</b>	TV, newspapers and magazines (Levinson, 2011; cited in Zhou and Wang, 2014)
<b>new media</b>	email, websites, online message boards, chat rooms, etc. (Zhou and Wang, 2014)
<b>new new media</b>	blogs and microblogs (e.g., Twitter), Wikis (e.g., Wikipedia), picture sharing sites (e.g., Flickr) and video sharing websites (e.g., YouTube), BBS (e.g., Tianya in China), SNS (e.g., Facebook, MySpace) and internet communities (e.g., Maopu in China) (Cao, 2011, and Levinson, 2011; cited in Zhou and Wang, 2014)

Source: Author’s Personal Rendering and Graphing based on (Levinson, 2011; cited in Zhou and Wang, 2014); (Zhou and Wang, 2014); and (Cao, 2011, and Levinson, 2011; cited in Zhou and Wang, 2014).

Therefore, the literature on steps of city branding mainly shows that an effective city branding process can be managed through starting by understanding city and its identity, then visioning and developing strategies for brand, and then implementations and evaluations of branding in the city. Moreover, it is understood that it is a work of management, including internal and external communication through media, advertising, etc. Furthermore, in order to address the target groups more than having a logo is needed in a successful branding process.



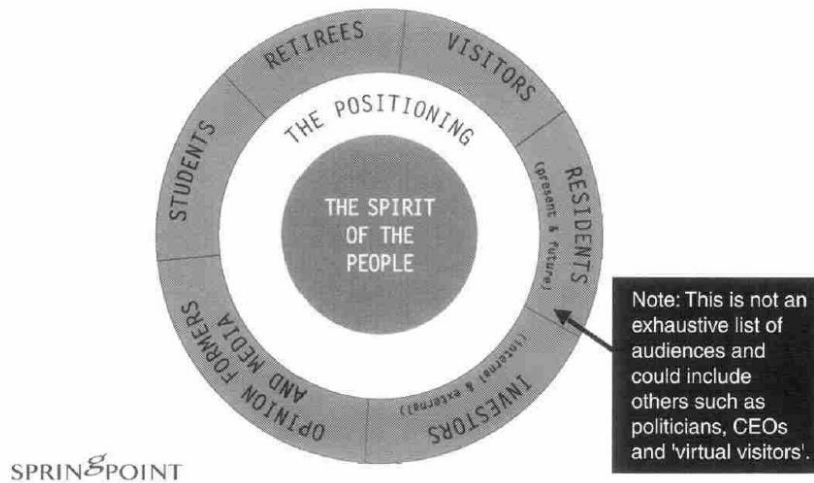
**Figure 2. 18. City Branding Process**

Source: Author's Personal Rendering and Graphing based on Ashworth and Kavaratzis (2009); Florek et al. (2006); and Gaggiotti et al. (2008)

#### **2.4.2. Stakeholders in City Branding**

It is observed from the literature that there are several stakeholders of city branding in the literature such as public sector, private sector, civil society, consultants. These stakeholders have different roles in the process of city branding, such as participation, governance, and leadership.

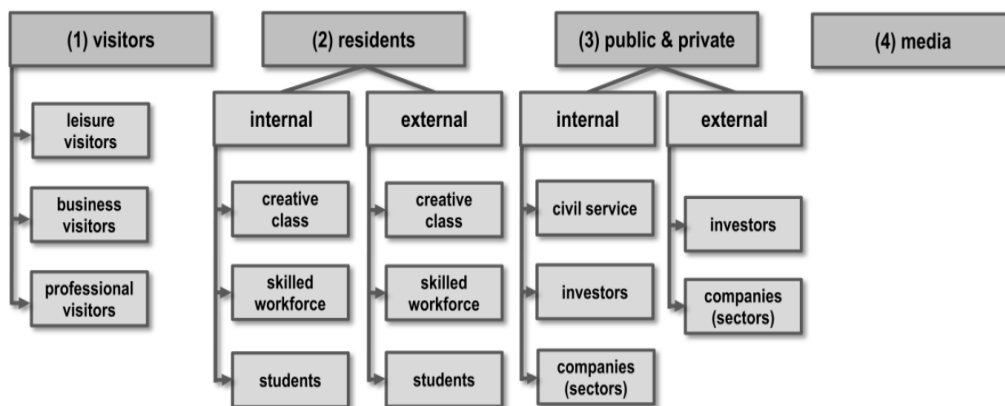
There are different categorizations of stakeholders in the literature. Gilmore (2002) shapes a circular for placing the spirit of people at the core and different stakeholders around.



**Figure 2. 19. The Brand at the Heart of the Country**

Source: Gilmore (2002: 286)

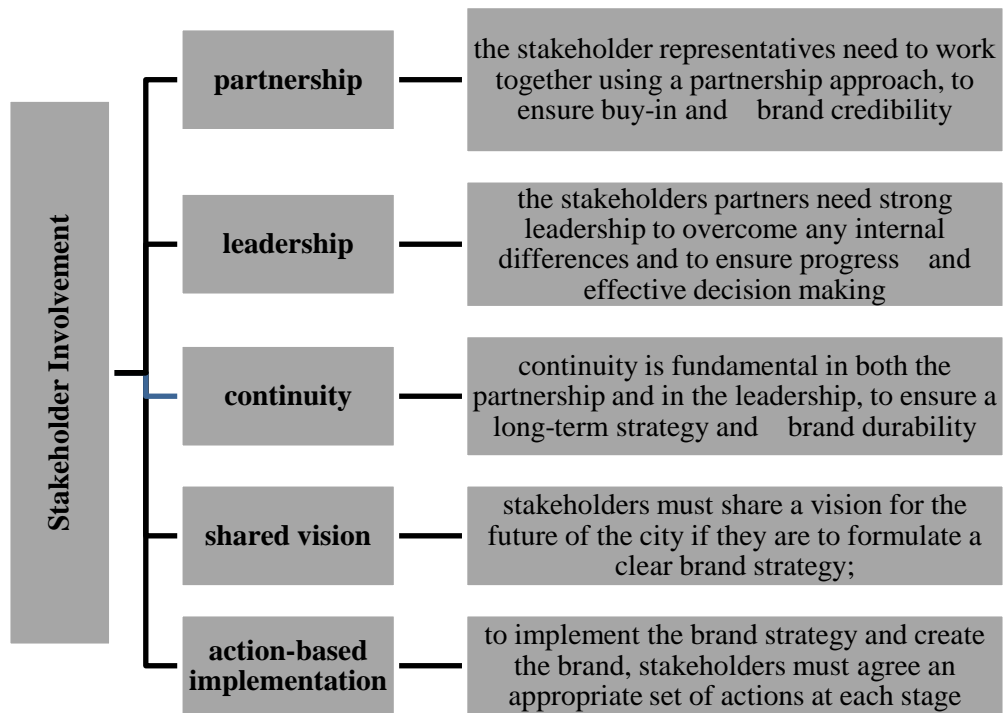
Beckmann and Zenker (2012) use three categories of Kotler et al. (1993) which are visitors, residents, and business; and a fourth one of Avraham (2004) which is media in shaping the core stakeholders in place branding.



**Figure 2. 20. Stakeholder in Place Branding**

Source: Beckmann and Zenker (2012: 2)

Eurocities (2010: 9) describes the stakeholder involvement is both from the city’s government and also private sector, tourism and civil society; and this involvement needs to meet a number of requirements: partnership, leadership, continuity, shared vision, and action-based implementation.



**Figure 2. 21. Stakeholder in Place Branding**

Source: Author's Personal Graphing based on Eurocities (2010: 9)

Governance is a result of the shift from modernist type of decision making, planning approaches, rationality to postmodernist type with the emergence of its friends which are active citizenship, direct democracy. Therefore, what local and national governments do through glocalization, governance concept in this competitive globalized world is critical in city branding. From the point of civil society, the main issues are the perception of the city and city brand/image, and the participation of the process of city branding.

Many European cities support their competitiveness through cultural and tourism development. In order to attract businesses and investors, international and domestic tourists or new residents, city marketing is needed with the contributions of **strategic planning**; moreover, focusing on culture and tourism through marketing heritage with the tool of strategic planning contribute to sustainability (Deffner and Metaxas, 2006).

The stakeholders that have the role of management (public sector, private sector and cooperation/collaborations) realize their city branding projects through policies. Every city has a different story on branding with their local development conditions, and every city has a different local leader. The local leaders have critical role in these policies since their contribution to city branding and its outcomes differ according to their vision/political view etc. The manageability of these leaders in institutional aspects and governance mechanism has effects on outcomes of city branding. Furthermore, linking global knowledge to local action is also critical. Moreover, it can be seen from the literature that in the roles of stakeholders, **governance** is critical in the reflections on city branding. Therefore, the triple of **partnerships, leadership and governance** can be the leading roles in city branding.



**Figure 2. 22. City Branding Process**

Source: Author’s Personal Graphing

**2.4.3. City Branding as a Product (People’s Evaluation on City Branding)**

Childlike or criminal, feminine or masculine, friendly or clammy, romantic or boring, old or new, secure or not secure, livable or calm, beautiful or ugly, complicated or simple, natural or artificial, harmonic or paradoxical are some of the answers that people (inhabitants, visitors, and investors) reply when asked the perception of the city and city brand (Alternative answers of the question are derived from the Peker, 2006).

Brand image is communicated through various channels in order to objecting specific target market.<sup>12</sup> Target markets are enterprises; decision makers, authorities, organization; residents; tourists with special interests at national, continental or international level; cultural, tourist and sport organizations at national and continental level (museums, galleries, exhibitions, etc.).<sup>13</sup>

Some definitions are made through the **people's perceptions** or **behaviors** and also **developing places and images**: Kavaratzis and Ashworth (2006: 185) argue that city branding centers on people's perceptions and images – mental maps of people. Anholt (2010: 7) declares that people's behavior on place branding as a way of enhancing the brand image of the place or making places famous. Ashworth and Kavaratzis (2009: 521) define branding as “only one of many possible instruments for managing and developing places and its effectiveness needs”.

Merrilees et al. (2012), in their study on two stakeholder groups: residents and businesses, find out multiple stakeholders have multiple brand meanings associated to a city brand.

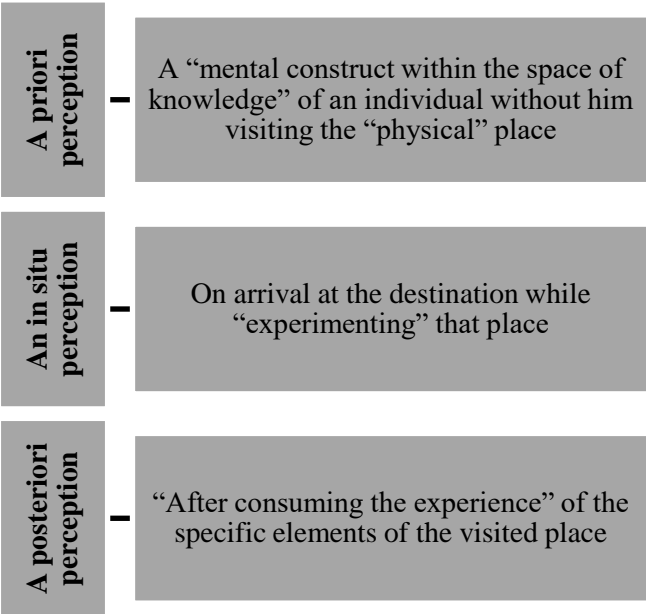
Kirvaitiene and Daunora (2004: 1) explain that image of city is understood as “mental understanding” of the essence of the city and projection of the distant images of the city; that is, “mental perception of the city means that every single individual creates for oneself when directly or indirectly colliding with the city and its environment”, and “countless existing images of the city were created while often or constantly contacting with the environment of the city”. They also state that mental image of the city is impacted by various factors: physical and social quality of the environment, scale of values and material ability to act for an individual and/or a society, and virtual image of the environment (Kirvaitiene and Daunora, 2004).

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<sup>12</sup> [https://en.wikipedia.org/w/index.php?title=Place\\_branding&oldid=832398065](https://en.wikipedia.org/w/index.php?title=Place_branding&oldid=832398065)

<sup>13</sup> [www.citymayors.com](http://www.citymayors.com)

There are three different images/perceptions in the perception/formation of a **city’s image** which are a priori perception, an in-situ perception and a posteriori perception explained in the figure below (Di Marino, 2008: 4, cited in Stăncioiu et al., 2011: 160).



**Figure 2. 23. Different Images/Perceptions in the Perception/Formation of a City’s image**

Source: Author’s Personal Graphing based on Di Marino (2008, cited in Stăncioiu et al., 2011)

**2.5. City Branding in Turkish Cities**

According to the **Tourism Strategy of Turkey 2023**, Strategy of City Branding is defined as “manage branding of cities rich of cultural and natural heritage and thereby convert them into a point of attraction for travelers” (Ministry of Culture and Tourism, 2007: 21). As some of the objectives of this strategy, four cities (Ankara, İstanbul, İzmir and Antalya) are chosen for development of city tourism; and fifteen cities (Adıyaman, Amasya, Bursa, Edirne, Gaziantep, Hatay, Konya, Kütahya, Manisa, Nevşehir, Kars, Mardin, Sivas, Şanlıurfa and Trabzon) are chosen for the revival of cultural tourism and initiating cultural efforts. Towards the objectives of the city branding strategy, architectural arrangements, transportation system



arrangements, cultural route arrangements, and physical and social arrangements are proposed (Ministry of Culture and Tourism, 2007).

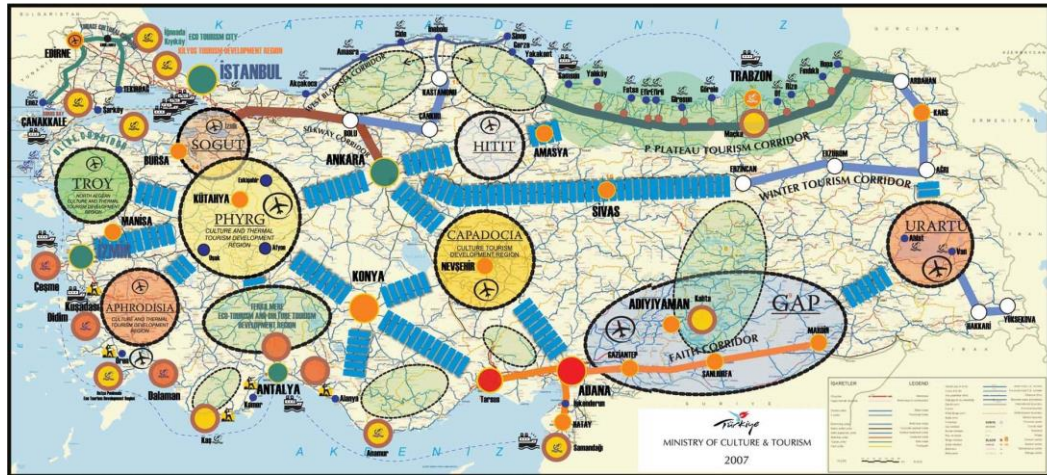


Figure 2. 24. Tourism Strategy of Turkey<sup>14</sup>

In Turkey, with 2023 Tourism Vision, 19 cities were determined to be brands and plans, projects and strategies related to these cities were started to be developed. Almost every mayor makes a “brand city” declarations, uses it in promises and propaganda, and being a brand has become a popular discourse in Turkey from very small sized towns to metropolitan cities. Therefore, the brand is used for city expressions for Istanbul, also for Foça and also Sivas.

Tek (2009) criticizes **Tourism Strategy of Turkey 2023** questioning the aim of making 19 brand cities, ambiguousness of the determination of these cities, unlimited budget for the project, lacking of feasibility and impact analysis of the cities, declaring that such a project cannot be successful in creating brand cities, and he adds two concerns in city branding: creating brand city is not a simple marketing and image creating project, and existence of top-down strategies of political and bureaucratic behavior.

<sup>14</sup> <http://www.kultur.gov.tr/Eklenti/906,ttstratejisi2023pdf.pdf?0>

City branding has become a popular discourse in Turkey, from very small sized towns to metropolitan cities, and almost every mayor has made a “brand city” declaration as they have used it as a propaganda item. When we look at media statements in Turkey, we generally see that city branding is like something famous in regions, cities, and also small settlements. Local leaders of municipalities (mayors), national leaders, and head of NGOs, writers in newspaper, academicians and students in universities have all been interested in this paradigm of “city branding”. Being a brand city is seen something eligible, popular and to be reached.

In web searches we see such cases: City of Tastes (Lezzet Kenti Adana in Turkish)<sup>15</sup>, Alaşehir is on the way to be a brand city<sup>16</sup>, “Our target is to make Antalya a Marquee City”<sup>17</sup> by Antalya Metropolitan Mayor Menderes Türel, Arsuz will be a brand city through projects<sup>18</sup>, “Alaçatı Herbal Festival” in brand positioning<sup>19</sup>, Bursa is a city brand<sup>20</sup>, Mayor of Diyarbakır Atilla says we will be a brand in tourism<sup>21</sup>, the concept of brand city is the “vision” project of Gaziantep, which does not fit into its cabin anymore<sup>22</sup>, the book of Antakya Brand City-opinion and suggestions<sup>23</sup>, Brand city Kars aims to increase tourism revenues<sup>24</sup>, Mersin Brand City workshop will be held in April 2015<sup>25</sup>, Target: Brand City Muğla by mayor Dr. Osman Gürün<sup>26</sup>, Brand City

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<sup>15</sup> <https://turizmreport.com/marka-kent-adana-uzerine/>

<sup>16</sup> <http://www.alasehir.bel.tr/alasehir-marka-kent-olma-yolunda.html>

<sup>17</sup> <https://docplayer.biz.tr/5629525-Our-target-is-to-make-antalya-a-marquee-city.html>

<sup>18</sup> <http://8gunhaber.com/haber/22673/arsuz-projelerle-marka-kentler-arasinda-yer-alacak.html>

<sup>19</sup> <http://www.yeniasir.com.tr/yazarlar/sezer-altan/2017/04/12/marka-konu-landirmada-alacati-ot-festivali>

<sup>20</sup> <http://bursadabirgun.com/bursa-bir-marka-kent-3111.html>

<sup>21</sup> <http://www.diyarinsesi.org/haber/baskan-atilla-turizmde-marka-olacagiz-108357.htm>

<sup>22</sup> <http://www.markasehir.com/siteic.php~id=&altno=13&back=false.html>

<sup>23</sup> <http://www.detayyayin.com.tr/ANTAKYA-marka-kent-Gorus-Ve-Oneriler,PR-1695.html>

<sup>24</sup> <http://www.aimsaddergisi.com/marka-kent-kars-turizm-gelirlerini-artirma-hedefinde/>

<sup>25</sup> <http://www.inovatifhaber.com/haber/marka-kent-mersin-calistayi-4-5-nisanda-yapilacak-11209.html>

<sup>26</sup> <http://yerelyonetimler.com.tr/2010/12/03/hedef-marka-kent-mugla/>

Pamukkale-Karahayıt Project in Thermal Health<sup>27</sup>, Sandıklı City Brand Symposium in 2014<sup>28</sup>, Trabzon Brand City Project<sup>29</sup>, Van Tourism is looking for the future<sup>30</sup>, etc.

According to **İzmir Urban Marketing Strategic Plan**, it was performed many analyses on different groups such as inhabitants of İzmir, businessmen, and investors in order to understand their perception on the city. Moreover, the plan aims to make people mention of İzmir in better ways, increase the number of tourist visit the city, increase the value of products and services produced in the city, and increase the (brand) recognition, honor and incomes of the city. This is also a technical study in the way to having the membership of EXPO 2020 through aiming not only to attract more tourists and investment to İzmir and also to increase the quality of living in İzmir (İZKA, 2010).

As seen from the media, there are huge saying/projects/studies for being a brand from the point of empirical side. From the academic search side, there is an increasing interest also.

Altınbaşak and Yalçın (2010), in their study to identify the perception of İstanbul especially focusing on the role of museums in contributing to the city image, put forward İstanbul is perceived as a culturally rich and exotic city, and also a brand city and an attractive touristic destination. Doğan (2006) examines the tacit knowledge and cultural markets in the example of Beypazarı and states that tacit knowledge has a critical role both for historical and cultural values and also for cultural markets and enterprises in this market; therefore, national assets and differences place a critical capacity for competitive advantages in the world. In their analysis of urban image of Kastamonu, Erkan and Yenen (2010) declare that the city

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<sup>27</sup> <http://www.pamukkale.bel.tr/h-71-pamukkale-heyeti-ek-cumhuriyeti-nde>

<sup>28</sup> [http://www.sandiklitso.org.tr/belgeler/e-kitap/Marka\\_Kent\\_Sandikli.pdf](http://www.sandiklitso.org.tr/belgeler/e-kitap/Marka_Kent_Sandikli.pdf)

<sup>29</sup> <http://www.dpdernegi.org.tr/marka.pdf>

<sup>30</sup> <http://www.daka.org.tr/panel/files/files/arsiv/Ara%C5%9Ft%C4%B1rmalar%20ve%20Analizler/Van%20Turizmi%20Gelece%C4%9Fini%20Ara%C4%B1yor%20C3%87al%C4%B1%C5%9Ftay%20Raporu.pdf>

has an original urban image through the interaction of its topography and its image elements in traditional pattern of the city. Üner et al. (2006) contribute that city image of İstanbul that the city has the capacity of desired travel destination by having *authentic cultural and historical attractions, fascinating landscape, hospitality of inhabitants*.

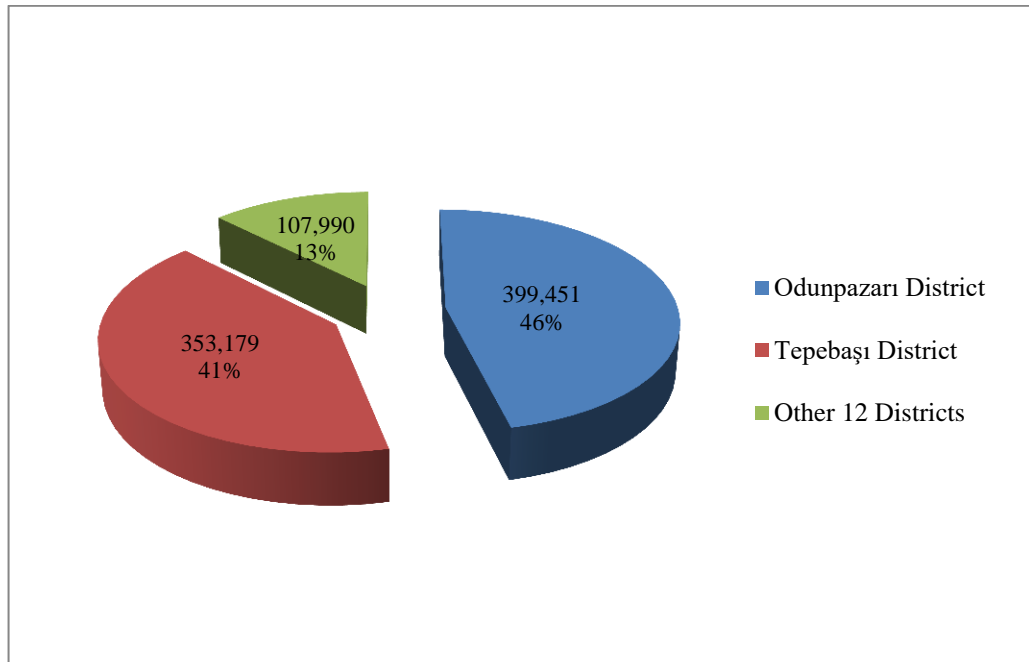
There is an increasing interest in academic studies in city branding, destination, marketing, etc. also for Eskişehir. There are Ms. And PhD degree thesis such as Urban Projects' Implementations Towards A European City: A Case Analysis Of Eskişehir Greater Municipality (Babadoğan, 2005), City Identity and City Identity Dimension of Urban Transformation: Example of Eskişehir (İlgar, 2008) or articles such as City Marketing and Urban Branding Through Urban Regeneration and Image Making as a Case of Eskişehir-Turkey (Aksoylu, 2012), The Importance of Urban Tourism for Hotel Marketing Policies: the Case of Eskişehir (Aksoz and Bâc, 2012), The Perception of Domestic Tourists Regarding Eskişehir's Cultural Tourism (Üsküdar et al., 2014).

## CHAPTER 3

### INCREASING IMPORTANCE OF CITY BRANDING IN ESKİŞEHİR

#### 3.1. The Selection of the Case Study

Eskişehir, as a medium-sized city with a population of 860,620 in 2017, is located in Central Anatolia Region. Porsuk River flows through the center of the city and divides the central area into two municipalities as Tepebaşı and Odunpazarı. The 87.45% of the provincial population belongs to the city center 46.41% Odunpazarı with 399,451 inhabitants and 41.04% Tepebaşı with 353,179 inhabitants.<sup>31</sup>



**Figure 3. 1. Population of Eskişehir Province in 2017<sup>32</sup>**

<sup>31</sup> <https://www.nufusu.com/il/Eskişehir-nufusu>

<sup>32</sup> <https://www.nufusu.com/il/Eskişehir-nufusu>

Odunpazarı and Tepebaşı were part of Eskişehir Municipality until 1993. When Metropolitan Municipality was founded in 1993, also these two municipalities were established within Eskişehir metropolitan center. In 2008 districts of Odunpazarı and Tepebaşı governorates were also established. In 2014 with the additional neighborhoods the districts' sizes were enlarged as the Eskişehir Metropolitan Municipality covered the whole province.

Keyman and Lorosdağı (2010) point out Eskişehir is called as the twinkling star of Anatolia, and explain the reason with its urban culture which has combined its historical richness and strategic potential with present day; eventually the city has a socioeconomically built structure. Moreover, in recent years, Eskişehir has ranked high among the provinces with high a level index in life quality and urban features. According to CNBC-E Business and Forbes Articles, Eskişehir ranked the 2<sup>nd</sup> most livable city in Turkey among 81 provinces in 2016.<sup>33</sup>

As the main argument of this thesis, it can be declared that Eskişehir has been pursuing a branding strategy through supporting the living conditions, which means that it has acquired a variety of social, cultural and physical equipment and has been fed by a more modern set of facilities since 1999, the year when Prof. Dr. Yılmaz BÜYÜKERŞEN started his work in Eskişehir Metropolitan Municipality as the Mayor and declared the city as a European city. As a result of this strategy through the created conditions and facilities, the city has become attractive and it has made a difference to a classical Anatolian city. As being a medium-sized city, Eskişehir has simultaneously been successful in the dimensions of livability.

### **3.2. The Changing City Identity of Eskişehir**

In this branding story of Eskişehir, Eskişehir has different identities in different periods. The identity has changed in time and Prof. Dr. Yılmaz BÜYÜKERŞEN is seen as a milestone in this process. In order to understand this process and different

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<sup>33</sup> <https://www.esgazete.com/gundem/Eskişehir-en-yasanabilir-2-sehir-secildi-h129339.html>

identities, the characteristics and history of the city are examined through a systematic and chronological way.

Eskişehir, which was the city of Dorylaion back in 3500 B.C., has continuously been settled down ever since. Dorylaion was a commercial city of Phrygians, who founded a big civilization in West Anatolia. In this period Dorylaion was famous for its spas and settled in the junction of roads. The city had been under the reign of Hittites, Phrygians, Lydians, Persians, Romans, Byzantines, Seljuk and Ottomans in history.

From the end of the 19<sup>th</sup> century to 1923, the city was a town developing under two main factors: the railway and immigrants. However, with the foundation of Turkish Republic in 1923, the city started to change through Republican instruments. In the 1960s, the city had dominant industrial character; in the 1980s, through the university founded in 1958, it gained an educational character. After the local government elections of 1999 with Prof. Dr. Yılmaz BÜYÜKERŞEN and municipalities, a new era for the city through many urban projects with a European City strategy started resulting in a livable city.

**Table 3. 1. Different Brand Identities of Eskişehir and Their Dynamics**

Year/ period	Brand Identity	Dynamics of Brand Identity
3500 B.C. (First Ages)	Dorylaion City based on agriculture and commerce	*Commercial city of Phrygians Famous for its spas and settled in the junction of roads Textile, forestry, mining Advanced agricultural activities polytheistic religion  *Under the reign of Lydian, Persians, Alexander Period
12. century B.C. (Hittites) 8. century B.C. Phrygians 546 B.C. (Persians) (Middle Ages)	Anatolian Civilization	*Romans advanced commercial activities  *Byzantines Christian effects recreational city (hunting, rest, resort town of byzantine empires)  *Seljuk war years Islamic civilization First settlement of Ottoman Empire.
From the end of 19 <sup>th</sup> century to 1923	Pre-Republican Ottoman Town  Agricultural Town  Ruined Town of Turkish War of Independence	*spas *depend on <b>Agricultural activities</b> *The Role of railway. *The Role of citizens/immigrants. * <b>one functioned city: agricultural</b>
From 1923 to 1960s	Railway and Immigrant Town  Republican Town to City	*The Role of foundation of Turkish Republic. The role of railway. *The Role of Sugar Factory and TÜLOMSAŞ of firms *The Role of tile factories. *The Role of citizens/immigrants. * <b>Multifunctional city: Industry and commerce</b>
From 1960s to 1980s	Industrial City	* The Role of Active NGO – Chamber of Commerce *Not becoming one of the “8 Stars of Turkey” *The Role of investments of firms *The Role of citizens.
From 1980s to 2000s	University City	*The Role of a Local Leader *The Role of citizens. *The Role of university students.
From 2000s till now	European City & Livable City	*The Role of a Democratic Local Leader *The Role of investments of firms. *The Role of high-speed railway. *The Role of citizens. *The Role of university students. *The Culture and Arts Capital of the Turkic World for the year 2013, and Capital of UNESCO 2013 Intangible Cultural Heritage

Source: Author’s Personal Rendering and Graphing



### 3.2.1. A Commercial and Thermal City in the Antique Period and middle Ages

Being in a fertile geographical area of Sakarya River (Sangarios), Eskişehir is suitable for agriculture and has been inhabited by many civilizations in different ages, being a city with a high cultural level, and has been a bridge between Asia and Europe (Atila, 2011). In Antiquity and middle Ages, Eskişehir was known as Dorylaion in Greek and Dorylaion in Latin, and the excavations made indicate the existence of Early Bronze Age, Hittite, Phrygian, Classical, Hellenistic, Roman, Byzantine and Ottoman cultures.<sup>34</sup>

During Hittite times, the region was the Beylic or a cult city of Hittites, after that it became one of the holy cities of Phrygians (Atila, 2011). As a Phrygian city, Dorylaion being in the junction roads that connect Central Anatolia to Marmara, Aegean and Mediterranean coasts had a thermal center, which contributed to the economic and social value of the city (Doğru, 2005).



**Figure 3. 2. Phrygian Traditional Regions<sup>35</sup>**

Ertin (1994) mentions that after the fall of Phrygian State, the city was captured by Lydians, Persians and Alexander. Moreover, during the Lydians, a significant part of

<sup>34</sup> <http://www.Eskişehirkulturenvanteri.gov.tr>

<sup>35</sup> <http://mapasimperiales2.webcindario.com/IMPERIOS%20DE%20ORIENTE%20MEDIO%20/Mapas%20Imperiales%20Imperio%20de%20Frigia.jpg>

the Royal Road passed through Yazılıkaya, Pessinus, and Gordion within Eskişehir, and the urbanization and development in Dorylaion started firstly with the Lydians' trade mobility (Atila, 2011). Later, in Roman times, **healing facilities** were built in Yazılıkaya (Atila, 2011), and the **commercial facilities** were highly developed (Ertin, 1994).

During the middle Ages, which started with the division of Roman Empire into two, the city was in the administration of Byzantine Empire, and Dorylaion still continued its **agricultural relations and production facilities as being a commercial city** highly under the control of Church, but with a **recreational character** (Ertin, 1994). Especially in Byzantine times Dorylaion **spas** were used by the empires **as a resting and entertainment place** on the way of İstanbul-İznik-Amurium (Doğru, 2005). In Byzantium times, Dorylaion became a **transit place in the second and third Crusades** (Atila, 2011), and the city with its plain area had the role of a **gathering place of the Byzantine armies** against Arabic and Turkish armies and these destruction and invasion movements destroyed the commercial life in the city (Ertin, 1994). After the battle with Crusaders ruled by I. Kılıç Arslan (Anatolian Seljuk State) from the high place of Dorylaion, the province is named **as Sultaneyüği/Sultanönü** (Turan, 1993; cited in Doğru, 2005: 10).

The ancient name of the **Porsuk** River was **Temros** (Doğru, 2005), after Eskişehir was taken by Turks, the river was renamed by Emir Porsuk who was the Seljuk commander known for his military activities in Central Anatolia and the Marmara region (Kayhan, 2005). Adalıoğlu (2011), in addition to Emir Porsuk, mentions another opinion on naming the river, which was the name of an animal living in the river called Porsuk. Moreover, the city is probably named as **“Eskişehir”** because of Dorylaion ruins (Ertin, 1994), after the collapse of Miryokefalon War between II. Kılıçarslan and Manuel Komnenos (Atila, 2011).

After that, the **modern ages of Eskişehir** started to be built for settling immigrants but without a plan or program, and with the increased population developing as an edge town, the new city is located in the skirts of the hill dominating the plain which

is far from the ancient city Dorylaion and spas (Dođru, 2005). According to the documents of the Ottoman archives, the old settlement of the city (Dorylaion) is then referred to as Şehröyük (Şarhöyük) as a small village (Adalıođlu, 2011: 110). In Seljuks' period, Christians dealt with art and craft as before, and Muslims with commerce and property ownership; moreover, significant changes were made in the city with various **architectural constructions**, for example Alaeddin Mosque in Odunpazarı, a major work of Seljuks, constitutes the first core of Eskişehir settlement (Ertin, 1994). The Seljuks used Eskişehir also as a winter resort for the attacks to Marmara (Atila, 2011: 21). In the middle of the 13<sup>th</sup> Century, when Seljuks got very weak, the city was given to Ertuđrul Bey who had been the father of the founder of Ottoman Empire (Ertin, 1994: 13).

There are two figures identified with the city of Eskişehir in this period: Nasreddin Hodja and Yunus Emre. "Nasreddin Hodja", the cultural ambassador of Turkish intelligence and the smiley face of Turkish and Islamic cultures in the world, was born in 1208 in Hortu Village of Sivrihisar District of Eskişehir Province, which is called as Nasreddin Hodja Town today (Dedebađı, 2010). Furthermore, it is believed that "Yunus Emre" has graves in many parts of Anatolia probably because of being a spiritual figure that is deeply integrated with each Anatolian person's life (Türkyılmaz, 2010: 45). Alagöz (2010: 34) points out that it is believed that Yunus Emre was born in a village around the Sakarya River in the 13<sup>th</sup> Century and died there in the first half of the 14<sup>th</sup> Century. Sökmen (2010: 6) declares according to historical sources that Yunus Emre is from Sarıköy in Mihalıççık, and the current name of this village is Yunus Emre.

It is observed that from Ancient times to Ottoman, the city had a **geographical advantage being in junctions of main roads, having fertile agricultural lands and commercial facilities, as well as a thermal capacity with its spas providing healing and recreational functions.**

### 3.2.2. A Pre-Republican and Agricultural Ottoman Town

İşcan (2006) points out that Eskişehir entered the dominance of Ottoman Empire in 1289; and as a center for the foundation of the Ottoman Empire, at the beginning Eskişehir was paid attention. Sultanönü Sanjak was the first settlement of Ottoman Empire (Ertin, 1994) and it is thought that the name of Eskişehir comes from moving the palace to “Yenişehir” by Sultan Osman (Gürol, 1949; cited in Ertin, 1994: 13).



**Figure 3. 3. Eskişehir Miniature Map made by Matrakçı Nasuh in 1534<sup>36</sup>**

We can read from the miniature of Matrakçı that **Porsuk** had an important role having various **religious and architectural constructions** around it and also the **spas**. Settled on a hill and having a separated spa area for long times, in the miniature, there are depictions of Odunpazarı Neighborhood (Sultanönü), Kurşunlu

<sup>36</sup> <http://www.Eskişehirkulturenvanteri.gov.tr>

Külliyesi (Islamic-Ottoman Social Complex), Alaaddin Mosque and its zawiya, and the spa area outside the river in the plain where hot water sources are located with a thermal center character (Veren, 2012: 13).

However, losing the flourished and developed character of Dorylaion, gaining a **military and strategic function** during the foundation period, it was neglected due to Ottoman policies as an Anatolian city caring Rumeli and western development and tarnishing during Jalali Riots in 1601; the city had the appearance of a **poor, dirty and small town** (Ertin, 1994).

Ertin (1994) mentions different visitors in different times describing the city:

- Dernschwams in 1554 as **“the city as severely destroyed”** (Kumann, 1890; cited in Ertin, 1994: 14),
- Evliya Çelebi in 1648 as **“a commercial area in plain land around spas and residential area in South on the hillsides, and city with rose gardens, vineyards and gardens, rich in grains around”** (Evliya Çelebi; cited in Ertin, 1994: 14),
- Katip Çelebi as **“a commercial area in plain land around spas and residential area in South on the hillsides, and city with rose gardens, vineyards and gardens, rich in grains around”** (Katip Çelebi; cited in Ertin, 1994: 14),
- Jouvin de Rochefort in 1680 as **“a small and crowded city with rich of milk, wheat and fruit trees”** (Texier, 1862; cited in Ertin, 1994: 15),
- Paul Lucas (Lucas, 1712; cited in Ertin, 1994: 15) and Tounefort in 1702 as **an uninspiring city consisting of two parts**, like described by Evliya Çelebi,
- Mac Kinnier (Kinnier, 1813; cited in Ertin, 1994: 15) in 1813 and Ainsworth (Ainsworth, 1840; cited in Ertin, 1994: 15) in 1840 as **a city consisting of two parts**,
- Tchihatcheff in 1853 (Tchihatcheff, 1855; cited in Ertin, 1994: 15) and H. Barth (Bart, 1860; cited in Ertin, 1994) a poor, as **a dirty and dead town**,

- Texier (Texier, 1862; cited in Ertin, 1994: 16) as **ruined despite being famous with spas.**

Ertin (1994) describes two factors that made changes in social structure of the city in the 18<sup>th</sup> century; the first factor is the loss of land in Rumeli and the **raising importance of agricultural production in Anatolia**; and the second is the revival of **commerce through meerschaum**. In the 19<sup>th</sup> century in various parts of Europe the workshops and meerschaum industry affected Eskişehir, and the meerschaum to be exported was taken from Eskişehir to the ports by mule or camel caravans through the caravan route between Eskişehir and İznik which is called as “**meerschaum road**” by A. Reinhart, and was transported to İstanbul from İznik and sent to Belgrade and Budapest, to the Viennese merchants (Gümüşsoy, 2013). This road was the “middle arm” in the Ottoman triple road system and was following the routes of İstanbul-Silivri-Çorlu-Edirne-Plovdiv-Sofia-Nis-Belgrade (Altunan, 2006, p. 75, cited in Gümüşsoy, 2013: 180-181).

**Eskişehir started to change from the middle of 19<sup>th</sup> century through two main factors:** The first factor is “**the immigrants who settled in the city after the Ottoman - Russian War**”. Indigenous dwellers and the migrated people from villages were living in the city center; however, Turks migrating from Crimea and Caucasia region after 1877-1878 Ottoman-Russian War made the city get crowded (Veren, 2012). Moreover, the city began to develop together with the beginning of the placement of the immigrants. Ertin (1994) explains that **immigrants from the Balkans and the Crimea** are the first effect in the stationary structure of the city. İşcan (2006) points out that with these immigrants the city began to get crowded and at the same time grew. He mentions that Huart (who visited the city in 1892) described **the city as getting starting to flourish and the houses spreading towards Porsuk River** (İşcan, 2006: 12). In addition to Crimean and Caucasian immigrants, after 1911-1912 Balkan War, Turks from Rumeli region also came to the city (Veren, 2012). Besides increasing population density, immigrants contributed to the **sustainability of life in Eskişehir** through performing a vital set of elements, such as ensuring the city’s increasing food needs and raising the number

of the national bazaars (Kırlı, 2011: 21). The immigrants, settled along the railway as a state policy. It both provided the need of settlement for immigrants, and also made provision against a possible war period; therefore, immigrants settling around the railway were the solution for housing and production with its transportation possibility (Önder and Kırlı, 2005: 133-134).



**Figure 3. 4. Porsuk River in 1890<sup>37</sup>**

The second major change in this period is the **Baghdad-Berlin railway**. The Ottoman government considered connecting the Haydarpaşa to Baghdad through a railway line from İstanbul to Europe, which would connect India with Europe; therefore, after constructing Haydarpaşa-İzmit part of Anatolia-Bagdat line in 1886, the construction and operation concession of İzmit-Ankara part of this line was given to the Anatolian Ottoman Şimendifer Company in 1888.<sup>38</sup> Moreover, the same company established with the German capital in 1893 opened up the Eskişehir-Konya, Alayunt-Kütahya sections, and the construction started from Eskişehir to Konya reached Konya in 1896.<sup>39</sup> Building of this railway was given to German entrepreneurs (Albayrak, 1995) and it reached Eskişehir in **1892** (Acar, 2009), the station building was firstly built by the British in **1892** (Koca and Karasözen, 2010), Eskişehir Traction Workshop (**Cer Atelier**) was established in **1894** (TCDD, 2017),

<sup>37</sup> [www.youtube.com/watch?v=XLFCBFgh3d8](http://www.youtube.com/watch?v=XLFCBFgh3d8)

<sup>38</sup> <https://www.tulomsas.com.tr/tulomsas-kurumsal/2/>

<sup>39</sup> <https://www.tulomsas.com.tr/tulomsas-kurumsal/2/>

and which is the basis of today's TÜLOMSAŞ (Şenol, 1994). In **1896**, in Cer Atelier, the first education center started to work (TCDD, 2017). It can be accepted as the birth of industry in Eskişehir and after that the city socioeconomically had a great leap (Acar, 2009). Ertin (1994) explains that Eskişehir was one of the Anatolian cities that invested in industry in Ottoman Period through Cer Atelier, serving both economic investments and job opportunities, and in further years having the role of educating masterful workers of industry. Engineers, technicians and workers especially from Germany flocked to the city (Güneş and Yakut, 2007; cited in Yakut, 2017: 129).



**Figure 3. 5. Eskişehir Train Station in 1900<sup>40</sup>**

According to the first census of Ottoman Empire, Eskişehir (rural and urban) population was 24.509; in 1881-1893 total population of Eskişehir was 65.084, which indicates the increase through migrations; moreover, in 1916 with the additional districts of Mihaliççık and Sivrihisar the total population reached 161.586 (Kırlı, 2011). Local people call the population components in Eskişehir as following names (Veren, 2012):

“‘Tatarian’ (*Tatar* in Turkish) for immigrants from the Crimean region; ‘Circassian’ (*Çerkez* in Turkish) for the immigrants from the Caucasus region; ‘Immigrant’ (*Macır/Muhacir* in Turkish) for the immigrants from Rumeli region, ‘Turkmen’ (*Türkmen* in Turkish) for the ones who live in

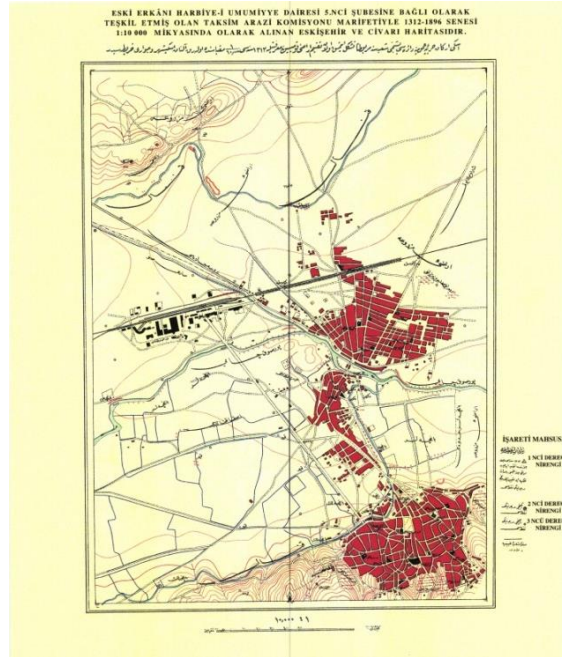
<sup>40</sup> <https://tr.pinterest.com/pin/517702919639923041/>



the mountainous region; ‘Fruiterer’ (*Manav* in Turkish) for the locals of the city who live in the upper neighborhood called Odunpazarı district.”



**Figure 3. 6. Porsuk River and Bridges in 1908<sup>41</sup>**



**Figure 3. 7. Eskişehir Map of 1896**

Source: Tepebaşı Municipality Archives<sup>42</sup>

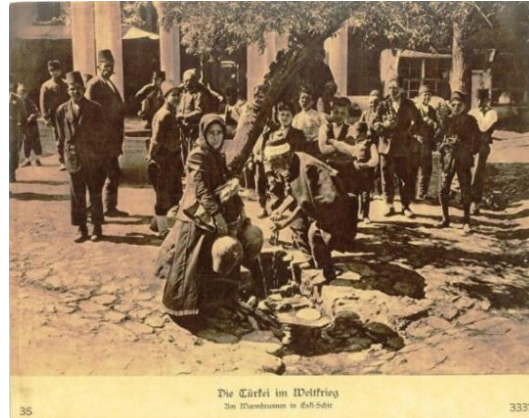
We can read through the map, **settlements in both sides of Porsuk** (Odunpazarı traditional settlement, developments spreading towards Porsuk as residential and commercial areas where Köprübaşı, Çukurçarşı, Taşbaşı and Sıcaksular –hot water–

<sup>41</sup> [www.youtube.com/watch?v=XLFCBFgh3d8](http://www.youtube.com/watch?v=XLFCBFgh3d8)

<sup>42</sup> Individual interviews in Eskişehir Tepebaşı Municipality, 2014-2018

Region are), the development of **railway**, and **small settlements towards railway**. Özaslan (2011: 90) mentions Porsuk River being generally a natural and physical element as an agricultural land joins to the urban space between Odunpazarı settlement area and bazaar area where hot water concentrates in.

Ertin (1994) explains due to the Balkans and the Crimea immigrants the population grew and therefore, the settlement grew to the other side of Porsuk for the first time; and with the railway the growth of the settlement in Eskişehir accelerated and has expanded beyond the railway line since 1890. İřcan (2006) points out that the main development of the city started after the railways started to operate. He mentions that E. Naumann described **the city as developing in the right side of Porsuk and having a view of a small city with the railway station** (İřcan, 2006: 12). Until 1920, the city developed around the Northern coast of Porsuk River and railway, and immigrant settlements are developed in coastal areas; moreover, Odunpazarı settlement and bazaar-hot water area started to get connected (Özaslan, 2011: 94). Here there is a pedestrian precinct called Hamamyolu where there are commercial facilities, one of the many identities of Eskişehir. Hamamyolu (*Hammam Way* in English) was previously used as a park and then transformed to bazaar area where the traditional foods, vegetables, milk, butter, and also clothing was sold (Esen, 2012).



**Figure 3. 8. Sıcaksular Region in 1914<sup>43</sup>**

<sup>43</sup> <http://www.sakaryagazetesi.com.tr/makale/kaz-ve-secimler-4488/>

Porsuk River had been influential in the development of the city as a natural and physical element until the Republican era, after that it has become an urban structure that is congruent with the changing socioeconomic, demographic and cultural structure of Eskişehir and that is continuously intervened and interpreted with the effect of the urban development and planning approaches of Eskişehir (Özaslan, 2011). However, those who first settled in the Porsuk region struggled with mosquitos, malaria and floods before reclamation work in the river (Özçelik, 2011).

After the end of 19<sup>th</sup> century, the development of the railway, the arrival of immigrants from the Rumeli, Crimea and Caucasus, moving some European workers and engineers to the city, the provision of new educational institutions all resulted in a revival in the urban life (Yakut, 2011). As in many Anatolian cities, the history of press in Eskişehir began after the proclamation of Constitutional Monarchy (*Meşrutiyet* in Turkish) (1908), and “*Nimet*” was published in 1909 as the first periodical publication of Eskişehir; after 1909 Eskişehir had a lively press world (Varlık, 2003). Moreover, “*Musavver Kaval*” was published in 1920 as the first humor newspaper in Eskişehir (Yakut, 2011).

Eskişehir became one of the centers with the earliest sensitivity in the face of war that started with the invasion of İzmir; and protests against the occupation of İzmir were held in Odunpazarı where about ten thousand people gathered together on Saturday, May 17, 1919 (Yetim, 2011).

Moreover, these two events have also shown the effect on the administrative structure of the city and revival of commerce, and railway have maintained the connection with the capital city İstanbul, and revival of finance, connections with rural parts as **having the role of commercial organizer** (Ertin, 1994: 20). Through the increase in production, in a short time Eskişehir became one of the major centers that meet the cereal needs of big cities, especially İstanbul (Güneş and Yakut, 2007; cited in Yakut, 2017: 130). The products were transported by trains, and the increase in demand resulted in also increase in the number of artisans dealing with cereal

(Acar, 2009). Moreover, with the development of railway, meerschaum, which had been the only income-generating product of the city for many years, was started to be exported to Vienna in an easier and cheaper way (Güneş and Yakut, 2007; cited in Yakut, 2017: 130).

The first bank in Eskişehir, Ziraat Bank, was founded in 1890 (Acar, 2009). Central government was performing regulations on Chamber of Commerce, and in **1893-1894 Eskişehir Chamber of Commerce and Agriculture** was established in order to facilitate the marketing of products to domestic and foreign markets and to provide professional solidarity (Acar, 2009). As a result of National Economic Policy of Governments of Union and Progress, joint stock companies began to be established and from the beginning of 19<sup>th</sup> century some families came into prominence; for example, **Eskişehir National Commerce and Industry Joint Stock Company** was established in **1916** as the first national joint stock company of Eskişehir (Acar, 2009). What is more, some public work was defined in the charter of this company: **building a dam on Porsuk River to generate electricity, lighting the city with electricity, setting up a 7-km-length tramway** (Acar, 2009). Moreover, **Eskişehir Farmer Bank Ottoman Joint Stock Company** was licensed by the decisions of Council of State and Council of Ministers (Prime Ministry Ottoman Archive; cited in Acar, 2009) and officially established in **1918** (Hakimiyet-i Milliye Gazetesi, 1919-1920; cited in Acar, 2009).

Other than the changes in railways, population, settlement character and economy, there were also changes in health, education, social life etc. This economic revitalization took attractions of non-Muslims who wanted to make financial intermediation to the city, and new settlements with houses and hotels grew in the surroundings of the **train station** (Acar, 2009). One of these hotels is still serving with the same name in a modern building around station, **Madam Tadia Hotel**. Madam Tadia, who was an old woman moved from Austria to this city in the 1890s, operated this very popular hotel and for a very long time this hotel was a frequent

place for travelers, poets and historians in Eskişehir (www.madametadia.com).<sup>44</sup> In the 1920s hotels were built around Köprübaşı and hot springs area (Demirkol, 2012).



**Figure 3. 9. Madam Tadia Hotel in the Railway Station Area**<sup>45</sup>

Furthermore, **missionary schools** were opened for the students and educated both the children of European workers in railway construction and the children of non-Muslims in the city, and there were **French and German primary and secondary schools** in the city (Acar, 2009). Moreover, the character in health and social services in the city of this period can be observed from local newspapers. For example, “*Metanel*” (1912; cited in Batur, 2017: 123) announces the services of a **doctor** called Ömer LÜTFİ in the profession of internal diseases, surgery and gynecological diseases; moreover, it announces about “The **Theather** Delegation in the director of Salim Bey from Eskişehir Armenian Club”.

There are two main reasons that disrupted the livelihood of Eskişehir, one is the great fire in the early 1900s and the other is the liberation of the city from the Greek invasion (Güneş and Yakut, 2007; cited in Yakut, 2017). In the city center, most of the pre-republican buildings were consumed by the two fires in 1905 and 1922 (Koca and Karasözen, 2010). At the beginning of 1<sup>st</sup> World War, the city was a bit more developed and economically more vital than other Anatolian cities; however, this changed in the war times as **a second stagnation period**, and at the end of the war

<sup>44</sup> <http://www.madametadia.com/>

<sup>45</sup> <http://www.madametadia.com/>

the city was occupied by the enemy forces (Ertin, 1994). During the War of Independence, the city gained **a military character** other than agriculture, commerce and workshop production (Ertin, 1994). Cer Atelier was used by national forces against occupation armies through producing army equipment (Şenol, 1994). Three of the five major battlefields of the Turkish War of Independence took place in Eskişehir, the First İnönü Battle, one of the most important battles of the War of Independence led by Mustafa Kemal Atatürk, took place in Eskişehir; moreover, having the key points of the War of Independence, it has worn out materially and spiritually in the war and the city became a ruined town when it was rescued on September 2, 1922.<sup>46</sup> As a result of the War of Independence in 1923, the **city had the view of a rundown and evacuated town** (Ertin, 1994: 22).

It is understood that in this period just before the foundation of Turkish Republic, although there were the bad conditions that the war period created, the city had the identity of being an important center due to its central position geographically and being in the location of Baghdad-Berlin Railway. This shows the main advantage of “transportation” that the city had which is held by governmental tools (arising from international policies of Empire) and which **started radical changes in the city in different dimensions: economic, spatial, administrative, social, cultural** etc.

### **3.2.3. A Republican, Railway and Immigrant City**

As being in a junction location of national transportation and having great contributions to acquisition of National War, after the war the railways of Eskişehir to İstanbul and Ankara and also the bridges were repaired (Yetgin and Yılmaz, 2014-I). In 1923 Turkish Republic was established and Mustafa Kemal Atatürk as the founder of this state declared that “*The new Turkish State will be a state of economics.*” therefore, the goal was to achieve welfare in the country through many regulations and revolutions in different fields. In that respect in the first years of the Republic, industrialization through founding plants in different cities in Anatolia was

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<sup>46</sup> <https://tr.wikipedia.org/w/index.php?title=Eskişehir&oldid=19659000>

aimed at. With the foundation of **Turkish Republic**, the city started to become a modern city through investments (Yetgin and Yılmaz, 2014).

In 1925, the administrative structure was transformed from independent sanjaks to province (Yakut, 2010). According to the State Annual of 1925-1926, the population of Eskişehir sub-district (*Kaza* in Turkish) was 142.871 in 1924 (Erşan, 2011).

Through breaking from central capitalist countries and applying an independent industrialization strategy came to light in Turkey in the 1930s and ended with the beginning of the 2<sup>nd</sup> World War; after that 1<sup>st</sup> Five-Year Plan (1934-1938: statist and protective industrialization model which gives priority to textile industry, but also invested on mine, paper, glass) and 2<sup>nd</sup> Five-Year Plan (1939-1943: main goal as industrialization) were prepared in the 1930s, which commissioned İş Bankası and Sümerbank for investments; moreover Rapid Industrial Plan in 1946 and Turkey Economic Development Plan in 1947 for 1948-1952 were prepared (Eşiyok, 1999).

Therefore, the advantage of Eskişehir in railway and location made a growing effect in the **city through the republican implementations** and Eskişehir was invested with industrial and commercial developments especially through **local traditional industry** in those years. In other words, the city was shaped through such main changes through republication: **developments in railway sector, aircraft maintenance workshop, new industrial investments, new commercial and touristic investments, educational developments, rural-oriented projects, urban planning and changes in the city macro form, and therefore changes in social and cultural structure.**

After the public investments were concentrated in the first years of the Republic, the city became **an industrial city as well as a commercial center** (Koca and Karasözen, 2010: 193).

## Developments in Railway Sector

Anatolian Railways General Directorate was established in Eskişehir in 1920 and **Behiç ERKİN** was assigned as the General Director (TCDD, 2017: 26). In 1924, Cer Atelier was nationalized and assigned to Turkish Republic (Ertin, 1994). Through the laws dated 1928, 1934, 1935 and 1937, the railway lines, which were constructed and operated by Foreign Enterprises were nationalized; and the name of Directorate General of State Railways and Ports was changed to Turkish State Railways (*TCDD* in Turkish) under the Ministry of Transport with a Law dated 1953 (TCDD, 2017). Behiç ERKİN died in 1961 and as he willed in his testimonial, he was buried where trains exist in the separation of Afyon, Kütahya and İstanbul railways (EskiYeni, 2011).

The railway created bureaucracy in the city; moreover, there was an increase in the number of civil servants living in the city and workers and technical staff working in railways in addition to immigrants from Balkans and Caucasus (Yetgin and Yılmaz, 2014-II: 49).

Foundation of railway was not only industrially based but also on creating social aspects in the city. For example, in **1930 “Eskişehir Demirspor”** (*Demirspor* in English) was established as the first sport club in Cer Atelier (TCDD, 2017). Therefore, in 1930, the city was facing **a social and cultural transformation** which was based on this workshop since the families of the workers were introduced to various sports such as cycling, tennis, etc. with the help of Demirspor Club and many cultural meetings such as Republican Balls or open air concerts (Kiper, 2012). Moreover, in 1939-1940 football seasons, Demirspor became Turkey Champion (EskiYeni, 2011).

Moreover, in **1934 TCDD Eskişehir Hospital** was established, in **1942 Vestibule School** (*Çırak Okulu* in Turkish) was opened in Cer Atelier and in **1950 Directorate of Training Courses** were opened (TCDD, 2017). With the help of the Vestibule School, the demand for trained and qualified personnel in the industry and railways



was supplied to a great extent and then these personnel also made transitions to different professions (Çiftçi and Kıvrak, 2009: 18).



**Figure 3. 10. İstasyon Street in 1946<sup>47</sup>**

### **Aircraft Maintenance Workshop**

“Eskişehir Aircraft Maintenance Workshop” (*Hava İkmal Atölyesi* in Turkish) started working in 1926 which was established for the repair of military aircraft and other vehicles in 1925, later it was named as “Aircraft Troop Maintenance Workshop”, and in 1930 started to work as “Eskişehir Aircraft Repair Plant”, which was the core of today’s “Air Supply and Maintenance Center Command” (Acar, 2009: 70). In 1942 it started to widen its activity area through providing maintenance to other aviation unions other than Eskişehir (Ertin, 1994). Moreover, the workshop grew in 1967 through jet motor revision, in 1970 through accessories ateliers, and in 1994 through any repair and maintenance of jet aircrafts, technologies with laser and measurement of material quantities by irradiation, making electronic measurements, and producing parts according to world standards (Ertin, 1994).

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<sup>47</sup> <https://www.youtube.com/watch?v=XLFCBFgh3d8>

## New Industrial Investments

During the period of 1923-1950, the development of Republican investments on industry was developed by both public and private sector. In that period, there were two types of industry in the city (miller and tiller), and these had influence in the foundation of cement plant (Acar, 2009). In 1927, Law for the Encouragement of Industry was declared. After that till 1950, it was the period of private sector that initiated **industries based on stone-soil and food**; therefore, factories started to produce Marseille tiles which were imported abroad until 1927: in Kurt Tiles in 1928, Çift Kurt Tile in 1933, Aslan Tiles and Yasin Çakır Flour Factories in 1938, Fil Tiles in 1942, Kartal Tiles in 1944, Güneş Tiles and Doğan Tiles in 1946, Gümülcineli Flour and Gamgam Flour in 1948, Kılıçoğlu Brick and Tiles in 1949, Mühendisler Flour in 1953, Örnek Flour in 1959, Pak Flour in 1965, Kamışlı Ateş Brick in 1968, and Kanatlı Flour in 1969 (Ertin, 1994).

Baraz (2010) examines 26 senior businesses founded before 1940 and still working, some of them are Zeytinoğlu (1847), Oraylar (1915), Kemal Kükreler (1915), Çetintaş (1923), Başbörekçi (1924), Rahmi Yılmaz (1924), Demirler Rulman (1925), Karakedi Boza (1925), Niyazi Triko (1926), Şapkacı Şevket (1928), Şensarı Asvalt (1929), Demircioğlu Gıda (1930), Ahenk Müzik (1930), Tuzcular (1930), Ünalın (1933), Çift Kurt Kiremit (1933), Aşevi (1933), Zeyrekler (1936), Hüsnüniyet (1936), Bozkaya (1936), Celepler (1940), Odunpazarı Ekmek (1940), Sarar Giyim (1944), Trakya Lokantası (1946), Heriş (1951) and Hatipoğlu Cam (1951). Baraz (2010) declares as the findings of his study that immigrant family members made important influences in Eskişehir, and entrepreneurs explain the secret of continuity and success in family businesses with children's composition, being honest, and establishing proper relationships within the family.

Baraz (2010) describes that from the beginning of the 1900s Cer Atelier-TCDD (which evolved to Turkish Locomotive and Engine Company Inc., *TÜLOMSAŞ* in Turkish), Sugar Factory and Air Supply Center operated in Eskişehir like a “school” with their educating influence on the city which can be seen from the workforce,

those who arrived at these establishments and separated or retired from them, set up their own workplaces, and the development of the metal industry in Eskişehir which has great influence on the market share of stove manufacturing in Turkey. Özelçi (1994) also mentions the contributions of immigrants from Bulgaria to the social and economic development of the province settled in Eskişehir in 1951 bringing the ability of working discipline, knowledge and experience, which resulted in the development of the stove usage spread and constituting a new branch of industry. These investments show the power of **local leadership**, which constitutes the **traditional industry of Eskişehir** and give way to the development of Eskişehir till now, some of these companies still in economic life as local enterprises, while some of them are now providing their products internationally, such as Sarar, Kılıçoğlu and ETİ.

**Eskişehir Sugar Factory** was opened in **1933** by Anatolian Sugar Factories T. Joint Stock Company.<sup>48</sup> Anatolian Sugar Factories aimed to produce its own machines; for this purpose, in order to meet and repair the spare parts of the machinery manufacturing workshop, Eskişehir Sugar Factory started to work with workshops consisting of workshops, forks, trenches, carpenters and chests; and Eskişehir Sugar Factory became the core of the Machinery Factory.<sup>49</sup>



**Figure 3. 11. Aircraft Maintenance Workshop and Sugar Factory (behind)<sup>50</sup>**

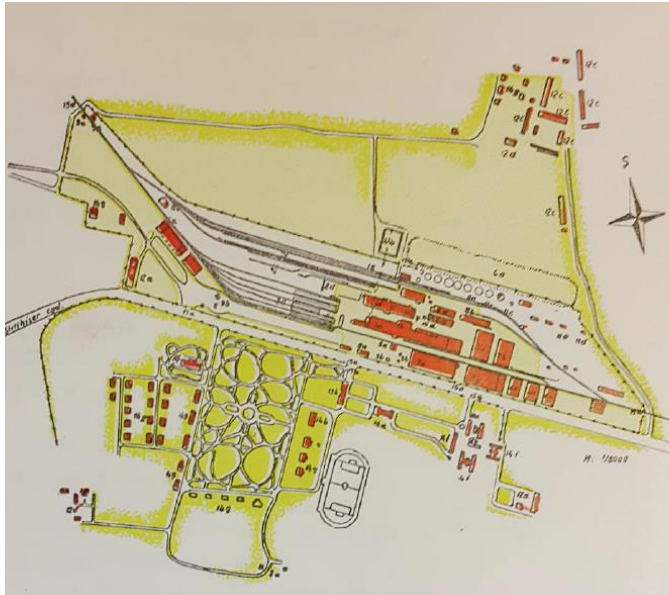
<sup>48</sup> <http://www.turkseker.gov.tr/tarihce.aspx>

<sup>49</sup> <http://www.turkseker.gov.tr/MakinaFabrikalari.aspx>

<sup>50</sup> <https://www.youtube.com/watch?v=XLFCBFgh3d8>

Moreover, the machinery and facilities of the sugar factories established in 1951-1962 in order to supply all of the needs of Sugar Factories from within the country were manufactured in the workshops of Eskişehir, Turhal and Erzincan to the extent possible.<sup>51</sup> This factory has made contributions to the city in the field of agriculture and also banking because of increasing demands of big farmers who started to grow sugar beet for loans (Acar, 2009: 64). Like Cer Atelier, Sugar Factory also included many other facilities other than its factories. The factory brought socio-economic and socio-cultural vitality to the locality (Yakut, 2010). Taygun (1993: 150; cited in Oğur, 2015: 49) states that

“Sugar industry as a whole constituted ‘a sugar family’ that included factories, dwelling-houses, guesthouses, restaurant, school, mosque, student dormitories, family meetings, campaigns and new year balls, cinema, children’s garden, sports (football, wrestling, bicycle, tennis, basketball, volleyball), cultural association, jazz community, sales store, saving and charity fund, association of establishing and maintaining charity, parks and gardens, hospital, swimming pool.”



**Figure 3. 12. General Location Plan of Eskişehir Sugar Factory**

Source: Veldet (1958: 407; cited in Oğur, 2015: 34-133)

<sup>51</sup> <http://www.turkseker.gov.tr/MakinaFabrikalari.aspx>

## **New Commercial and Tourism Investments**

In this period, economic activity in the city was accelerated and the city was getting economically vital through foundation of companies and building hotels which contributed to industrial and touristic developments.

In addition to its contributions to national industrial development, Eskişehir Sugar Factory also had great influences on the revitalization and Turkification of the urban economy and reconstruction of the **Commercial Exchange** and the **Chamber of Commerce** (Yakut, 2010: 10). **Eskişehir National Commerce and Industry Joint Stock Company**, established in **1916** as a first national joint stock company of Eskişehir continued to work under the name of **Eskişehir Meerschaum Mine Joint Stock Company** since **1924** for producing and exporting meerschaum; moreover, the second local bank, **Eskişehir Bank Turkish Joint Stock Company**, was established in 1923-1930 with initiatives of the parliamentarian of Eskişehir, **Emin SAZAK** (Acar, 2009). Moreover, in 1925 Commercial Exchange was established (Ertin, 1994).

**Mesut Zeytinoğlu** had great effort in the developing of Eskişehir Bank Turkish Joint Stock Company, and the Bank then started to invest in industry sector; furthermore, **Zeytinoğlu, Kılıçoğlu and Kanatlı Families** established **Eskişehir Cement Plant Joint Stock Company** in **1953** and this bank also partnered this company (Acar, 2009).

Eskişehir was not a promising city in terms of tourism at that time; however, people coming to the city for health reasons, bathing and industrial investments made the need for accommodation in that period (Yetgin and Yılmaz, 2014-I: 70). During the restructuring period after Greek occupation, hotels were built in different places: Şeref Hotel around train station and Yolcu Hotel on Muttalip Street (Hakimiyet-i Milliye, 1338; cited in Demirkol, 2012). Moreover in 1923-1938 Porsuk, Tan, Bozan, Yeni, Eskişehir Palas Hotels were built and Yıldız, Yolcu Konağı, Bursa,

Sakarya, Safa, Kayseri, Sebat Hotels were opened (Anonim, 1938; cited in Demirkol, 2012: 20-21). Also, there were hotels in hot water area: İstanbul Hotel in 1924, Köprü Palas in 1925 (Demirkol, 2012), and Porsuk Turing in 1927-1930 (Yetgin and Yılmaz, 2014-I).



**Figure 3. 13. Porsuk Turing Hotel Front View**

Source: Yetgin and Yılmaz (2014-I: 73)

### **Educational Developments**

Since the rapid industrialization in the first years of the Republic, educated man power was needed; therefore, many schools were built in Eskişehir mostly on treasury and donation areas; moreover, the education buildings in this period mainly were located on Atatürk Street that connected train station to Odunpazarı Region and also in immigrant neighborhoods (Güldoğan, 2012). In further years, the educational facilities were built in different neighborhoods according to the spreading of the city.

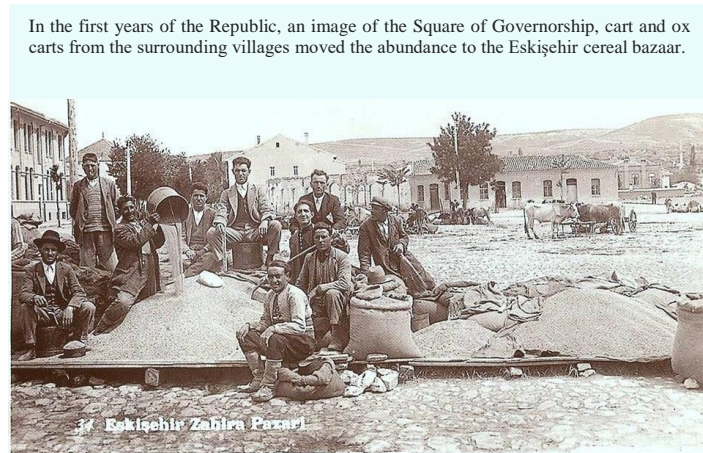
### **Rural-Oriented Projects**

Republication investments were also oriented in rural projects, such as The Village Institutes Project and Seed Breeding and Experiment Station. Rural-oriented education project of the Republican era, “Village Institutes”, firstly, was founded in Eskişehir: Çifteler Instructor Course in 1936, Çifteler (Mahmudiye) Village Teacher School in 1937, and Çifteler Village Institute on April 17, 1940 (EskiYeni, 2011). However, this project as a product of idealism and a social transformation was abandoned at the beginning of the 1950s (Çorakbaş and Sümertaş, 2012).

Moreover, Seed Breeding Station (Islah-ı Buzı) was established in Eskişehir in 1925 as being first in Turkey, additionally in 1929 Dry Farming Experiment Station was established in this station, in 1951 these two stations named under one institution called Eskişehir Breeding and Experiment Station, in 1969 it continued research with the name of Eskişehir Agricultural Research Institute, in 1986 it was named as firstly Legumes (*Baklagil* in Turkish) and then Crossing Belt Agricultural Research Institute, and in 1996 it became Anadolu Agricultural Research Institute with the foundation of new campus (Karaman, 2010).

### **Urban Planning and Changes in the City Macro Form**

What influences the macro form of Eskişehir in Republican era till the 1950s was mainly the site selection of **factories**. Factories and other related buildings such as fruit-vegetable market hall and silos were located around the station and created a structure that complemented each other in terms of production, transport and support services in the boundaries of district, which is now called Tepebaşı (Factory District Urban Design Report, 2011)<sup>52</sup>. Odunpazarı Region and train station were connected through some **commercial, administrative and educational units**; therefore, the **city center** started to concentrate around **Porsuk and train station**.



**Figure 3. 14. Grain Bazaar in the beginning of Republican Period<sup>53</sup>**

<sup>52</sup> Individual interviews in Eskişehir Tepebaşı Municipality, 2014-2018

<sup>53</sup> <http://www.sakaryagazetesi.com.tr/makale/kaz-ve-secimler-4488/>



**Figure 3. 15. Doktorlar Street in the beginning of Republican Period<sup>54</sup>**



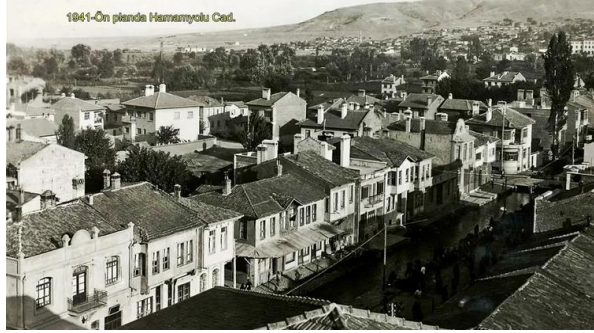
**Figure 3. 16. Odunpazarı, Arifiye Neighborhood in 1930<sup>55</sup>**

Till 1950, in the city center, transformation occurred on demolishing the old buildings and constructing the new ones for commercial purposes and insomuch that in some streets such as Cengiz Topel, Sakarya and İki Eylül Streets ground floor was for trading but the upper floors for dwellings (Ertin, 1994). Moreover, factories and also the central business district (CBD) also attracted dwellings around it; and although there was rapid increase in housing, the slums areas were not built (Ertin, 1994). The common usage of houses was 1-2-storey ones; moreover, the apartments with 2-3 floors and made of reinforced concrete buildings started to be built in the 1950s (Ertin, 1994).

<sup>54</sup> <https://www.youtube.com/watch?v=XLFCBFgh3d8>

<sup>55</sup> <https://www.youtube.com/watch?v=XLFCBFgh3d8>





**Figure 3. 17. Hamamiyolu and surroundings in 1941<sup>56</sup>**

Starting from 1926, summer cinemas were located around Porsuk River, and after the 1950s surroundings of Porsuk River gained a different character being in the urban area through recreational activities (Özaslan, 2011). The Porsuk River flood occurred in 1950 caused damage and destruction both in agricultural lands and city settlement (Tunçdilek 1953-54; cited in Özaslan, 2011: 93).

**Table 3. 2. Population, Areas and Economic Indicators 1930 – 1950**

<b>POPULATION</b>	<b>1930</b>	<b>1940</b>	<b>1950</b>
<b>Total Province</b>	143,160	206,794	276,164
<b>City center</b>	43,613	60,742	89,879
<b>Urban (central area)</b>	99,093	121,883	175,107
<b>Urban</b>	49,329	70,894	100,724
<b>Rural</b>	93,830	135,900	175,440
<b>AREAS</b>			
<b>Residential</b>	262,500	326,875	391,250
<b>Central Business District</b>	12,500	24,800	36,820
<b>Industrial</b>	37,500	115,625	193,750
<b>Services</b>	29,568	37,420	45,272
<b>Green Areas</b>	9,375	61,460	113,540
<b>Agricultural</b>	393,750	440,458	481,166
<b>Total Area</b>	745,193	1,006,638	1,261,798
<b>ECONOMIC INDICATORS</b>			
<b>Active Population</b>	66,569	12,2401	186,987
<b>Industrial Labor</b>	6,442	9,305	9,985
<b>Industrial Population</b>	32,210	46,525	49,925
<b>Input/output</b>	0.73	0.70	0.67
<b>Added Value</b>	132,426	26,492	52,985

Source: İnankul, Ş., 1985: 229; related parts were translated and illustrated by the Author

<sup>56</sup> <https://www.youtube.com/watch?v=XLFCBFgh3d8>

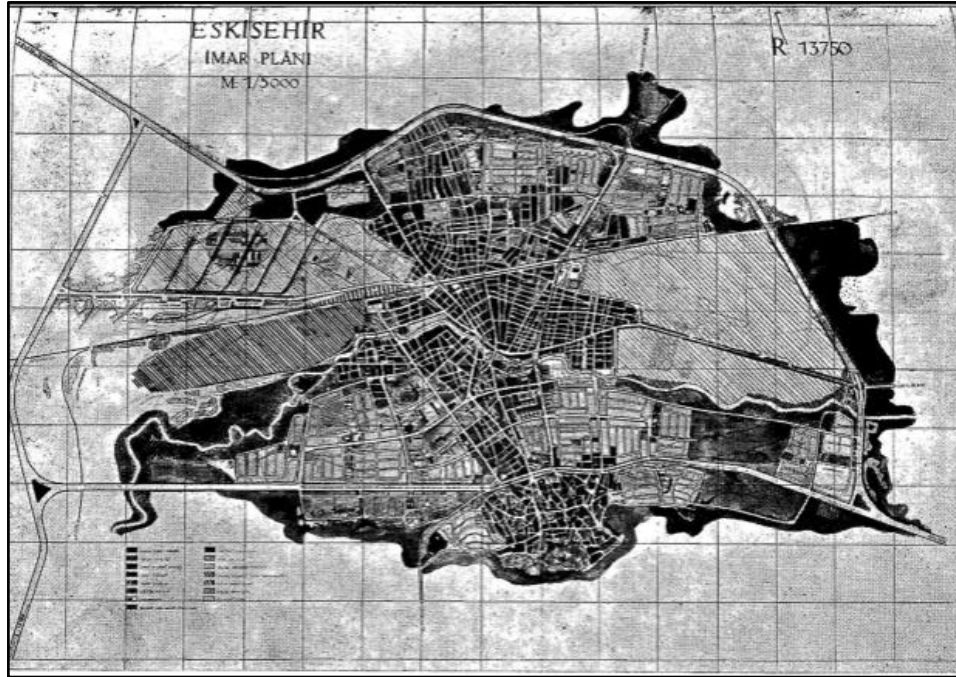
Although having a rapid development process, the city lacked main infrastructure and functions in the year of 1938, and during the mayoralty of Kamil KAPLANLI “*Kalabak Water*” were brought to Eskişehir city (Ertin, 1994). Electricity started to be supplied in 1928 by a private company, in 1936 the second generator was supplied, in 1944 the municipality became the responsible for this service, and Cer Atelier also supplied electricity for the city (Ertin, 1994). Moreover, in 1946 municipality started mass-transportation with six buses on two routes which are Odunpazarı-Sugar Factory and Odunpazarı-Station; and a minibus station was provided at the place of Beyoğlu Çiçek Passage Restaurant (Ertin, 1994). Roads, sidewalks, bridge arrangements, municipal bus service, parking arrangements, Porsuk environmental regulations and arrangement in Sarısu draining were all implemented in this 1923-1950 period (Ertin, 1994). The city started to gain the character of **multifunctional city** between the years 1923-1950 (Ertin, 1994: 26).

Through Republican Period, in 1930 **Municipality Law** was accepted. After that in 1933 “Bank of Municipalities” was founded in order to finance the municipalities, in 1944 through widening its activity area the bank was renamed as Bank of Provinces/İller Bank (*İller Bankası* in Turkish).<sup>57</sup> Technical Specifications for the Compilation of Urban and Urban Development Plans were prepared by İller Bank in 1949 and principles of obtaining the zoning plan were determined; from 1951 onwards, national-international competitions for new traffic, large urban squares, wide boulevards and modern architecture were held (Özaydın et al., 2010).

In 1952, a competition was held for Eskişehir development plans by İller Bank, and the architecture group of M. Ali Topaloğlu, Melahat Topaloğlu and Bülent Berksan won the first prize (Mimarlık Dergisi, 1952).

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<sup>57</sup> <http://www.ilbank.gov.tr/index.php?Sayfa=iceriksayfa&icId=3>



**Figure 3. 18. 1952 Development Plan of Eskişehir at the scale of 1/5000 – first Prize in the Competition**

Source: Mimarlık Dergisi (1952: 3)

Then, implementation Plans at the scale of 1/1000 were approved in 1956 by Eskişehir Municipality and Ministry of Public Works.<sup>58</sup> These plans will be explained in the following part since they were approved at the end of this period and affected essentially the following period.

In 1950-1960 period, Eskişehir experienced both internal and external migrations, the externals were from Bulgaria, Romania, Yugoslavia, Greece, who generally settled in the urban area resulting in the construction of “immigrant houses” in Eastern part of the city in Yenidoğan, Alanönü and in different areas in the city, and also resulting in the foundation of small industrial site in 1960 (Ertin, 1994). Moreover, internals were especially hired from Bilecik, Afyon, Kütahya, Konya, and Balıkesir as workers resulting in cooperative type of buildings with the help of common work of municipality through making development plan and public institutions through building dwellings in TCDD, Sugar Factory, etc. in western and

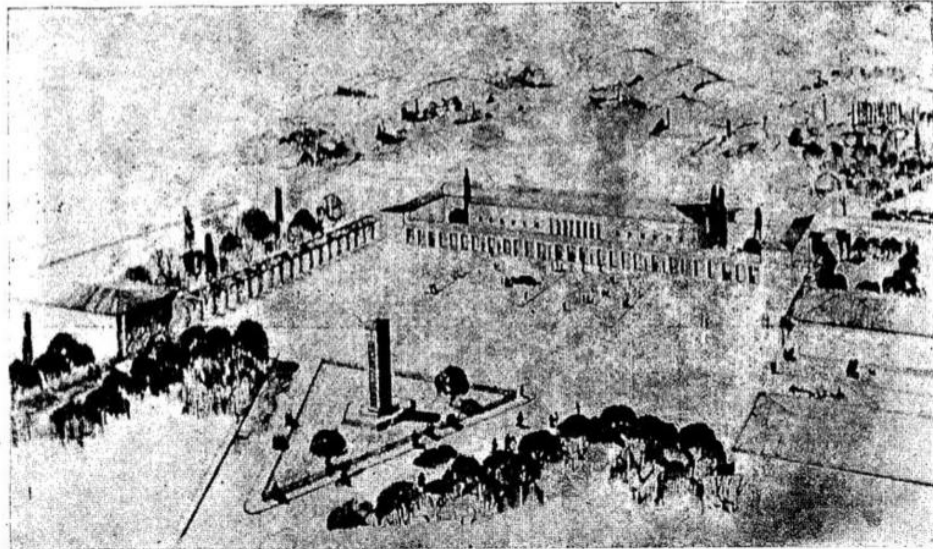
<sup>58</sup> Individual interviews in Eskişehir Metropolitan Municipality, 2014-2018

South-Western part of TCDD area, in the neighborhoods of Osmangazi, Ertuğrulgazi, Gökmeşdan, Cunudiye (Ertin, 1994). Sökmen (1985) states that the urbanization rate of Eskişehir between 1950 and 1960 was higher than the average rate of Turkey. After 1950, North side of Mamure neighborhood started to develop through plans, which created Işıklar neighborhood; however, in Şarhöyük and Esentepe illegal housings were built by the workers for the first time in the 1950s (Ertin, 1994). What is more, 1955-1960 slumming type of these illegal buildings appeared in almost all sides of the city, such neighborhoods as Zafer, Tunalı, Gündoğdu in the Eastern side, Uluönder in the Western side, Büyükdere, Yıldıztepe in the South-Western sides, which were uncontrolled spatial growth and which resulted in problems in providing many urban facilities such as electricity, water, education, health (Ertin, 1994).

Although there were settlement and urban problems at the end of the 1950s, the city was developed through industrial investments such as Sümerbank, Eskişehir Feed Mile, and small industrial site (Ertin, 1994). Through developing commercial and financial activities and through the working population added to the city; therefore, **the character of the city as a regional working center** became apparent (Ertin, 1994: 46). Due to Ankara-İstanbul highway, Eskişehir became the sixth largest city in Turkey until the beginning of 1960; however, after that the connection between İstanbul and Ankara was sustained through Bolu; the city declined in rankings between provinces in Turkey (Kırlı, 2011: 21). From the air-field of Turkish Aeronautical Association in the Northern part of the city and on the Western side of the Muttalıp village, in 1953, air flights were made between Eskişehir-İstanbul and Eskişehir-Ankara (Ertin, 1994: 52).

Today's many industrial and educational architectural heritages that consist of schools; Factory District, Sugar Factory and TÜLOMSAŞ, Village Institute were especially built in the early Republican Period of 1923-1960. Other than industrial and educational heritage, there were also heritage buildings which are institutional, commercial or sportive structures. As a first plan, in **1945**, the Ministry of Public Works, Scientific Committee of City Planning made the **partial implementation**

**plan** at the scale of 1/1000 for the **Governmental Office** and its surroundings and arrangement of its open space (Eskişehir Şehri İmar Komisyonu Raporu, 1951; cited in Koca and Karasözen, 2010) then Governmental Office was built in **1943-1947** (Eraslan, 2012). Moreover, the **Courthouse** was built between **1947-1949** (Koca and Karasözen, 2010). **Atatürk Stadium**, which is located on Akarbaşı Caddesi, was the most important sports facility of the period (Ertin, 1994). In the Eskişehir **Railway Station Building** Project Competition of State Railways in **1946**, the first prize was given to the project prepared by architects Leyla Taylan and Ferzan Baydar (Mimarlık Dergisi, 1946-a), and the station building started to build in 1953 and opened in 1955, which has similarities in projects (Koca and Karasözen, 2010). In 1960, slaughter house near Porsuk River is renewed (Ertin, 1994).



**Figure 3. 19. Eskişehir Railway Station Building Project 1<sup>st</sup> Awarded in the Competition in 1946**

Source: Mimarlık Dergisi (1946-b: 31)

In 1953, in the construction of the **Central Bank**, stone blocks were used which were moved from Keskaya in the Western part of Karacaalan Village.<sup>59</sup> The project of **Eskişehir Porsuk Hotel** (1956) was designed by Vedat Dalokay; the building was

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<sup>59</sup> [http://www.eskisehir.bel.tr/sayfalar.php?sayfalar\\_id=20](http://www.eskisehir.bel.tr/sayfalar.php?sayfalar_id=20)

a center of the socialization in that period, and after military coup in 1960 the hotel started to be used as an **Officier’s Club** (*Orduevi* in Turkish) (Demirkol, 2012). The project of **Kılıçoğlu Cinema, Business Center and Apartment** was designed by architect/engineer Abidin Mortaş and built in 1959 (Koca and Karasözen, 2010: 200). **Eskişehir High School of Economic and Commercial Sciences (*Yüksekokul in Turkish*)** was built in 1958, which constitutes the origin of today’s Anadolu University.<sup>60</sup>

Turkey is entered multi-party-period in the 1950s. Kemal Zeytinoğlu was the first minister from Eskişehir in Republican Period Minister of Public Works (Naymansoy, 2014), in 1950-1955.<sup>61</sup> The most significant work he did for Eskişehir was the tendering the construction of Eskişehir-İzmit High Way (Acar, 2008: 126; cited in Naymansoy, 2014: 45).

It is seen that in that period, “**republication implementations**” was a national policy in industrial-economic-social-educational field: Cer Atelier, Sugar Factory and Aircraft Maintenance Workshop, schools, social entertainments, etc. Therefore, this made various transformations in the city both in economic and sociocultural. The city gained an “**officer and employee city character**”. Moreover, “**immigrant effects**” arising from international events and national policies had influences on local development. This made the city have the character of local entrepreneurs/leaders and mercantilization through immigrants. Shortly, the railway advantage of the city was connected with the Republican implementations and immigrant qualifications starting from 1923; as a result, a city equipped with Republican culture was built in this period through **governmental and local efforts and investments** at the end of 1950s, although illegal type of housing was created through uncontrolled settlement, a planning period started through Republican instruments at the end of 1950s. As a result of all these changes from 1923 to 1960 we face **one of the new Republican cities of Turkish Republic but a growing, also modernizing as a multi-functional city in Anatolia.**

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<sup>60</sup> [http://iibf.anadolu.edu.tr/?page\\_id=144](http://iibf.anadolu.edu.tr/?page_id=144)

<sup>61</sup> [https://tr.wikipedia.org/w/index.php?title=Kemal\\_Zeytinoğlu&oldid=19400258](https://tr.wikipedia.org/w/index.php?title=Kemal_Zeytinoğlu&oldid=19400258)

### 3.2.4. An Industrial City

Starting from pre-republican and developing in Republican Period, the economy and industry of Eskişehir developed through the basis of Cer Atelier in 1894, Eskişehir Aircraft Maintenance Workshop in 1926, and flourished thanks to soil-tile and flour industry in 1930-1960.

In the following period, as a result of the narrowing of market shares of flour and tile-brick industries because the increase in similar investments in other parts of the country, such industries were directed to new ones: flour industries to other food areas such as biscuits and confectionery, and stone-based manufacturing to the fields of ready-mixed concrete and prefabricated structure (Eskişehir Chamber of Industry, 2015). In this direction, **Kanatlı Family** developed its manufacturing through biscuit factory in 1965, Biscuit Machine Factory in 1976 and Tam Food Industry and Commerce Joint Stock Company in 1979; **Kılıçoğlu Family** after the 1960s went for modernization and handed the administration of the factory over to professional administration and they went to İstanbul; **Zeytinoğlu Family**, in the 1950s became effective in the administration of the Bank of Eskişehir (banking), in 1964 established Entin-Industrial Investments and Trading Co. (trading-agriculture-founding-machine manufacturing), in 1965 established Eston Company, and in 1977 established ES-EN Company (concrete and construction materials) (Özelçi, 1994).

In the 2<sup>nd</sup> 5-year-development plan (1968-1972) of Prime Ministry State Planning Organization, it is documented that in major cities of Turkey in 1965, when the number of workers in the industrial sector was compared with urbanization, it is seen that the urbanization was ahead the industrialization.<sup>62</sup>

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<sup>62</sup> <http://www.kalkinma.gov.tr/Lists/Kalkinma%20Planlar/Attachments/8/plan2.pdf>

**Table 3. 3. Industrialization in Major Cities in 1965 (1950=100)**

Provinces	Number of Workers Index (1)	Urbanization Index (2)
İstanbul	240	178
Ankara	446	313
İzmir	139	174
Adana	179	246
Bursa	154	205
<b>Eskişehir</b>	<b>170</b>	<b>194</b>
Gaziantep	115	220
Konya	242	245
Kayseri	155	194
DPT Studies		

Source: 5-year-development plan (1968-1972) of Prime Ministry State Planning Organization<sup>63</sup> (translated and illustrated by the Author)

In Republican period the local capacity of private industries had the role of leading in the economy as being traditional local leaders; what is more after the 1960s was the dominancy of a Non-Governmental Organization which was the **Chamber of Industry**. The leadership of Mümtaz **Zeytinoğlu** and the relations of **young industrialists** made the establishment of Eskişehir Chamber of Industry (Özelçi, 1994). Chamber of Industry of Eskişehir separated from the Chamber of Commerce and Industry of Eskişehir in 1968 with two main goals: speeding up the industrialization process in Eskişehir, and dealing more closely with the problems of industrialists (Eskişehir Chamber of Industry, 2015).

The Zeytinoğlu Family became effective in the administration of the Chamber and Mümtaz Zeytinoğlu became the representative of “Anatolian Capital” through emphasizing on such ideas that an independent national economy through real industrialization in which, machine producing machines were produced with domestic capital (Özelçi, 1994).

Dealing with the discussions of industrialization and regional development of Turkey and Eskişehir, and also banking, mining, foreign capital, universities, agricultural reform, European Community, Public Economic Establishments and organized

<sup>63</sup> <http://www.kalkinma.gov.tr/Lists/Kalknma%20Planlar/Attachments/8/plan2.pdf>



industrial districts (Özelçi, 1994). In 1970, Eskişehir Chamber of Industry published “**Industrialists’ Declaration towards Turkish Society**” (Eskişehir Chamber of Industry, 2011). Özelçi (1994) states that this declaration has created an interest in Turkey through caring real development of the society. Prof. Dr. Kenan Mortan (Eskişehir Chamber of Industry, 2011) mentions that “this declaration includes an overview of many reforms and ideologies from university-industry cooperation to land reform”. He also defines Eskişehir as “the only city in the world that clearly states that the industry is not merely the rich of the entrepreneurs, but the material and cultural wealth of the entrepreneurs, which is the means of facilitating human life, and the investment philosophy is based on this” (Eskişehir Chamber of Industry, 2011). Moreover, Eskişehir Chamber of Industry published research, books, weekly and monthly periodicals, and develops a techno park project with Anadolu University (Özelçi, 1994).

Beginning from the first years of the 1970s, the Eskişehir manufacturing industry rapidly developed (Eskişehir Chamber of Industry, 2015: 10). Industry and university developed together, and the university has provided the needs of staff member of the industry (Eskişehir Chamber of Industry, 2011).

As a result of planned industrial investments, importance given to environmental protection and modern urbanism, with the leadership of Eskişehir Chamber of Industry work on foundation of Organized Industrial Zone (OIZ) started in **1969**, and as the first step in **1973** OIZ was founded with a-one million square meter-area.<sup>64</sup> In 1975 Arçelik A.Ş. began production in Eskişehir Refrigerator Plant, and in 1977 began production in Eskişehir Compressor Plant<sup>65</sup>; moreover, through the policies on working with sub-industries, Arçelik A.Ş created an increase in the demand for investments in the region (EskiYeni, 2011).

After the decline of Eskişehir development process of Eskişehir Industry relatively after the **1980s** within the macroeconomic policies, Eskişehir Chamber of Industry

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<sup>64</sup> <http://www.eosb.org.tr/hakkimizda/>

<sup>65</sup> <http://www.arcelikas.com/sayfa/76/Tarihce>

put effort into making the region attractive; moreover efforts for providing a coordination of industry with university created a scientific environment for technological development in industry (Özelçi, 1994). In further years OIZ developed through Science Park in **1997**, Eskişehir Technology Development Zone in **2003**, second Pyramid Building in **2005**, and Software Tower in **2008**.<sup>66</sup> Eskişehir OIZ, as being the biggest one in Turkey, is located in the intersection of significant rail and highways, being 160 km. away from Gemlik Port and 290 km. away from İstanbul Ports (BEBKA, 2012: 9).

### **Developments in Cer Atelier – TÛLOMSAŞ**

Starting as Cer Atelier in 1894, it was developed as Eskişehir Railway Factory in 1958; moreover, it was transformed to Eskişehir Locomotive and Motor Industry Institution (*ELMS* in Turkish) in 1970; furthermore, in **1986** it became Turkey Locomotive and Engine Industry Co. (*TÛLOMSAŞ* in Turkish).<sup>67</sup> One of the first two Turkish steam locomotives “**Karakurt**” (other is *Bozkurt* in Sivas) and “**Devrim**” automobiles were manufactured in Eskişehir Cer Atelier in 1961; moreover, **Railway Practice Art Schools** were opened in **1979** (TCDD, 2017). TÛLOMSAŞ wrote the city’s production and development story through producing the first battery-powered vehicles, the first street sweeping vehicles, the first dumper trucks, the first bus wash vehicle, the first weighbridge (EskiYeni, 2011).

“Dekovil” locomotives which were made by Germans in 1918 were used for transportation of workers between Sugar Factory and Aviation Maintenance Factory in **1950-1970**,<sup>68</sup> and they were removed from use in **1988**.<sup>69</sup> Now dekovil is used as recreational purposes in Sazova Science Culture Park.

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<sup>66</sup> <http://www.eosb.org.tr/hakkimizda/>

<sup>67</sup> <https://www.tulomsas.com.tr/tulomsas-kurumsal/2/>

<sup>68</sup> <http://www.mimdap.org/?p=24021>

<sup>69</sup> <http://kentvedemiryolu.com/Eskişehir-dekovili/>

## **New Investments**

The Basma (clothing) Factory was established in 1956 with public support and this factory was transferred to **Sümerbank Clothing Factory** in **1968** due to capital insufficiency; moreover, in 1976 it started to produce garment industry (Ertin, 1994). In 1960 **Eskişehir Feed Mill** was founded on Kütahya Road and industrial site in Yenidoğan; in 1961 **ETİ Biscuit Factory** was founded and grew with the American supports in 1977-1978; and in 1968 **Cici Confectionery and Food Industry Joint Stock Company** was founded (Ertin, 1994). **Hisarlar Group** was founded in **1973** as a family company, as Turkey's first tractor cab producer the company worked on heavy metal processing, producing for sub-industry, agricultural machinery.<sup>70</sup> Moreover, in 1980 **Baksan Industrial Site** started working in Uluönder Neighborhood, and in 1992 **Wooden Work Construction Cooperative** started to be built as small industrial site (Ertin, 1994).

The name of Eskişehir Bank Commerce Joint Stock Company changed in 1982 as **ESBANK Eskişehir Bank Turkish Joint Stock Company**; however, in 1999 was seized by the state and liquidated in 2002 (Acar, 2009).

## **Developments in Aviation**

Eskişehir has been a center for aviation since the first years of the Republic as having 1<sup>st</sup> Aviation Supply Maintenance Center in 1926. Since the 1980s there have been many developments in aviation: Tusaş Motor Industry Joint Stock Company in 1985, Savronik in 1986, in 1998 Alp Aviation, in 1999 Turbomak, in 2006 Coşkunöz started to manufacture in aviation; moreover, in 2009 Eskişehir Aviation Clustering Workshop was held, Eskişehir Aviation Business Cluster Clustering Report was published in 2010, preparations for regulations on Eskişehir Aviation Cluster started in 2010, application for participation and project to CARE (Clean Aerospace

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<sup>70</sup> <http://www.hisarlar.com.tr/kurumsal/>

Regions) was made in 2010, and there were more than 50 companies and 4.000 employees in the sector in 2011.<sup>71</sup>

TUSAŞ Engine Industries Inc. (TEI) which is an incorporated company was established in 1985 as a joint venture of Turkish Aerospace Industries Inc. (TAI), General Electric (GE), Turkish Armed Forces Foundation (TAFF) and Turkish Aeronautical Association (TAA) has been producing and delivering engine and engine parts since 1987; and work on Parts and Module Manufacturing; Engine Assembly and Testing & Engine Maintenance, Repair and Overhaul; Engine Design and Product Development.<sup>72</sup>

### **Urban Planning and Changes in the City Macro Form**

The foundation of Organized Industrial Zone made a change in the macro form in 1960-1980 through developing the city towards the Eastern parts; therefore, the settled area started to decentralize the industrial units which had attracted settlements around till that time. Industrial development through public institutions and private investments increased the advantage of the region. Moreover, the increase in the population and transportation affected the macro form in 1960-1980; in other words, both the construction of Bilecik-Ankara high way and also the roads to Kütahya, Çifteler, Alpu, Mihaliççık, etc. drew the population around (Ertin, 1994). Locating Academy of Economics and Administrative Sciences to a new campus area (Yunus Emre Campus) in 1967 made a new function area in the city (Ertin, 1994). Moreover, State Academy of Engineering and Architecture in Bademlik Region and Medical School in Çifteler Street were located in the city (Ertin, 1994) which shaped the following period of the city with dominancy.

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<sup>71</sup> [http://www.esac.org.tr/?page\\_id=62](http://www.esac.org.tr/?page_id=62)

<sup>72</sup> <https://www.tei.com.tr/detay/general-information>



**Figure 3. 20. Göksu Square in 1960<sup>73</sup>**

In **1956 implementation plans**, the city was planned between Odunpazarı area which was defined as existing residential area including historical artifacts in the South and the roads that were Kütahya-İzmir Road on the West and Ankara-Eskişehir-Bursa ring road on the North and East. The high way that was planned according to the railway, then made the new development through this network. Moreover, Factory District was planned as an industrial area, and timber industry, State Railway Area, Cer Ateliers, Train Station and Sugar Factory and its dwellings, and development areas, were defined in the plan. Other than commercial areas around Köprübaşı and Hamamyolu, the area between İsmet İnönü Street and the industrial area became a new center. Moreover, the bus terminal area built in 1963 was defined in the city center near Porsuk and archeological site in Şarhöyük was also defined. The plan shortly prospered the development of the city through leading industries and economies; that is it had a vision of an industrial city which showed the improvement through industrial areas.

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<sup>73</sup> <https://www.youtube.com/watch?v=XLFCBFgh3d8>



**Figure 3. 21. 1956 Development Plan of Eskişehir at the scale of 1/5000**

Source: Eskişehir Metropolitan Municipality Archives<sup>74</sup>

However, Madran et al. (2006) add that between 1950 and 1970 the public investments and also migrations to the city encouraged this growth; and because the public and private industrial enterprises were not integrated in the selection of place, the neighborhoods of the city spread in an unorganized structure in the surroundings of these institutions. Koca (2005: 486; cited in Çorakbaşı, 2012: 30) says that the rapid urbanization between 1950 and 1980 also affected Eskişehir like other cities in Turkey, and at the end of the 1980s new neighborhoods were built in the periphery of the city with a two-thirds-growth due to the internal and external migration. As a result of rapid industrialization and migration, illegal housing constructions which started in firstly in Şarhöyük and Esentepe in 1950-1960 spread towards other sides of the city in 1960-1980, in some neighborhoods the growth of slum areas created new neighborhoods such as Tunalı in 1950-1960, Erenköy in 1966, Sazova and Çamlıca in 1970s, Emek in 1974, and Fevziçakmak in 1975 (Ertin, 1994).

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<sup>74</sup> Individual interviews in Eskişehir Metropolitan Municipality, 2014-2018

**Table 3. 4. Population, Areas and Economic Indicators 1960 – 1980**

<b>POPULATION</b>	<b>1960</b>	<b>1970</b>	<b>1980</b>
<b>Total Province</b>	368,827	459,367	543,802
<b>City center</b>	153,096	216,373	309,431
<b>Urban (central area)</b>	209,046	284,100	373,988
<b>Urban</b>	176,360	245,905	343,923
<b>Rural</b>	192,467	213,462	199,879
<b>AREAS</b>			
<b>Residential</b>	455,625	690,625	1,761,125
<b>Central Business District</b>	50,000	60,000	73,080
<b>Industrial</b>	271,875	425,000	571,875
<b>Services</b>	53,125	674,425	1,140,000
<b>Green Areas</b>	165,625	296.500	402,000
<b>Agricultural</b>	521,875	764,088	2,396,875
<b>Total Area</b>	1,518,125	2,910,638	6,344,955
<b>ECONOMIC INDICATORS</b>			
<b>Active Population</b>	163,848	182,050	225,949
<b>Industrial Labor</b>	17,734	19.579	24,471
<b>Industrial Population</b>	88,670	97.895	122,355
<b>Input/output</b>	0.64	0.64	0.59
<b>Added Value</b>	107,630	258,489	386,467

Source: İnankul, Ş., 1985: 229; related parts were translated and illustrated by the Author

In this period of 1960-1980, two significant laws affected Eskişehir as it did with the whole country. In **1965, Law of Property Ownership** (Law No: 634) which enabled separated ownerships in multi-storey buildings was passed and this made changes in the development rate of the city. Moreover in **1966, Law on Shanty** (Law No: 775) was passed for rehabilitation and liquidation of existing slums and prevention of re-slum construction. These two legislative changes, through the increase in population, rapid industrialization and increase in slum housing, made changes in the building structure of Eskişehir which were higher rise buildings concentration in existing structure, cooperative type of houses and also implementations which were slum-rehabilitation and slum-prevention zones.

In 1966, by the municipality eight **slum-rehabilitation zones** were chosen which are Takkalı (Gündoğdu), Bağladeresi, Erenköy, Şarhöyük, Zafer, Sütlice, Şirintepe and

Büyükdere (Ertin, 1994).

Moreover, two **slum-prevention zones** were also chosen: one was in Yıldıztepe Neighborhood which was firstly not implemented, but later in **1975-1976** transformed through dwelling housings for military officers; and the other was Tepebaşı Neighborhood which was transformed with a partial plan, social housing and cooperative type of houses through the loans of Social Insurance Institution (*SSK* in Turkish), Government Retirement Fund, Real Estate Credit bank and Ministry of Public Works in 1972 and started to build in 1974 as *SSK* Blocks; and also Mavi Blocks in 1978; which resulted in the formation of Uluönder Neighborhood (Ertin, 1994).

In other parts of the city, **cooperative type of houses** built in various parts of the city, Sümer, Osmangazi, Kırmızıtoprak, Yenibağlar, Kurtuluş, Gökmeydan, Gündoğdu, Fatih, Kumlubele, Şirintepe and Yeşiltepe, with one-storey and gardens or with 4-5-storeys through cooperative formations for workers or officers of State Railways, State Water Affairs, Fiscal Office, Aviation Factory, Sugar Factory or privately in **1960-1980** (Ertin, 1994).

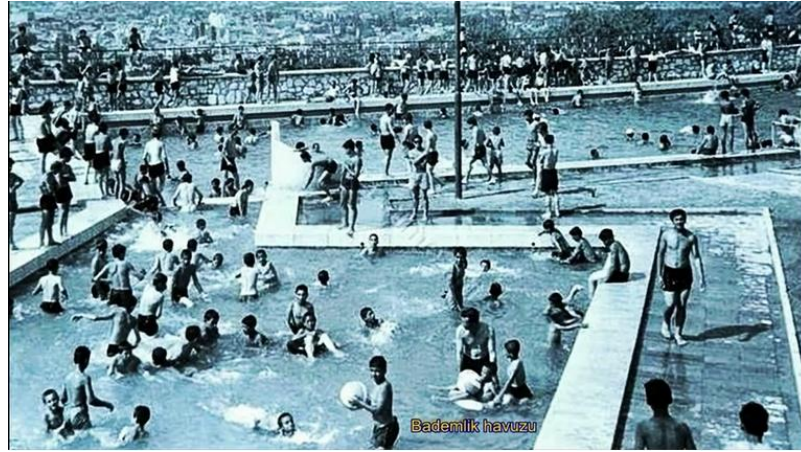


**Figure 3. 22. Sümer Neighborhood in 1970<sup>75</sup>**

<sup>75</sup> <https://www.youtube.com/watch?v=XLFCBFgh3d8>



Other than cooperative buildings, the migration from Bulgaria in **1969** resulted in new settlement areas in Yıldıztepe, Büyükdere and Göztepe which were the residentially **planned areas** (Ertin, 1994). Odunpazarı settlement had social and physical changes because of low-income inhabitants, neglected buildings, and new transportation roads planned and implemented in 1960-1980 period (Ertin, 1994). In this period Bademlik facility area was used as recreational functions. It was located in the Northern part of traditional settlement Odunpazarı.



**Figure 3. 23. Bademlik Pool**<sup>76</sup>

Özçelik (2011) mentions the role of Porsuk River and its surroundings as being a residential area in the 1960s through some facilities which were boats and sandals in the river, restaurants, tea gardens, summer cinemas, amusement parks for men and women, young and old. In the 4<sup>th</sup> 5-year-development plan (1979-1983) of Prime Ministry State Planning Organization, the pollution of air, water (Porsuk) and soil in Eskişehir was mentioned.<sup>77</sup> Ertin (1994) also declares that the pollution of Porsuk River started in the 1970s especially because of the industrial buildings located around the river which were generally public investments.

<sup>76</sup> <https://www.youtube.com/watch?v=XLFCBFgh3d8>

<sup>77</sup> <http://www.kalkinma.gov.tr/Lists/Kalkinma%20Planlar/Attachments/6/plan4.pdf>



**Figure 3. 24. Porsuk River and Bridges in 1970<sup>78</sup>**

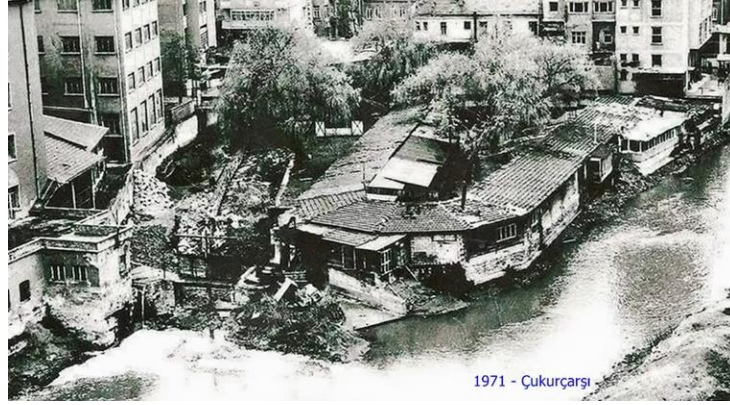
Moreover, in 1964, 1968 and 1970, Porsuk River floods continued to damage farming areas and settlements; but this situation was avoided with a sufficient number of dams (Yurt Ansiklopedisi, 1981; cited in Özaslan, 2011: 94). The summer cinemas which started on the shores of Porsuk River in 1926, started to close down after 1975 (Bodur 1990: 15).



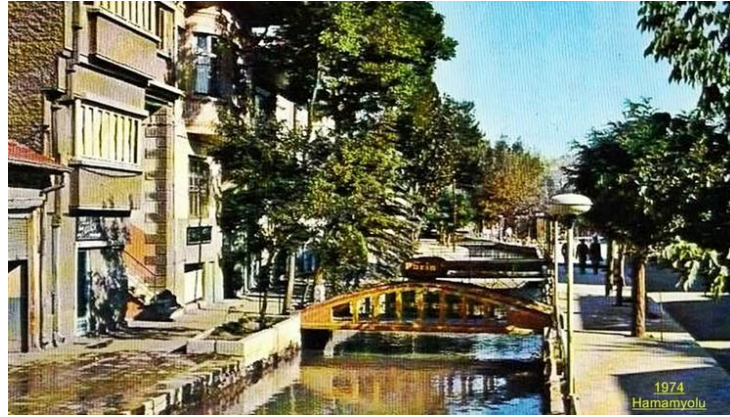
**Figure 3. 25. Köprübaşı in 1968<sup>79</sup>**

<sup>78</sup> <https://www.youtube.com/watch?v=XLFCBFgh3d8>

<sup>79</sup> <https://www.youtube.com/watch?v=XLFCBFgh3d8>



**Figure 3. 26. Çukurçarşı in 1971<sup>80</sup>**



**Figure 3. 27. Hamamyolu in 1974<sup>81</sup>**

Therefore, a new development plan at the scale of 1/5000, which was more comprehensive, was approved in **1978** by Turkish Republic Ministry of Public Works and Housing, then first part of implementation plans were approved in 1980 (İrem ACAROĞLU); however, because of some legislative problems the implementation plans of central area could not put into action; and this made a dual planned period which were 1956 plan for central area and 1978 plan for periphery areas (Eskişehir Metropolitan Municipality; cited in Çorakbaş, 2012). There is also schematic plan at the scale of 1/25.000 in 1980 which did not have any document of

<sup>80</sup> <https://www.youtube.com/watch?v=XLFCBFgh3d8>

<sup>81</sup> <https://www.youtube.com/watch?v=XLFCBFgh3d8>

approval.<sup>82</sup> These plans will be explained in the following part since they were approved at the end of this period and affect essentially the following period.

City macro form was shaped through **rapid industrial, migration and population increase, slumming and cooperative houses and implementation plans in 1960-1980** period; but what is dominant in this period was the ability of **industrial development** which was decentralized towards Eastern part of the city and which was essentially based on a **non-governmental organization** that had its cores in immigrants of Bulgaria, Romania and Greek Turks. Moreover, the **culture of industry** that was created by a Non-Governmental Organization – **Chamber of Industry** and also public investment of TÜLOMSAŞ created a synergy in the development of industry through qualified workers and officers which also resulted in foundation of a **macroeconomic development** – OIZ and its development since then.

### 3.2.5. A University City

In the period of 1980-2000, legislative changes, migrations, university and industrial development all made spatial changes in the city. But the main significant change was through universities. Therefore, this was an era that had roots in High Economy School and widening through the following developments in academy, in 1980-2000 the city was dominantly shaped through universities. This was on the social life, urban planning and cooperation with industrial development in the city.

In 1958, with the recommendation of the Minister of Education, Tevfik İLERİ and the approval of the Minister of Finance Hasan POLATKAN<sup>83-84</sup>, **Prof. Orhan OĞUZ** was assigned to open the first higher education institution in Eskişehir and he

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<sup>82</sup> Individual interviews in Eskişehir Metropolitan Municipality, 2014-2018

<sup>83</sup> Hasan Polatkan, who was born in Eskişehir in 1915, was elected as a member of parliament from Eskişehir in 1946, 1950, 1954 and 1957, and became politically responsible as minister in different positions, Turkish Minister of Labour in 1950, Turkish Minister of Finance in 1950-1955 and 1956-1960 periods ([https://tr.wikipedia.org/w/index.php?title=Hasan\\_Polatkan&oldid=19400230](https://tr.wikipedia.org/w/index.php?title=Hasan_Polatkan&oldid=19400230)).

<sup>84</sup> Hasan Polatkan endeavored to develop Eskişehir during his political life (Naymansoy, 2014: 49).

worked as the head of academy for 11 years (Naymansoy, 2014). Therefore, the first higher education school (*Yüksekokul* in Turkish) was founded as **High Economy School** in **1958**, and through the Law 7334 it was transformed to **Academy of Economics and Administrative Sciences** in **1959** using different places in the city even in the buildings constructed as workers' barracks (Işık and Şanlıer, 1988).



**Figure 3. 28. Eskişehir Higher Education of Economic and Commercial Sciences Opening Ceremony in 1958**

Source: Yastıkçı, 1958

**Yılmaz BÜYÜKERŞEN** was one of the first graduates of Academy of Economics and Administrative Sciences in **1962**.<sup>85</sup> Prof. Orhan OĞUZ contributed to the academic life in Eskişehir through realizing the capability of his student Yılmaz Büyükerşen and directing him to become an academician, who made a big leap to the university in further years (Naymansoy, 2014). In **1962**, he became an assistant in the Finance Department in the Academy; moreover in **1968** he was assigned for deputy chair of academy (Naymansoy, 2014). The Academy moved to a new campus area (**Yunus Emre Campus**) before **1967-1968** academic year; and this made a new function area in the city (Ertin, 1994). In **1973**, Yılmaz Büyükerşen rose to the rank of Professor and in **1976**, and he was elected as the head of the Academy.<sup>86</sup>

<sup>85</sup> [http://www.eskisehir.bel.tr/sayfalar.php?sayfalar\\_id=3](http://www.eskisehir.bel.tr/sayfalar.php?sayfalar_id=3)

<sup>86</sup> [http://www.eskisehir.bel.tr/sayfalar.php?sayfalar\\_id=3](http://www.eskisehir.bel.tr/sayfalar.php?sayfalar_id=3)

Other than Academy of Economics and Administrative Sciences, in this period there were also other higher education institutions. **The School of Foreign Languages** started education in 1959 under Ministry of Education till 1982 Anadolu University opened.<sup>87</sup> **Eskişehir Hastaş Pharmacy and Chemical Engineering Private Higher Education** opened in 1968.<sup>88</sup> **State Academy of Engineering and Architecture** started education in 1970 in the buildings that had been taken over from Hastaş Private Higher Education (Işık and Şanlıer, 1988) in Bademlik (Ertin, 1994). Later Hastaş Pharmacy and Chemical Engineering Private Higher Education was closed and transferred to **Academy of Economics and Administrative Sciences** in 1971 through the Constitutional Court Decision.<sup>89</sup> **Education Institute** was founded in Bademlik (Işık and Şanlıer, 1988) in 1971; through the Law No. 2547 in 1981 Education Faculties were founded in Turkey; therefore, all the Education Institutes were closed.<sup>90</sup> **Eskişehir Faculty of Medicine** was founded under the roof of Hacettepe University in the beginnings of 1973.<sup>91</sup> In the following years it continued education in Eskişehir (Işık and Şanlıer, 1988) and it was located in Çifteler Street (Ertin, 1994). In 1979-80 periods the Academy of Economics and Administrative Sciences served as a **regional education institution** through including vocational school of higher education in Kütahya, Afyon, Bilecik and Bolvadin (Işık and Şanlıer, 1988). Therefore, in 1979-1980, at the beginning of this era, the number of instructors and students in higher education were separated as faculty, academy, higher education and institute.

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<sup>87</sup> [http://mmf2.ogu.edu.tr/atopcu/index\\_dosyalar/UniversiteninTarihcesi1.htm](http://mmf2.ogu.edu.tr/atopcu/index_dosyalar/UniversiteninTarihcesi1.htm)

<sup>88</sup> [http://mmf2.ogu.edu.tr/atopcu/index\\_dosyalar/UniversiteninTarihcesi1.htm](http://mmf2.ogu.edu.tr/atopcu/index_dosyalar/UniversiteninTarihcesi1.htm)

<sup>89</sup> [http://mmf2.ogu.edu.tr/atopcu/index\\_dosyalar/UniversiteninTarihcesi1.htm](http://mmf2.ogu.edu.tr/atopcu/index_dosyalar/UniversiteninTarihcesi1.htm)

<sup>90</sup> [http://mmf2.ogu.edu.tr/atopcu/index\\_dosyalar/UniversiteninTarihcesi1.htm](http://mmf2.ogu.edu.tr/atopcu/index_dosyalar/UniversiteninTarihcesi1.htm)

<sup>91</sup> [http://mmf2.ogu.edu.tr/atopcu/index\\_dosyalar/UniversiteninTarihcesi1.htm](http://mmf2.ogu.edu.tr/atopcu/index_dosyalar/UniversiteninTarihcesi1.htm)

**Table 3. 5. Number of Instructors and Students in Higher Education in 1979 – 1980**

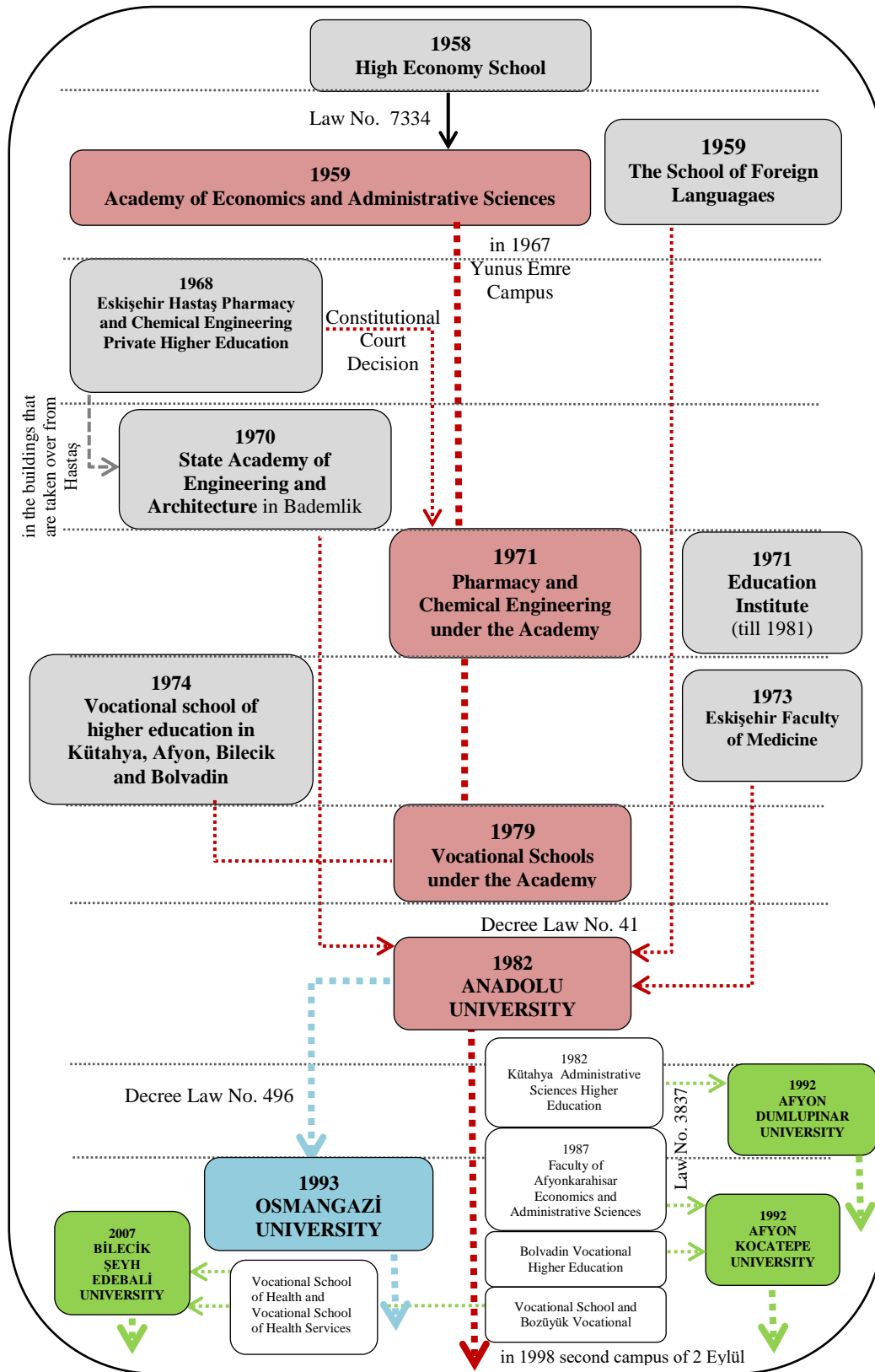
Name of the Higher Education	Number of Instructors	Number of Students
<b>Eskişehir Faculty of Medicine</b>	97	330
<b>Academy of Economics and Administrative Sciences</b>	179	5,690
<b>State Academy of Engineering and Architecture</b>	86	1,046
<b>3-Year- Education Institute</b>	37	1,639
<b>The School of Foreign Languages</b>	6	104
<b>Total</b>	<b>405</b>	<b>8,809</b>

Source: DİE, 1979-1980; cited in Işık and Şanlıer, 1988: 36; translated and illustrated by the Author

**Prof. Orhan OĞUZ** put forward the idea of Eskişehir University in **1961** and made intensive efforts to realize it; he entered politics in **1969** and became a member of parliament of Eskişehir and Minister of Education in 1969-1971 (Naymansoy, 2014). Until June 1977 he continued to serve as a deputy of Eskişehir and realized foundation of Eskişehir University in legal base.<sup>92</sup> State Academy of Economics and Administrative Sciences transformed to **Anadolu University** through the Decree Law No. 41 of 20 July **1982**.<sup>93</sup> It was the period of transformation in higher education system in Turkey, and Anadolu University was constituted with seven faculties which were Science and Literature, Economics and Administrative Sciences, Medical, Pharmacy, Engineering and Architecture, and Open University, with four vocational school of higher education in Kütahya, Afyon, Bilecik and Bolvadin, and with three institutes of Social Sciences, Science and Technology, and Medical Sciences (Işık and Şanlıer, 1988) through gathering the separated faculty, academy, higher education and institute under one roof.

<sup>92</sup> [http://mmf2.ogu.edu.tr/atopcu/index\\_dosyalar/ProfDrOrhanOGUZ.htm](http://mmf2.ogu.edu.tr/atopcu/index_dosyalar/ProfDrOrhanOGUZ.htm)

<sup>93</sup> [http://mmf2.ogu.edu.tr/atopcu/index\\_dosyalar/UniversiteninTarihcesi1.htm](http://mmf2.ogu.edu.tr/atopcu/index_dosyalar/UniversiteninTarihcesi1.htm)



**Figure 3. 29. Formation Process of Anadolu and Osmangazi Universities**

Source: Author's Personal Rendering and Graphing



**Prof. Dr. Yılmaz Büyükerşen** was assigned as the president of the university in **1982** and **1987** by the President of Turkish Republic; in 1992 he was elected as president again; however, because of the rule of elections his task was terminated; after 1993, Prof. Dr. Yılmaz Büyükerşen served as the president of Institute of Distance Learning and Director of Institute of Communication Sciences in Anadolu University.<sup>94</sup>

In further years, Anadolu University incorporated Faculty of Communication in Anadolu University, Open University, Higher Education of Fine and Applied Arts, Aviation Higher Education as a first and unique in Turkey, Metallurgy Institute, Medical Plants Research Center, Deaf-and-Dumb Children Education Center, Folklore Research Center, Mentally-Defective Children Education center, Education Center through Television, Training and Application Hospital, Medico-Social Hospital, University Foundations, social and cultural facilities such as conferences, panels, seminars, symposiums, exhibitions, concerts, cinema-theatre, etc. (Işık and Şanlıer, 1988).

One of the unique contributions of university and Prof. Dr. Yılmaz Büyükerşen is “**Open University**”. Through working on making use of Radio and Television in education and culture, in order to monitor Turkish Radio and Television Association (*TRT* in Turkish) broadcasts after Ankara and before İstanbul, Eskişehir as the second province, Prof. Dr. Yılmaz Büyükerşen firstly founded black-and-white training studios with TV transmitter station at the Academy and secondly founded in Eskişehir the first color TV system of Turkey.<sup>95</sup>

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<sup>94</sup> [http://www.eskisehir.bel.tr/sayfalar.php?sayfalar\\_id=3](http://www.eskisehir.bel.tr/sayfalar.php?sayfalar_id=3)

<sup>95</sup> [http://www.eskisehir.bel.tr/sayfalar.php?sayfalar\\_id=3](http://www.eskisehir.bel.tr/sayfalar.php?sayfalar_id=3)



**Figure 3. 30. Local Newspapers about TV and Academy in 1971 and 1973**

Source: Taşçı (2009: 248-250); the headings were translated and illustrated by the Author

In 1971, Prof. Dr. Yılmaz Büyükerşen studied on communication Technologies, distance-learning, Open University Model for Turkey, and in 1973 he launched the project of “**Model for Turkish Open University**”.<sup>96</sup> Through the Law No. 2547 arrangements on Turkish Higher education were made 6<sup>th</sup> November in 1981, which allowed the university to provide permanent and open education; moreover, 20<sup>th</sup> July in 1982 this task was given to Anadolu University through Decree Law No. 41 because of its capabilities; therefore, **Open University System** was put in action nationwide with distance learning through ingenerating from the existing Faculty of Communication Sciences.<sup>97</sup>



**Figure 3. 31. Article of Yılmaz Büyükerşen in Milliyet on Open University in 1973**

Source: Taşçı (2009: 238); the heading was translated and illustrated by the Author

<sup>96</sup> [http://www.eskisehir.bel.tr/sayfalar.php?sayfalar\\_id=3](http://www.eskisehir.bel.tr/sayfalar.php?sayfalar_id=3)

<sup>97</sup> [www.anadolu.edu.tr/acikogretim/acikogretim-sistemi/acikogretim-sistemi-1](http://www.anadolu.edu.tr/acikogretim/acikogretim-sistemi/acikogretim-sistemi-1)

Another significant contribution is Deaf-and-Dumb Children Education Center. Having problems in hearing as result of a disease of his daughter, Yılmaz Büyükerşen firstly did research as a father; however, the research led him to take on this problem as a task; therefore, through the foreign documents he researched, he started to put into practice his learnings at university in 4-5 of the children in the city (Taşçı, 2009). Furthermore, Foundation of Deaf-and-Dumb Children Education (*İÇEM* in Turkish) happened in 1979 and a private Primary School was founded for Deaf-and-Dumb children (Taşçı, 2009). Moreover, the school was cooperated with international foundations such as Tracy Clinic and Graham Bell, Rochester University Deaf Institute and Glued College, and supported by Queen of the United Kingdom through sending Scottish Miss Clark as a specialist to this school (Taşçı, 2009). Upon hearing about the education of *İÇEM*, people from other cities moved to Eskişehir for their children's education; and thanks to this center, another unit in the university which is a Disabled Integrated Higher Education at Faculty of Education opened (Taşçı, 2009) and started its education in 1993-1994 academic years.<sup>98</sup>

Anadolu University also made contribution to urban planning issues. The 9<sup>th</sup> Colloquium of the celebration of World Urbanism Day in Turkey, Eskişehir was chosen as the topic with the title, "Interaction of Urbanization and Industrialization – Planning and Implementation Issues of an Industrial City - Eskişehir Example"; therefore, the colloquium was held in **1985** by Anadolu University with the support of Ministry of Public Works and Settlement, Eskişehir Municipality, Eskişehir Chamber of Industry, Mimar Sinan University. It is an academic contribution dealing industrial city of Eskişehir, its urban planning and implementation issues.

Another contribution is the establishment of a **second university** in the city. Through the Decree Law No. 496 (18 August **1993**), **Osmangazi University** was opened with Faculties of Medicine, Engineering-Architecture and Science and Literature; Health Services and Eskişehir Health Services Vocational Schools; Institutes of Science, Metallurgy and Health Sciences and newly founded Faculty of Economics and

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<sup>98</sup> <https://www.anadolu.edu.tr/akademik/yuksekokullar/295/engelliler-entegre-yuksekokulu/genel-bilgi>

Administrative Sciences, and Institute of Social Sciences.<sup>99</sup> The name of this university was changed as “Eskişehir Osmangazi University” in 2005.<sup>100</sup> In further years the university has developed through new faculties.

Academy of Economics and Administrative Sciences was providing education as a **regional institution** after 1979 through vocational schools, and Anadolu University made significant contributions in the foundation of three more universities in 1992 and 2007 through the academic units belonging to Anadolu University and Osmangazi University. These three universities are Dumlupınar University, Afyon Kocatepe University and Bilecik Şeyh Edebali University.

In 1974 Kütahya School of Management Sciences was established under the Eskişehir Academy of Economics and Commercial Sciences; in 1979 it was transformed into Kütahya Faculty of Management Sciences, in 1982 as Kütahya School of Administrative Sciences it was affiliated to Anadolu University Faculty of Economics and Administrative Sciences, in 1987 it was transformed to Kütahya Faculty of Economics and Administrative Sciences; and in **1992** this faculty was attached to **Dumlupınar University** during its foundation with the Law No. 3837 constitute the core of this university.<sup>101</sup>

In 1974 Afyonkarahisar School of Finance and Accounting was established under the Eskişehir Academy of Economics and Commercial Sciences; in 1987 it was transformed into Faculty of Economics and Administrative Sciences of Afyonkarahisar and affiliated to Anadolu University; in **1992** this faculty and Bolvadin Vocational Higher Education under Anadolu University were attached to **Afyon Kocatepe University** during its foundation with the Law No. 3837.<sup>102</sup>

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<sup>99</sup> <https://www.ogu.edu.tr/Icerik/Index/10/universitemizin-tarihcesi>

<sup>100</sup> [http://mmf2.ogu.edu.tr/atopcu/index\\_dosyalar/UniversiteninTarihcesi1.htm](http://mmf2.ogu.edu.tr/atopcu/index_dosyalar/UniversiteninTarihcesi1.htm)

<sup>101</sup> <http://rapor.dpu.edu.tr/index/sayfa/5168/21universite-tarihcesi>

<sup>102</sup> <http://aku.edu.tr/universitemizgenel-bilgiler/tarihce/>

In 2007 Dumlupınar University Faculty of Economics and Administrative Sciences, Osmangazi University Vocational School of Health and Vocational School of Health Services, Anadolu University Vocational School and Bozüyük Vocational School were all attached to Bilecik University during its foundation with the Law No. 5662, and in 2012 the name of this university was changed to **Bilecik Şeyh Edebali University**.<sup>103</sup>

Banger (2011) mentions that university contributed to social life through football and art such that Eskişehirspor football team (1965) has its roots in Akademispor; he mentions another contribution of Academy which is a diversity of culture and thought with young people coming together from different points of the country.

In 2018 Anadolu University has 2 campuses, 17 faculties (3 open and distance education) educating Bachelor of Arts, 3 higher education (1 is state conservatoire), 4 vocational higher education (associate degree), 9 institutes (5 Master and PhD Degree), 30 Research Centers.<sup>104</sup>

Moreover, there are various social, cultural and artistic activities held in various centers in Anadolu University in Atatürk Culture ve Art center, Congress Center, Student Center, Hall 2003, Hall 2009, Cinema Anadolu, Cumhuriyet Museum, Museum of Contemporary Arts, and Museum of Cartoon Art.<sup>105</sup>

### **Urban Planning and Changes in the City Macro Form**

The developmental schematic plan of the year 1980 which did not have any document of approval<sup>106</sup>, the industrial areas were dominantly located. The plan aimed to encourage the city to improve through the East with the establishment of the Organized Industrial Zone over Eskişehir-Ankara highway. The traditional

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<sup>103</sup> <http://www.bilecik.edu.tr/Icerik/3>

<sup>104</sup> <https://www.anadolu.edu.tr/universitemiz/kurumsal/hakkinda>

<sup>105</sup> <https://www.anadolu.edu.tr/kampuste-yasam>

<sup>106</sup> Individual interviews in Eskişehir Metropolitan Municipality, 2014-2018

industrial area which called as Factory District, TÜLOMSAŞ, Sugar factory, Sümerbank Cotton Factory, small industries in Yenidoğan and BAKSAN Industrial Site Area were all located in the plan. This is the result of the industrial development in previous period. As a new decision, **university areas were located** in the plan and CBD was suggested to grow to the North, where the university was located.



**Figure 3. 32. Eskişehir Development Plan of 1980 (Schematic Plan)**

Source: Eskişehir Metropolitan Municipality, 1980<sup>107</sup>

Odunpazarı settlement had social and physical changes because of low-income inhabitants, neglected buildings, and new transportation roads planned and implemented in 1960-1980 period (Ertin, 1994). Furthermore in **1981** this traditional settlement of Odunpazarı was decided to be conserved through an **urban site area decision** of The Supreme Council of Antiquities and Monuments, in **1988** the first **conservation plans** for this urban site area was approved by Konya Regional Conservation Board, in further years in **1997** and **2011** the revision of these plans were approved by Eskişehir Regional Board of Conservation of Cultural and Natural Assets.<sup>108</sup>

<sup>107</sup> Individual interviews in Eskişehir Metropolitan Municipality, 2014-2018

<sup>108</sup> Individual interviews in Eskişehir Regional Board of Conservation of Cultural Assets, 2014-2018

In **1984** Mass Housing Law with Law No. 2985 and in **1985** Development Law with Law No: 3194 were declared. In the following years, Development Plan at the scale of 1/5000 in **1986** and implementations plans in **1987, 1988** and **1989** were approved during the municipal mayoralty of Sezai AKSOY in 1984-1989 period.<sup>109</sup> Moreover, through Mass Housing Law and inhabitants' economic conditions cooperative type of housing in 1980-1990 was very high (through 360 cooperative housing societies) in various places in the city through implementation plans; moreover, in 1980-1992 period existing 2-3-4-storey-houses were transformed to 7-8-storey-houses through apartment blocks (Ertin, 1994).



**Figure 3. 33. Eskişehir Development Plan of 1986**

Source: Eskişehir Metropolitan Municipality,<sup>110</sup>

The development plan of the year 1986 was similar with the plan of the year 1980; that is other than **industrial area of OIZ** and **university areas** with Yunus Emre and Meşelik Campuses were located in the plan. The expansion to the Eastern site was decided including **Sultandere** residential area in the North-Eastern side. Small industries which existed in the city center were dislocated in the plan and transformed to have other functions. Furthermore, **Factory District** which was the

<sup>109</sup> Individual interviews in Eskişehir Tepebaşı Municipality, 2014-2018

<sup>110</sup> Individual interviews in Eskişehir Metropolitan Municipality, 2014-2018

traditional industrial area was planned as a function other than industry: a “Non-Residential Urban Study Area” including the decisions of “Industrial and commercial storage facilities, maintenance and service stations, management facilities, motels, restaurants, social facilities and educational facilities can be licensed. In addition, dwelling houses can be built for the operation of the facility in public facility areas.” Moreover, the area for bus terminal was removed in the plans and the new one was located in the Eastern part of the city near Bursa-Ankara Highway.

Directing the industrial facilities outside the city in the 1970s and 1980s resulted in depression areas of industrial areas in the city center (Madran et al., 2006). One of these places was **Factory District**. Through the changes in the development plan, **Factory District** which was the traditional industrial area was planned as “functionless” in the implementations plan of **1989**, that is “the detailed plans of the area will be drawn later”.<sup>111</sup> Moreover, in **1995** development plan the function was decided as “secondary business center, high-density residential area, square and parking area”. In **1998** development plan as the first Factory District Plans giving importance to industrial heritage, the function was decided as “trade and service area, protected areas and structures, urban social infrastructure areas, recreation area, low density development housing area”. However, the plans were not realized except little partial implementations till 2011 because of some cases in court. In the following period it was put into action through implementation plans and urban design so that the city life here started to have changes towards business and entertainment facilities.

Through the growth in macro form, some urban functions started to be constructed in this period in infrastructure system. In **1984-1989** period under the mayoralty of Sezai AKSOY, other than superstructure projects and applications which were implementation plans and Odunpazarı urban site conservation plans, removing casinos from the center, expropriating the place of Taşbaşı Commercial Center, establishment of an asphalt worksite, there were other developments in infrastructure such as drinking and utility water facilities were built, Eskişehir Sewerage Project

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<sup>111</sup> Individual interviews in Eskişehir Tepebaşı Municipality, 2014-2018



was prepared, new garbage disposal area and new cemetery area were prepared (Naymansoy, 2014).

In the 1990s, migrations from foreign countries were also added the population and a new neighborhood emerged as Zincirlikuyu which was formerly a village in the Eastern part of the city; moreover through construction of houses especially Yeşiltepe and Şirintepe developed in the Northern part and Aşağısöğütönü in the North-Western part (Ertin, 1994).

Through the Decree Law No. 504 in **1993**, Eskişehir Municipality gained the authority of **Metropolitan Municipality**, and two central district (first stage) municipalities were founded Tepebaşı Municipality in the Northern side of Porsuk River and Odunpazarı Municipality in the Southern side of Porsuk River.

The city developed on a planned basis; on the other hand, in periphery neighborhoods slumming type of housing continued to expand in Zincirlikuyu, Şirintepe, Yeşiltepe, Sütlüce, Esentepe, Kumlubele, Şarhöyük, Fevziçakmak, Emek, Erenköy, Huzur, Yıldıztepe, Büyükdere, Sazova, Çamlıca Neighborhoods; therefore, the third **slum-prevention zone** was decided in the Southern part of Karapınar Neighborhood by the efforts of Municipality and Ministry of Development and Housing (Ertin, 1994).

Furthermore, in **1990 – 1994 various partial rehabilitation implementation plans were approved at the scale of 1/1000**: Ömür, Yıldıztepe, Sümer, Karapınar, Erenköy, Emek, 71 Evler, Huzur, Akçağlan, Gündoğdu, Sazova, Çamlıca, Kümeevler, Ertuğrulgazi, Şirintepe, Yeşiltepe, Tunalı, Şarhöyük, Fevziçakmak, providing with parcelization and deeds for the houses (Ertin, 1994). Through these partial rehabilitation implementation plans, the development plans were revised in **1999**.<sup>112</sup>

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<sup>112</sup> Individual interviews in Eskişehir Metropolitan Municipality, 2014-2018

The decision on Taşbaşı Urban Site area was taken by The Supreme Council of Antiquities and Monuments and the conservation plan of Taşbaşı Urban Site Area was approved in **1993**; furthermore, “Taşbaşı Urban Conservation Area Conservation Development Plan” was approved in 1993.<sup>113</sup>

In **1989-1994** period under the mayoralty of Selami VARDAR (the first mayor of Eskişehir Metropolitan Municipality), other than superstructure projects and applications which were rehabilitation implementation plans, Taşbaşı and Sıcaksular Conservation and Development Project, Sultandere Mass Housing Project, applying Hamamyolu Project, construction of Taşbaşı Commercial and Cultural Center, Restoration of Taşhan, construction of multi-storey car parking area in Reşadiye, and construction of overpass for intercity bus terminal; there were also developments in infrastructure such as introduction of wastewater treatment plants, introduction of drinking and usage water facilities (Naymansoy, 2014).

In **1994-1997** period under the mayoralty of Aydın ARAT, other than superstructure projects and applications which were construction of fresh fruit and vegetable wholesaler and cold weather warehouses and removing the problem of wholesale market hall in the city center, construction of Cumhuriye and İki Eylül multi-storey car parking areas and construction of Kurtuluş underground car park, cleaning Porsuk and landscaping in Köprübaşı Region, construction of Kurtuluş Closed Market and Yunus Emre People’s Bazaar; there were also developments in infrastructure such as realization of natural gas project, establishing Kalabak Water demineralization and filling facilities, preparing light rail system project, completion of sewage treatment plants, infrastructure work in 33 neighborhoods (Naymansoy, 2014).

After Orhan SOYDAŞ mayoralty period in **1997-1999**, there was a significant change at the end of this period in **1999**, which shaped the following period: the local governmental elections and the starting of mayoralty of Prof. Dr. Yılmaz BÜYÜKERŞEN in Metropolitan Municipality.

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<sup>113</sup> Individual interviews in Eskişehir Regional Board of Conservation of Cultural Assets, 2014-2018

**Table 3. 6. Population, Areas and Economic Indicators 1980 – 2000**

<b>POPULATION</b>	<b>1980</b>	<b>1990</b>	<b>2000</b>
<b>Total Province</b>	543,802	647,750	755,083
<b>City center</b>	309,431	414,345	539,750
<b>Urban (central area)</b>	373,988	466,508	578,796
<b>Urban</b>	343,923	459,612	494,976
<b>Rural</b>	199,879	188,135	160,102
<b>AREAS</b>			
<b>Residential</b>	1,761,125	2,440,208	3,246,405
<b>Central Business District</b>	73,080	146,160	271,250
<b>Industrial</b>	571,875	722,330	871,875
<b>Services</b>	1,140,000	1,605,575	2,071,150
<b>Green Areas</b>	402,000	609,000	790,625
<b>Agricultural</b>	2,396,875	4,032,662	5,667,450
<b>Total Area</b>	6,344,955	9,555,935	12,918,755
<b>ECONOMIC INDICATORS</b>			
<b>Active Population</b>	225,949	269,140	313,737
<b>Industrial Labor</b>	24,471	29,148	33,978
<b>Industrial Population</b>	122,355	145,740	169,890
<b>Input/output</b>	0.59	0.56	0.53
<b>Added Value</b>	386,467	115,397	3,478,187

Source: İnankul, Ş., 1985: 229; related parts were translated and illustrated by the Author

The city could not demonstrate the same development on its industrial function, although it was in a great leap in terms of its educational function: Almost no share was received from basic and large-scale industrial investments that could lead to subsidiary industries other than Turkish Aircraft Industries Corporation (TAI), which was opened in 1987; furthermore, although the newly opened sections of the Organized Industrial Zone had filled up rapidly during the 1980-1992 period, the city entered a period of stagnation because of the lack of interest of the non-provincial capital (Ertin, 1994).

From the political side, this period of 1980-2000 started with military forces as parallel to Turkish general political situation 1981-1984. The municipality was directed by Military officers. From 1984 till 1999, the city was developed through

legislative changes, gaining metropolitan statue of municipality, implementation plans, infrastructural developments, migrations, slums, cooperative houses, apartment blocks, **significant developments in university** and some industrial development, and all these make spatial, economic and social changes in the city in this period of 1980-2000.

The city continued to develop with the help of with the foundation university in the 1960s; as a result, the city was not anymore one-functioned city, but multi-functioned one (Celal, 2006). Higher education has shaped the city spatially through Yunus Emre Campus in the Southern part of the city center since 1967, Bademlik Campus since 1971; and as universities Yunus Emre since 1982, Bademlik Campus between 1982 and 1993, Osmangazi University Meşelik and Bademlik Campuses since 1993, and İki Eylül Campus since 1998. Through the developments and implementation plans, Anadolu University was developed spatially in Yunus Emre Campus which was near High Way and connected to the city center with University Street. At the beginning of this period, Meşelik Campus started to be built in the Southern part of the city, and İki Eylül Campus in Muttalip in the Northern part of the city. After separating from Anadolu University in 1993, Osmangazi University grew rapidly in the Southern parts and contributed to the identity of Eskişehir as a university city.



**Figure 3. 34. Porsuk and Köprübaşı in 1990<sup>114</sup>**

<sup>114</sup> <https://www.youtube.com/watch?v=XLFCBFgh3d8>

Therefore, with the raising significance in higher education starting from Academy of Economic and Commercial Sciences, Eskişehir constituted a university-education-student city character between 1980 and 2000, and this made the city develop through functions of university. Moreover, the commercial areas started to grow towards this direction through İsmet İnönü and University Streets. In the following period it caused the university to grow wider and when the identity of university met with the municipal projects around Porsuk River and Boulevard then it made vitality in city life and reformations in the city in Adalar region through several pubs and cafes. Eskişehir, from the beginning of the 1980s, through universities has provided with not only educational facilities for university students but also social and cultural attributes which added the city life the character of “youth” and “vitality”.

### **3.2.6. A European / Livable City**

After 1999 local governmental elections, a new era started through the mayoralty of Prof. Dr. Yılmaz Büyükerşen in Metropolitan Municipality which worked on such a thesis on Eskişehir as being a unique example showing great efforts in creating brand/image in national level. Eskişehir has pursued a branding strategy through supporting the living conditions which means that acquiring a variety of social, cultural and physical equipment and has been fed by a more modern set of facilities since 1999 the year when Prof. Dr. Yılmaz Büyükerşen started his work in Eskişehir Metropolitan Municipality as a Mayor, and declared the city as a **European city**. As a result of this strategy through the created conditions and facilities, the city has become attractive and it has made a difference with a classical Anatolian city. Shortly, the branding process on living conditions and livability has been observed rather than emphasizing more competitive power of branding the city in national or global level through municipality projects in urban scale. This is not an only economically-directed branding, but it shows that if you improve the local living conditions and create some new living areas and different places in the city, but not for especially attracting tourists; then the result is the increase in life quality and livability for the people living in the city. This is a locally focused and initiated

policy on city branding but it has also given birth the making of **Eskişehir a model city with a brand of livability in national level.**

In 1999 when the local elections resulted in favor of Democratic Leftists Party (*DSP* in Turkish) whose candidate was Prof. Dr. Yılmaz BÜYÜKERŞEN, Eskişehir started to change rapidly with environmental, social, cultural, technological and innovative projects. This change is greatly related with the slogan of Mayor of Eskişehir Metropolitan Municipality, Prof. Dr. Yılmaz BÜYÜKERŞEN: “**Eskişehir as a European city.**”

The first main event that Prof. Dr. Yılmaz BÜYÜKERŞEN faced as the Mayor of Eskişehir Metropolitan Municipality was the earthquake of Kocaeli/Gölcük and the Marmara on 17 August 1999 that affected also Eskişehir urban structure. After that metropolitan municipality made some improvements for security, such as renewing the bridges on Porsuk River, work for reducing the risk of ground liquefaction, arrangement of building bylaws, renewing and improving fire fighting vehicles and equipment with the help of inhabitants; moreover, other than such security projects, metropolitan municipality arranged “**Common Mind Process**” studies in the city; and main problems were pointed as **Porsuk, infrastructure, sewage, and water.**<sup>115</sup> In this direction, since 1999, the city has shaped by many changes and transformations through urban projects which are in both superstructure and infrastructure, and also socio-cultural structure. The projects started from **Porsuk River** and surroundings in city center, continued with the transportation mode of **tramway** and **cultural events**, developed through **urban parks, restorations, hotels** and **museums** in different places, and have resulted in awareness of the city through its **living conditions** and **attracting tourists.**

These implementations around **Porsuk River** since 1999 have included rehabilitation of river, arranging the flow, making green areas in shores, renewing bridges of pedestrian and vehicles, and introducing new functions such as transportation and sports. After funding the project, the operations in field started in 2002 firstly on

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<sup>115</sup> <http://www.sakaryagazetesi.com.tr/buyukersen-ile-gecmise-yolculuk-n155823/>

cleaning. Moreover, metropolitan Municipality also founded a shipyard and started to produce boats and gondolas. This initial project has leded other changes in urban, environmental and social structure through gaining Porsuk River and its shores, which was traditionally a meeting point and rehabilitation area for inhabitants, new functions such as transportation, sport and modern entertainment place including touristic attractions (Özaslan, 2011). Therefore, Porsuk River and its shores have got new views and images through this transformation.



**Figure 3.35. Porsuk River Rehabilitation and Landscape Planning**

Source: Eskişehir Metropolitan Municipality<sup>116</sup>



**Figure 3.36. Porsuk River<sup>117</sup>**

<sup>116</sup> Individual interviews in Eskişehir Metropolitan Municipality, 2014-2018

<sup>117</sup> [http://www.eskisehir.bel.tr/sayfalar.php?sayfalar\\_id=54&menu\\_id=0](http://www.eskisehir.bel.tr/sayfalar.php?sayfalar_id=54&menu_id=0)

Another project led to transformations in city center through restoration projects. For example, wholesale market hall was renovated as **Haller Youth Center** in **2000** by Eskişehir Metropolitan Municipality; therefore, a meeting point has been created which connected city center and Anadolu University through cultural and entertainment facilities such as cafes, bars, gift shops, City Theatres of Tepebaşı Stage, exhibition saloons, and bookstore in a place other than university campus but in the city. This is a pioneering case which has given ways to transformation of such buildings in the surrounding area. For example in **2002** the old Lumber Factory started to facilitate with restoration and new arrangements as “Doors” which is now called as 222 Park, and the old wine factory started to serve as “Hayal Kahvesi” after restoration.



**Figure 3. 37. Haller Youth Center**<sup>118</sup>

In addition, the city introduced various cultural and social centers in following years. City Theaters (after 40-year-break) and Symphony Orchestra in **2001**, Metropolitan Municipality Art Center in **2002** in the city center, Metropolitan Municipality Art and Culture Palace in **2004** which is also called as Opera in Şeker Neighborhood in Tepebaşı District.

These initial projects were connected through a new transportation mode –tramway– in 2004 which is seen as one of the symbols of the city today. For a sustainable transportation system, Metropolitan Municipality approved the Transportation Master Plan in **2003**, which is prepared by İstanbul Technical University posing a

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<sup>118</sup> [http://www.eskişehir.bel.tr/sayfalar.php?sayfalar\\_id=64&menu\\_id=0](http://www.eskişehir.bel.tr/sayfalar.php?sayfalar_id=64&menu_id=0)



new transportation system with the tramway, decreasing in car-usage in city center, and developing through car parking and pedestrian areas; therefore, the first stage of tramway was established in **2004** connecting bus terminal, hospitals, universities, shopping malls, sport saloons, public institutions such as governorship and municipalities; and the second stage was established in **2014** connecting especially residential areas Emek-71 Evler, Batıkent-Çamlıca and Yenikent-Çankaya.<sup>119</sup>



**Figure 3. 38. Eskişehir Tramway – ESTRAM<sup>120</sup>**

Therefore projects around **Porsuk and tramway have made changes in the city in a way that provides both services for inhabitants and a nice image.** With the help of these initial projects, the city has started to gain vitality especially when connected with the character of university and students, then the surrounding of Porsuk River, Adalar Region, İsmet İnönü Street and University Street have started to have a social character with cafes, bars, etc. In a conversation, Prof. Dr. Yılmaz BÜYÜKERŞEN declared that he aimed to “make a European cocktail through the projects in Porsuk River, with the coastal arrangement as in Strasbourg, the bridges a little like of St. Petersburg and Vienna, with Venice gondolas built to be used in canals in spring like Venice, having boats like Amsterdam for summer evenings” (Terzi, 2009). Phaetons were provided in the city center as a memorial of history in front of Haller Youth

<sup>119</sup> <http://www2.estr.am.com.tr/Cntnt/15>

<sup>120</sup> [http://www.eskişehir.bel.tr/sayfalar.php?sayfalar\\_id=74&menu\\_id=0](http://www.eskişehir.bel.tr/sayfalar.php?sayfalar_id=74&menu_id=0)

Center, sculptures started to be located around Porsuk River. Moreover, this transportation mode of tramway and also through the revival in construction sector, University Street, Yenibağlar Neighborhood and Eskibağlar Neighborhood started to develop through apart and dorm type of accommodations and café, restaurant, etc. Moreover tramway and university also have affected in provision of housing or dorm for students in Büyükdere Neighborhood around Osmangazi University in Odunpazarı District.

The transformations on **urban site and conservation areas** have accelerated the image of the city: Odunpazarı Urban Site Area, Factory District Conservation Area, some individual restorations in city center. Anadolu University provided Museum of History of the Republic in **1994** in the entrance of Odunpazarı Region from the city center; moreover, Anadolu University restored several buildings as Odunpazarı Guest House in 2002. Atlıhan Handicrafts Market was opened in **2007** by Odunpazarı Municipality; a silo structure of Republican period in 1950s was restored and opened in **2007** as İbis Hotel. Odunpazarı Houses Restoration and Street Rehabilitation Projects were realized by different institutions: Anadolu University, Metropolitan Municipality, Odunpazarı Municipality, Governorship of Eskişehir, and Turkish World Association. Therefore, Odunpazarı Urban Site Area and its buffer zone have been provided with many cultural facilities and buildings: Eskişehir Metropolitan Municipality Odunpazarı Touristic Development Project and “Every House is an Atelier Project” (2001), Anadolu University Museum of Cartoon Art (2004), Contemporary Glass Art Museum (2007), Odunpazarı Municipality Meerschaum Museum<sup>121</sup> (2008), Eskişehir Metropolitan Municipality City Memory Museum (2012), Eskişehir Metropolitan Municipality Yılmaz Büyükerşen Wax Museum (2013), Eskişehir Metropolitan Municipality Salvation Museum (2016), Governorship of Eskişehir and Turkish World Association ETİ City and Migration Museum (2017), Odunpazarı Municipality facilities in Kurşunlu Külliyesi such as

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<sup>121</sup> As the first step in the foundation of the museum, Special Provincial Administration bought the work of arts in International Meerschaum Festivals (held by Eskişehir Province since 1998), Meerschaum Handicrafts competitions and exhibitions. ([http://www.odunpazarı.bel.tr/odunpazarıbelediyesi-18-luletasi\\_galerisi#PopupGoster\[popup\]/0/](http://www.odunpazarı.bel.tr/odunpazarıbelediyesi-18-luletasi_galerisi#PopupGoster[popup]/0/))

Glass Arts Center (2010), Odunpazarı Municipality Arasta (2012) and also shops providing local cuisine and local handicraft meerschaum.



**Figure 3. 39. Odunpazarı Houses**<sup>122</sup>



**Figure 3. 40. Odunpazarı Houses**<sup>123</sup>

Through Çukurçarşı Project the place was transformed from fish market to a recreational area in the city center after Sıcaksular Implementation Plans were approved in 2001.<sup>124</sup> Hamamyolu has been providing baths for centuries, was rearranged by Odunpazarı Municipality in **2009** (and also in **2017-2018** with a new urban design). The traditional center is still alive with also Köprübaşı and Taşbaşı providing local shops and local cuisine reflecting especially the immigrant culture. Doktorlar Street, being at the connection point of the traditional and new growth area of commercial facilities, being near Porsuk River and train station, has gained an image like İstiklal Street in İstanbul with tramway, modern shops and street artists.

<sup>122</sup> <http://www.odunpazari.bel.tr/>

<sup>123</sup> [http://www.eskişehir.bel.tr/sayfalar.php?sayfalar\\_id=70&menu\\_id=0](http://www.eskişehir.bel.tr/sayfalar.php?sayfalar_id=70&menu_id=0)

<sup>124</sup> Individual interviews in Eskişehir Metropolitan Municipality and Tepebaşı Municipality, 2014-2018

In 2007, **shopping malls** were constructed in three different areas. Two of them were on the way of tramway and around the first examples of transformations of Republican factories. One is Kanatlı Shopping Mall, which was a flour factory before; it was built as a modern building in city center after a fire in previous structure. The second is Espark, which was a factory called Kurt Brick and Tile before. It was also built as a modern building in the expanding zone of CBD, being a registered area, after the decisions of Eskişehir Regional Conservation Board of Cultural and Natural Assets on destruction of the previous structure, new constructions of mall building and reconstructions of chimneys. The third shopping mall is far from city center and is located on Eskişehir-Bursa highway near Anemon Hotel (2004) with the name Neo-Plus. In further years, in Uluönder Neighborhood around Bursa Highway, Koçtaş (2007), Metro (2012) and Banio (2014) shopping markets were opened. Moreover, in factory District, Özdilek Shopping Mall (2011) which there used to be a factory called Mühendisler Flour in Republican Period.

Meeting places of inhabitants increased through many **urban parks** Sazova Science and Culture Park (2008), Şelale Park (*Waterfall Park* in English) (2009), Kent Park (*City Park* in English) (2010), Japanese Garden (2010), Şehr-i Aşk (*City of Love* in English) Island (2010), Science Experiment Center and Sabancı Space Home (2012), Hobby Gardens (since 2001 in Tepabaşı District and since 2007 in Odunpazarı District) as rural-urban elements in the city, ETİ Underwater World (2014), Zoo (2014). Kent Park Project has roots in the decision of Metropolitan Municipality Council in 1999-2004, and the project was realized in 2010 with many entertainments such as artificial beach, indoor and outdoor swimming pools, restaurants, a large pond, children's playgrounds, and horse riding areas.<sup>125</sup> Moreover, Sazova Science and Culture Park includes pond, green areas, cafes, children's playgrounds, concert area, Fairy Tale Castle (*Masal Şatosu* in Turkish), and Dekovil (traditional industrial workers' transportation vehicle which is now used as recreational purposes).

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<sup>125</sup> [http://www.eskişehir.bel.tr/icerik\\_dvm.php?icerik\\_id=2&cat\\_icerik=1&menu\\_id=24](http://www.eskişehir.bel.tr/icerik_dvm.php?icerik_id=2&cat_icerik=1&menu_id=24)

There are also social projects, such as Tepebaşı Municipality holds with the name of **town-center** (*beldeevi* in Turkish) which are serving as community center with various facilities meeting people together in their neighborhoods since 2001. Tepebaşı Municipality declares that this is a unique project that “*meets people with life*”, is taken as one of the cases of Turkey’s most systematic local government organization.<sup>126</sup> After 2014, Odunpazarı Municipality also implemented several social centers with the name of **public centers** (*halk merkezi* in Turkish). In addition to such centers, there are also youth centers, children and cultural centers for social and cultural activities in different neighborhoods. 19 Mayıs Youth Center (2010), Zübeyde Hanım Cultural Center (2011), Özdilek Art Center (2011), 29 Ekim Youth Center (2014), 23 Nisan Children Art and Culture Center, Children Symphony Orchestra (Two Hands Make Light Work, *İki Elin Sesi Var* in Turkish) (2015), senior fellow cafes (*Deneyimli Kafe* in Turkish), Down-Coffee Houses, Assembly Workshop, The Life Village and Alzheimer’s Guest House, Tepebaşı Future Living Labs by Tepebaşı Municipality; Yunus Emre Culture and Art Center, Youth Center, Social Life Center, Public Market, Big Plane Life Center (*Koca Çınar Yaşam Merkezi* in Turkish), Bee Village (*Arıköy* in Turkish) and Pigeon Village (*Güvercinköy* in Turkish) after 2014 by Odunpazarı Municipality; Atatürk Culture Art and Congress Center and Youth Center (2018) by Eskişehir Metropolitan Municipality.

**Sculptures** have been located in the city center and big urban parks which are the products of Metropolitan Municipality. Moreover, Tepebaşı Municipality has been using statues made by the artists in Terra-Cotta Symposium in urban environment since 1999 especially locating on the parks in Factory District after 2011. The city has been also providing many facilities such as International Eskişehir Festival since 2001, International Children Theatre Festival, National Opera and Ballet Days since 2011, Wooden Sculpture Festival, and Glass Festival.

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<sup>126</sup> <http://www.tepebasi.bel.tr/beldeevleri.asp>



Figure 3. 41. Eskişehir Terra Cotta Symposium<sup>127</sup>



Figure 3. 42. Odunpazarı Municipality Festivals<sup>128</sup>



Figure 3. 43. Odunpazarı Municipality Workshop on Ceramic<sup>129</sup>

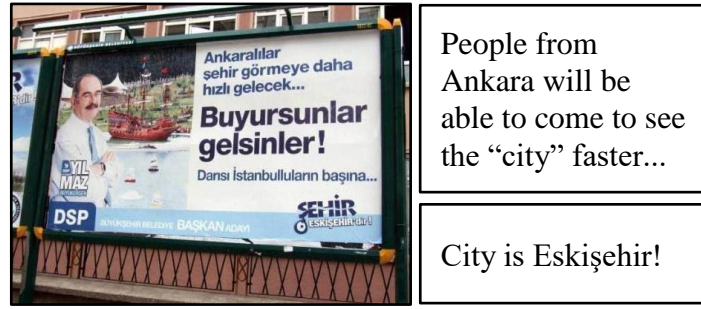
All these transformations and changes also have started to attract other people than inhabitants who are visitors from other cities. Moreover, high speed train was constructed and taken into operation respectively on Ankara-Eskişehir in **2009**, Ankara-Konya in 2011 and Eskişehir-İstanbul in 2014 (TCDD, 2017). In 2009, before local elections, Prof. Dr. Yılmaz BÜYÜKERŞEN used the advantage of high speed railway with inviting people from Ankara to Eskişehir for seeing the “city”. Through the increase in accessibility to Eskişehir it has accelerated the tourism

<sup>127</sup> <http://pismistoprak.tepebasi.bel.tr/index.asp>

<sup>128</sup> [http://www.odunpazarı.bel.tr/haber-715-odunpazarında\\_festival\\_zamani](http://www.odunpazarı.bel.tr/haber-715-odunpazarında_festival_zamani)

<sup>129</sup> <http://www.milliyet.com.tr/odunpazarı-nda-yapılan-seramik-eserler-Eskişehir-yerelhaber-2234913/>

activities and daily circulation of university student between Eskişehir and the cities close to Eskişehir. Eskişehir has started to gain momentum especially in the field of domestic tourism, with its universities, rich natural and cultural heritage, easy transportation (high-speed train) and improvements in urban environment (Governorship of Eskişehir, 2011).



**Figure 3. 44. A Billboard in 2009 advertising the Accessibility of Eskişehir before the Local Elections<sup>130</sup>**

Source: Illustrated and translated by the Author

Therefore, this change made increase in investments on tourism and new hotels were constructed in different places of the city. Han Royal Hotel (2008) which passed into Paşa Mansion Hotel in 2016, Abacı Mansion Hotel (2011), Aslanlı Mansion Hotel (2014), FRZ Mansion Hotel (2014) which passed into Arasta Mansion Boutique Hotel in 2016, Rixos Thermal Hotel and Spa Center (2014) which passed into Tasigo Hotels and Resorts in 2016, and La Vie Mansion Hotel (2016) have been providing accommodation in Odunpazarı Region.

After the Factory District Plans were realized in 2011, this region also started to become attractive for hotels, where was planned as the expanding area of the city center with commercial, tourism and residential areas, and started to develop through implementations plans, urban design and parcelization made by Tepebaşı Municipality. In **2015**, the railway was placed underground by Turkish Republic State Railway in the city center from Sugar Factory to the train station. After that an

<sup>130</sup> <http://yerelsecimsonuclari.blogcu.com/yilmaz-buyukersen-in-afisleri/5096189>

obstacle that divided the urban structure in city center till that time was removed; therefore, the connection from the traditional center towards new commercial areas in Northern places has gained strength. Through Factory District Plans, sprawl of CBD and developments in the city on tourism, and hotels were opened especially in İsmet İnönü Street and University Street, Dedepark Hotel (2009), Verman Hotel (2010), Sör Hotel (2013), Divan Hotel (2014), Merlot Hotel (2014), Arus Hotel (2014), Hilton Hotel (2018). In other places various hotels have been providing accommodation: Eskişehir Turing Hotel which was restored as Porsuk Thermal Boutique Hotel (2015) in Sıcaksular Region, Beyoğlu Palace Thermal Hotel (2016) in Atatürk Street and Turunç Hotel (2014) in Atatürk Boulevard. The following table shows the increase in the number of accommodations licensed by both Ministry and the Municipalities from 2000 to 2016.

**Table 3. 7. Number of Arrivals of Domestic and Foreign Tourists to Eskişehir in 2000 – 2016**

Years	Foreign Tourists	Domestic Tourists	Total
2000	2,100	82,546	84,646
2001	2,090	37,372	39,462
2002	1,967	62,772	64,739
2003	3,010	77,174	80,184
2004	2,627	102,012	104,639
2005	4,126	124,739	128,865
2006	3,725	124,244	127,969
2007	8,412	128,056	136,468
2008	9,108	169,892	179,000
2009	6,076	181,052	187,128
2010	7,759	178,245	186,004
2011	11,117	212,878	223,995
2012	10,499	236,820	247,319
2013	12,898	231,109	244,007
2014	16,009	220,169	236,178
2015	19,752	271,559	291,311
2016	18,479	331,510	349,989

Source: Personal illustration of Author; Ministry of Culture and Tourism, 2018<sup>131</sup>

<sup>131</sup> <http://yigm.kulturturizm.gov.tr/TR,201131/tesis-istatistikleri.html> (The data of accommodations in Tepebaşı and Odunpazarı Districts which are licenced by both Ministry and the Municipalities were used in graphing. Statistics of licenced by the Municipalities for the years of 2001 and 2007 could not be reached in the source data.)



The city has been identified with Nasreddin Hodja and Yunus Emre through mentioning their contributions in various facilities. Especially Governorship of Eskişehir has expressed Nasreddin Hodja and Yunus Emre in the official article EskiYeni since 2009. Eskişehir was declared as the Culture and Arts Capital of the Turkish World for the year 2013, and also UNESCO 2013 Intangible Cultural Heritage; therefore, various facilities and projects were held in following years in provincial level; moreover, Nasreddin Hodja was the mascot in this event. In the following painting, Nasreddin Hodja, Yunus Emre and various identities of Eskişehir are illustrated: Porsuk, tramway, Anadolu University, aviation, ETİ, meerschaum, Es-Es (Football team), Phrygia-Yazılıkaya, 26 (license plate code for vehicles), cinema, boat, raining, etc.



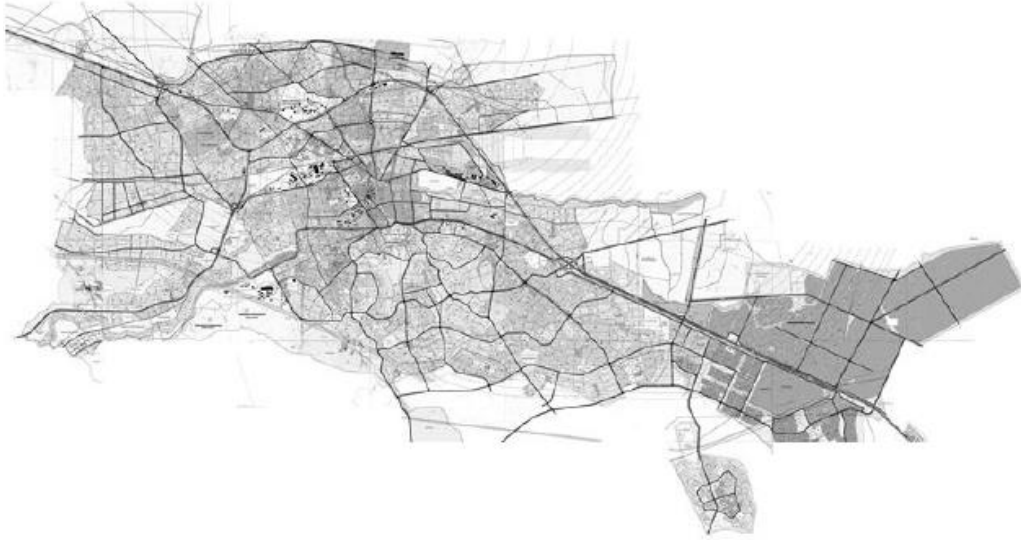
**Figure 3. 45. Symbols for Eskişehir**

Source: Şen (2009: 60-61)

## **Urban Planning and Changes in the City Macro Form**<sup>132</sup>

After 1986 development plan and 1988-1989 implementation plans, 1990-1994 various partial rehabilitation implementation plans in the previous period, after 1999 earthquake, firstly in Sıcaksular Region implementation plans were approved in 2001. However, it could not be implemented except partial arrangement because of cases and decisions of Courts.

After that in 2002 a revision of development plan at the scale of 1/5000 and in 2004 revision of implementation plans at the scale of 1/1000 were approved. Because of the effect of the earthquake in 2002, through other revision implementation plans the floor units are reduced in Tepebaşı District according to geological surveys (which were generally reversed in 2008 and 2009).



**Figure 3. 46. Revision Development Plan of 2002**

Source: Eskişehir Tepebaşı Municipality Archives, 2002<sup>133</sup>

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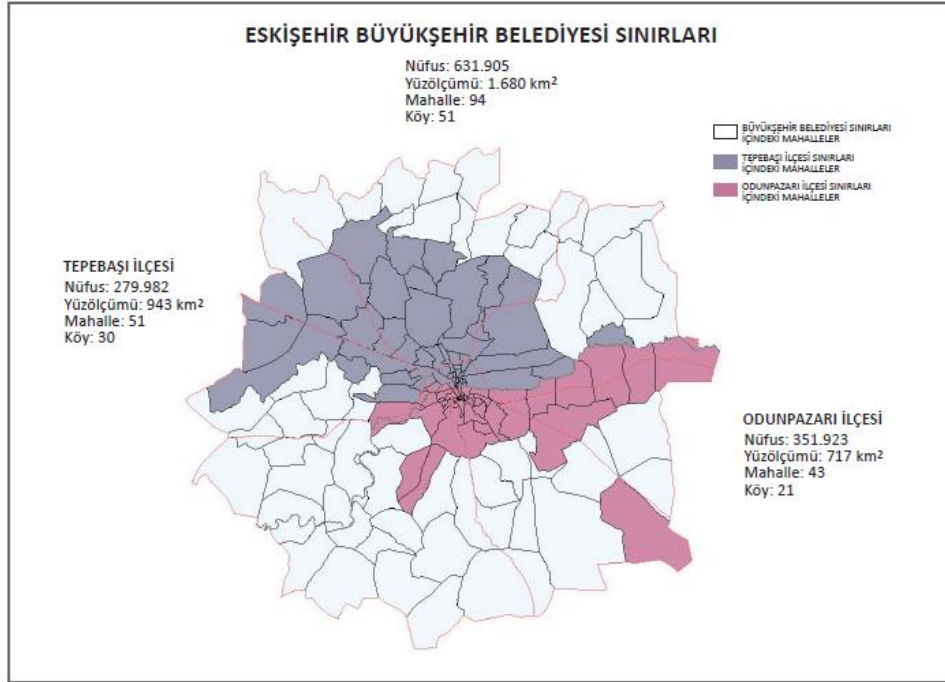
<sup>132</sup> Information about Tepebaşı and Odunpazarı plan were obtained through individual interviews in Eskişehir Tepebaşı Municipality and Odunpazarı Municipality, 2014-2018

<sup>133</sup> Individual interviews in Eskişehir Tepebaşı Municipality, 2014-2018

Moreover, in **2003** development plan the function of Factory District was decided as “second degree trade area, tourism areas, recreational trade, residential and socio-cultural areas”, similar to former functions. However, the plans could not be implemented except a few buildings due to the cases in court till the new plans were approved in 2011. Shortly as a result of decentralization of industries and foundation of Organized Industrial Zone, the Factory District was decided as the expansion area of CBD in the plans of 2003 and 2011.

The city has developed spatially in Batıkent and Aşağısöğütönü regions in Tepebaşı District and in İhlamurkent and Vadişehir in Odunpazarı District. In 2004, through the development plans of 2002, the revision implementation plans were approved at the scale of 1/1000. Moreover, in 2004 Karabayırbağları development and implementation plans were approved in the South-Western part of the city in Tepebaşı District. Moreover, Aşağısöğütönü-Zincirlikuyu additional and revision development plans in 2003, and implementation plans in 2006 were approved in the North-Western part of the city in Tepebaşı District. In Odunpazarı District, Revision implementation plan were approved for Karapınar Mass Housing Area (İhlamurkent) in 2005 and for Çankaya Mass Housing Area (Vadişehir) in 2006. Furthermore, Karapınar slum-prevention and transformation implementation plans were approved by Housing Authority in 2011. Revision and additional development (in 2013) and implementation plans (2015) of Southern Part of Emek-71 Evler, and revision of Sümer (Vişnelik) – Kızılyer Region development (2015) and implementation (2016) plans were also approved in Odunpazarı District.

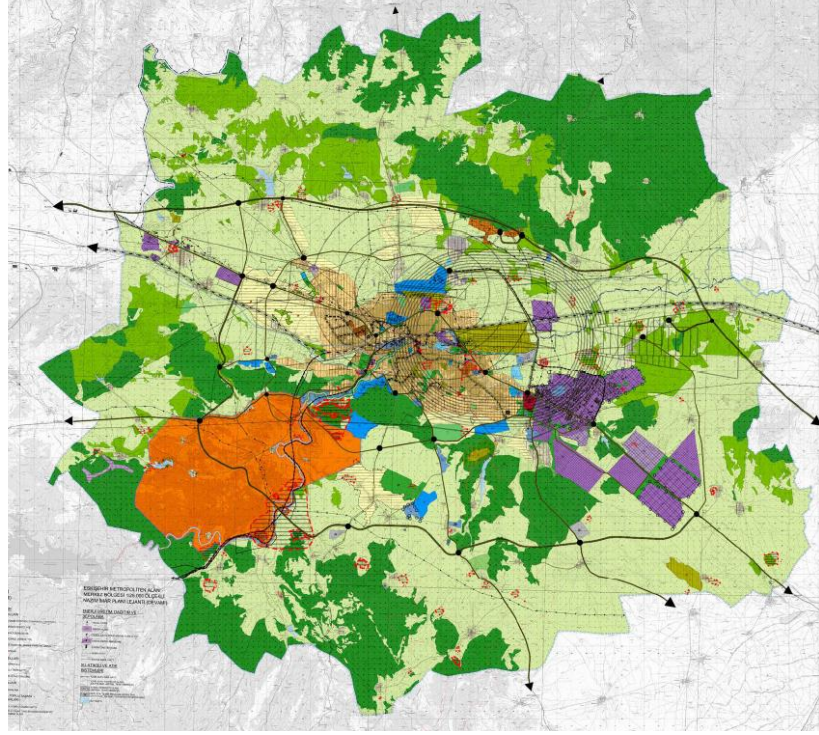
In 2008, administrative changes happened and the first stage districts were widened through some additional neighborhoods and villages through Law 5747. After that in 2008 a new environmental plan at the scale of 100.000 was approved by Governorship of Eskişehir and Eskişehir Metropolitan Municipality with giving the decision for metropolitan area (mainly Tepebaşı and Odunpazarı Districts) to be shaped when the plans at the scale of 1/25.000 will be approved.



**Figure 3. 47. Eskişehir Metropolitan Municipality in 2009**

Source: Okcu et al. (2010)

In 2009 a development plan at the scale of 1/25.000 was approved with the target year of 2025 covering the metropolitan area which decided the city growth in Western parts especially through residential development, in Northern parts through sportive and recreational developments, and in Eastern parts through industrial development, and CBD growing toward the Northern parts. However because of legislative cases and cancellations, the plan could not be implemented. A new development plan at the scale of 1/25.000 was prepared by İstanbul Technical University and was approved by Council of Eskişehir Metropolitan Municipality in 2016 and after the assessments of the objections to the plan; it was put on the action in 2017.



**Figure 3. 48. Eskişehir Metropolitan Area Central Region 1/25.000 Development Plan of 2017**

Source: Eskişehir Metropolitan Area Central Region 1/25.000 Development Plan Report (2017: Annex 3)

After the “Kızılınler Tourism Center” decision of Ministry of Culture and Tourism in 2008, the Ministry approved Kızılınler Environmental Plan at the scale of 1/25.000 in 2010. After that, District Municipalities prepared some of the development and implementation plans and they were approved by the Ministry for Tepebaşı in 2011 and Odunpazarı in 2013-2014. Ministry is responsible for the bidding for the health and tourism investments into the tourism area, and in the year of 2018 no investment has been made yet.

In 2010 Factory District Conservation Area was decided by Eskişehir Cultural and Natural Preservation Board; after that in **2011** 1/5000 development plans, **Factory District** was decided as “second degree trade area, Tourism areas, tourism areas, recreational trade, residential and socio-cultural areas”. These plans were approved by Eskişehir Cultural and Natural Preservation Board with the Urban Design of

Factory District. In 2014, the boundaries of Factory District Conservation Area were narrowed by Eskişehir Cultural and Natural Preservation Board. Moreover **Odunpazarı Urban Site Conservation Area** Revision plans were approved in 2011 by Municipality Councils and Eskişehir Regional Board of Conservation of Cultural Assets. Both Factory District and Odunpazarı Urban Site Area with its buffer zone are still developing through the projects of restorations, reconstructions and new constructions of public and private investments.

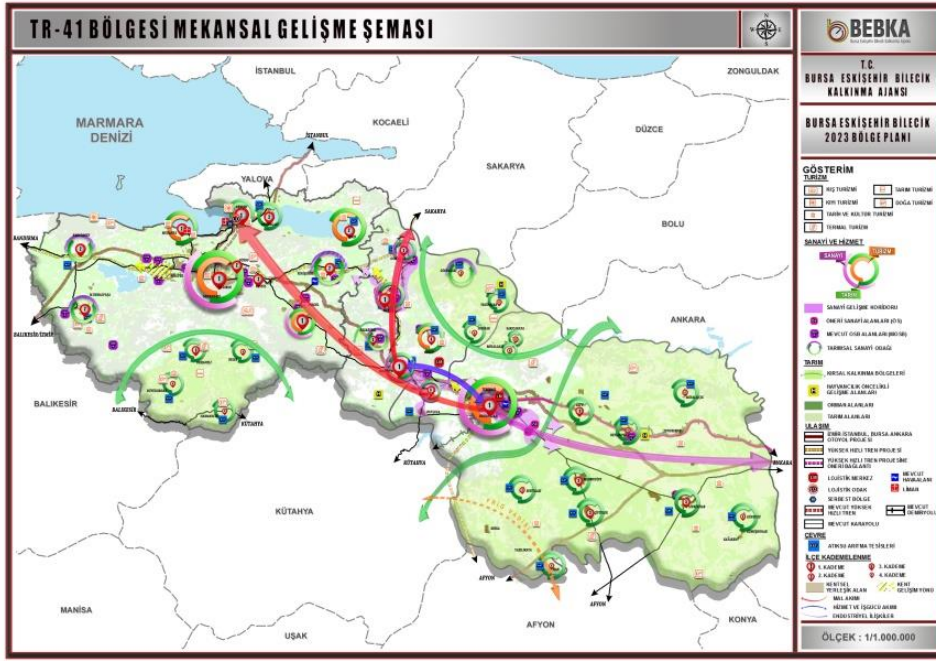
Other than these two regions there are also individual registered buildings which have been conserved through the decisions of Eskişehir Regional Board of Conservation of Cultural Assets. For example, Governmental Office which was built between 1943 and 1947 was registered as a cultural asset by Turkish Republic Ministry of Culture, Eskişehir Board of Conservation of Cultural and Natural Assets in 2000 (Eraslan, 2012). Schools complex, which is located between the newly developed area between Odunpazarı and railway area, was decided to be preserved through a “conservation area” by Conservation Board. Atatürk Stadium area was planned as Turkish World Urban Square as an urban transformation project after the new stadium project was started in Sazova Neighborhood in South-Western part of the city, and the square has not been put into action yet in 2018. Kılıçoğlu Cinema which had memorial identity for urban culture of Republican Period was designated as a listed building; however, the decision was broken through court decision, then the building was demolished after the decision of permits for demolition by Court and Conservation Board.

In this period industrial and educational development continued through plans. The urban plans of the second campus of Anadolu University, which started to be constructed in 1998 during Muttalip Municipality, were approved in 2007 in Tepebaşı District; moreover, the revision and additional plans were approved lastly in 2016. Furthermore, in Yunus Emre Campus of Anadolu University, Technology Development Zone was planned in 2010 by Ministry of Industry and Trade General Directorate of Industry Research and Development. Anadolu University has a prestige project of National Rail Systems Excellence Center (*URAYSİM* in Turkish).

Organized Industrial District has expanded and industrial developments through plans continued in this period: Hasanbey Logistic Center development and implementation plans were approved in 2011, and additional development and implementation plans for Organized Industrial Zone were approved in 2013 by Ministry of Science, Industry and Technology.

In 2010, various regions were declared as transformation areas by Metropolitan Municipality through the Law No. 5393-Number 75, such as Baksan – Keresteciler Small Industrial Site, and Sıcaksular Region. However, because of the cases and decisions of Court Metropolitan Municipality Council cancelled the decisions. In further years, an area including Sıcaksular Region with the size 56.4 hectare in both Tepebaşı and Odunpazarı Districts was declared as a Disaster Risky Area in 2013 through the Law No. 6306, and Metropolitan Municipality was given the task of the work in this area by Ministry of Ministry of Environment and Urbanization. After that the projects and plans have been prepared by İstanbul Technical University in 2017. Moreover, in Odunpazarı District, an area with the size of 66.89 hectare in Emek, Gündoğdu, Yenidoğan and Erenköy Neighborhoods was decided as a Disaster Risky Area in 2017 through the Law 6306, and through staging the project Eskişehir Metropolitan Municipality has prepared a project in 2017 with the name of Gündoğdu 1-2-3, which is still on progress. In addition, Odunpazarı Municipality through BNR Urban Transformation Planning Project Co. Ltd. has prepared a transformation and development project for Small Industrial Site in 2017, which is still on progress.

BEBKA regional plans for the periods 2010-2013 and 2014-2023 were approved by Bursa-Eskişehir-Bilecik Development Agency. In the plan for the period 2014-2023, Odunpazarı-Tepebaşı is decided as a sub-region through decisions in economic, social and environment-spatial development. The plan does not include city branding decision or visions for Eskişehir.



**Figure 3. 49. BEBKA Regional Spatial Development Scheme of 2014-2023**

Source: BEBKA (2015: 184)

2011-2015 Eskişehir Tourism Master Plan is prepared by Governorship of Eskişehir, Anadolu University and Eskişehir Osmangazi University. In this plan, it is mentioned that Eskişehir had acceleration in domestic tourism in recent years and this plan was prepared for to plan and sustained this tourism development (Governorship of Eskişehir, 2011).

In 2014, another administrative change happened and the first stage districts were widened again through some additional villages as neighborhoods, and the metropolitan municipality has gained the authority of “Whole City” which means being responsible for whole Provincial area of Eskişehir by Metropolitan Municipality.

### 3.3. Summary of the Selection of the Case Study Area

Having had the advantage of public investment in railway since the 1890s, cultural norms at the local level which are senior businesses in early Republican Period, its ability to create Eskişehir Chamber of Industry (ECI) from its own capacity and

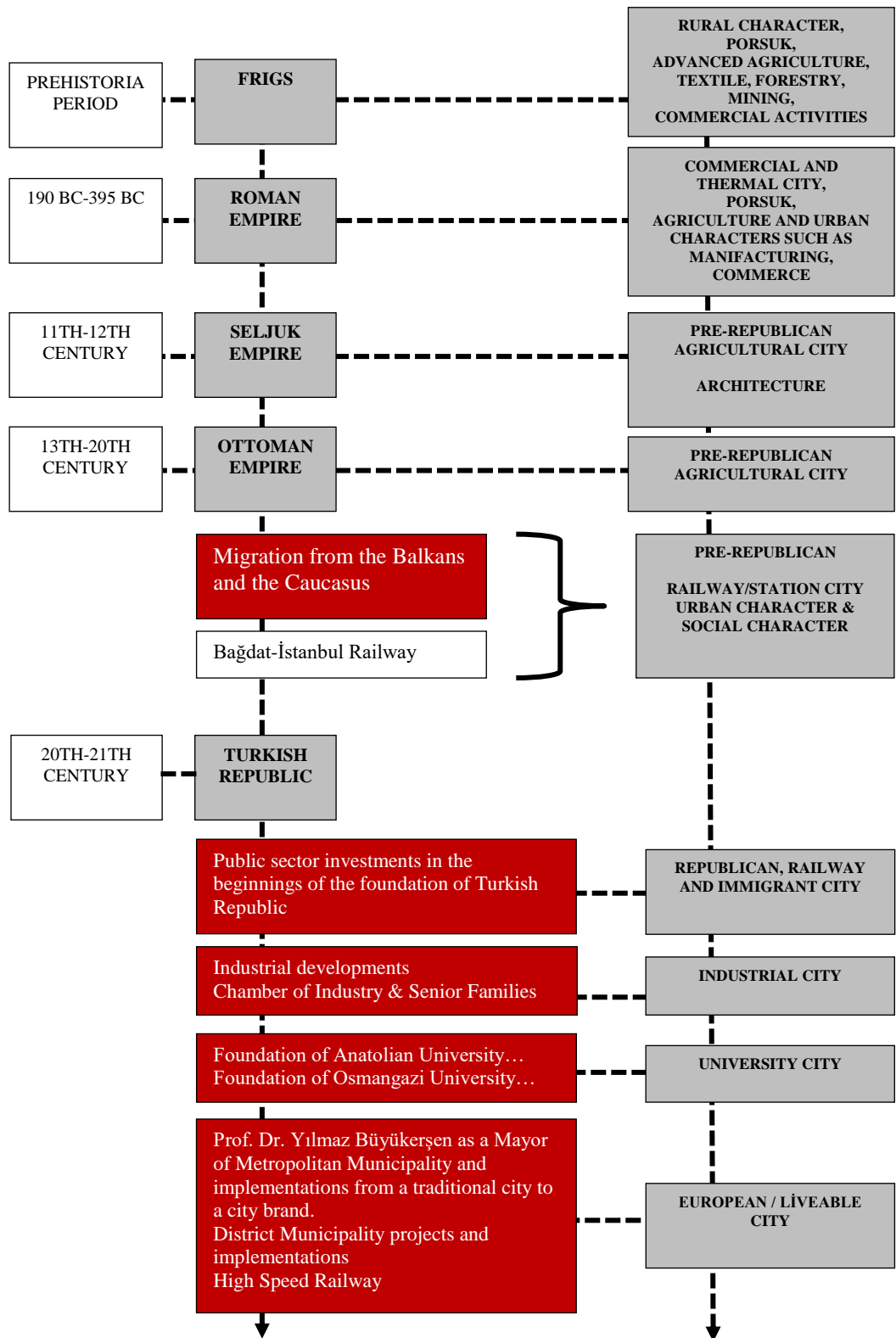


make public aware of the industry, Eskişehir has been directed industrial development and economy in the 1960s. These local dynamics have also stimulated some macroeconomic decisions which are the foundation of Eskişehir Organized Industrial District in the 1970s and sustaining this investment after the decline of such investments after the 1980s through local policies of ECI. In the 1980s the energy of universities was added to the cooperation of local initiatives and national decisions of the 1960s, and this resulted in university-industry togetherness in the city having the dominance of university in the development of the city till the end of the 20<sup>th</sup> century.

In recent years there have been some macroeconomic and governmental investments such as Logistic center, and some international events such as Turkish World Capital. However, the main factor that has marked the 21<sup>st</sup> century is the contribution of local governments-municipalities. We see the dominance of these actors with their strategic decisions and implementations in the city for providing a livable city starting from the European City strategy. Moreover, the governmental investment of High Speed Railway in 2009 has started to improve the conditions of accessibility and accordingly the urban developments in the city. Since 2000s Eskişehir has been pursuing a branding strategy through supporting the living conditions of social, cultural and physical environment, which also makes the city attractive in national level.

What is hidden in a “European City Strategy” is actually creating a city which includes main facilities for living. And after declaring the city as a European City, Eskişehir Metropolitan Municipality points out slogans such as “City is civilization, city is beauty, city revives old, city gives life, city is culture and art, city connects people, city is future, city is history, city protects values, and city educates” and the district municipalities use the terms “city, human, living”. The municipalities have been using slogans, but it looks there are strategies beyond these slogans. Through their strategies the municipalities have prepared urban projects and they have put into action these projects which are social, cultural, and recreational.

And at the end of these implementations of facilities we face with a city equipped with many facilities which are for human being, which has satisfied the people living in the city. What is more, visitors see the satisfaction of residents as a result of which more visitors come to see the city and this boosts tourism.



**Figure 3. 50. Changing City Identity of Eskişehir**

Source: Author's Personal Graphing



## CHAPTER 4

### METHODOLOGY AND DESIGN OF THE CASE STUDY: CITY BRANDING/IMAGING OF ESKİŞEHİR

This chapter introduces the methodology of the research; therefore, it includes details as to who the case study was conducted to and what data are necessary to answer the research questions that are expressed in the first chapter. In this context, the design of the case study for testing the theoretical claims based on process, stakeholder, and product will be created. On this basis, this part of the thesis will be based on the main hypotheses, and also the description of the data collection and analysis of the collected data.

#### 4.1. Research Method, Aim and Hypothesis of the Study

Research methods used can commonly be classified in two groups: the qualitative and quantitative methods. The study is mainly based on both **qualitative** and **quantitative methods**. Quantitative research focuses on giving explanations of statistical measurements and analysis of the data collected through surveys, questionnaires, etc. There are different strategies in qualitative research such as anthropology, action research and case study.

The second chapter, based on city branding definitions and components, have dealt with the question of what the research is trying to find out through using literature review. These studies mainly emphasize branding cities through competitiveness. However, in Eskişehir there is a branding process which is through increasing the quality of life. Therefore, the aim of this case study is **to understand how it is managed to brand a city through quality of life, to define the differences from**

**the mainly argued branding process on globe.** Moreover, in this research, main method is **case study analysis** and **statistical analysis**.

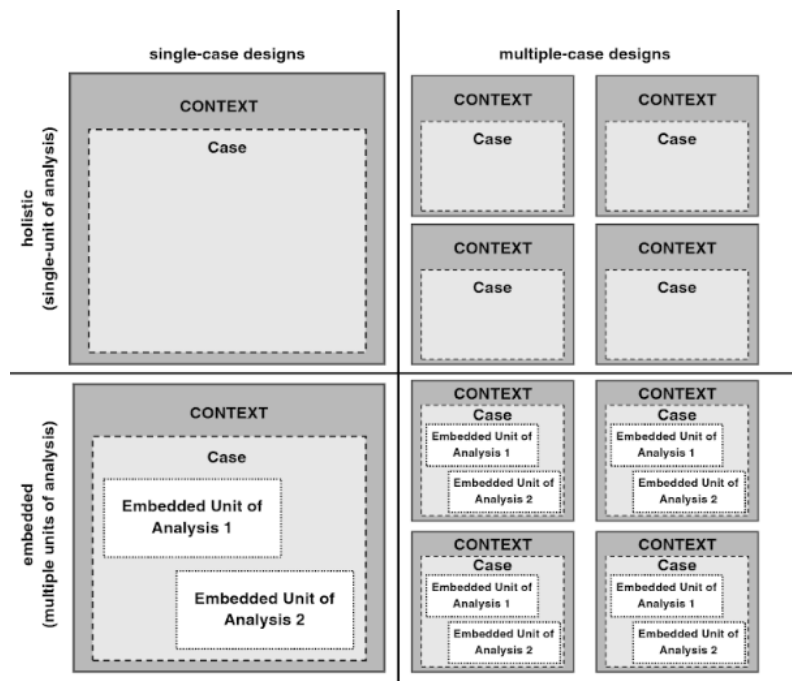
Baxter and Jack (2008) summarize different definitions and examples of different types of case studies: explanatory, exploratory, descriptive, multiple-case studies, intrinsic, instrumental, and collective. The definitions for explanatory case studies are shown in the following table.

**Table 4. 1. Definitions and Examples of Different Types of Case Studies**

Case Study	Type Definition	Published Study Example
<b>Exploratory</b>	This type of case study is used to explore those situations in which the intervention being evaluated has no clear, single set of outcomes (Yin, 2003).	Lotzkar & Bottorff (2001). An observational study of the development of a nurse-patient relationship. <i>Clinical Nursing Research, 10, 275-294.</i>

Source: Baxter and Jack (2008: 548)

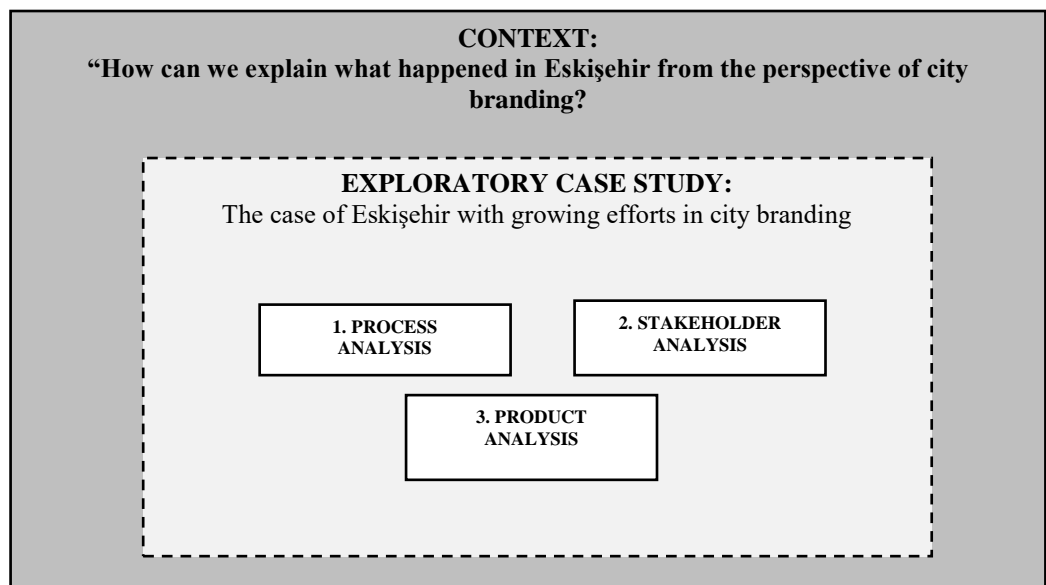
Moreover, in the following figure, basic types of designs for case studies are illustrated:



**Figure 4. 1. Basic Types of Designs for Case Studies**

Source: COSMOS Corporation (cited in Yin, 2012: 8)

Since this qualitative and quantitative research study deals with **why and how the brand concept evolved, evaluated and which outcomes brought about**, this study can be example of an **exploratory case study**. And the context of this case study is restricted with the urban area which covers the two main districts, Odunpazarı and Tepebaşı. Moreover, the study is a **single case** design on Eskişehir city branding and **embedded type of study including three units of analysis**.



**Figure 4. 2. Proposed Case Study Design**

Source: Author’s Personal Graphing; inspired by COSMOS Corporation; cited in Yin, 2012

Through the aim of the study, some hypotheses are developed below:

**I. Hypothesis on Process**

“A successful city branding process can be initiated if the brand identity proposed by local stakeholders (municipal leaders) is consistent with the identity of the city and initiated projects of the city.”

This discussion is hypothesized in order to understand if there is a consistency

between “the image created for the city” with “the reality served to the city”.

## **II. Hypothesis on Stakeholder**

“In a successful branding process, the local municipalities embrace various local stakeholders in city branding management and enhance the cooperation among them.”

In this regard, who the local stakeholders as municipalities are, what their projects are, how they manage the process of city branding, what kind of relations they have; that is, what the network of these stakeholders is like will be searched.

This discussion is hypothesized in order to understand if there is a leadership, management, or governance procedures.

## **III. Hypothesis on Product**

“City branding is successful if both city residents and non-local people with an image have similar evaluations on the branded image.”

This discussion is hypothesized in order to understand if there is a difference between the evaluations of different groups: experienced the city, semi-experienced the city, not experienced the city. The claim is about if the difference between branded identities and perceived identities are less, then it is a branding strategy which is more realistic and strong.





**Figure 4. 3. The Scheme of the Thesis through Research Questions, Hypothesis, Research Methods and Literature**  
Source: Author's Personal Graphing

In this study, through the light of these three main hypotheses, there are three types of **analysis techniques**: stakeholder analysis, process analysis, and product analysis.

In this regard, in two fields the research and studies are held in: **“field”** and **“desk”**. In these studies, **the written or digital documents** are analyzed in different types which are books, articles, web pages, news in web, brochures, etc. Moreover there are many **methods used in data collection, assessment or evaluation**: media analysis, semi-structured in-depth interviews, focus-group interview, questionnaire, and personal observation in the field.

Moreover, the representatives of **specific interest groups** in different dimensions are analyzed in these analyses: representatives of local government such as Mayors of main municipalities, officers; representatives of local democratic mass organizations such as Chamber of Commerce, Chamber of Industry, City Planners; representatives of private sector; representatives of residents; representatives of university students; representatives of visitors.

Furthermore different **software tools** are used in this study: N-vivo, Gephi, SPSS, and Microsoft Office (Word, Excel).

The following table explains the main research questions, hypotheses, analysis techniques (research methods); data required for this analysis, data collection methods, data assessment methods and the required literature headings. In this study, stakeholder analysis, process analysis, and product evaluation analysis need to collect data through documentary-desk research; therefore, document-desk-web research is not written in the following figure in order to avoid the repeats. In order to avoid the difficulty of reading the text, throughout the study, the web materials are referenced giving as footnotes.

DATA COLLECTION	DATA REQUIRED	DOCUMENT / DESK RESEARCH	DATA PREPERATION	DATA ANALYSIS	RESULTS
HISTORICAL ANALYSIS	UNDERSTANDING THE DIFFERENT IDENTITIES F THE CITY IN DIFFERENT PERIODS, ANALYSING THE BRANDING PROCESS OF CITY	√	OFFICE PROGRAMS	PROCESS ANALYSIS	FLOWCHART
MIND MAPPING THROUGH INTERVIEWS: SEMI-STRUCTURED INDEPT-INTERVIEW AND FOCUS-GROUP INTERVIEW	TIME PERSPECTIVE OF THE PROCESS, INPUTS AND OUTPUTS (ARTIFICIAL BEACH, SCIENCE-CULTURE-ART PARK, CITYPARK, PORSUK RIVER REHABILITATION, STATUES AT PARKS, BUILT UP ENVIRONMENT (ODUNPAZARI), TRAMWAY, PHAETON, RESTORATIONS (HALLER YOUTH CENTER, İBİS HOTEL, ETC.), THERMAL POTENTIALS (SICAKSULAR, HAMAMYOLU, OPERA HOUSE ETC. ), ACTIVITIES FOR CITY BRADING, THE CHARACTERISTICS OF THE BRAND (ORIGINALITIES, INSPIRATIONS, INNOVATIVENESS, CREATIVITY), THEIR INVOLVEMENTS.	√	NVIVO SOFTWARE PROGRAM	PROCESS ANALYSIS	GRAPHS - TABLES
	STAKEHOLDERS AND DIFFERENT PROJECTS., THEIR COOPERATIONS AND CONFLICTS, OUTCOMES, COMPARISON OF NATIONAL GOVERNMENT AND LOCAL GOVERNMENT BEHAVIOUR, THEIR COOPERATION AND CONFLICTS				
	EVALUATIONS OF AUTHORITIES/LOCAL GOVERNERS, INTELLECTUAL KNOWLEDGE ON CITY BRAND OF ESKİŞEHİR - CITY PLANNERS, AND SOME MAIN PRIVATE SECTOR IN THE CITY.				
MEDIA COVERAGE	DIFFERENT STATEMENTS ABOUT ESKİŞEHİR IN WEB (GOOGLE)	√ (WEB SEARCH)	NVIVO SOFTWARE PROGRAM	PROCESS ANALYSIS	GRAPHS
MUNICIPAL STAKEHOLDERS	STRATEGIES AND STATEMENTS OF MUNICIPAL - LOCAL GOVERNMENTS	√	OFFICE PROGRAMS	STAKEHOLDER ANALYSIS	GRAPHS - TABLES
STAKEHOLDER NETWORK	MUNICIPAL PROJECTS AND THEIR COOPERATIONS	√	GEPHI SOFTWARE PROGRAM	STAKEHOLDER ANALYSIS	STAKEHOLDER NETWORK MAP - GRAPHS
LIFE HISTORY / LEADER	LIFE HISTORY OF PROF. DR. YILMAZ BÜYÜKERŞEN	BOOK REVIEW	OFFICE PROGRAMS	STAKEHOLDER ANALYSIS	GRAPHS
STATEMENTS	OTHER STAKEHOLDERS' STATEMENTS	√	OFFICE PROGRAMS	STAKEHOLDER ANALYSIS	TABLES
QUESTIONNAIRES	THE BEHAVIOUR OF PEOPLE (RESIDENTS - UNIVERSITY STUDENTS - VISITORS) ON CITY BRANDING, FINDING IF THEY ARE SATISFIED OR NOT, THEIR EVALUATION OF BRAND.	-	OFFICE, SPSS, E-MAILING, FIELD WORKS, GEPHI	PRODUCT ANALYSIS	GRAPHS - TABLES

**Figure 4. 4. Data Preparation-Data Evaluation and Their Proposed Outputs**

Source: Author's Personal Graphing

## **4.2. Methodology Used in Process Analysis**

What kind of image/brand of the city has, in what process and sub-processes that brand emerged and what are the outcomes of that branding are critical for the research. In this context, through the knowledge of historical background of Eskişehir, in order to understand the process of city branding of Eskişehir in a timeline, it is aimed to manage a process analysis. This analysis is done through three methods: **historical flowchart, media analysis** and **interviews**.

### **4.2.1. Historical Flowchart**

As a first step, a historical flowchart analysis is done in order to understand how the process of city branding of Eskişehir in a timeline. Therefore, it aims to define different periods, different characters, different spatial formations, and different identities of the city.

Although the main context of the thesis is based on after the year 2000, with the help of this long-time-scaled historical flowchart which is formulated in sequential order, the study aims to give light to understanding the steps, inputs, outputs, decisions, outcomes, and the process of city branding of Eskişehir.

### **4.2.2. Media Coverage Analysis**

As a second step in the study, an analysis on media is done in order to capture the paradigm of city branding of Eskişehir from the point of media. In this study the media analysis is performed in media coverage of Eskişehir.

When the words “Eskişehir, city, news, image, brand, plan, and European city” are searched in Google, in Turkish, 297 items collected in August 2014 as database, which are dated from 2004 till 2014. These Turkish media coverage of Eskişehir is accessed through NVivo10. Through NVivo Software Program, initially, all the related data were transcribed with NVivo software program. NVivo allows for

classifying, sorting, arranging, and exploring non-numerical and unstructured data. Afterwards the interview texts were coded in order to simplify and interpret this data.

### **4.2.3. Mind-Mapping through Interviews**

How does the brand/image of Eskişehir look like from the views of different groups (Mayors of the municipalities, city and regional planners, private sector leaders, etc.) are obtained from focus group interview and semi-structured in-depth interviews.

#### **4.2.3.1. Focus – Group Interview**

Wilson (1997; cited in Kumral, 2010: 18) defines focus group interview as

“a group work of interaction that consists of four-to-twelve-person-small-groups which is held by an educated researcher or a moderator, with the duration of one hour or two hours; and discussion of chosen topic/topics in which has an environment that encourages the participant to participate their views and thoughts.”

As a third step in this study, a focus group interview was done. First of all, the intention letters were sent to 10 city planners via e-mail in Eskişehir. Later the participants were decided, and the meeting day, time and place for the interview were announced via e-mail. The focus group interview was performed with the number of 8 city planners on 09.01.2014 in Anadolu University. All the participants were having their professions in public or private sector, but during the interview they were not representing where they were working for.

At the beginning of the interview, all the participants were given identification badge (Appendix A), the demographic data of the participants was also collected and then deed of consent was signed by each participant. The interview started with the introducing of participants themselves. Later, the moderator gave the explanations

about the topic (Eskişehir city image/brand) and the aim (taking their personal thoughts, opinions and ideas) of this meeting. After that the participants were given the information about what focus-group interview is like.

The interview was moderated by the moderator, and recorded by both a reporter who is also a city planner and recorders. The interview took about two hours. At the end of the interview the participants were given certificate of participation.

This interview aimed to obtain the technical view of the discipline of city planning. The recorded data was decrypted and then assessed with the help of software (Nvivo10) through classifying, sorting and arranging, and then illustrated through graphs. The assessed data were not only interpreted from the point of process-stakeholder-product analysis of this study, but also used in the formation of further analysis in product evaluation in the formation of questionnaires.

#### **4.2.3.2. Interviews**

**Interviews** were held with private sector which also has sub-groups. In 2015 in January and February, about 15-minute-interviews were made with these businesses:

- **Big entrepreneurs in private business sector** which are General Directory of TÜLÖMSAŞ, TUSAŞ Motor Industry Joint Stock Company (TEİ), KILIÇOĞLU (Endel A.Ş), Cooperative of BAKSAN Industrial Estate, FORD Automotive Industry Joint Stock Company, Güven Motor Vehicles Commerce Industry Joint Stock Company.
- **Local businesses** which are Cihangir Aktaş Lületaşı and Tarihi Odunpazarı Köftecisi Ahmet.
- **Food-entertainment sector** which are Varuna Memphis Pub, Hayal Eskişehir and David People Big Boss.
- **Hotel-accommodation sector which are** Dedepark Hotel, Anemon Hotel and Abacı Hotel.

All the collected data from the interviews were accessed with the help of Nvivo10 through classifying, sorting, arranging, and exploring non-numerical and unstructured data in order to have a mind mapping on the process of branding in Eskişehir.

### **4.3. Methodology Used in Stakeholder Analysis**

As described in the literature, Gilmore (2002) shapes a circular for placing the spirit of people at the core and different stakeholders around which are residents, investors, opinion formers and media, students, retirees, visitors.

It is also observed from the literature that these different groups have different roles in city branding process such as management, designing, implementing, leading, participating, involving, monitoring, cooperating, budgeting, financing, emanating, supporting, etc. from the point of participation, strategic planning and democracy.

As a result, this is a great diversity and complexity of stakeholders in city branding process; therefore, in order to capture all the relations between stakeholders, their behavior and network, their role and political view of local leaders, and citizens' role, civil society and participation processes in the frame of city branding, stakeholder analysis was done.

For this aim, in the stakeholder analysis, the studies were done in two different dimensions:

- Stakeholder map showing network of municipal authorities
- Document search on projects, strategies, and perceptions of stakeholders.

Therefore, this study aimed to show the main stakeholders and find out their contribution to city branding of the case of Eskişehir.

#### **4.3.1. Stakeholder Map mainly based on Municipal Projects showing Networking**

The main goal of this analysis is to manage the complexity of stakeholders through understanding the stakeholder network and involvement in city branding projects. Therefore, the stakeholder map is critical for the research in order to understand who the stakeholders are, what their roles, their cooperation and conflicts with each other, their strategies and tools for participation are.

The context of this analysis was restricted to the main stakeholders who are the local authorities: Eskişehir Metropolitan Municipality, Eskişehir Odunpazarı Municipality and Eskişehir Tepebaşı Municipality. This is because of the context of the thesis which is restricted to the urban area. As the effects of globalization and localization, also in Turkey, local governments/municipalities have gained more responsibilities and roles. Metropolitan Municipality Law No. 5216 was introduced in 2004 and Municipality Law No. 5393 in 2005. Moreover, the municipalities have become authorities who directly have the power to shape the city physically, economically, socially, etc. Since analyzing the whole stakeholders and their projects in the city that are governorship, Bursa Eskişehir Bilecik Development Agency (BEBKA), universities, Non-Governmental Organizations etc. and their projects in the city is a very huge work to study on and hard to assess the collected data through such a work. As the municipalities are the main dominant authorities in shaping the city through development (spatial) and strategic (administrative) plans, urban projects and implementations, this analysis was restricted to the projects of municipalities in metropolitan area which represent nearly the 90% of the whole Eskişehir provincial population. Therefore, understanding their network can give the general idea of the networking of stakeholders in the city.

Furthermore, Eskişehir was the World Capital City of Turkish of Culture for 2013; therefore, many projects were invested in the provincial scale of the city. Since it will be valuable to see this huge amount of projects and their relations, in addition to the three main municipalities, Eskişehir 2013 Turkish World Capital of Culture Agency



was also added to this study as a fourth stakeholder with its projects in the context of this study (Odunpazarı and Tepebaşı Districts).

For this aim, in this study, a map of stakeholders which are declared above will be drawn in order to illustrate the relations as a network with the help of the projects of these main stakeholders in leading city branding of Eskişehir. These projects are main services and implementations on the city.

**Table 4. 2. What the Projects Say?**

	Projects	Finished or continuing project	Have stakeholders or not?	If has stakeholders				Project award?	Definitions	Information received from whom?
				Budget stakeholder	Technic stakeholder	Advertising stakeholder	Other stakeholder			
<b>Eskişehir Metropolitan Municipality</b>										
<b>Eskişehir Odunpazarı Municipality</b>										
<b>Eskişehir Tepebaşı Municipality</b>										
<b>Eskişehir 2013 Turkish World Capital of Culture Agency</b>										

Source: Author's Personal Graphing

After the decision of stakeholders for the map, first of all, the projects sheets were prepared using the related municipality web pages and having appointments with these stakeholders. In order to illustrate the relations as networks of stakeholders for city branding process, as the next step the projects which are main services and

implementations on the city were gathered through appointments with the related officers in 2014-2015. Routine and daily work was not included in these lists such as changes in urban plan which are decided every month in the Councils. Later, these four main stakeholders were asked about their networking through project lists prepared in various dimensions.

After that, the projects are listed using Microsoft Office program (Excel) for preparation to analyze them through the software Gephi as described in the following table:

**Table 4. 3. Different Stakeholders and Partnership Capacities in Projects for Gephi**

Source	Target	Weight
Stakeholder A	Stakeholder B	X

Source: Author’s Personal Graphing

In the source area, it was written the main stakeholder that has the projects. Moreover, in the target, it was written the stakeholder which was networking with these projects. Weight is showing the number of project. For all these four stakeholders through defining them as “source” sequentially, the whole networking table was produced including all stakeholders in the analysis.

After having the exact Excel file of networking, it was processed through the software Gephi and the networking map was generated. Gephi, as open-source software for network visualization and analysis, helps to show the patterns and trends with outliers.<sup>134</sup> It also enables cooperation of different stakeholders through graphing. Therefore the relationship and networking of these four main stakeholders were illustrated with their weights of projects they cooperate. In other words, through Gephi and stakeholder analysis mainly based on municipalities in metropolitan area, the study aimed to illustrate the shape of the common or single projects.

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<sup>134</sup> <https://gephi.org/about/>

### **4.3.2. Written Documents**

#### **4.3.2.1. Life History of Prof. Dr. Yılmaz BÜYÜKERŞEN**

Taşçı (2009) describes that his book “Zamanı Durduran Saat” (*Time-stopping Clock* in English) is the story of Prof. Dr. Yılmaz BÜYÜKERŞEN through his own words who is an undeterred man grows up in a very small steppe city with gathering dreams (at the size of which is disproportionate to the size of the city), and realized these huge dreams in the city.

Since the life story of Prof. Dr. Yılmaz BÜYÜKERŞEN as a leading stakeholder in the city will give the essence of the city branding, the book “Zamanı Durduran Saat” was analyzed in order to define the effect of Mr. Büyükerşen. Therefore, a summary was generated, and this summary was chronologically graphed with a mind-map through three main life periods:

- Family
- Primary, Secondary and High Schools
- Academy

#### **4.3.2.2. Statements of Stakeholders**

In this part the perceptions of the main stakeholders were searched through the official website of three main municipalities, their slogans-visions and strategic plans.

Moreover Eskişehir Tourism Workshop was held in 2014, and was participated as a guest by the author and the views of different leaders in the city were recorded as notes:

- Governor of that period (Güngör Azim TUNA),

- Rector of Anatolian University (Hasan GÖNEN),
- Rector of Osmangazi University (Naci GÜNDOĞAN),
- Representative of TÜRSAB (Akın ÇAMOĞLU).

These notes were examined and tabled for having the general perceptions on city branding of the city of Eskişehir.

### **4.3.3. Semi-Structured In-depth Interviews**

In-depth interviewing is defined as “a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation” (Boyce et al., 2006: 3). The process for conducting in-depth interviews is described as “plan, develop instruments, collect data, analyze data, and disseminate findings” (Boyce et al., 2006: 3). Moreover, qualitative interviews are categorized in a variety of ways: unstructured, semi-structured and structured.

In this research, for the evaluation of process analysis, the data is collected through semi-structured in-depth interviews with different stakeholders in the city. This method aimed to have the general views of different stakeholders in the city on the story of branding process of Eskişehir.

From this perspective, through the light of focus group interview and document research on city branding concept and the case of Eskişehir, interview questions were formulated in three folds: process, stakeholder and product including main and sub-headings. After making appointments with the interviewers, the interviews which were organized for different groups related to their roles in city branding process of Eskişehir carried out.

**In-depth interviews** were held with two mayors of the district municipalities which form the urban area of the Eskişehir city: Odunpazarı and Tepebaşı, since they are the main stakeholders in local management (Appendix B):

- About 45-minute-interview was performed with Ahmet ATAÇ, DDS as the **Mayor of Tepebaşı Municipality** in 15.01.2014, and
- In 19.07.2014, about a half an hour-interview was made with Lawyer Kazım KURT as the **Mayor of Odunpazarı Municipality**.

#### **4.4. Methodology Used in Product Analysis**

Since “how the brand is evaluated” is a critical question in this research, this part includes the design of product evaluation of Eskişehir and its branding process. The context of this part is related with different groups of people who are directly affected or not. These different groups are the residents living in the city, university students attending the universities and visitors of the city.

These three groups differ from each other from the point of experiencing the city. The residents live in the city and they actually experience the city; therefore, they see the city with its realities. Furthermore, the university students experience the city partially since they live in the city partially; therefore, they have partial reality and partial virtuality in their minds, because they use the city generally in school time, and they have the advantages of the city from the point of especially education or leisure. However, the visitors do not have experience on living in the city; but they have images about the city through different tools such as television programs, things in written, drawn and advertised in newspapers, social media and web sites, friends, and their former visits of this city.

Therefore, this part aimed to investigate in what ways the city and branding of Eskişehir as a product are considered by the city residents, university students and visitors. For this aim, the “**questionnaires**” were designed in three formats for each group as a data collection method. The population of the study consists of three groups: residents of Eskişehir, university students attending the universities in Eskişehir and visitors to Eskişehir. The population is huge; therefore, sample method was preferred in order to prevent loss in manpower, time and cost and to ensure a

better compilation of the data. The sampling method provides us with the ability to gain information on the particular characteristics of the population and to make estimations for the population. To collect general information on the population, related questionnaires were applied to 300 people in total, 100 people for each three groups. (Appendix C)

In this direction, for the data collection through questionnaires, the main place was decided as Yılmaz Büyükerşen Waxworks Museum, because all these three groups use this place. It is the museum where practically the visitors of Eskişehir come and have time; moreover the city residents and university students also use this place for their own leisure or for their guests from other cities. As a result, this is one of the best places where you can witness, search and observe the variety of people. Moreover, three other places were chosen for each groups, for city residents some Public offices, for university students Tepebaşı Youth Center as a center which is serving to the university students both from Anadolu University and Osmangazi University, and for visitors various Hotels were chosen which are a four-star hotel in Tepebaşı District and a mansion hotel in Odunpazarı District. Questionnaires were applied in these various place through one to one application personally or author's personal e-mailing in 2015.

**Table 4. 4. Questionnaires Applied to Different Groups in Different Places through Different Methods**

Number of Questionnaires	Respondents	Place	Method 1	Method 2
100	City Residents of Eskişehir	Yılmaz Büyükerşen Waxworks Museum visitors	One to one application personally	Personal e-mailing
		Various Public offices		
100	The university students attending the universities in Eskişehir	Yılmaz Büyükerşen Waxworks Museum visitors	One to one application personally	Personal e-mailing
		Tepebaşı Municipality Youth Center		
100	The Visitors to Eskişehir	Yılmaz Büyükerşen Waxworks Museum visitors	One to one application personally	Personal e-mailing
		Two Hotels		
300	<b>TOTAL PEOPLE SURVEYED</b>			

Source: Author's Personal Graphing

The main structure of these questionnaires is based on three headings which sometimes also have sub-headings.

- Demography and Characteristics of Respondents
- Attitude-Behavior Variables of Respondents
  - Physical Transformations
  - Determinant Stakeholders/Leadership
  - Social Outputs
- Evaluations of Respondents on Different Aspects
  - City Definitions
  - Satisfaction
  - Brand City

Both the literature in this study and the former studies of this dissertation such focus group, in-depth-interviews and media analysis helped to design the questionnaires.

The questions were designed starting with a free question in order to understand what they the respondents have in their minds about the city. This question is critical for understanding their pure/nature views without any guidance: “*What are the first three words / phrases that come to mind when Eskişehir is mentioned?*” In the following parts of the data collection, multiple-choice questions were organized in order to understand their behaviors and evaluations, and through the variety of answers the respondents were made to choose one or more answers. Some of these questions were designed according to Likert Scale with the size as follows: 1 = strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = strongly agree. Furthermore, at the end open-ended questions were designed, such as “*Do you think Eskişehir is a brand-city? Why? If Yes, in which area is it a brand-city? If No, do you want it to be a brand-city in the future?*” These free vision questions aimed to have the respondents’ ideas, suggestions, etc. in a freeway.

All the data collected were examined descriptively and statistically. For analyzing the data, SPSS (Statistical Package for Social Sciences) 16.0 was used. SPSS allows the user to make both basic and advanced level statistical analyses. In the study, all the statistics such as demographical findings to lead the study, variables of attitude-behavior, cross-frequency tables, test of significance between hypothesis tests and survey groups, independent samples T-Test comparisons, and one way ANOVA comparisons were obtained by SPSS. Other than SPSS, for analyzing the data, graphs were used with the help of Microsoft Office (Excel). Moreover, the responses of the open-ended questions were encoded through NVivo software program. Through creating related categorizations, the answers were evaluated and visualized.

### **Cross Frequency Tables**

These are the tables that are closely related to each other and include at least two variables, when they are turned into proportions, they are called probabilistic tables; in these cases, the data are considered qualitative or categorical; because, each variable is assumed to have a nominal scale (Kalaycı, 2009: 131). Through this method, the opinions about if Eskişehir is a brand city, demographic findings and



attitude-behavior variables of the participants of the survey were examined by comparing them with the cross frequency tables.

### **Significance Test between Hypothesis Tests and Survey Groups**

Hypothesis tests are used to determine whether there is a difference between two or more means, in hypothesis testing the main goal is to understand whether there is a difference between the averages, and different tests are applied according to the number of groups to be compared (Kalaycı, 2009: 131). Through this method, in this dissertation, the questions that are common to the three different survey groups were examined to see if there is a difference between the groups.

### **Independent Samples T-Test Comparison**

The Independent Samples T-Test is used to determine whether the averages of two independent groups are different from each other, and the relevant hypotheses for the analysis are as follows (Özgan and Eren, 2007):

- Ho: There is no significant difference between group averages.
- H1: There is a significant difference between group averages.

Before performing the comparison of the averages, it is necessary to test whether the variances are equal, and the hypothesis to be established for equality of variances is as follows (Özgan and Eren, 2007):

- Ho: Group variances are equal. ( $\sigma_1 = \sigma_2$ ).
- H1: Group variances are not equal. ( $\sigma_1 \neq \sigma_2$ ).

In order to be able to decide on the variance hypothesis, the value of Sig.=p in the equation section of variances given in the analysis output of the program is looked at (Özgan and Eren, 2007).

- if  $p > \alpha = 0,05$ , then  $H_0$  is accepted;
- Otherwise,  $H_1$  is accepted.

After questioning whether the variances are equal, a significance test is performed between the group averages (Özgan and Eren, 2007):

- If the variances are equal, “the t value in the section where the variances are equal” and “its value of Sig. (2-tailed) = p” are looked at;
- If the variances are not equal, “the t value in the section where the variances are not equal” and “its value of Sig. (2-tailed) = p” are looked at.
- If  $p > \alpha = 0,05$ , then  $H_0$  is accepted and it is determined that there is no difference between the averages;
- Otherwise,  $H_1$  is accepted and it is determined that there is a difference between the averages.

In this dissertation, independent Samples T - Test was used in the comparison of the two groups (city residents and university students) because in the surveys both of the groups were asked about the services and situations in Eskişehir, the effects of stakeholders on Eskişehir, and social situations that have effects on Eskişehir.

### **One Way ANOVA Comparisons**

One way variance analysis (ANOVA) is used to test the hypothesis of whether there is a difference between two or the relevant, and hypotheses for the analysis are as follows (Özgan and Eren, 2007):

- $H_0$ : There is no significant difference between group averages.
- $H_1$ : There is a significant difference between group averages.

In order to be able to decide on hypotheses, the value of Sig . = p given at the analysis output of the program is looked at (Özgan and Eren, 2007):

- If  $p > \alpha = 0.05$ , then  $H_0$  is accepted; otherwise,  $H_1$  is accepted.
- If there is no difference between the group averages as a result of the analysis, the analysis is terminated at this stage.
- If it is found that there is a difference between the group averages, complementary calculations must be made to determine which group averages the differences are between. These techniques are called Post-Hoc techniques, there are many post-hoc techniques available, and the homogeneity of variances is decisive when deciding which technique to use.

The homogeneity test is located in the ANOVA procedure window; after the relevant table is obtained, the value of Sig. = p is checked (If  $p > \alpha = 0.05$ , then  $H_0$  is accepted; otherwise,  $H_1$  is accepted); and the relevant hypotheses are as (Özgan and Eren, 2007):

- $H_0$ : Group variances are homogeneous.
- $H_1$ : Group variances are not homogeneous.

Techniques used in the case of homogeneous variances (Scheffe, Tukey, Duncan ...) and techniques used when the variances are not homogeneous (Tamhane's T2, Dunnett's T3 ...) are different from each other; and after testing for homogeneity of variances, it is decided which post-hoc technique should be used, at the end of this process the groups with differences between the averages can be determined (Özgan and Eren, 2007).

In this dissertation, as the questions of physical structure expressions and city qualifications of Eskişehir were applied in the survey of city residents, university students and visitors, One Way Anova test was used in comparison of these three groups.



## CHAPTER 5

### RESEARCH FINDINGS OF THE STUDY

As Kavaratzis and Ashworth (2006) define place branding through brand identity, brand positioning and brand image, in this part, the story of Eskişehir city branding is described through **process**, **stakeholder** and **product analysis** and through identifying **brand identity**, **brand positioning** and **brand image** of Eskişehir in this process.

Therefore, in order to understand the Eskişehir City Branding Process, historical flowchart and media analysis maps are described in this part. This shows mainly the identity of the city through history, and how the city is identified today through media.

Moreover, in order to understand stakeholders on city branding of Eskişehir, projects, strategies and statements of major Stakeholders on city branding of Eskişehir who are especially the mayors of municipalities are illustrated and interpreted in this part. Therefore, findings of brand identity and positioning are pointed out.

Lastly, in order to evaluate the city branding of Eskişehir as a product by different actors, findings of the questionnaires are described and interpreted in this part; therefore, the findings of brand image of Eskişehir are given.

## 5.1. Process Analysis – Understanding the Eskişehir City Branding Process

### 5.1.1. Historical Flowchart

Since 1999, the city has been facing many changes and transformations which are held by municipalities. Eskişehir has been pursuing a branding strategy through supporting the living conditions which means that acquiring a variety of social, cultural and physical equipment and being fed by a more modern set of facilities. These projects vary in terms of functions such as recreational, sportive, cultural, social, etc.

Therefore, the city has cultivated an image of culture, art, student, university, livability. This is a branding strategy creating a livable city declaring as a European city through connecting different social and cultural facilities connected and developed with a natural element, which is **Porsuk** River and an artificial element which is **tramway**. Moreover, the image of the city is provided with municipal projects of districts of Odunpazarı and Tepebaşı in social, cultural, and environmental fields.

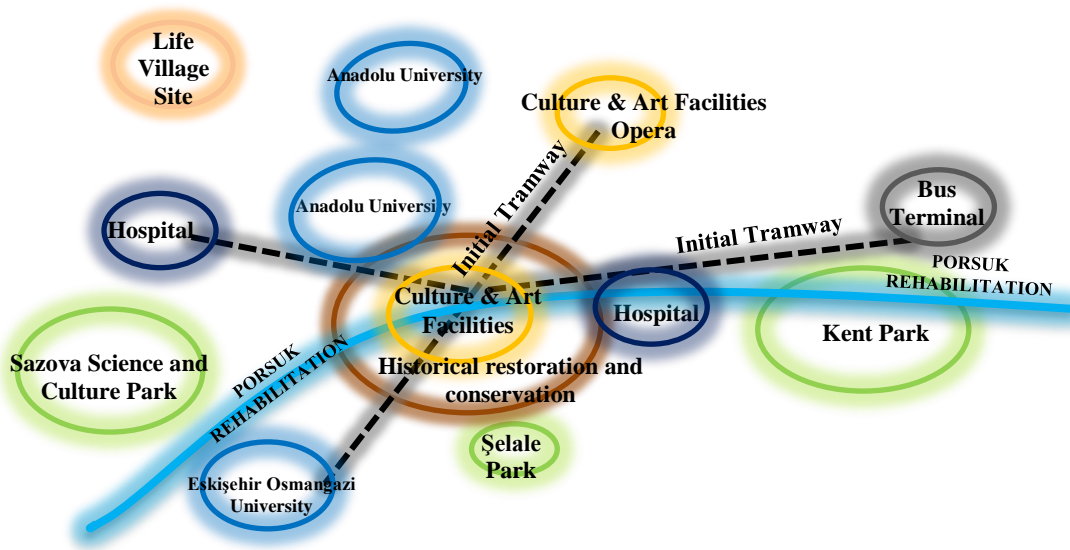
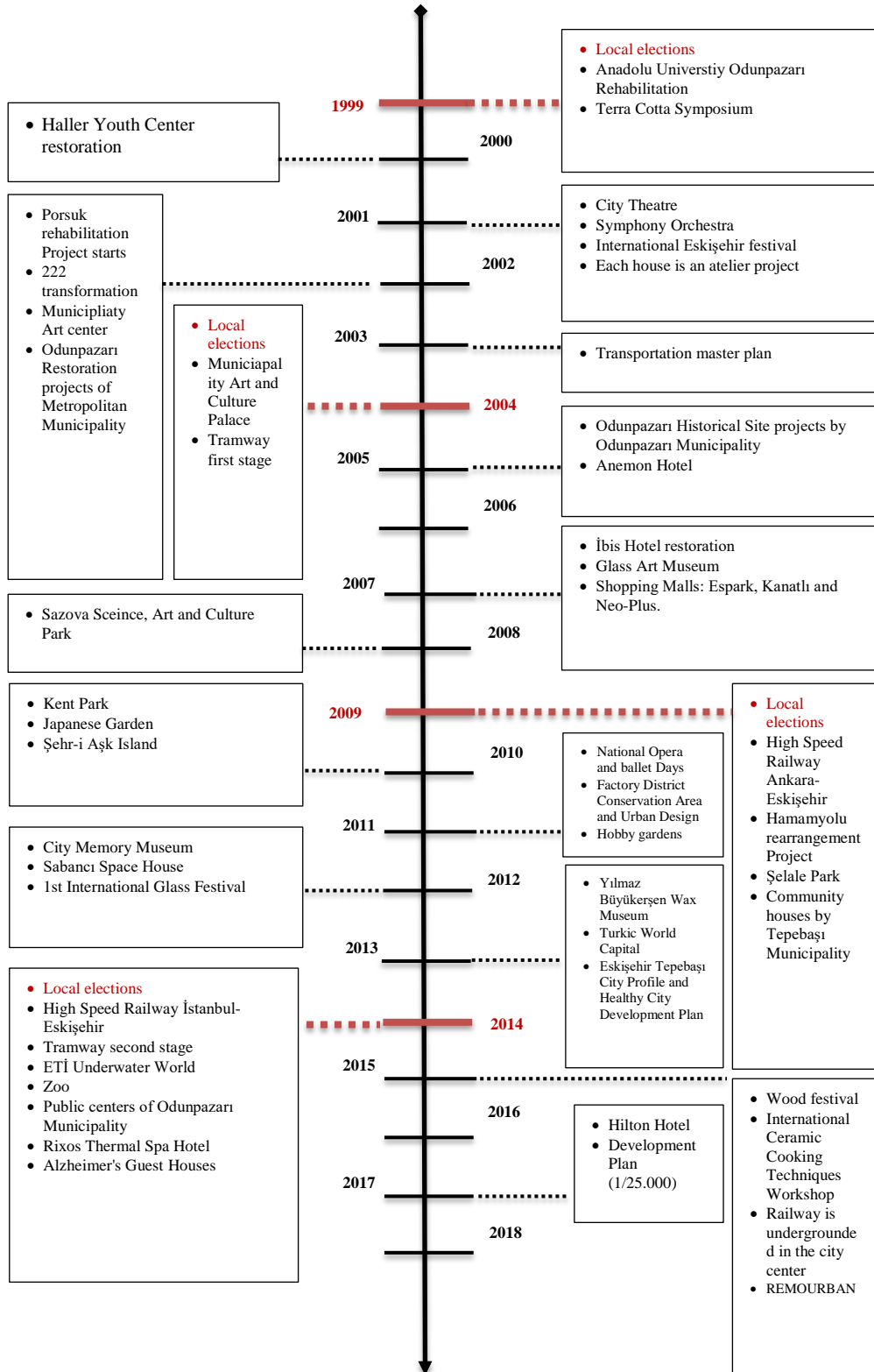


Figure 5. 1. Design of Municipal Strategy on Eskişehir City Branding after 1999

Source: Author's Personal Graphing

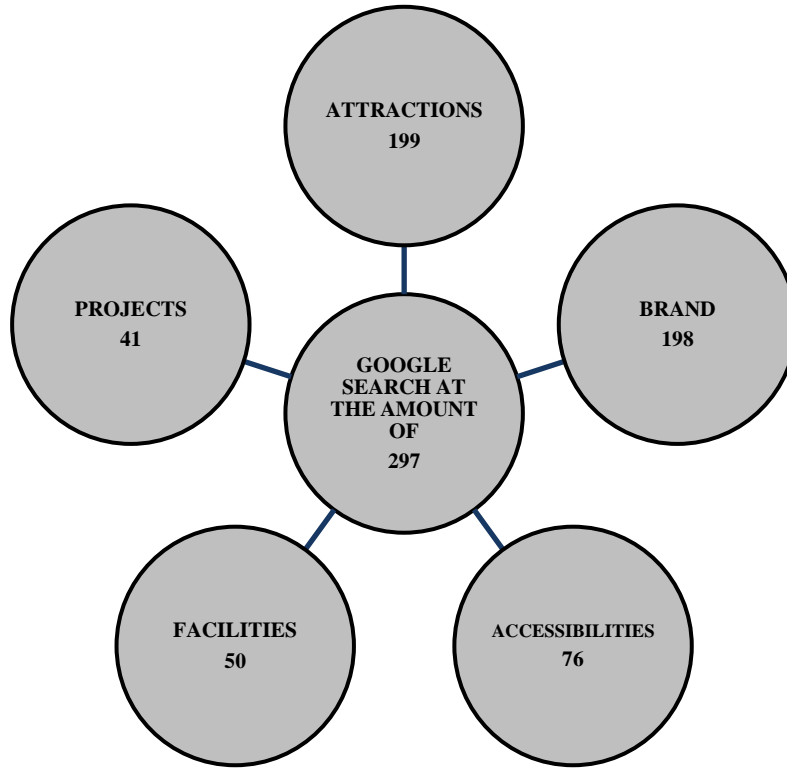


**Figure 5. 2. Historical Changes in Time-Society-Economy-Space-Image of Eskişehir**

Source: Author's Personal Rendering and Graphing

### 5.1.2. Media Coverage of City Branding of Eskişehir

When these 297 google-search results are categorized according to themes, 198 of the media statements are found in the group of “brand”.

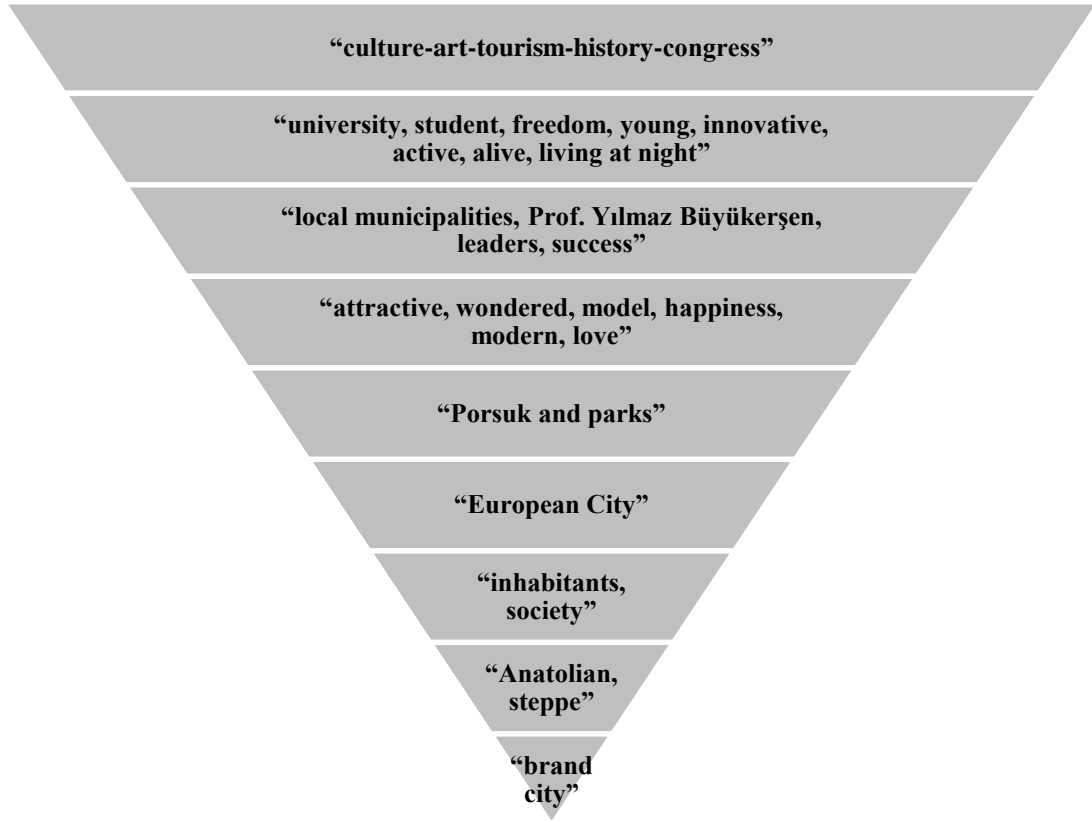


**Figure 5. 3. Media Coverage of Eskişehir**

Source: Author’s Personal Graphing

Moreover, the brand category has sub-categories according to sub-themes. The first ten themes are “culture-art-tourism-history-congress” (107), “university, student, freedom, young, innovative, active, alive, living at night” (92), “local municipalities, Prof. Dr. Yılmaz Büyükerşen, leaders, success” (70), “attractive, wondered, model, happiness, modern, love” (65), “Porsuk and parks” (54), “European City” (45), “inhabitants, society” (35), “Anatolian, steppe, oasis” (33), “brand city” (29), “industry, employment, economy, commerce” (21) – “other city comparisons” (21) – “transportation” (21). The following sub-categories are “former images” (11), “initials” (10), “football, sport” (5), “aviation” (3), “film” (3), “negative image” (2), “world city” (2), “real estate” (1), and “agriculture” (1).





**Figure 5. 4. Media Coverage of City Branding of Eskişehir**

Source: Author’s Personal Graphing

These media coverage is reflecting the identity of city and projects implemented in the city. In the first category Eskişehir is mentioned as in the following discourses: being a culture and art city / being the cultural capital of 2013 Turkish World / the city has so changed so that the tourists are coming to the city / the city is serving many congresses and symposiums / one of the new discoveries in tourism / tourism miracle / increase in number of domestic tourists / increase in daily tourism and tours / becoming a city of museums / hot water flows from beneath / moving to thermal tourism / Odunpazarı as a major civilization project / Phrygian Valley as an alternative to Cappadocia / theatres, cafes, restaurants, meerschaum, visiting parks and Space Center.

In the category of “European city”, which is the strategy of Eskişehir Metropolitan Municipality, Eskişehir is mentioned as in the following discourses: a European city in Anatolia / just like a small European city / having the skill on creation of a European

city / the city making Europe jealous / Eskişehir is not in Europe but in Turkey / getting rid of the town image and transforming to a European one / a European city with its parks and cafes / it is objected to implement projects for reaching a modern European city.

In the category of “brand city”, which is the subject of this dissertation, Eskişehir is mentioned as in the following discourses: not having the object of making Eskişehir a brand city / what is the brand image of Eskişehir: youth city / cultural city, student city etc. / can Eskişehir be a brand city? / Odunpazarı has been a brand / model city / Eskişehir is a popular city.

In the category of “Anatolian, steppe, oasis”, which is the geographical region of Eskişehir; Eskişehir is mentioned as in the following discourses: located at the Anatolian steppe / dynamic cultural and art city of Anatolia / modern face of Anatolia / breaking the molds in the middle of Anatolia / shining star of Anatolia / tourism, university and love city in the middle of the steppe / creating an oasis in the desert / an artificial beach in the middle of the steppe / becoming one of the brilliant cities in Anatolia through the railway / founding a shipyard in a city without sea.

In the following picture, a travelling guide in web using a collage of various attributes in the city, which shows an image for travelers.



**Figure 5. 5. A Collage Picture in a Travelling Guide Website<sup>135</sup>**

<sup>135</sup> <https://kesfegel.com/eskisehir-gezi-rehberi/>

### 5.1.3. Mind-Mapping on City of Eskişehir through Interviews

#### 5.1.3.1. Understanding the City through the Coverage of City and Regional Planners in the City<sup>136</sup>

The Focus Group **defines in various ways** according to the size of the city and its services such as “not a metropolis”, “both small and big city”, “having the comfort of a big city but the convenience of a small city”, and “really a town although it is a metropolitan city”. Moreover, they define the city according to its attractiveness, such as “it is on media in last years”, “a heaven to live for the people coming outside of the city”, “it has no dominant function”, and “you can go around in 1 or 2 days”. Moreover, some definitions are on physical characteristics, such as “the city has not produced itself physically through architecture, but it does not care about this”. In addition, there are also descriptions on the social structure: “an immigrant city, expectation of immigrants and welcoming of residents”, “not othering”, “respect to each other”, “modern”, “embracing the social life”, “accepting the innovations”, “adoption”, “happiness”, “self-confidence”. Some definitions are based on functions such as “heaven of students”.

The social structure of the city is mentioned in various **previous images: big industrial investments in Republican period, man-women, Porsuk, patisseries-cafes-cinemas, education and Eskişehirspor**. Big industrial investments in Republican period which were railway facilities, Sugar Factory and TÜLOMSAŞ evoke balls, bicycle and bike-parks, cinema, clubs and worker break rings. The society is mentioned as being together with men and women, the people dressed as if they were going to balls in contrast to the bad conditions of buildings/physical structure. According to the view in focus group interview, it is declared that in the 1960-1970s the physical conditions and infrastructure were in bad conditions and everywhere was in mud; in the 1980s Eskişehir was in a muddy condition; and in the 1990s Porsuk was a dirty place with wastes; however, this was not a reason for being unhappy. Porsuk

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<sup>136</sup> Individual Focus-Group Interview, 2014

was a meeting place with 8-9 summer cinemas, an amusement park, and small crafts. It was nice while having bad physical conditions. Cinemas also had a significant role in Eskişehir, especially Kılıçoğlu Cinema, with their loggias and orchestra. When new foreign movies came to Turkey, they were firstly on at the cinema in Eskişehir and then İstanbul. Another meeting place was patisseries that are located around railway station and Hamamyolu: Emek, Nur and Venedik Patisseries. In the 1960s-1970s the city was under the effect of the university; in each period education was paid attention; and in the 1970s it was the most intellectual city in Turkey. In the 1965s Eskişehirspor was forging ahead the city of Eskişehir.

Three of the participants are from Eskişehir and the others are not, and all of them agree on the view for living in Eskişehir, they are all satisfied to live in this city. They define **different images** for the city of Eskişehir for today:

- European city, education city, aviation city, leader city, modern city, and livable city. Some agree on “a European city”, some agree that it is beyond a European City, and some agree on the fact that it does not have an extraordinary beauty, but say it has a very well-grounded structure with Porsuk, big parks (Sazova and Kent Park), Hamamyolu, and Bars Street. Moreover, it is mentioned becoming a European city is not only possible through physical structure, but also through people, culture, city identity and citizens, and accessibility.
- A participant declares that students sharpen the citizens, and the citizens are ready to be sharpened; moreover, Mayor of Metropolitan Municipality Prof. Dr. Yılmaz Büyükerşen promoted it. Five of the participants accept that students have changed the city and citizens in a positive way. One declares that there is qualified migration to the city.
- From the point of livability, one does not believe in arguments such as a livable city; one agrees that life is easy in this city; one says that it is comfortable; one says that it is secure; and one says that it is social.

From the concept of **branding**, there are different views. One says that it is not a brand, but another says it is a brand, one says that the city has raised the level, another

says that it is essential to recognize the city more, and five of them agree that there is dual character like a shop window and the displayed material.

From the **political view**, the general opinion is on being a municipality with the same opinion as the ruling party makes great advantages; however, in Eskişehir the political conditions are vice versa and the reconciliation is very weak between central and local government; furthermore, the investments in Eskişehir are not done properly; as a result the city stands on its own feet. In addition, in Eskişehir local institutional cooperation is evaluated as weak.

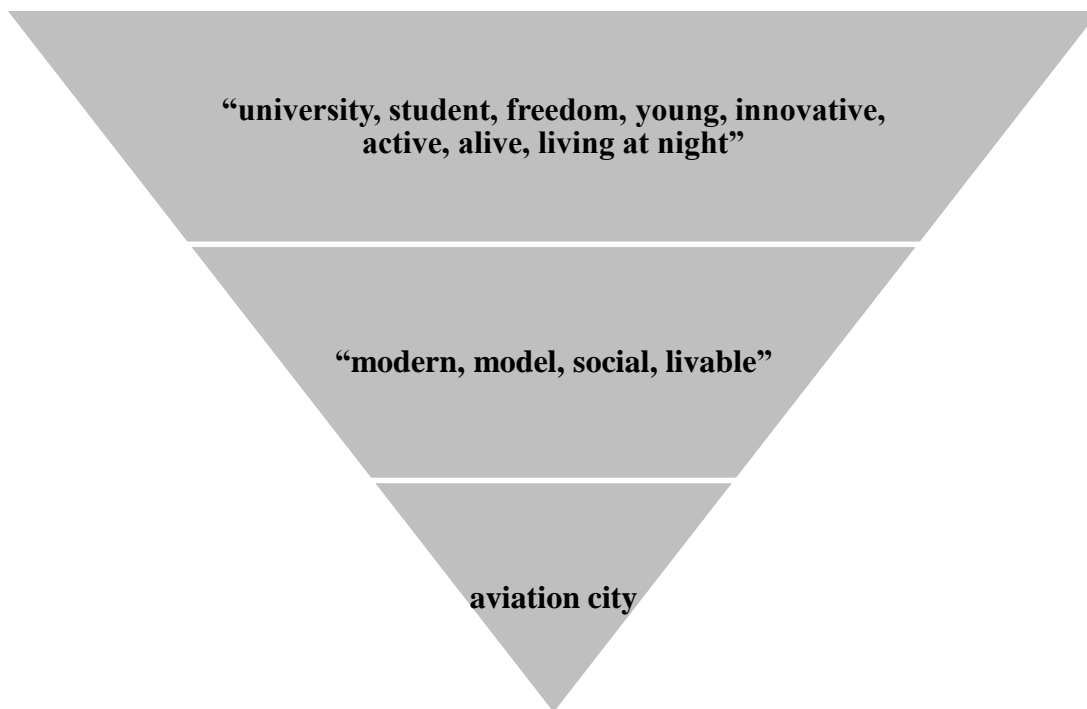
Moreover, Mayor of Eskişehir Metropolitan Municipality Prof. Dr. Yılmaz BÜYÜKERŞEN is defined in different ways. Common opinion is that he is influencing the urbanization of Eskişehir, he has managed to contribute in socio-cultural areas in the city, being a local man, he has internalized the city of Eskişehir, and “Eskişehir and Prof. Dr. Yılmaz Büyükerşen” cannot be mentioned separately.

There are opinions on the implementations and assets of the city. Two participants declare that the city does not have outstanding features. The implementations should be accepted by everybody; from this perspective, it is observed that the implementations in art and culture are the ones needed and accepted, even traditionalized in the city. Moreover, the general opinion is that there are also imitations and inspirations in these implementations in the city; one of the participants thinks that nothing can happen without imitation. For example, statues have been located in different common places and they are criticized in different ways: “they are not aesthetic”, “they are exaggerated”, “it is like a makeup”, “it is perceived relatively”, “these are actually remediable implementations, then it is not a problem”, “many people take the photo of them”, “visitors from outside like them”. There are those who interpret “museology”, “cafes around Porsuk River-Adalar”, “tramway” as innovative applications; moreover, tramway is also seen as an urban image for the city. Meerschaum is mentioned as “something ordinary”, and “it is available but cannot be utilized”. Culture Capital of Turkish World project is interpreted as being impellent”. In addition, the city is mentioned with “Odunpazarı”, with “the character

of living in the city”, as “education city” and as “aviation city”.

### 5.1.3.2. Understanding the City through the Coverage of Private Sector in the City<sup>137</sup>

Two of the private stakeholders have the opinions that Eskişehir is not a brand city, while ten of them agree that the city is a brand. These brands vary: first group is “livable, modern, tolerant city” (4), second is “education, student city” (4), the others are “being different in domestic”, “aviation”, “industry”, “entertainment”.



**Figure 5. 6. Talks on Identity of the City with Private Sector**

Source: Author’s Personal Graphing from Interviews

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<sup>137</sup> Individual Interviews, 2014

**Table 5. 1. What do Different Stakeholders in Private Sector Statements?**

	Name of the Stakeholder	What does the stakeholder say?	
		Identity of the city	Brand City or not?
1	<b>Industrial Sector I</b>	I. European City II. Education (University, Student) City III. Industrial City	Yes. CIVILIZATION, TOLERANCE AND CULTURAL LEVEL
2	<b>Industrial Sector II</b>	I. City of Aviation II. Young City III. Modern City	Yes. AVIATION
3	<b>Industrial Sector III</b>	I. Anatolian City II. City of Freedom III. City of Aviation	No. In the future I would like it will become because reputation and prestige are desirable everywhere.
4	<b>Industrial Sector IV</b>	I. City of Immigrants II. Shining Star of Anatolia III. Industrial City and Education (University, Student) City	Yes. BEING DIFFERENT IN DOMESTIC.
5	<b>Hotel I (four-star)</b>	I. Education (University, Student) City II. Livable City III. Social City	No. In the future I would like it will become because Eskişehir is a city that anyone visit can find something unique.
6	<b>Hotel II (boutique hotel)</b>	I. Modern City II. Day night Living City III. Education (University, Student) City	Yes. EDUCATION, INDUSTRY, ENTERTAINMENT
7	<b>Hotel III (five-star)</b>	I. Education (University, Student) City II. Young City III. Livable City	Yes. LIVABILITY.
8	<b>Traditional Craft I</b>	I. City of Meerschaum II. Modern City III. Day night Living city	Yes. STATUES, MODERN, LIVABILITY.
9	<b>Traditional Craft II</b>	I. City of Aviation and Railway City II. City of Water III. City of Meerschaum	Yes. STUDENT.
10	<b>Entertainment I</b>	I. Modern City II. Day night Living City III. Model City	Yes. STUDENTS CONVENIENCE- SOCIAL COMFORT.
11	<b>Entertainment II</b>	I. European city II. City of Nasreddin Hodja III. City of freedom	Yes. STUDENT.
12	<b>Entertainment III</b>	I. City of toleration/allowance II. Education (University, Student) City III. City of Aviation	Yes. SOCIAL LIFE, TOLERANCE, CHARM.

Source: Author's Personal Graphing from Interviews

## **5.2. Stakeholder Analysis – Projects, Strategies and Statements of Major Stakeholders on City Branding of Eskişehir**

### **5.2.1. Municipal Stakeholders as the Agents in City Branding**

The local municipalities have had the dominant character since 1999 as explained in the part of historical development. There are three municipalities in the city center of Eskişehir: Eskişehir Metropolitan Municipality, Eskişehir Odunpazarı Municipality and Eskişehir Tepebaşı Municipality.

#### **5.2.1.1. Eskişehir Metropolitan Municipality**

According to the legislative framework, metropolitan municipalities are responsible for infrastructure (water, canalization, gas, etc.), public transportation, upper scale plan and environmental projects. Since 1999, Eskişehir Metropolitan Municipality has been implementing these legislative duties with a human and city-based strategy. Starting with the strategy of a “European City”, and then having projects on the visions focusing life, city and living, today the city statistically differs from other cities in terms of social / living quality indicators, which makes the city a brand. In this process Eskişehir Metropolitan Municipality has various projects that reflect the branding of city.

In the strategic plans of Metropolitan Municipality, there is no idea or statement to make Eskişehir a brand city. The plans include creating a modern city through dealing with the main urban problems. In these plans, it is declared that Eskişehir is an education and industrial city; and the focus is on “**city**” and being a “**model**” for other cities in Turkey. The plans show the strategy of creating a city dealing with any function that the city needs, which are transportation, infrastructure, culture, art, conservation of historical heritage. Dealing with city refers to dealing with citizens; therefore, the plans are reflecting human-based strategies.



**Table 5. 2. Eskişehir Metropolitan Municipality Strategic Plans**

<b>Period</b>	<b>Vision</b>
<b>2006-2010</b>	<b>We want everybody who is born, raised and living in Eskişehir to get a share from Eskişehir, which is alive and developing;</b> to be a citizen who is proud of the city where they grew up and lived, to help Turkey and humanity with qualifications gained through being born, growing up or living in Eskişehir. In order to realize this desire, we see it as our foremost duty to make those that are in the share of the Metropolitan Municipality.
<b>2011-2015</b>	Eskişehir is a <b>model</b> city of urbanization of Turkey. We will continue improving this situation and <b>lead to the process of regaining the cities of Turkey.</b>
<b>2015-2019</b>	Eskişehir is a <b>model</b> city of urbanization of Turkey. We will continue improving this situation and <b>lead to the process of regaining the cities of Turkey.</b>

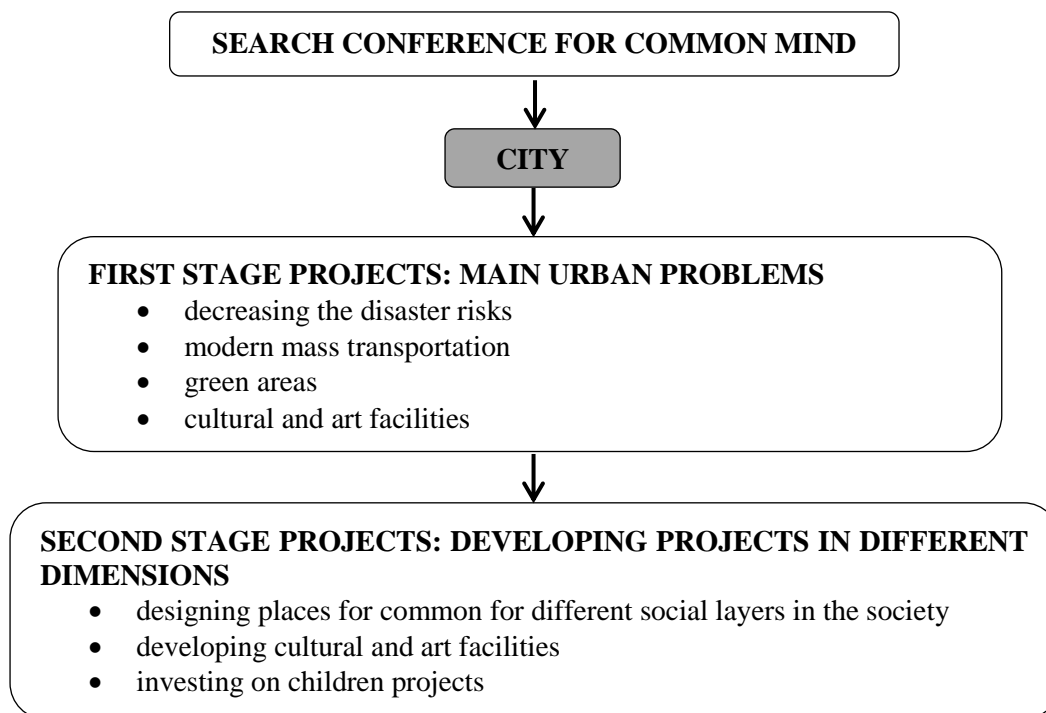
Source: Author's Personal Graphing<sup>138</sup>

Metropolitan Municipality says:

**The city as a whole** has various functions, and balance of these functions is critical. Many of these functions are listed in the **European Urban Charter**; it is also stated in the same text that these functions must be performed harmoniously and in a mutually supportive manner. The European Urban Charter was published in 1992; while all other European charters address as a center to the governments, the European City Charter addresses to the local government. All the vitality is based on balance, and all cities are alive. In Eskişehir, almost all of the things we did together with the inhabitants of Eskişehir are meaningful when you see the city as a whole. According to the definition of city, it must be the place of everyone. The roads of different people intersect in the city. Eskişehir is becoming a city where every person can make room for. (Eskişehir Metropolitan Municipality Document-I, 2008).<sup>139</sup>

<sup>138</sup> [http://www.eskişehir.bel.tr/sayfalar.php?sayfalar\\_id=26](http://www.eskişehir.bel.tr/sayfalar.php?sayfalar_id=26)

<sup>139</sup> Individual interviews in Eskişehir Metropolitan Municipality, 2014-2018



**Figure 5. 7. Process of the City Branding of Eskişehir Metropolitan Municipality**

Source: Author’s Personal Rendering and Graphing

**European Urban Charter** includes urban rights which are security, an unpolluted and healthy environment, employment, housing, mobility, health, sport and leisure, culture, multicultural integration, good quality architecture and physical surroundings, harmonization of functions, participation, economic development, sustained development, services and goods, natural wealth and resources, personal fulfilment, inter-municipal collaboration, financial mechanisms and structures, equality.<sup>140</sup>

Keleş (1998: 75) defines the city as

“a settlement unit which is in constant social development and where the needs of population for settlement, traffic, work, marriage, rest and entertainment are met, with very few people are engaged in agriculture, and when compared with villages having more dense in terms of population and consisting of small neighborhood unit.”

<sup>140</sup> <https://rm.coe.int/168071923d>

Strategic plans and municipal statements are showing that Eskişehir Metropolitan Municipality gives emphasis on “city”. The municipality publishes a municipal bulletin called “BizimŞehir” (*OurCity* in English) which also points out European City motto.



**Figure 5. 8. “Modern Tramway Projects is starting, we become a European City”**

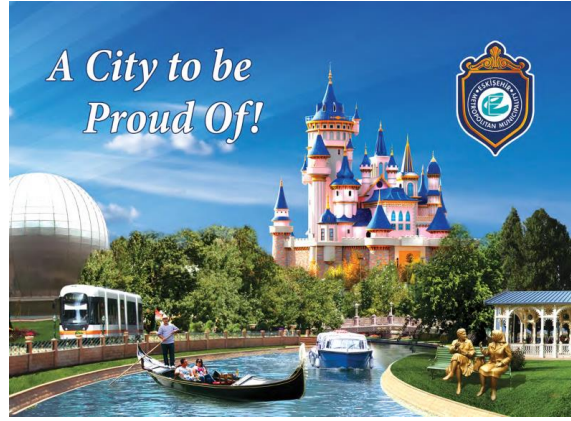
Source: BizimŞehir (2002: 1)



**Figure 5. 9. “European View for Eskişehir”**

Source: BizimŞehir (2003: 1)

Metropolitan Municipality has been using mottos including “city” also in its various documents, brochures and websites: “a city to be proud of”, “city is civilization”, “city is beauty”, “city revises old”, “city gives life”, “city is culture and art”, “city connects people”, “city is future”, “city is history”, “city protects values”, and “city educates”. These mottos are indicating the urban rights of European Urban Charter.



**Figure 5. 10. City Emphasis of Eskişehir Metropolitan Municipality<sup>141</sup>**

As declaring mottos including “city” terms, Metropolitan Municipality implements the projects for city and citizens. For example, Metropolitan Municipality describes the aim of Kent Park (*City Park* in English) Project focusing on its recreational and social contributions for human and also its future attractiveness for tourism and congress:

“Kent Park is a large-scale recreation area. Eskişehir is a city extending on the East-West axis. At the exit of Ankara on the East side of the city Organize Industrial Zone is located; therefore, from the center to the East, the worker and the low-income population are concentrated. Eskişehir, when compared with the other cities in Turkey, is socioeconomically uniform. Income distribution is fairly straightforward. In addition, since the migration resources of the city are not so diverse, there are no great differences between sociocultural aspects. However, the recent political polarization on general trends in Turkey has accelerated the decomposition in the social fabric also in Eskişehir. Kent Park is a large-scale meeting place, designed as a means of softening this disintegration that threatens the future of the city. The main goal of the project is **to bring all the social layers of Eskişehir together in one place and to provide the ground for the contact between the different sectors, especially for young people and the elderly to get rid of the stress of daily life.** Another project aimed at children is being carried out at the same time in

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<sup>141</sup> [http://www.eskisehir.bel.tr/dosyalar/gurur\\_veren\\_sehir/eng.pdf](http://www.eskisehir.bel.tr/dosyalar/gurur_veren_sehir/eng.pdf)

the West of the city. Moreover, Kent Park is regarded as a piece of green touch that will take place along Porsuk River. Kent Park is thought to be one of the **starting points of a continuity expected to be decisive for the city over time**. Comfort, prestige and sociability were regarded as the dominant criteria in the design of the park. The Slaughterhouse, built in the 1940s and rescued from the devastation, was renovated with new functions. The park has horse riding tracks, indoor and outdoor swimming pools and a beach. In the park, creating options for those with different income levels, thus bringing together different social segment is considered important. Kent Park is the only option in the city for the benefit of water from low income families who cannot find a holiday opportunity in summer. When the Kent House in the park is completed, the city will have won a contemporary wedding hall. The park will be an alternative art, culture and recreation center for Eskişehir. **Kent Park will bring vitality to an already developing region of the city. Kent Park in Eskişehir, which aims to be an important congress and health tourism center in the future, will be an important attraction center not only for residents of Eskişehir but also for sightseeing.**” (Eskişehir Metropolitan Municipality Document-II, 2008).

In the strategic plans of Metropolitan Municipality, there is no idea or statement to make Eskişehir a brand city, but by the year 2009, it is observed that Eskişehir metropolitan Municipality uses the term of “brand city” for Eskişehir. In the 5<sup>th</sup> International Conference on Management, Business and Economy organized by Yaşar University with the cooperation of USA Valporaiso University and the contributions of Ege University in 2009, in his speech “**Brand City: Eskişehir**”, Mayor of Eskişehir Metropolitan Municipality Prof. Dr. Yılmaz Büyükerşen said that “*My greatest success is changing the state of mind of the city, correcting the deteriorating morale of the city and **creating a brand city**. The city became a city of people who are proud to be from Eskişehir. **We aimed to make Eskişehir a cultural and artistic***”

*center of Anatolia.*”<sup>142</sup> Prof. Dr. Yılmaz Büyükerşen also mentioned the projects have been implemented for a modern city, which made the city a brand of **model city** in Turkey with its urbanization studies; he added that artistic identity of city has been contributing to the brand of city, and the brand of Eskişehir has been providing a city having **vibrant, innovative, inviting, unifying and respectful to differences** (Eskişehir Metropolitan Municipality Document-III, 2013). Moreover, in Eskişehir Metropolitan Municipality Strategic Plan 2015, Eskişehir is defined as “**a brand city in Turkey**”.

In the Workshop of Tourism held by Governorship of Eskişehir on 14.04.2015 in Eskişehir, Prof. Dr. Yılmaz BÜYÜKERŞEN expressed that at METU and Bilkent master and doctoral theses, it had been emphasized that Eskişehir was a **brand city**. He said:

“How many brands do we use? It’s not just a name, it needs to be used by enthusiasts, and it needs to attract tourists. The Symphony Orchestra has also attracted participators from İstanbul since it provided economic accessibility. Moreover, Eskişehir is desired to be the sister city of foreign cities such as Kyrgyzstan, Mongolia, Frankfurt, Belgium, Colombia and Venezuela.”<sup>143</sup>

From the point of think-tank of the projects, Prof. Dr. Yılmaz Büyükerşen pointed out that the team to take part in this whole process of transformation was a small group of “young social democrat assembly members of the Municipality most of whom are his students” and “skilled manpower transferred from university to the municipality” (Eskişehir Metropolitan Municipality Document-III, 2013).

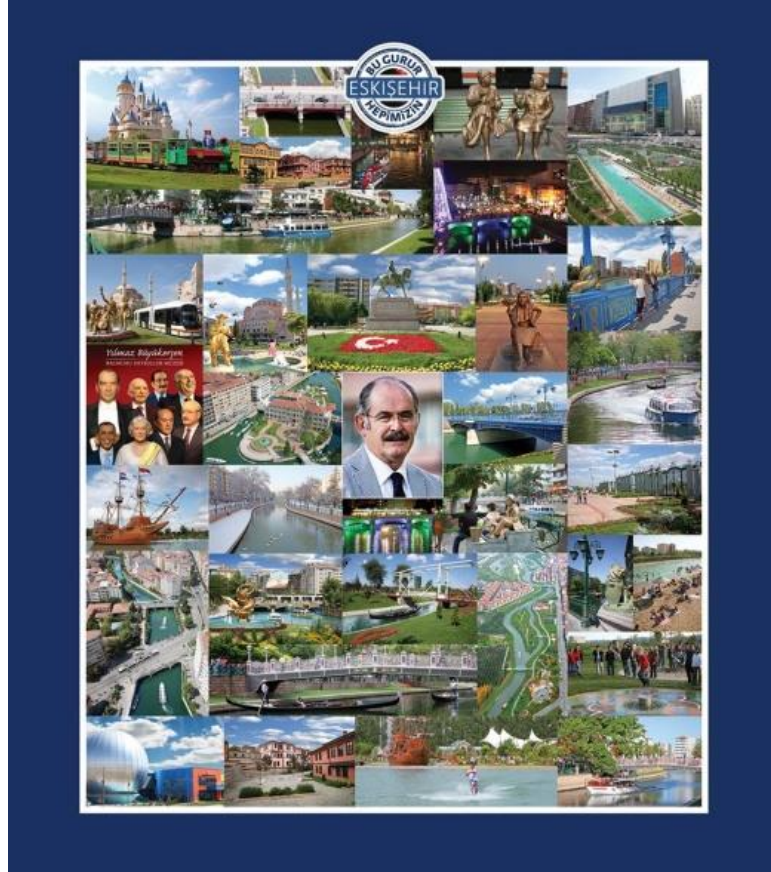
Prof. Dr. Yılmaz BÜYÜKERŞEN also mentioned there were cities taken as examples in implementing the projects in Eskişehir, such as the cities with water resources in it such as lake and river, and the cities with parks (no matter whether they were brand

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<sup>142</sup> <http://v3.arkitera.com/h46432-Eskişehirin-morali-duzeldi-marka-kent-oldu.html>

<sup>143</sup> Author’s individual notes in the Workshop of Tourism, 2015

cities or not) contributed to the projects of municipality, especially Strasbourg and Vienna had great influences on the projects (Eskişehir Metropolitan Municipality Document-III, 2013).



**Figure 5. 11. Eskişehir Metropolitan Municipality Projects**

Source: Eskişehir Metropolitan Municipality Facebook Page<sup>144</sup>

Since 1999 Eskişehir Metropolitan Municipality has the role of creating a European city. Through this aim, the mayor and his think-tank have made their plans and projects in the way to make the Eskişehir the “city”. Therefore, they have cleaned the bad images in the city through rehabilitating Porsuk River and its surroundings, implementing restoration projects of historical heritage, decorating the urban place with sculptures, revitalizing the urban site through museums, connecting people

<sup>144</sup> <https://www.facebook.com/Eskişehirbb/photos/a.273200212861676.1073741827.273072856207745/273397999508564/?type=3&theater>

through gathering them in recreational areas, providing a new mode of public transportation and pedestrian paths, fulfilling the inhabitants' need for cultural, artistic and social facilities such as concerts, festivals, handicrafts, etc. The municipality uses its official website and Bizimşehir bulletin. In this bulletin, projects are announced and the reflection of the metropolitan municipality strategies has been observed since 2001.

Shortly, the role of Eskişehir Metropolitan Municipality is first to provide the citizens with the necessary facilities that a city (a modern city) should have and then be a model for others as a leading city in urbanization.

#### 5.2.1.2. Eskişehir Odunpazarı Municipality

In the strategic plans of Odunpazarı Municipality since 2011, the focus has been on urban life, quality of life and becoming a leading municipality.

**Table 5. 3. Eskişehir Odunpazarı Municipality Strategic Plans**

Period	Vision
2011-2014	Becoming a <b>leading</b> municipality through promoting the <b>urban life</b> quality, urban consciousness and service manner to the <b>modern</b> levels
2015-2019	Raising the <b>quality of life</b> of all the people living in Odunpazarı with the understanding of sustainable municipality and to making city life easier and more beautiful.

Source: Author's Personal Graphing<sup>145</sup>

In this direction, Odunpazarı Municipality uses the slogan of “**Odunpazarı to be lived**”.

<sup>145</sup> www.odunpazari.bel.tr/icerik-26-stratejikplanlar





**Figure 5. 12. Slogan of Odunpazarı Metropolitan Municipality: “Odunpazarı to be lived”<sup>146</sup>**

**Mayor of Odunpazarı Municipality** mentioned,

The city should provide all that people need. If a city sustains this principle, then this makes the citizens happy. In the world, the most livable cities are generally the Western European cities such as Paris and Dusseldorf. All of them have big traffic problems. I think the most important thing is to get a standard of living that will make people happy. We have a claim: ‘The city is Eskişehir’. The vision of a **‘European City’ means for us “a civilization goal for Eskişehir”**, that is, perceiving the whole city with its life standards, human rights, legacy structure, economic structure, and health and education systems.<sup>147</sup>

Through attaching importance to the society and making plans, projects and implementations on this way, Odunpazarı Municipality works on the conservation plan and its implementation since it has Odunpazarı Historical Site Area inside its borders. Through various conservation and cultural projects, this area has become today one of the main nodes that the visitors use as a frequent destination. It is possible to see tour buses around Odunpazarı which is the traditional settlement of the city. The residential type of historical function has been changing since 1999 towards being a tourist attraction with museums, hotels, restaurants and shops of local cuisine, cafes, etc.

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<sup>146</sup> <http://www.odunpazari.bel.tr/>

<sup>147</sup> Individual In-dept Interview, 2014

Since 2015 (the year the data of this research is gathered), the municipality have increased the social projects which are Public Centers in various neighborhoods, Public Market and Card, Life Center for elderly people, etc.; as well as, recreational and pedestrian projects, such as Hamamyolu Project and various small parks.

### 5.2.1.3. Eskişehir Tepebaşı Municipality

In the strategic plans of Tepebaşı Municipality since 2010, the focus has been on quality of life and becoming a model settlement.

**Table 5. 4. Eskişehir Tepebaşı Municipality Strategic Plans**

Period	Vision
2010-2014	Becoming a <b>model</b> and <b>leading</b> settlement at local, national and international levels which is respectful to individuals and having <b>high quality of life</b>
2015-2019	Becoming a <b>model</b> and <b>leading</b> settlement at local, national and international levels which is respectful to individuals and having <b>high quality of life</b>

Source: Author's Personal Graphing<sup>148</sup>

In this direction, Tepebaşı Municipality uses the slogan of “**Life is in Tepebaşı**”. Mayor of Tepebaşı Municipality Ahmet ATAÇ, DDS declares that Tepebaşı Municipality attracts great attention of citizens, besides making physical conditions livable, Tepebaşı has begun to be remembered with the slogan “Life is in Tepebaşı” in the eyes of domestic and foreign travelers with many projects related to urban and social life, environment and green energies, smart city applications.<sup>149</sup>

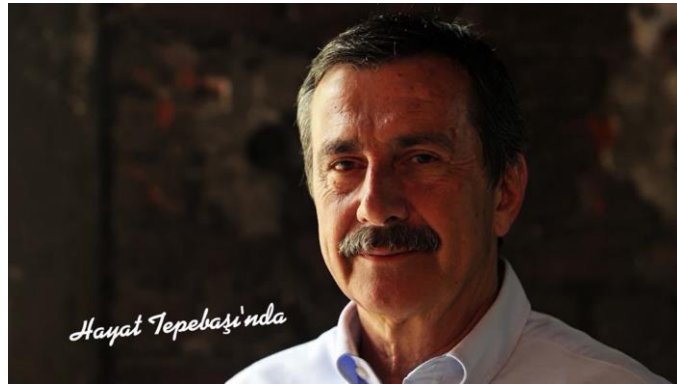
The answer of Mayor of Tepebaşı Municipality Ahmet ATAÇ, DDS gave to the question of “what comes to your mind when you hear the word Eskişehir:

The people of Eskişehir are the ones that affect me the most. I can say that this city is derived from the people living here, which I define as its basic

<sup>148</sup> <http://www.tepebasi.bel.tr/strategikplan.asp>

<sup>149</sup> <http://www.tepebasi.bel.tr/hd.asp?hid=6715>

is well-grounded (*mayası iyi* in Turkish). What is this being well-grounded? It is contemporaneity, respect and love of the people to each other, acceptance of the innovations. They are the people who truly embrace social life and they do not give up their values. Eskişehir is a city that is treated with honor and a booming city. Parks are built. However, what the people coming to Eskişehir are mostly interested in is the streets in Tepebaşı district where the life goes on day and night. Students also have great influence on this situation. A young generation! Seeing such a community is influential. In the last 10 years the cities of Anatolia have been vacated at nights and there are safety problems at nights. However, the city is a human organism; and this is one of the points that make Eskişehir the *Eskişehir*.<sup>150</sup>



**Figure 5. 13. “Life is in Tepebaşı”<sup>151</sup>**

In recent years Tepebaşı Municipality continues to implement social and cultural projects such as Children’s Symphony Orchestra, Tepebaşı Future Living Labs, The Life Village and Alzheimer’s Guest House. Other than these types of projects, Tepebaşı Municipality also attaches importance to the energy and environment projects such as Solar Energy Animal Irrigation System, Smart Cities (REMOURBAN), Rural Development Project, Solar Charging Stations, and Solar Panels for Municipality building, in order to improve the quality of the environment.

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<sup>150</sup> Individual In-dept Interview, 2014

<sup>151</sup> <https://www.youtube.com/watch?v=uWpSrHUMXVc>

### **In summary,**

At this point, when we look at the statements, reports and plans of municipalities in Eskişehir, we see that the word of “brand” or “branding” is not used in documents. The main actors have not created a branding or marketing strategy or plan. They have strategies for the city which attach great importance to the “life” itself, which focus on the “quality of life”; therefore, the reflections of these strategies are statically documented in various analyses, report etc. Actually, if every city in Turkey had high standards of living qualities and quality of life, probably Eskişehir could not have come to the fore this far.

According to the results of the Human Development Index<sup>152</sup> (İGE-İ) Report (İGEB-2017), 150 districts, which can be regarded as the largest cities of Turkey, are found to be **moderate human development** when evaluated generally. Among the 150 districts covered by the analysis are Çankaya, Yenimahalle and Keçiören from Ankara; Kadıköy, Beşiktaş, Beyoğlu, Bakırköy, Şişli, Fatih, Ataşehir and Üsküdar from İstanbul; Muratpaşa and Konyaaltı from Antalya, Odunpazarı and Tepebaşı from Eskişehir, Nilüfer and Osmangazi from Bursa, and Kocaeli from İzmit are ranked as the districts where the **highest human development** is identified.

**Table 5. 5. Municipal Social Report Card / Social Life Index**

Index	District	Province
1	Tepebaşı	Eskişehir
2	Yüreğir	Adana
3	Muratpaşa	Antalya

Source: Human Development Report (2016)<sup>153</sup>; translated and illustrated by the Author

<sup>152</sup> <https://www.esgazete.com/gundem/eskisehir-en-yasanabilir-2-sehir-secildi-h129339.html>

<sup>153</sup> <https://www.esgazete.com/gundem/eskisehir-en-yasanabilir-2-sehir-secildi-h129339.html>

**Table 5. 6. Municipal Social Report Card / Development Index**

Index	District	Province
1	Çankaya	Ankara
2	Kadıköy	İstanbul
3	Beşiktaş	İstanbul
4	Muratpaşa	Antalya
5	<b>Odunpazarı</b>	<b>Eskişehir</b>

Source: Human Development Report (2016) <sup>154</sup>, translated and illustrated by the Author

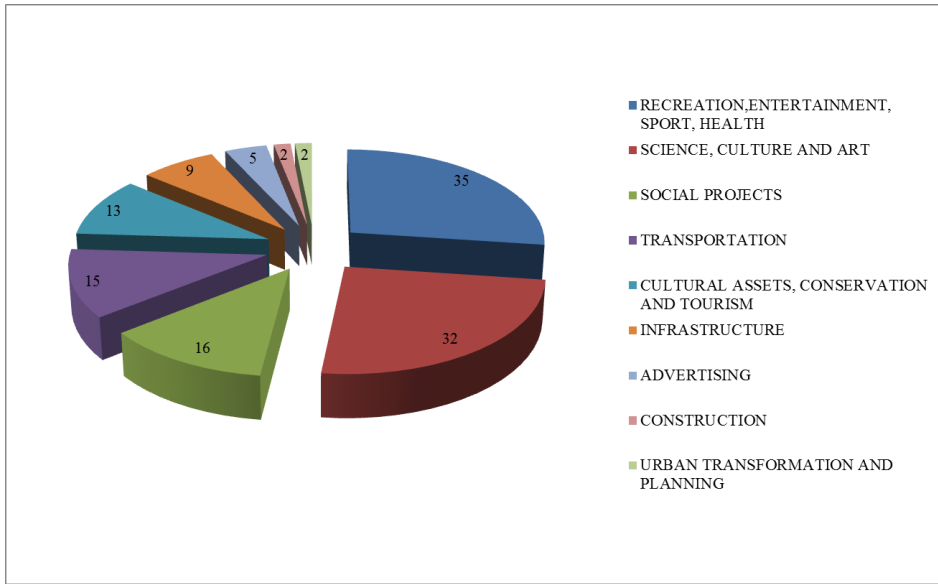
### **5.2.2. Stakeholder as the Egocentric Networks in Branding based on Municipal Projects**

Since the context of this thesis is restricted to the urban area of Eskişehir and searching stakeholders' behavior in city branding through the local authorities (Eskişehir Metropolitan Municipality, Eskişehir Odunpazarı Municipality and Eskişehir Tepebaşı Municipality), municipal projects and their cooperations were analyzed. The findings are illustrated according to the data that can be gathered through author's individual interviews with the related officers of the source institutions in 2014. Main projects have been tried to be included to the study. However, inaccurate information was not taken into the working envelope. Moreover, routine and daily works are not included to the work such as urban plan changes which are decide every month in the Councils. These three municipal projects were categorized according to their functions and analyzed illustrated according to their weights. Therefore, it is aimed to show the general view of network of municipal projects through the following figures and tables.

The 129 projects of Eskişehir Metropolitan Municipality which data have been collected are categorized according to their functions in the following graphic.

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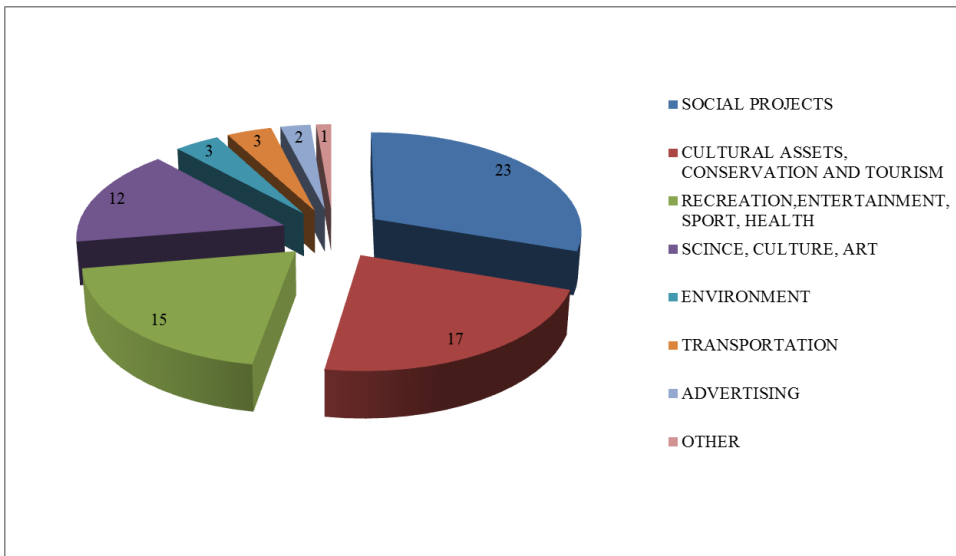
<sup>154</sup> <https://www.esgazete.com/gundem/eskisehir-en-yasanabilir-2-sehir-secildi-h129339.html>



**Figure 5. 14. Projects of Eskişehir Metropolitan Municipality**

Source: Author's Personal Graphing

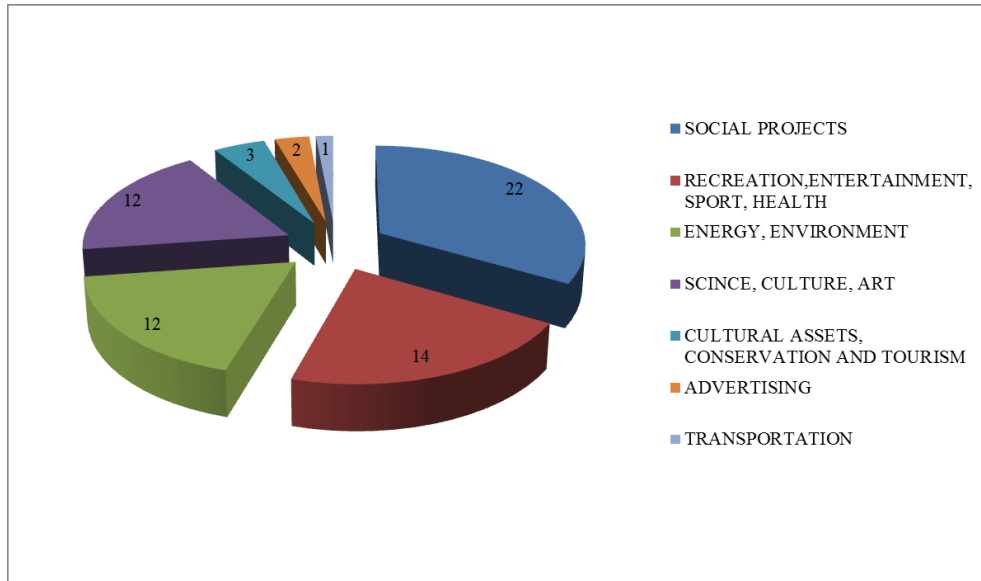
The 76 projects of Odunpazarı Municipality which data have been collected are categorized according to their functions in the graphic above.



**Figure 5. 15. Projects of Odunpazarı Municipality**

Source: Author's Personal Graphing

The 68 projects of Tepebaşı Municipality which data have been collected are categorized according to their functions in the following graphic.



**Figure 5. 16. Projects of Tepebaşı Municipality**

Source: Author's Personal Graphing

In the following tables, the term of “weight of municipality itself” shows the own contribution of municipality to the projects through budgeting, technical personnel, project making, implementing etc. Weight of build-operate-transfer or tender (constructors-subconstructors) shows the weight of the municipality held by its own finance but through other tenders. Moreover, weight of other stakeholders shows the contributions of other stakeholders through various ways such as financing, technical support, Project making, and advertising.

The projects of Eskişehir Metropolitan Municipality have 347 weights of stakeholders included the municipality itself as a stakeholder, Odunpazarı Municipality projects have 152, and Tepebaşı Municipality projects have 149 stakeholders. The following tables indicate three of the municipalities mostly undertake their own projects or through budgeting themselves and providing the related project through build-operate-transfer or tender (constructors-subconstructors) as the first main finding of the analysis.

**Table 5. 7. Eskişehir Metropolitan Municipality Weights of Stakeholders**

weight of Municipality itself	weight of build-operate-transfer or tender (constructors-subconstructors)	weight of other stakeholders
114	62	171

Source: Author’s Personal Graphing

**Table 5. 8. Eskişehir Odunpazarı Municipality Weights of Stakeholders**

weight of Municipality itself	weight of build-operate-transfer or tender (constructors-subconstructors)	weight of other stakeholders
69	14	69

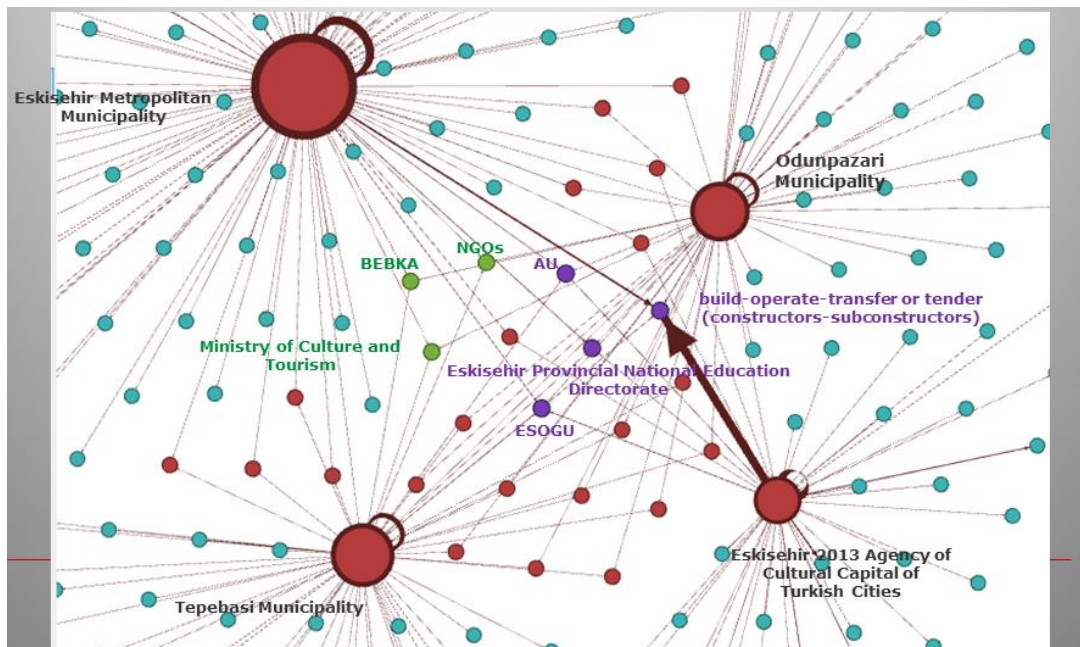
Source: Author’s Personal Graphing

**Table 5. 9. Eskişehir Tepebaşı Municipality Weights of Stakeholders**

weight of Municipality itself	weight of build-operate-transfer or tender (constructors-subconstructors)	weight of other stakeholders
71	6	72

Source: Author’s Personal Graphing

The rings around the main nodes indicate the weight of Municipality itself.



**Figure 5. 17. Stakeholder Map showing the “Weight of Municipality itself”**

Source: Author’s Personal Graphing



The second finding of the municipal stakeholder analysis is that the stakeholders of the cooperated projects vary. As shown in the following tables<sup>155</sup>, the variety of stakeholders arises from different levels local, regional, national and international stakeholders. Moreover the variety is also on different authorities such as unions, agencies, ministries, provincial bodies, universities, private organizations, Non-Governmental organizations, individuals, etc. Furthermore, the types of partnerships also vary through budgeting, technical support, project making, etc.

**Table 5. 10. Eskişehir Metropolitan Municipality Weights of Stakeholders**

<b>Stakeholders</b>	<b>Weight</b>
<b>Eskişehir Provincial National Education Directorate</b>	13
<b>Anadolu University</b>	9
<b>ILBANK Inc.</b>	8
<b>Osmangazi University</b>	8
<b>Eskişehir Water and Sewerage Administration General Directorate (ESKİ in Turkish)</b>	6
<b>My Bilet</b>	5
<b>Amateur Sports Clubs</b>	3
<b>Bursa Eskişehir Bilecik Development Agency</b>	3
<b>Coaches</b>	3
<b>Eskişehir Police Department</b>	3
<b>Eskişehir Light Rail Property (ESTRAM)</b>	3
<b>European Investment Bank</b>	3
<b>İstanbul Technical University</b>	3
<b>Odunpazarı Municipality</b>	3
<b>Disabled People and Girls</b>	2
<b>An International Institute Center</b>	2
<b>European Union</b>	2
<b>Referees</b>	2
<b>An International Joint Ventures</b>	2
<b>Tepebaşı Municipality</b>	2

Source: Author's Personal Graphing

<sup>155</sup> The data with the indicators of weight "1" are not shown in the table.

**Table 5. 11. Eskişehir Odunpazarı Municipality Weights of Stakeholders**

<b>Stakeholders</b>	<b>Weight</b>
<b>Bursa Eskişehir Bilecik Development Agency</b>	5
<b>Artisans</b>	4
<b>Prime Ministry General Directorate of Foundations</b>	4
<b>General Management of State Water Affairs</b>	3
<b>Anadolu University</b>	2
<b>Eskisehir 2013 Agency of Cultural Capital of Turkish Cities</b>	2
<b>Housing Development Administration of Turkey</b>	2
<b>Ministry of Culture and Tourism</b>	2
<b>Eskişehir Special Provincial Administration</b>	2
<b>Tepebaşı Municipality</b>	2
<b>Treasury Office</b>	2

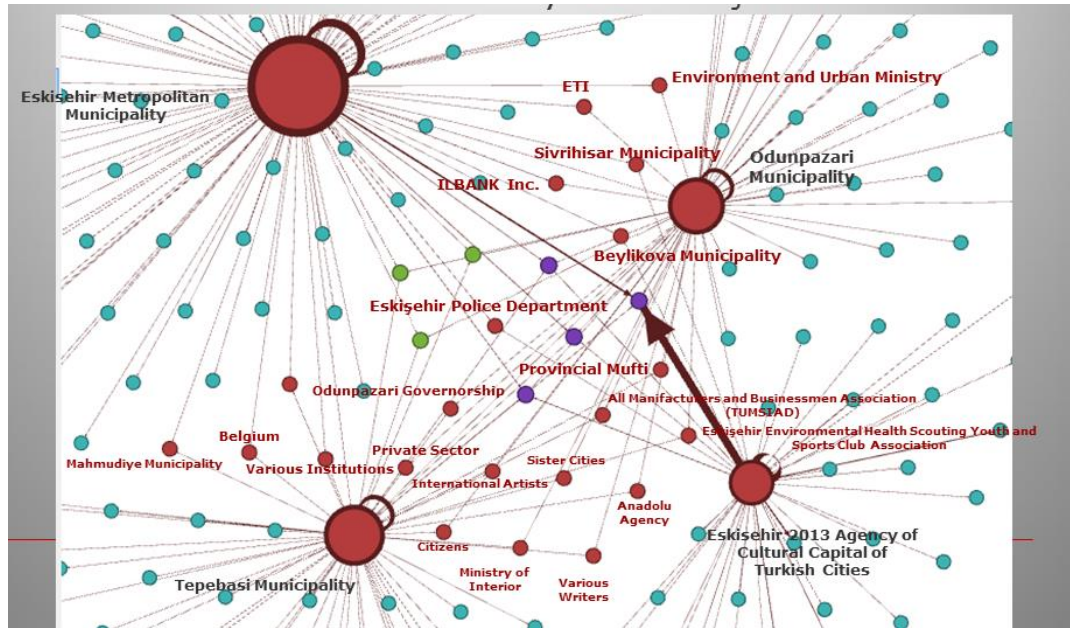
Source: Author's Personal Graphing

**Table 5. 12. Eskişehir Tepebaşı Municipality Weights of Stakeholders**

<b>Stakeholders</b>	<b>Weight</b>
<b>Osmangazi University</b>	5
<b>Anadolu University</b>	4
<b>Artists</b>	3
<b>Bursa Eskişehir Bilecik Development Agency</b>	2
<b>Disabled People</b>	2
<b>Down Syndrome Children</b>	2
<b>International Artists</b>	2
<b>İşkur Directorate</b>	2
<b>Non-Governmental Organisations</b>	2
<b>Odunpazarı Municipality</b>	2
<b>Private Sector</b>	2

Source: Author's Personal Graphing

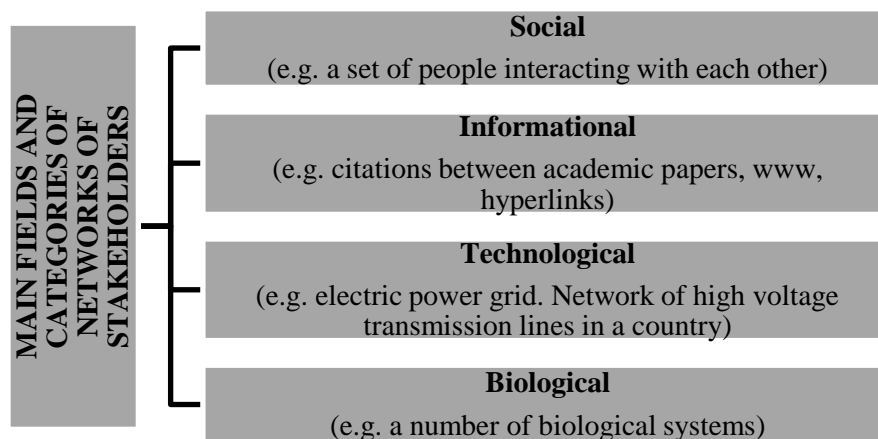
All these projects are asked if they have in cooperation with other various stakeholders. It is aimed to understand the network of municipal projects through their projects stakeholders. The following figure also shows the variety of the stakeholders.



**Figure 5. 18. Stakeholder Map showing the Variety**

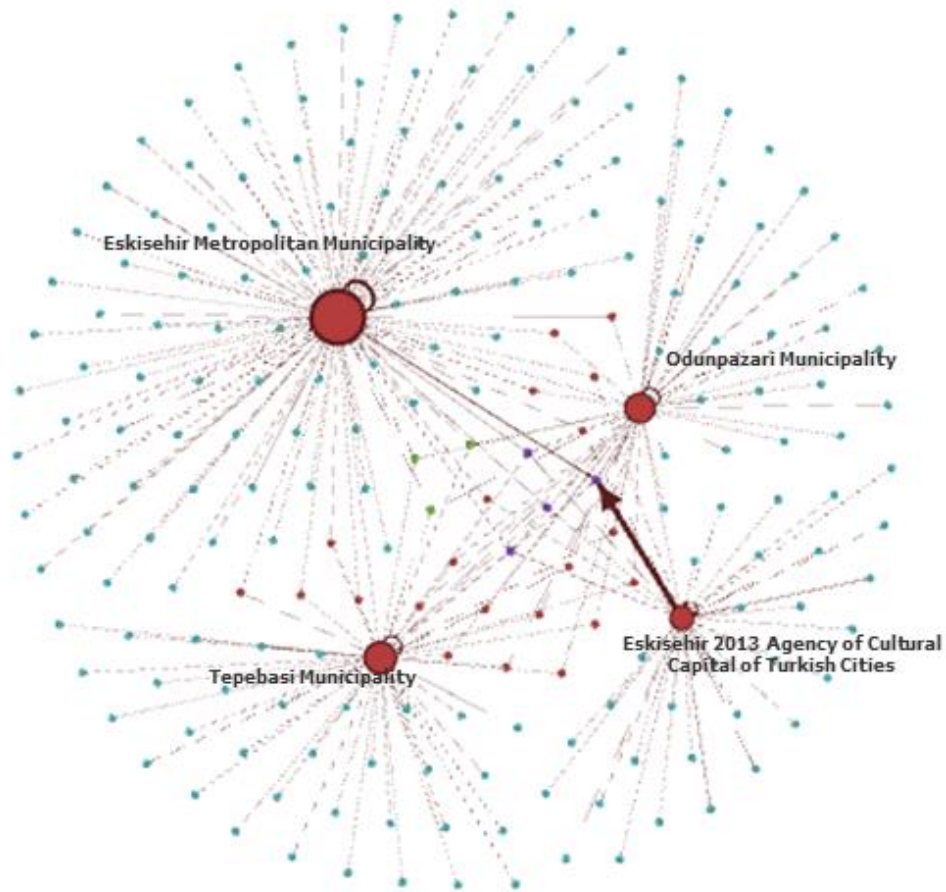
Source: Author's Personal Graphing

Newman (2003; cited in Sedereviciute, 2010: 46) states four main fields and categories of networks. Sedereviciute (2010: 46) mentions that each network is constituted from nodes and edges, and edges connect the nodes.



**Figure 5. 19. Main Network Typologies of Stakeholders**

Source: Author's Personal Graphing illustrating Newman (2003; cited in Sedereviciute, 2010: 46)



**Figure 5. 20. Stakeholder Map as Egocentric Networks**

Source: Author's Personal Graphing

When we look at the general network of the municipal projects we see as main nodes the municipalities and Eskişehir 2013 Turkish World Capital of Culture Agency as a fourth stakeholder. Other than main nodes which are the sources in this analysis, other related nodes are illustrated where the projects have been cooperated through Gephi software. As a third finding of the analysis, these three municipalities have their own networks. The network shows us each municipality mainly has their own network, and three of the municipalities mostly undertake their own projects or through tenders. They sometimes cooperate with each other in some projects. They create a map of separated nodes with their own diversified stakeholders. This type of networking looks like a case of **egocentric networks with an ego** (in the middle) and their alters that are one step away from the ego. Carrington et al. (2005; cited in Sedereviciute, 2010: 47)

describes egocentric networks with a focal node (ego) and the nodes (alters) to which the initial node is connected.



**Figure 5. 21. Examples of Egocentric Networks**

Source: Sedereviciute (2010: 47; inspired by Scott, 2000, Wassermann and Faust, 2007)

Sedereviciute (2010: 47) describes the examples of egocentric networks:

- An ego (in the middle) and its alters that are one step away from the ego (Degree of 1),
- An ego and links between its alters (Degree of 1.5),
- An ego network with its alters and their alters (e.g. “friends of friends”, Degree of 2).

Shortly, according to the projects analyzed, three municipalities indicate **egocentric networks with their egos** (in the middle) and their alters which have varieties in level, type and function.

### **5.2.3. Life History of Prof. Dr. Yılmaz BÜYÜKERŞEN**

The life history of Prof. Yılmaz BÜYÜKERŞEN includes three periods before 1999 when he became the mayor of Eskişehir Metropolitan Municipality. These three periods are “Family”, “Primary, Secondary and High School” and “Academy”. The mind-map of life history of Prof. Dr. Yılmaz Büyükerşen described below will give clues in order to understand his following projects and implementations in the city.

He was born in 1937 in Köprübaşı/Bayatpazarı. His grandmother from mother's side is a Bulgarian immigrant; his grandfather from his father's side is a Pleven immigrant and his grandfather from his mother's side is a Crimean Tatar. His uncle was one of the first Republican members of the Parliament. He grew up in a Bagdadian house built with Tatarian architecture. His family ties have been strong since his childhood. He is very successful in setting goals and dreaming whole his life. Moreover, in his childhood, he had a family with low income.

He had attempts on making puppetry, playing "Karagöz Shadow" (*Karagözcülük* in Turkish) and cinema projectors during the last year in primary school. In the primary school period, his teacher made him to study on painting; meanwhile, he got interested in caricature. With the guidance of the teachers, he was directed to the theater, shows, monologue and reading, then his interest in art increased. Both his ability of entrepreneurship and his interest in commerce arose in this period. Designing a primitive projection tool at home, making his friends to watch and earning money on this tool indicate the creativity and desire of winning. He held his first cartoon exhibition at the age of fourteen in 1953. He started to publish his cartoons in newspapers and magazines. He started secondary school in 1949, and graduated in 1957 as a very social student being a writer, painter, journalist, and actress. He has worked in about fifteen professions until today.

In 1957, he was firstly enrolled at the **İstanbul Fine Arts Architecture Department**; however, due to economic difficulties he was then enrolled at **Ankara Faculty of Law**; after one year at **Eskişehir Academy of Economics and Commercial Sciences**, which was newly opened in 1958. Since he both had to work and study, he entered into journalism, where he gained experience. He set up his first **journal** printing with his friends and some businessmen in 1958; however, again due to economic conditions, this business was closed after three months. Meanwhile, he worked as a **reporter** in İstanbul Newspaper and Cumhuriyet Newspaper. When the Menderes government increased oppression towards people and the youth was organizing and doing insurrectional attempts, in that situation he founded the **Association of Turkish Revolutions** (*Türk Devrim Ocakları* in Turkish) and became the head of this

association in 1959. With his faculty rector Orhan OĞUZ, they lead together to open the **first flower store in the city**. In 1959, at the launching of the **first cement plant** in Eskişehir, Mr. Büyükerşen was ready there as a **journalist** when the Prime Minister Menderes was opening the business; however, after the news about the cement produced was tainted, Büyükerşen who reported the news presented documents to Menderes, the truth was revealed and the opening ended with the annoyance of the Prime Minister.

In 1959, after negotiations with the Minister of Finance Hasan POLATKAN, construction of Opera House was started; however, the construction was stopped by reasoning the cement had been faulty. Therefore, the building was tested and the completed building was demolished; however, the cement had been perfect. During the government oppression in 1960, some of the intellectuals and journalists were started to be interrogated; in that period, Sakarya Newspaper Office, which Büyükerşen also was working in, was also closed and banned to press.

May 25, 1960 Menderes came to Eskişehir for military rally, but left the city on the news that it was the revolution, and then he was arrested in the entrance of Kütahya. Büyükerşen transmitted the entire news flow to İstanbul and he prepared the first hand announcements of the revolution by order of the Garrison Commander and distributed to the public with his friends. After the May 27 Revolution, as the first time, a bust of Atatürk, which had not formerly possible under the influence of bigotry, was prepared precipitately with the lead of the Büyükerşen and located in front of the Provincial Office Building, and Büyükerşen made a speech with a leading role. In 1951 Community Centers (*Halkevi* in Turkish) were closed which were the places of enlightenment of public and children. In 1960, in the May 27 Revolution, 147 university scientists were recruited.

In 1960, Büyükerşen became the head of branch of **Turkish Revolutions**, secretary of Academy Student Society, Academy theater member and member of AKEDE magazine. During the establishment of **Revolution Branch Chamber Theater** in

1960 Eskişehir, Turkey and the world experienced something for the first time. The theatre was founded through collecting bloods from more than 200 students, which became the subject of international press. With the entrepreneurship of BÜYÜKERŞEN, the support of master actresses from Ankara was taken; many stages were performed including in villages. As the municipal theater after İstanbul, in 1962 The **Municipal Theater** was established with the support of the Governor of the Republic of Turkey and the support of Haldun TANER, Muhsin ERTUĞRUL and Cüneyt GÖKÇER. Moreover, in 1963, children's theater was also established. There happened some attempts to prevent theatrical activities, and two interferences were blocked; however, in 1966, the building was burned down and the theater activities were interrupted.

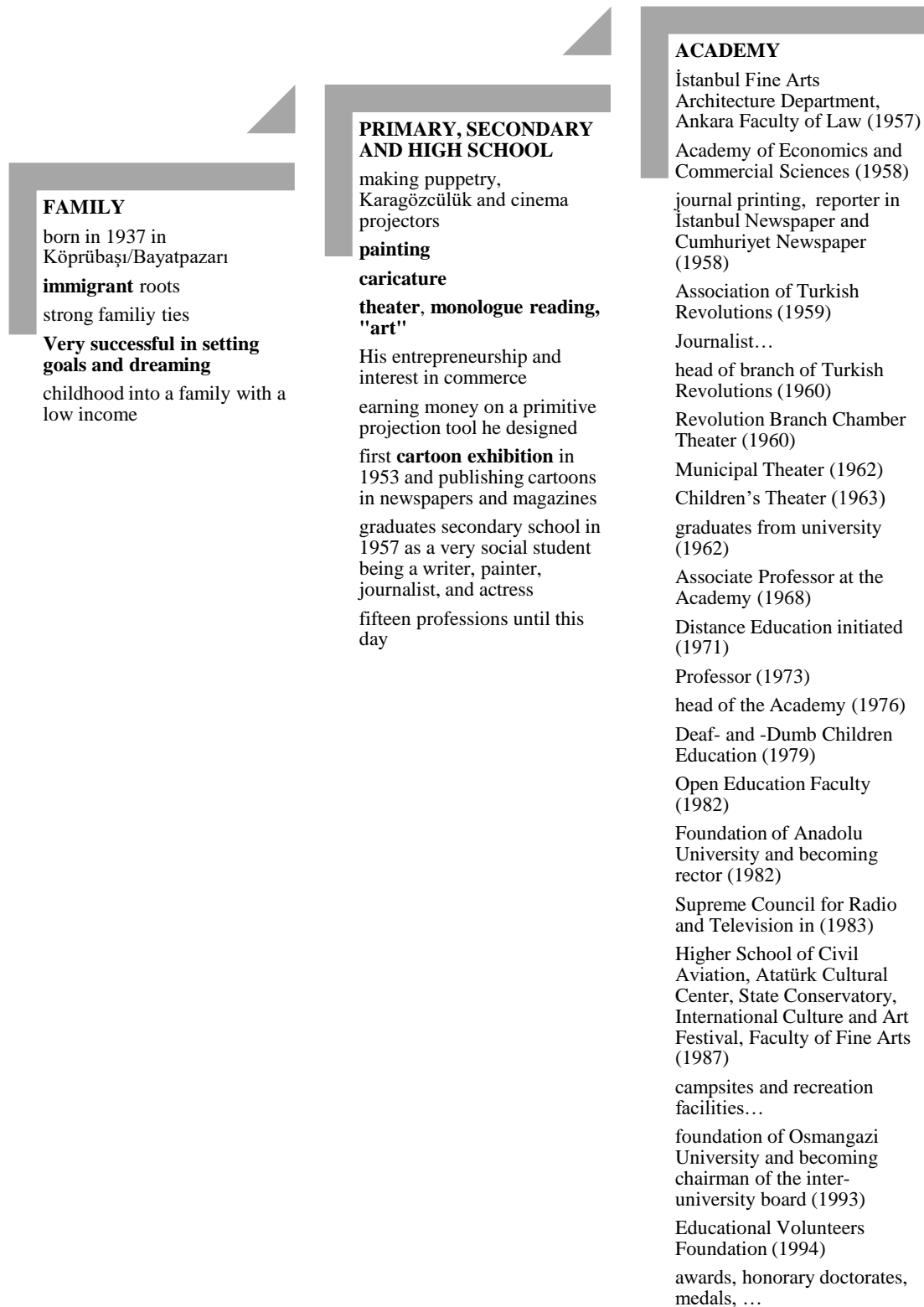
In 1962, Büyükerşen **graduated from university**, got married to Mrs. Seyhan in 1963, he had master degree in education for one year in London in 1966, and he worked as an Associate Professor at the **Academy** in 1968. He used his own method to **grow up trees** by debiting them to students. In 1971, **Distance Education** was initiated through a compromised studio which TRT broadcasts were received and broadcasted, and in 1973 Education Institute for Television was established. In the same year, he received the title of **Professor**. The theater building was built for the second time by the head of the Academy İlhan CEMALCILAR in 1973. In 1975 he had his military duty as a short term reserve officer in 1975; in the meantime, the Law on Higher Education Institution (Yaykur) came out, and the institution was closed a year later. In 1976, he became the **head of the Academy**. Foundation of **Deaf-and-Dumb Children Education** was constituted in 1979.

In 1982 **Open Education Faculty** was established and the university was named as Anadolu University. In 1982, Higher Education Institution was established. Büyükerşen became rector of Anadolu University, and open education started. **Printing house** was established in 1983, and books started to be published in this printing house. He became the president and member of the **Supreme Council for Radio and Television** in 1983, and continued for many years. In 1984, Kurtuluş movie was prepared through the leadership of Büyükerşen for Turkish Radio and



Television Association (*TRT* in Turkish). In 1987, **Higher School of Civil Aviation** was founded and **Atatürk Cultural Center** was opened, **State Conservatory** was established, **International Culture and Art Festival** was started with the leadership of Zeytinođlu Foundation, and **Faculty of Fine Arts** was opened. At various times, **campsites and recreation facilities** were established for university in Gemlik, Gökçeada, Şile and Antalya.

In 1993, Anadolu University and **Osmangazi University** were divided into two for a better management, and Büyükerşen became the **chairman of the inter-university board**. In 1993, he **resigned his duty of rectorship in university**. After that in 1993 he became the head of the International Space University branch. Disabled Integrated High School was opened in 1993-1994 academic year. In 1994 he worked for the creation of sub-structure of TV of **Kanal D** and he worked for a while. In the same year, he founded **Educational Volunteers Foundation** with the request of Vehbi KOÇ and for four years he became the chairman in this foundation. He has been given many **awards, honorary doctorates, medals** and so on till now.



**Figure 5. 22. The Mind-Map of Life History of Prof. Dr. Yılmaz Büyükerşen**

Source: Author's Personal Graphing

#### 5.2.4. Other Stakeholders' Statements

Other stakeholders in the city use the term of “brand” for the city of Eskişehir. Being a culture and European city also ascribed to Eskişehir. Moreover, Eskişehir is mentioned with tourism, congress tourism, being a center of attraction and increasing number of domestic tourists.

**Table 5. 13. Statements of Different Stakeholders**

	<b>Stakeholder</b>	<b>Statements</b>
1	<b>Governor, Güngör Azim TUNA (2003-2016)</b>	Eskişehir has the <b>BRAND CITY</b> feature.
2	<b>Rector of Anadolu University, Prof. Dr. Naci GÜNDOĞAN (2003-...)</b>	We appreciate the development of <b>congress tourism</b> . We aim to have a recreation water sports center and an international observatory. We aim for international mobility.
3	<b>Rector of ESOGÜ, Prof. Dr. Hasan GÖNEN (2011-2018)</b>	With transportation, communication, health, shelter, gastronomy, sports, scientific features, Eskişehir is a center of attraction. The 2013 Turkish World Capital of Culture has increased this attractiveness. Eskişehir has made significant improvements <b>in the way of becoming a BRAND CITY</b> .
4	<b>Eskişehir Regional Executive Committee President of Association of Turkish Travel Agencies (TÜRSAB), Akın ÇAMOĞLU (2008-2017)</b>	Eskişehir is a <b>culture</b> and a <b>European city</b> with its own unique structures.
5	<b>Eskişehir General Secretary of City Council, Ahmet KAPANOĞLU (2015-...)</b>	Gondolas etc. are taking interest in the cameras, and Eskişehir began to take part in the excursion program. Meanwhile, Turkey started the habit to travel via high speed railway. Tourists have been coming to Eskişehir for the last 10 years. The construction sector accelerated. But there are still many deficiencies.

Source: Author's Personal Graphing based on Tourism Workshop on 14.04.2015

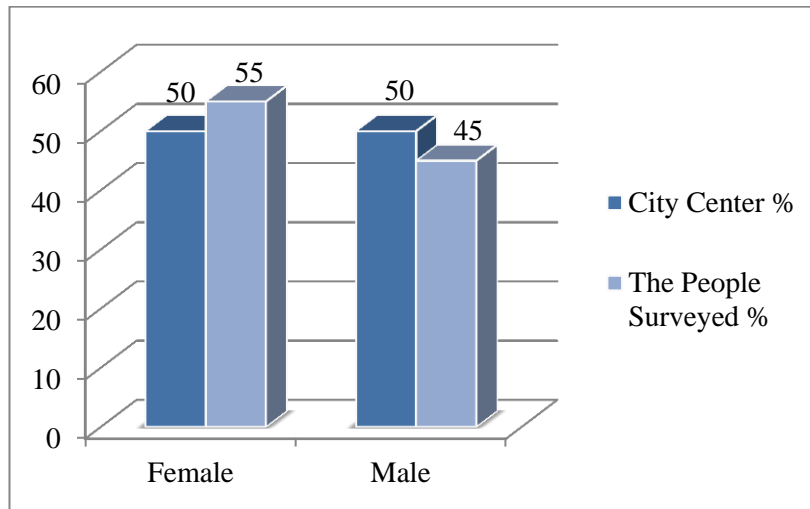
### 5.3. Product Analysis – Evaluation of City Branding of Eskişehir as a Product by Different Actors

In this part the data collected through questionnaires are presented and interpretations are made on the base of this data.

#### 5.3.1. City Residents

##### 5.3.1.1. Characteristics of Respondents

**Gender:** Eskişehir statistics of the year 2013 (TÜİK, 2013) show that 50% of the urban population aged 15 years and over living in Eskişehir are women, and 50% are men. When it is considered that the questionnaire is applied in the central districts and the population statistics of Tepebaşı and Odunpazarı districts are compared, 50% of the urban population aged 15 years and over living in these two districts are women and 50% are men. Therefore, in this case, it can be said that the questionnaire has gender representation.

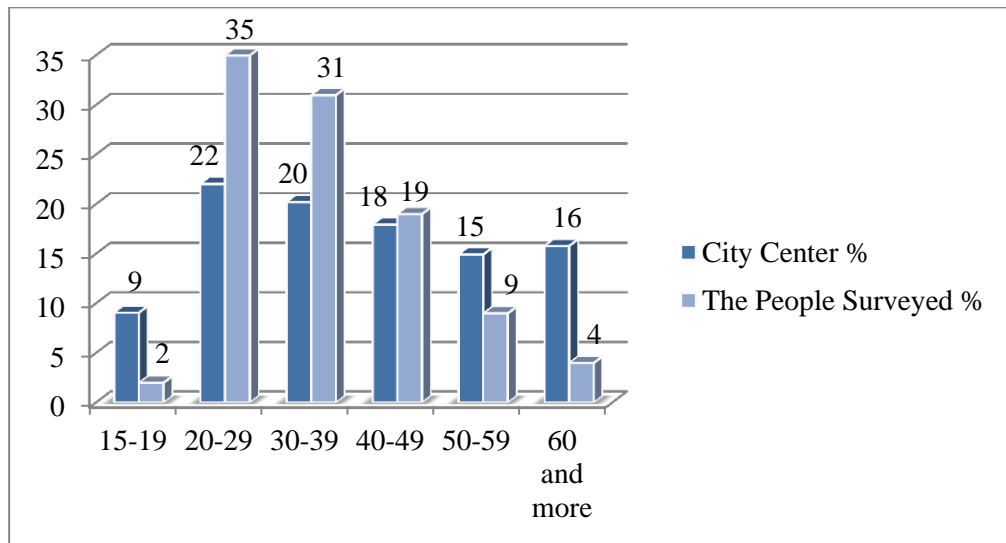


**Figure 5. 23. Gender Distribution of City Residents**

Source: Author's Personal Graphing from Questionnaires

(Eskişehir statistics were obtained from TÜİK, 2013)

**Age Range:** Eskişehir statistics (TÜİK, 2013) show that 9% of the urban population aged 15 years and over living in Eskişehir are 15-19, 22% are 20-29, 20% are 30-39, 18% are 40-49, 15% are 50-59% and 16% are 60 years old and over. The survey is applied in the province center; therefore, when the population statistics of Tepebaşı and Odunpazarı districts are compared with the surveyed population, it can be said that the survey is representative of the age range.

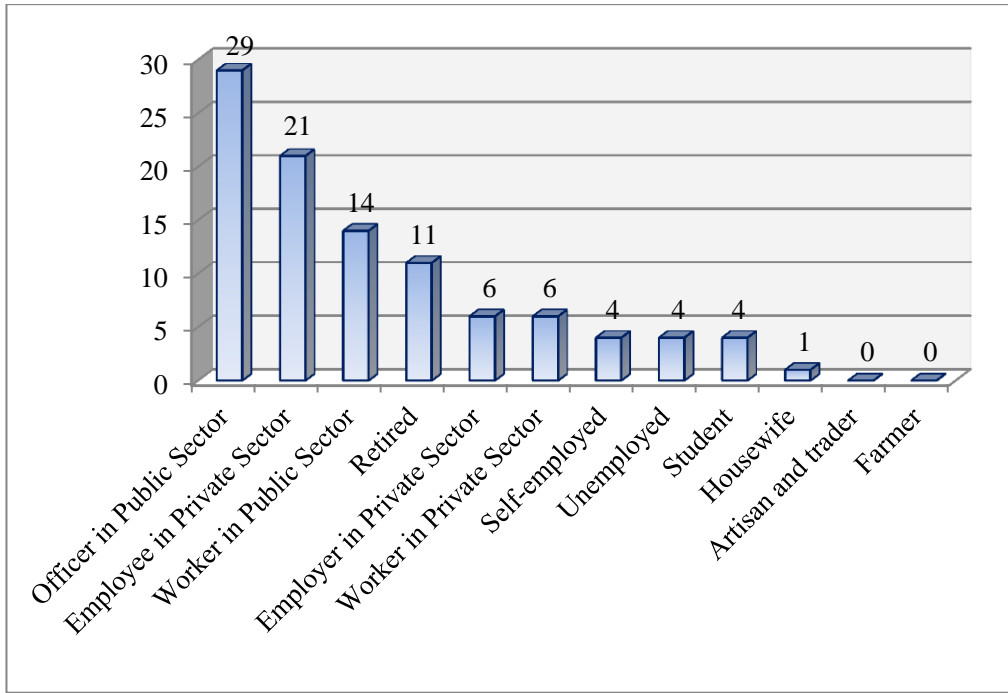


**Figure 5. 24. Age Range Distribution of City Residents**

Source: Author's Personal Graphing from Questionnaires

(Eskişehir statistics were obtained from TÜİK, 2013)

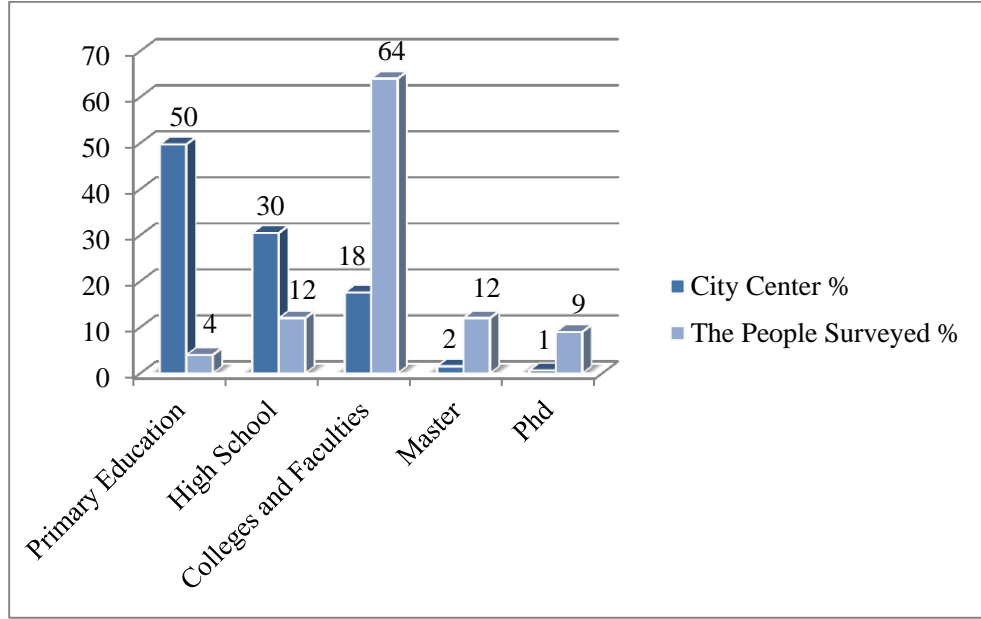
**Business/Work Status:** The following figure shows the distribution of business/work status of surveyed residents as percentages and numbers. However, in terms of representation, the data of Tepebaşı and Odunpazarı districts to be compared cannot be accessed.



**Figure 5. 25. Distribution of Business/Work Status of City Residents**

Source: Author's Personal Graphing from Questionnaires

**Education Status:** Eskişehir statistics (TÜİK, 2013) show that 52.8% of residents living in Eskişehir are in primary education, 28.5% in high school, 16% in university (associate degree/bachelor's degree) and 1.4% has doctoral degrees. When the population statistics of Tepebaşı and Odunpazarı districts are compared with the surveyed population, it is seen that the representation of the university graduates (masters and associate degree), masters and doctoral graduates have the majority, and the representation of the primary and high school graduates are less in the survey.



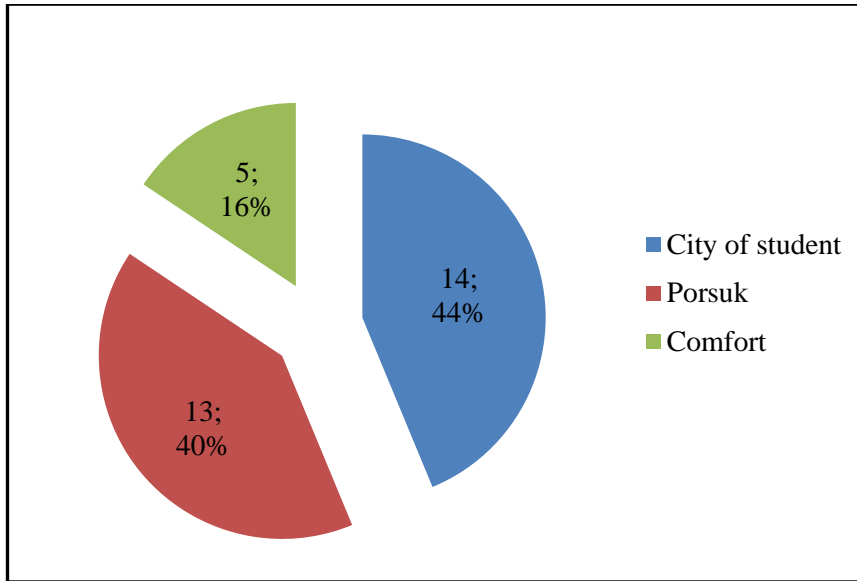
**Figure 5. 26. Distribution of Education Status of City Residents**

Source: Author’s Personal Graphing from Questionnaires  
 (Eskişehir statistics were obtained from TÜİK, 2013)

### 5.3.1.2. Findings of Attitude-Behavior Variables

#### Top Three Definitions

When the answers of the question of “**What are the first three words / word group that Eskişehir reminds you?**” (Without giving any options) is ordered: the top three answers are “**Student City**” (14 people of 100 people), “**Porsuk**” (13 people of 100 people) and “**Comfort**” (5 people of 100 people).



**Figure 5. 27. Frequency Table of the Top Three Words of Residents in Eskişehir**

Source: Author’s Personal Graphing from Questionnaires

According to the top evaluations, the residents think that the effect of university is remarkable; having two universities and the environment the student create in the city. Therefore, the top evaluation is that it is defined as a **city of student**. Moreover, **Porsuk** can be thought as the transformed area from a bad image to a good one, and being provided with different facilities, cafes, green areas, bridges, and gondolas. As the residents experience the city through living in it, Porsuk represents one of the main nodes in the city. It is also one of the main identities used in the European City strategy. Furthermore, **comfort** (or being *comfortable*) is defined as “a sense of physical or psychological ease, often characterized as a lack of hardship”, and persons who are lacking in comfort are uncomfortable or experiencing discomfort.<sup>156</sup> Therefore, comfort represents that the residents see Eskişehir city as the place without hardships of city life. Moreover, comfort can be integrated to the whole physical, cultural and social facilities served in the city. From this point of view, opinions of residents on service quality enable to make some interpretations. The mean values shows that all the services except transportation are evaluated in a good quality, which are eating and drinking facilities (nutrition), residential/apart hotel facilities (shelter), work and employment opportunities, entertainment facilities (day-night), recreation

<sup>156</sup> <https://en.wikipedia.org/w/index.php?title=Comfort&oldid=850137389>

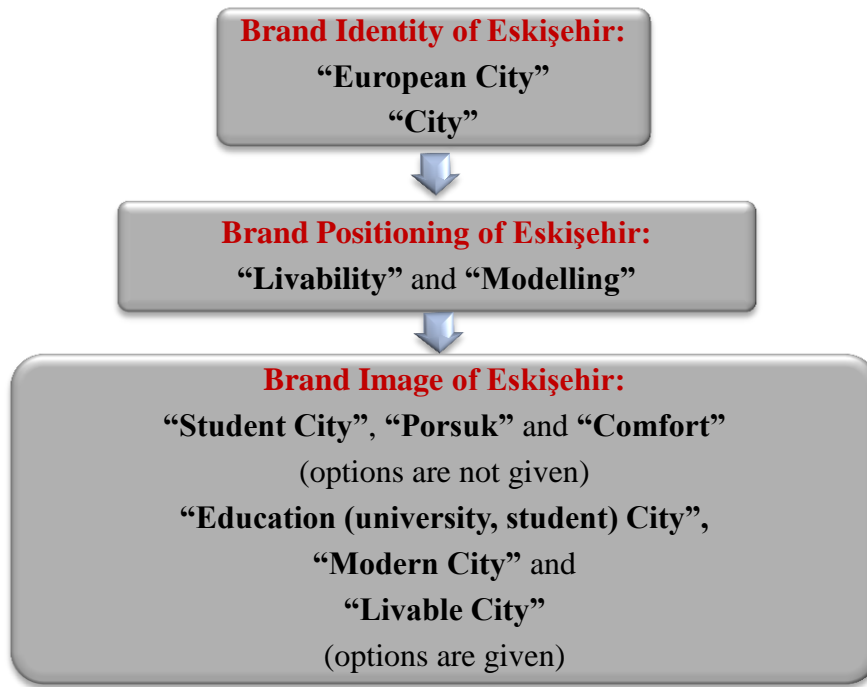


areas (fun-rest), education facilities, supportive facilities to education (libraries, research centers, etc.), municipal services, central management services (ministries and provincial institutions of the ministries), cultural and artistic services, to be aware of various events in the city, health services. However, in the evaluations of transportation facilities, the residents remain indecisive status. (Appendix D. Table D.1. Opinions of the Residents in Eskişehir on Service Quality)

### **Definitions as Brand Images**

When the options are given for the definitions of Eskişehir, the mean values (Mean>3,5) shows that the residents agree that Eskişehir is a European City, Education (university, student) City, Culture and Tourism City, Thermal City, Shining Star of Anatolia, City of Aviation, Logistic City, City of Parks, City of Toleration/Allowance, City of Yunus Emre, City of Meerschaum, City of Immigrants, City of Tramway, Railway City, Social City, Livable City, Modern City, Leader City, Democrat City, Love City, City of Wonder, City of Freedom, Young City, Dynamic-live City, Day-Night Living City, City of Fun, City of Festivals, Innovative City, Model City, Fashion City, City of Firsts. However, in the evaluations of some definitions, residents remain indecisive status, that is some residents are undecided about whether the following descriptions for Eskişehir are true or not: Anatolian City, World City, Cultural Capital of Turkish World, City of Museums, City of Commerce, City of History, Industrial City, City of Water, Green City, City of Nasreddin Hodja, City of Pedestrians and City of Bikes. (Appendix D. Table D.2. Frequency of City Definitions of the Residents in Eskişehir)

The respondents choose the three top definitions among these definitions, which are “**education (university, student)**”, “**modern**” and “**livable**” city. The definitions that residents agree on are meeting the branding strategies of municipalities that attach importance to the city through European city idea, social projects, and city life.

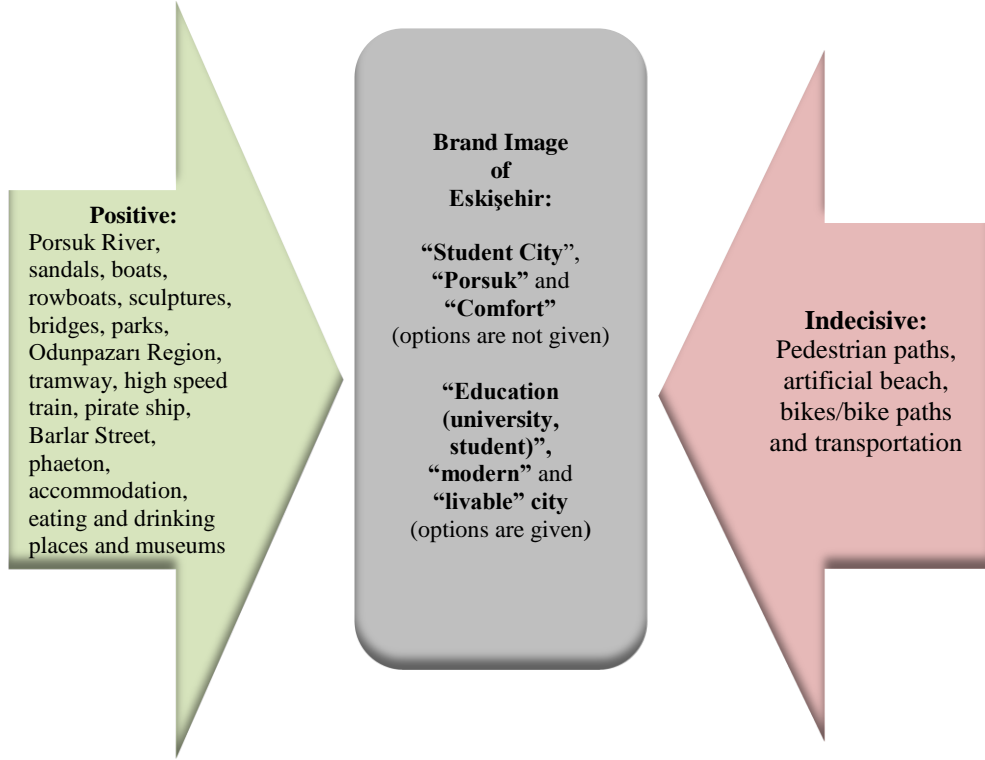


**Figure 5. 28. The Interconnection of Brand Identity, Brand Positioning and Brand Image of Residents in Eskişehir**

Source: Author’s Personal Graphing from Questionnaires; inspired by Kavaratzis and Ashworth, 2006

### **Transformation in the Physical Structure**

There is a brand identity that is put forward by the stakeholders (municipalities), and in order to support this brand identity there are many services provided in the city by these stakeholders. These services are mainly the implementations that transform the physical structure through different projects. Residents’ opinions differ in evaluation of these services. Some of the transformations are found out with highly positive evaluations by residents. For example, in the evaluations of **Porsuk River, sandals, boats, rowboats, sculptures, bridges, parks, Odunpazarı Region, tramway, high speed train, pirate ship, Barlar Street, phaeton, accommodation, eating and drinking places and museums** they give positive opinions; however, in the evaluations of **pedestrian paths, artificial beach, bikes/bike paths and transportation** they remain indecisive status. (Appendix D. Table D.3. Opinions of Residents in Eskişehir about the Transformations in Physical Structure)



**Figure 5. 29. Evaluations of Residents on Transformations in the Physical Structure in Eskişehir**

Source: Author’s Personal Graphing from Questionnaires

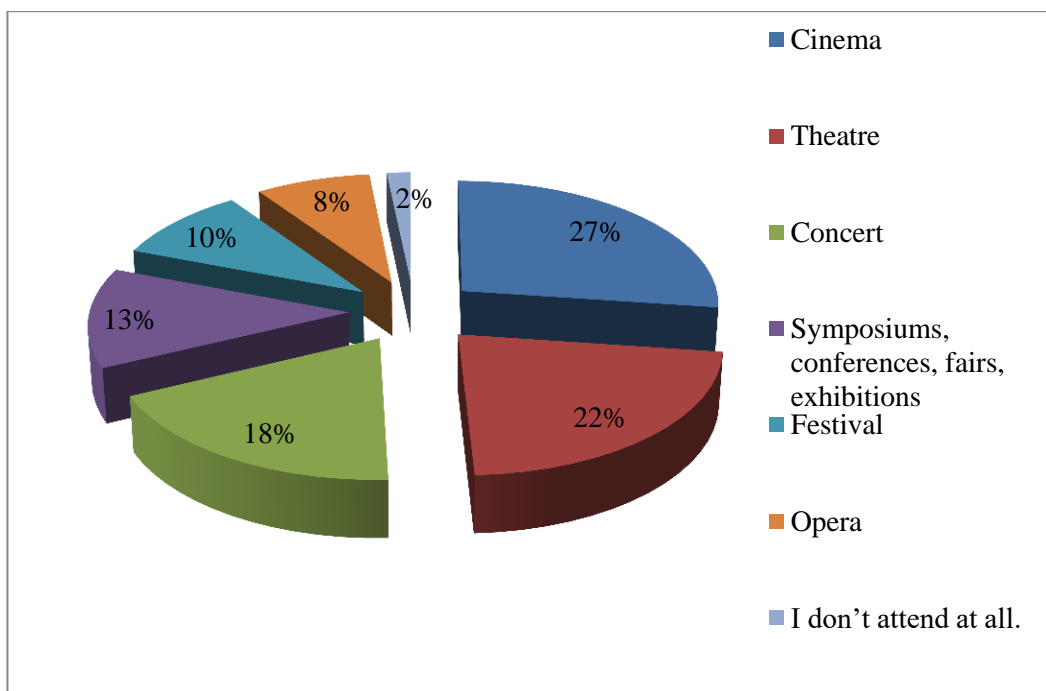
There are two outstanding evaluations on the physical structure derived from focus-group interview:

- There is a dual structure of **vitrine/contents** in Eskişehir. In other words, there is a partial region that is showed as Eskişehir; however, when we look overall, Eskişehir is different than that part.
- There is a dual structure of **virtual/reality** in Eskişehir. In other words, the Eskişehir that is shown in press, media, advertisement – the Eskişehir that reflects the city image (how the city is assessed externally) is different than the Eskişehir that is lived in reality.

When these two phrases are asked to the residents, the means of the responses for both phrase show **indecisive status**. (Appendix D. Table D.4. Frequency of Evaluation of the Physical Situation of Eskişehir by the Residents)

### Cultural and Art Facilities Provided in the City

There are various facilities provided in the city such as opera, theatre, cinema, festival, etc. To what extent the residents use the opportunities that are provided in the city is also important in order to understand if the evaluations of residents are represented or not. Therefore, the question “Which culture-arts activities do you attend in Eskişehir?” is asked to the residents. This is a question that can be answered with more than one answer; therefore, the total number of answers is 302. These answers show that almost all residents participate in the cultural and art facilities except 1.7% of the residents whose answers are “I don’t attend at all”. That is, among the cultural and art facilities used by the residents in a way, some are relatively more preferable such as cinema, theatre and concert. (Appendix D. Table D.5. Which Cultural and Art Facilities are the Residents using in Eskişehir?)



**Figure 5. 30. Evaluations of Residents on Cultural and Art Facilities in Eskişehir**

Source: Author's Personal Graphing from Questionnaires

## **Social Output**

There are six outstanding evaluations on the social structure of Eskişehir derived from focus-group interview:

- It has the social structure that is not othering, on the contrary, is accepting, which means **tolerance**.
- The people of Eskişehir embrace/accept **university students**.
- There is **social integration**.
- It has a **modern**, contemporary, **libertarian** social structure.
- **University students** affect the city and the citizens positively.
- Eskişehir stands out in terms of its social structure, this structure creates the contemporary city image (how the city is assessed externally) under the influence of **leaders and university students**.

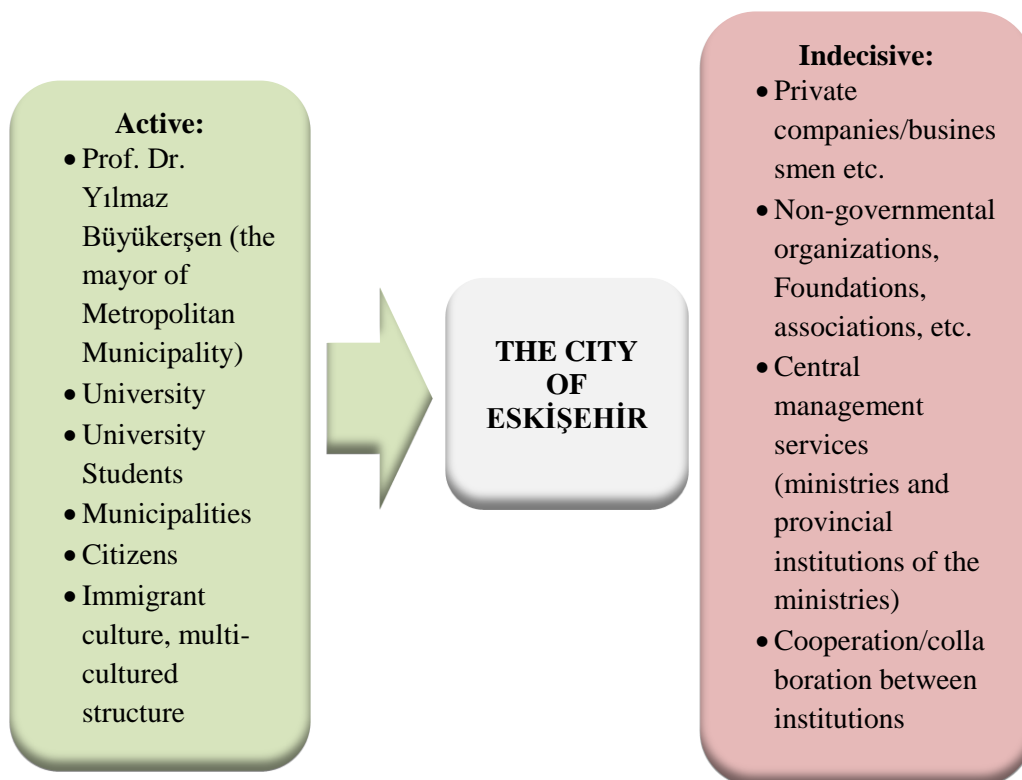
When these six phrases are asked to the residents, the means of the responses for all phrases are on **agreeing status**. (Appendix D. Table D.6. Frequency of Evaluation of the Social Output of Eskişehir by the Residents)

Having **social integration and tolerance** means that different groups integrate in the city. At different times other populations have been added to the urban population of Eskişehir since pre-republican period till now. These groups are **immigrants and university students**. The evaluations show that there is no segregation but integration. As the city has been identified as a University City after the 1980s, its effect on the physical and social structure is inevitable. However, not every city has the same tolerance towards the new comers. What is seen in the case of Eskişehir is that the city welcomes the university students; besides, the residents themselves evaluate the effects of university and students on the city positively. These effects can especially be interpreted with the terms “**vitality, energy, young, dynamic**”. Moreover, as the Yunus Emre Campus of Anadolu University is located in the center, the students are experiencing the city together with residents. Therefore, this spatial situation promotes

more social interactions in the daily life, especially in various places in the city center, in University Street, in Adalar region, in Factory District, etc. The residents experience the vitality and dynamism of the campus area by joining the facilities at university. This shows us the spatial advantage and contributions of the university locating in city center. Other than university students, also the leaders are evaluated with their positive contributions to the city.

### **Leadership in City Branding**

The answers of the residents to the question that aims to understand to what extent the stakeholders are active in Eskişehir are two dimensional. It has been found in the evaluations that some stakeholders are active in the city and some others are neither active nor passive. (Appendix D. Table D.7. Frequency of Evaluation of Stakeholders of the City by Residents)



**Figure 5. 31. Evaluations of Residents on Stakeholders in Eskişehir**

Source: Author’s Personal Graphing from Questionnaires

In the active group of evaluations, Prof. Dr. Yılmaz Büyükerşen as the major of Metropolitan Municipality is placed at the top. This shows a **leading role** among the stakeholders in the eyes of residents with the percentage of 94, they agree on this situation (totally agree 67% and agree 27%). He is regarded as a leader by the participants (residents) of the questionnaire and this fact has consistently been proved through local elections since 1999.

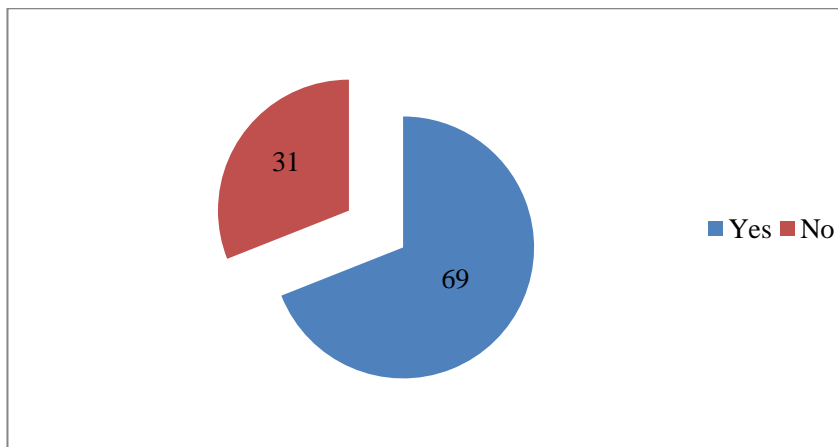
From the point of **governance**, we can talk about active citizenship and direct democracy. The residents agree that citizens are active in the city. Since the governmental system in Turkey is representative democracy, legally the participation method of citizens is based on electing the representatives for government; therefore, the direct participation is not provided in the system. However, there are possible ways to manage participation and be active citizens in municipalities which are Eskişehir Metropolitan Municipality City Council, Odunpazarı Municipality City Council and Tepebaşı Municipality Association of Healthy Cities. City Councils in Eskişehir have working groups of disaster, car-free, addiction, environmental health, energy, youth, human rights, awareness, traditional art, etc. They also include councils of women, children, sport, youth, and neighborhood. Association of Healthy Cities has projects in four groups: environment, health, education, and socio-economics. Through these platforms the citizens get the place to become more active. Moreover, from the point of **membership** in any kind of NGOs, foundation, student center or Municipality courses, the findings of the questionnaires show that 65% of the residents do not attend, and 35% of them attend such membership facilities. This indicates a large majority of the residents use such social places provided in the city, which also have participatory tools inside.

From the point of **cooperation and collaboration**, the answers show that the residents remain indecisive status in the evaluation of “cooperation/collaboration between institutions”. This result gives ways to two options: the first is that they may not know or be aware of it, and the second is that they may think either there is no cooperation and collaboration or there is no visible cooperation or collaboration. This evaluation

also supports the research findings in this dissertation on the part of stakeholders as the egocentric networks in branding, which indicated that separated nodes working with their own networks with little connections but for a common goal: being a city, a European city which satisfies the citizens through various facilities that a city needs.

### 5.3.1.3. City Branding Attitudes of Residents

When the attitudes towards branding are examined, it is seen that 69% of the residents think Eskişehir is a brand city in a context.



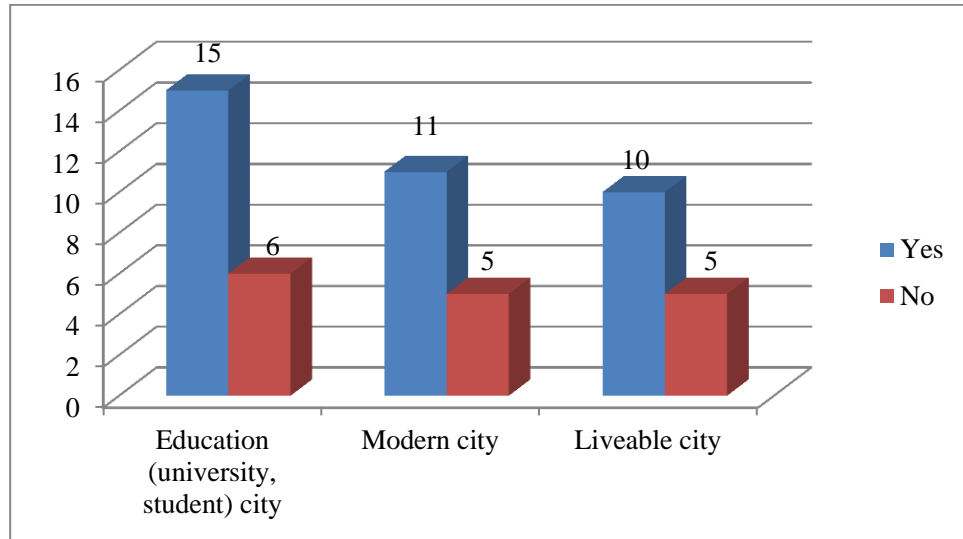
**Figure 5. 32. Attitudes of Residents towards Branding of Eskişehir**

Source: Author's Personal Graphing from Questionnaires

Through these attitudes of the residents, they are cross-tabled with the top-three definitions, demographic findings and their behaviors, it shows if there is a difference in their branding attitudes according to city definitions, gender, education status, hometowns, etc. or not?

For Eskişehir, (when the options are given for the definitions of Eskişehir) 71.4% of those who make the evaluation of education (university, student) city definition, 68.8% of those who make a modern city definition and 66.7% of people who make a livable city definition recognize Eskişehir as a brand city. (Appendix D. Table D.8. Attitudes of Residents towards Branding of Eskişehir according to the Top Three Definitions)





**Figure 5. 33. Attitudes of Residents towards Branding of Eskişehir according to the Top Three Definitions**

Source: Author's Personal Graphing from Questionnaires

When analyzed according to gender, 70.9% of the women and 66.7% of the men regard Eskişehir as a brand city. (Appendix D. Table D.9. Attitudes of Residents towards Branding of Eskişehir according to Gender)

When analyzed according to age range, it is seen that 84.2% of the residents who are aged between 40 and 49 see Eskişehir as a brand city. (Appendix D. Table D.10. Attitudes of Residents towards Branding of Eskişehir according to Age Range)

When analyzed according to occupational status, 75.9% of the public-sector employees, 61.9% of the private-sector workers and 71.4% of the public sector employees regard Eskişehir as a brand city. (Appendix D. Table D.11. Attitudes of Residents towards Branding of Eskişehir according to Occupational Status)

When analyzed according to educational background, it is observed that as the education status increases, the percentage of the branding attitude also increases, which is the attitude of regarding Eskişehir as a brand city by residents having primary education status is 50%, while the ones' having PhD degree status is 87.5%.

**Table 5. 14. Attitudes of Residents towards Branding of Eskişehir according to Educational Background**

			Educational Background					Total	
			Primary education	High school	University	Master	PhD		Associate degree
Brand City	Yes	Count	2	7	43	9	7	1	69
		%	50.0%	58.3%	68.3%	75.0%	87.5%	100.0%	69.0%
	No	Count	2	5	20	3	1	0	31
		%	50.0%	41.7%	31.7%	25.0%	12.5%	0.0%	31.0%
Total	Count	4	12	63	12	8	1	100	
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

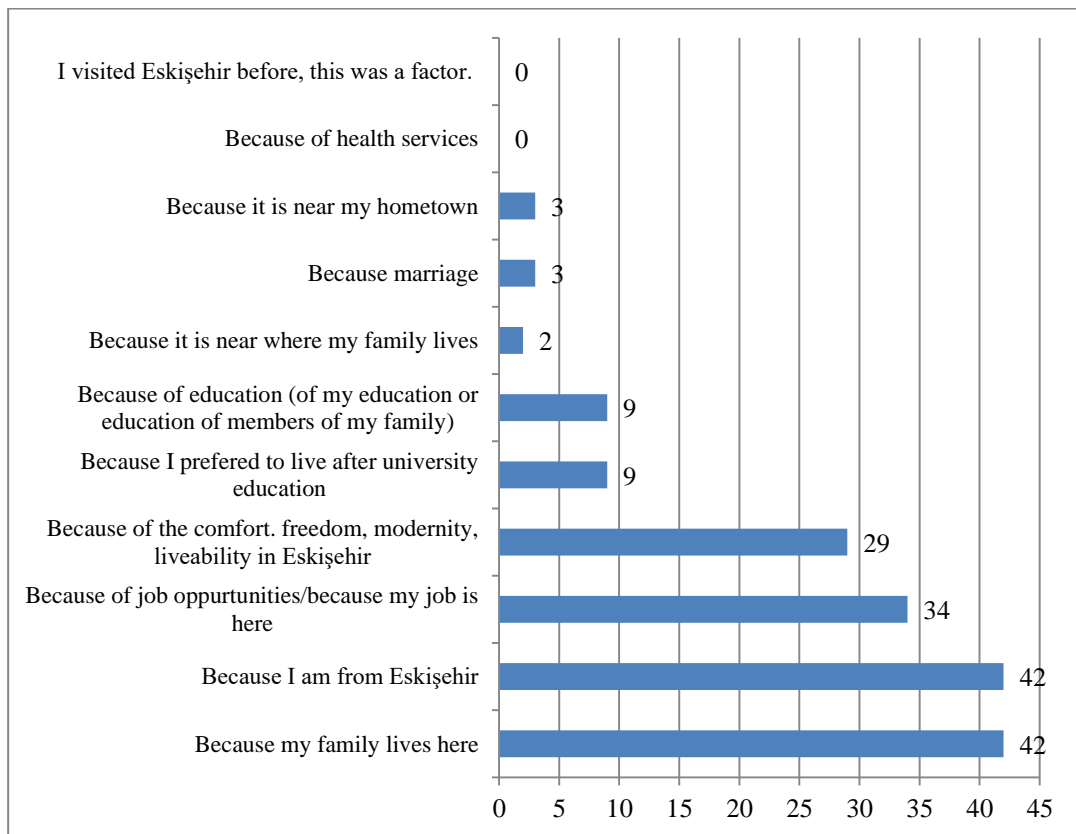
Source: Author's Personal Graphing from Questionnaires

When analyzed according to period of living in Eskişehir, the 50% of the respondents have been living in Eskişehir since they were born. (Appendix E: Figure. Year of Living in Eskişehir) The number of the residents thinking Eskişehir is a brand city is very close to the other half's attitude: 34% of the residents have been living since they were born in Eskişehir and 35% of the residents have been living for 1-58 years. (Appendix D. Table D.12. and Figure D.1 Attitudes of Residents towards Branding of Eskişehir according to the Years of Living in Eskişehir, and Figure D.2. Year of Living in Eskişehir)

When analyzed according to hometowns, half of the residents (50 people) came from other cities, mostly from Ankara (11), Bursa (4), İstanbul (3), İzmir (3) and Konya (3). 72.7% of those came from Ankara, 75% of those came from Bursa, 33.3% of those came from İstanbul, 66.7% came from İzmir and 100% of those came from Konya see Eskişehir as a brand city. (Appendix D. Table D.13. and Figure D.3 Attitudes of Residents towards Branding of Eskişehir according to Hometowns)

When analyzed according to the reasons for living in Eskişehir, which can be answered with more than one answer, the total number of answers is 177. The top two reasons given for living in Eskişehir by those whose hometown is not Eskişehir are: "Because it is **business** opportunity / business is here" and "Due to the **comfort**,

**freedom, modernity and livability** of Eskişehir life”. 73.8% of those who gave the answer “Because my family lived here”, 69.3% of those who gave the answer “Because it is my hometown”, 79.3% of those who gave the answer “Because of job opportunities”, 79.3% of the respondents who gave the answer “because of the comfort, freedom, modernity, livability” see Eskişehir as a brand city. (Appendix D. Table D.14. Attitudes of Residents towards Branding of Eskişehir according to the Reasons of Living in Eskişehir)



**Figure 5. 34. The Reasons for Living in Eskişehir**

Source: Author’s Personal Graphing from Questionnaires

When analyzed according to the satisfaction, it is seen that the residents have high satisfaction degree. Moreover, 85.2% of the respondents who gave an 8 on the scale of satisfaction degree, 85% of those who gave a 9 and 69.2% of those who gave a 10 regard Eskişehir as a brand city. It is seen that people with low satisfaction degrees do not agree that Eskişehir is a brand city. (Appendix D. Table D.15. Attitudes of

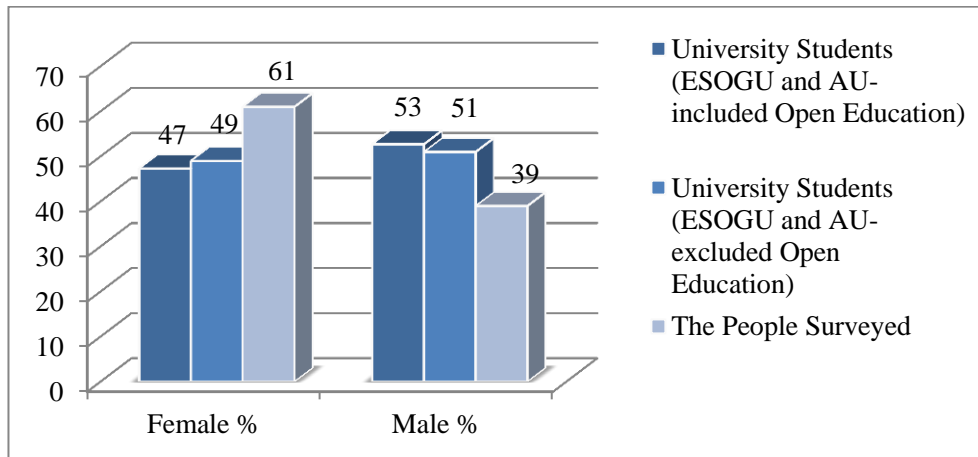
Residents towards Branding of Eskişehir according to Satisfaction of Living)

While 70.9% of those who want to continue living in Eskişehir see Eskişehir as a brand city, 29.1% of them do not regard it as a brand city. While 57.1% of those who do not want to continue living in Eskişehir see Eskişehir as a brand city, 42.9% of them do not regard it as a brand city. (Appendix D. Table D.16. Attitudes of Residents towards Branding of Eskişehir according to the Desire to Continue to Live in Eskişehir)

### 5.3.2. University Students Educating in Eskişehir

#### 5.3.2.1. Characteristics of Respondents

**Gender:** When the number of students at Anadolu University in 2015 May and at Eskişehir Osmangazi University in 2014-2015 Fall Semester are compared with the population surveyed, from a representation point, it is seen that there is about 10% more representation for women and about 10% less for men.



**Figure 5. 35. Distribution of Gender of University Students**

Source: Author's Personal Graphing from Questionnaires; University students' statistics were obtained from their Official Web sites: AU<sup>157</sup> and ESOGU<sup>158</sup>

<sup>157</sup> <https://www.anadolu.edu.tr/universitemiz/sayilarla-universitemiz/ogrenci-sayilari/2014-2015-ogrenci-sayilari/mayis-2015>

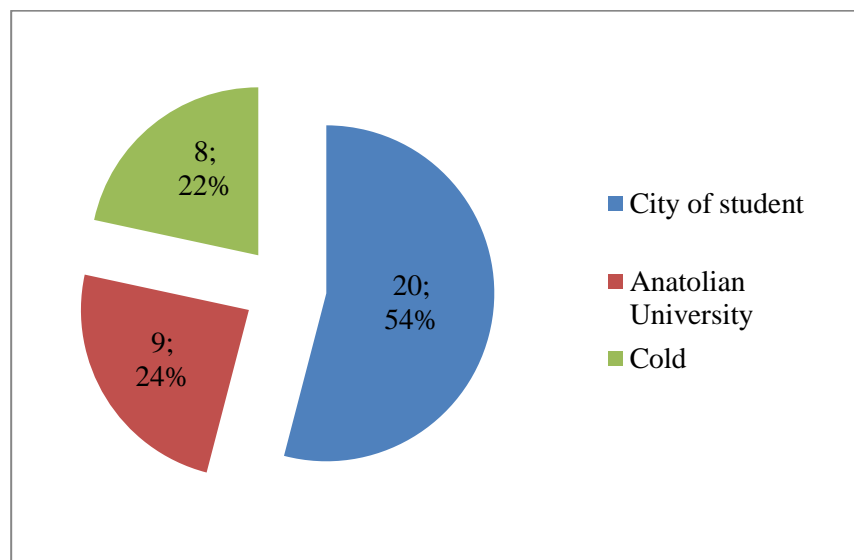
<sup>158</sup> <http://ogrencisleri.ogu.edu.tr/icerik.aspx?ID=91>

**Sections/Department Educated:** 14% of university-student respondents attend architecture, 7% business administration, 7% economics and 6% education. (Appendix E. Table E.1. Frequency of Sections/Department of the University Students Surveyed)

### 5.3.2.2. Findings of Attitude-Behavior Variables

#### Top Three Definitions

When the answers of the question of “**What are the first three words / word group that Eskişehir reminds you?**” (Without giving any options) is ordered, the top three answers are “**City of student**” (20 people of 100 people), “**Anadolu University**” (9 people of 100 people) and “**Cold**” (8 people of 100 people).



**Figure 5. 36. Frequency Table of the First Three Words of the University Students**

Source: Author’s Personal Graphing from Questionnaires

According to the top two evaluations, the university students think that the effect of **students** and **Anadolu University** are remarkable in the city; however, these respondents that experience the city less than residents probably use and experience mainly the university and students facilities in the city. The third evaluation is defined

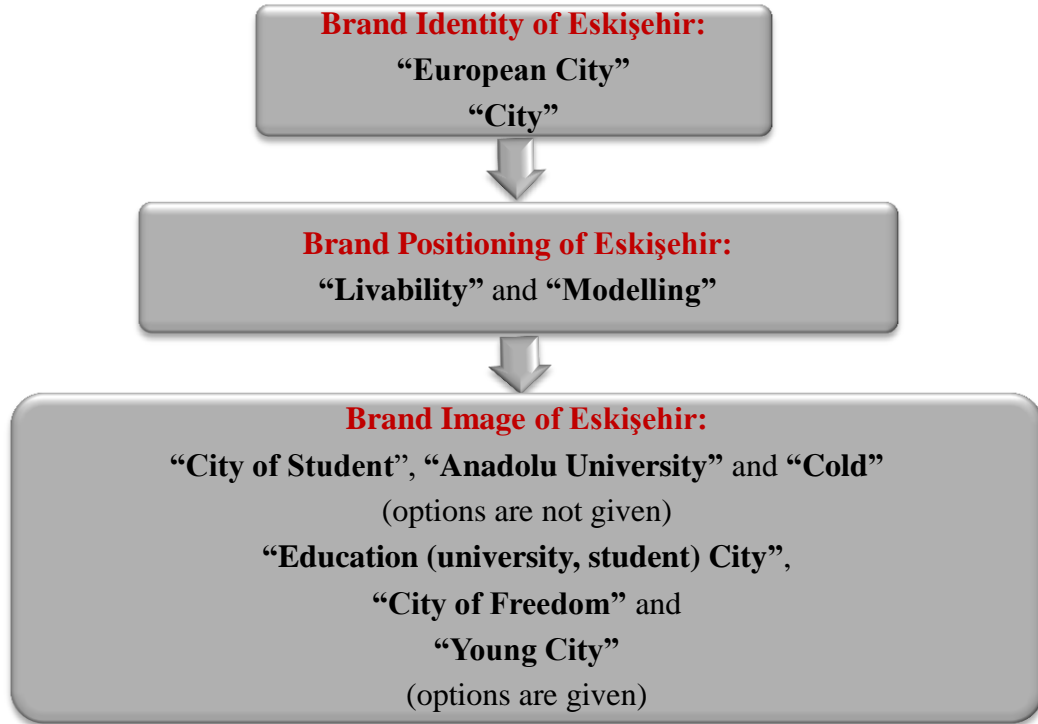
as “cold”, probably because of the duration of university students in education time. It is a negative evaluation but this is a criticism of a natural element of Eskişehir related to climate; but not the life or facilities in the city. When the opinions of university students on service quality are analyzed, the mean values show that all the services are considered good quality, these services include transportation facilities, eating and drinking facilities (nutrition), residential/apart hotel facilities (shelter), work and employment opportunities, entertainment facilities (day-night), recreation areas (fun-rest), education facilities, supportive facilities to education (libraries, research centers, etc.), municipal services, central management services (ministries and provincial institutions of the ministries), cultural and artistic services, to be aware of various events in the city, health services, and. (Appendix E. Table E.2. Opinions of the University Students in Eskişehir on Service Quality)

### **Definitions as Brand Images**

When the options are given for the definitions of Eskişehir, the mean values (Mean>3,5) show that the university students agree that Eskişehir is an Anatolian City, a European City, Cultural Capital of Turkish World, Education (university, student) City, Culture and Tourism City, City of Museums, Shining Star of Anatolia, City of Aviation, City of Parks, City of Toleration/Allowance, City of Yunus Emre, City of Meerschaum, City of Immigrants, City of Pedestrians, City of Bikes, City of Tramway, Railway City, Social City, Livable City, Modern City, Democrat City, Love City, City of Wonder, City of Freedom, Young City, Dynamic-live City, Day-Night Living City, City of Fun, City of Festivals, Innovative City, City of Firsts, Model City, Fashion City. However, in the evaluations of some definitions, the university students remain indecisive status: World City, Thermal City, City of Commerce, City of History, Industrial City, Logistic City, City of Water, Green City, City of Nasreddin Hodja and Leader City. (Appendix E. Table E.3. Frequency of City Definitions of the University Students in Eskişehir)

Among these definitions, the respondents choose the top three as: **Education (university, student) City, Young City and City of Freedom.** The definitions that university students agree on are meeting the branding strategies of municipalities,

which attach importance to the city through Porsuk River, Haller Project, Factory District, Youth Centers, etc.



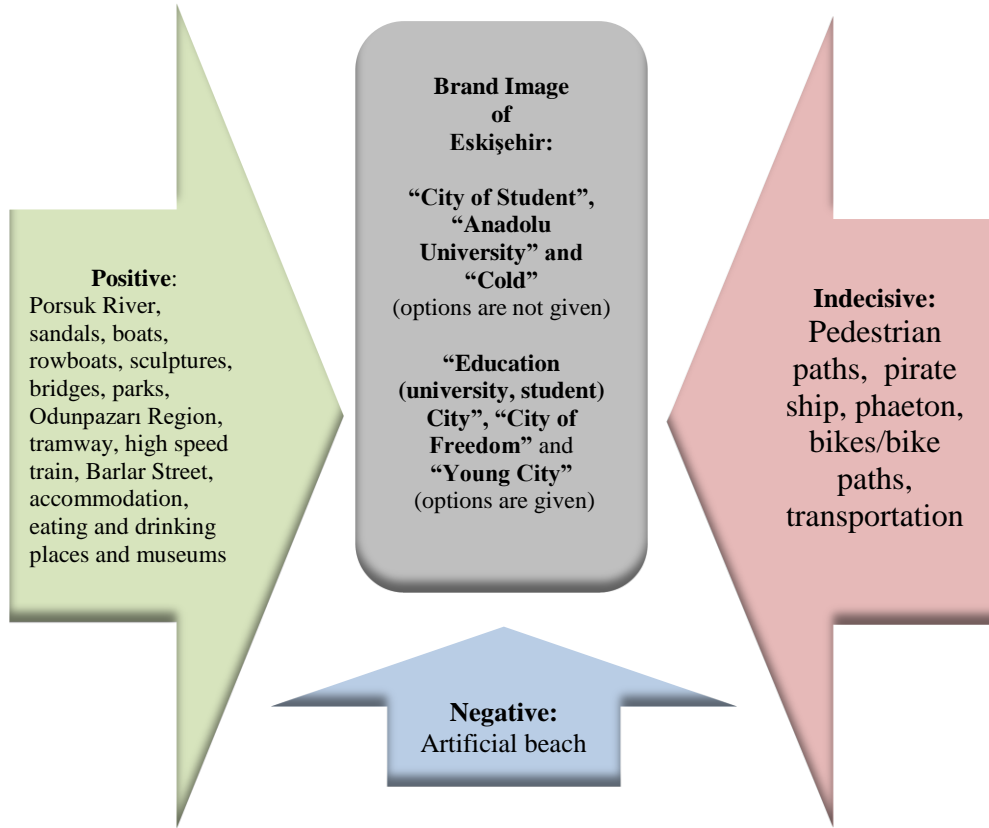
**Figure 5. 37. The Interconnection of Brand Identity, Brand Positioning and Brand Image of University Students in Eskişehir**

Source: Author’s Personal Graphing from Questionnaires; inspired by Kavaratzis and Ashworth, 2006

### **Transformation in the Physical Structure**

University students’ opinions differ in evaluation of the implementations that transform the physical structure through different projects provided by the stakeholders. Some of the transformations are found out with highly positive evaluations by university students. That is in the evaluations of **Porsuk River, sandals, boats, rowboats, sculptures, bridges, parks, Odunpazarı Region, tramway, high speed train, Barlar Street, accommodation, eating and drinking places and museums** the university students give positive opinions; however, in the

evaluations of **pedestrian paths, pirate ship, phaeton, bikes/bike paths, transportation** they remain indecisive status; and in the evaluations of **artificial beach** they give negative opinion. (Appendix E. Table E.4. Opinions of the University Students in Eskişehir about the Transformations in Physical Structure)



**Figure 5. 38. Evaluations of University Students on Transformations in the Physical Structure in Eskişehir**

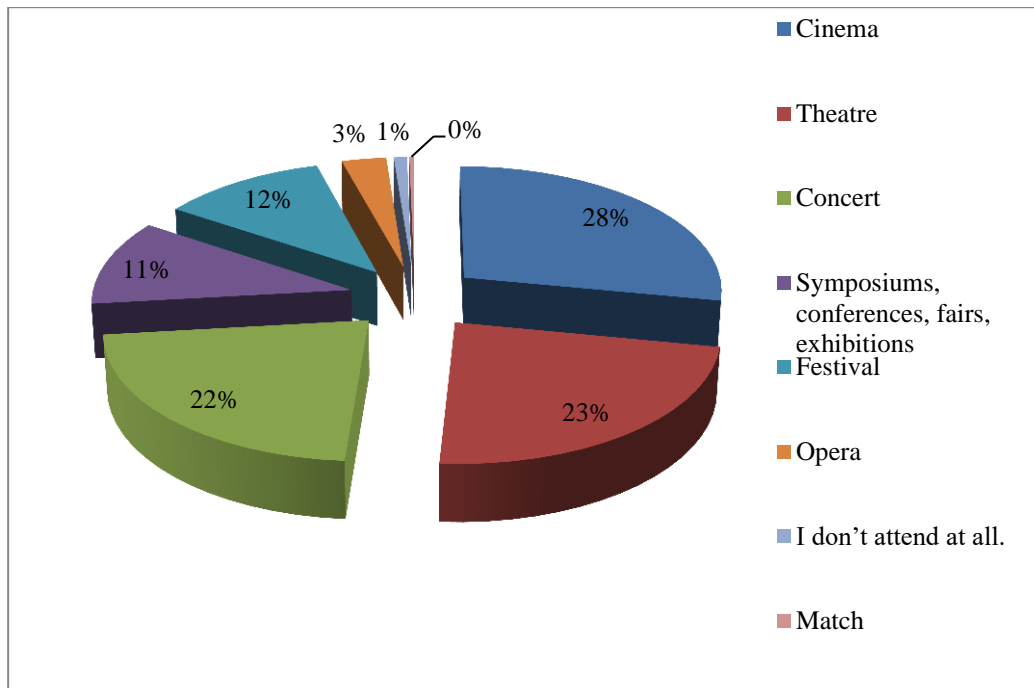
Source: Author’s Personal Graphing from Questionnaires

There are two outstanding evaluations on the physical structure derived from focus-group interview about the dual structures of **vitrine/contents** and **virtual/reality** in Eskişehir, which is asked to the residents in the questionnaires. When these two phrases are also asked to the university students, the mean of the responses for the first phrase is on **agreeing status**, and the second phrase’s is on **indecisive status**. (Appendix E. Table E.5. Frequency of Evaluate the Physical Situation of Eskişehir of the University Students)



## Cultural and Art Facilities Provided in the City

When the question “Which culture-arts activities do you attend in Eskişehir?” is asked to the university students which can be answered with more than one answer; the total number of answers is 325. These answers show that almost all university students participate in the cultural and art facilities except 0.9 % of the university students whose answers are “I don’t attend at all”. That is among cultural and art facilities that are used by the university students in a way, some are relatively more preferable such as cinema, theatre and concert. (Appendix E. Table E.6. Cultural and Art Facilities used by the University Students in Eskişehir)



**Figure 5. 39. Evaluations of University Students on Cultural and Art Facilities in Eskişehir**

Source: Author’s Personal Graphing from Questionnaires

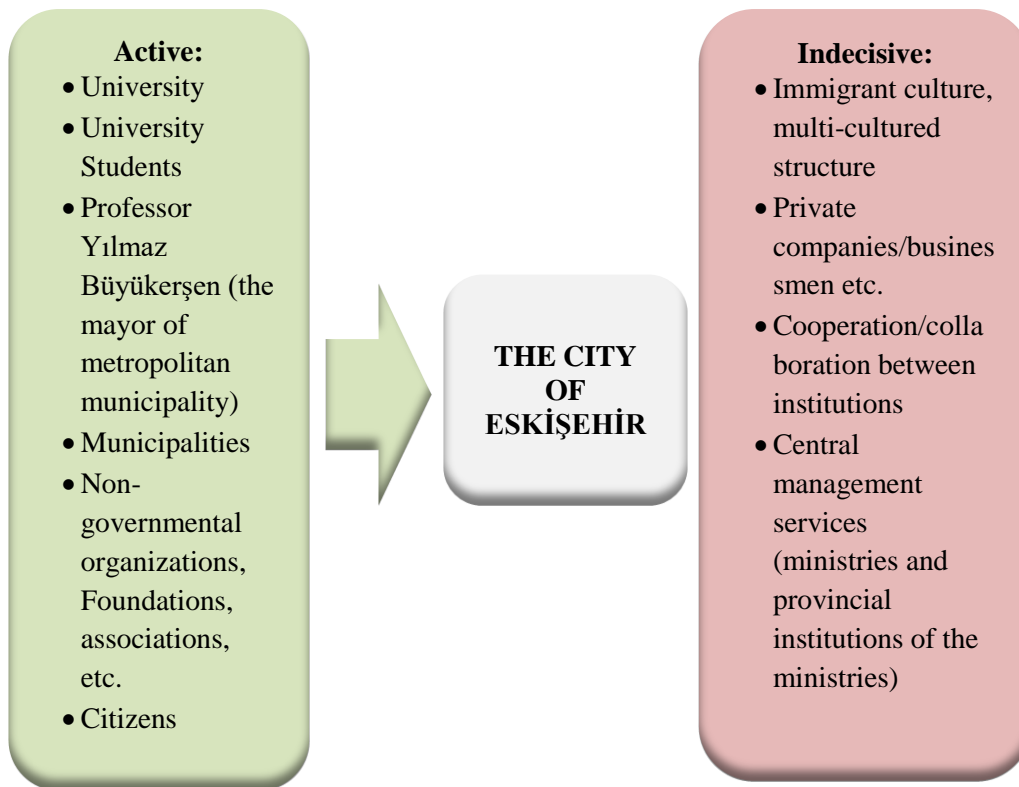
## Social Output

There are six outstanding evaluations on the social structure derived from focus-group interview asked to the university students (which are also asked to the residents in the

questionnaires), the mean of the responses are on **agreeing status**. (Appendix E. Table E.7. Frequency of Evaluate the Social Output of Eskişehir of the University Students)

### Leadership in City Branding

The answers of the university students for the question that aims to understand to what extent the stakeholders are active in Eskişehir are two dimensional. In the evaluations they consider that some of the stakeholders are active in the city, and some are neither active nor passive. (Appendix E. Table E.8. Frequency of Evaluation of Stakeholders of the City by University Students)



**Figure 5. 40. Evaluations of University Students on Stakeholders in Eskişehir**

Source: Author's Personal Graphing from Questionnaires

In the active group of evaluations, university (with the mean value: 4.55) and university students (with the mean value: 4.52) are placed at the top. This shows a **leading role** among the stakeholders in the eyes of university students. In the third place as a leader Prof. Dr. Yılmaz Büyükerşen (the mayor of Metropolitan

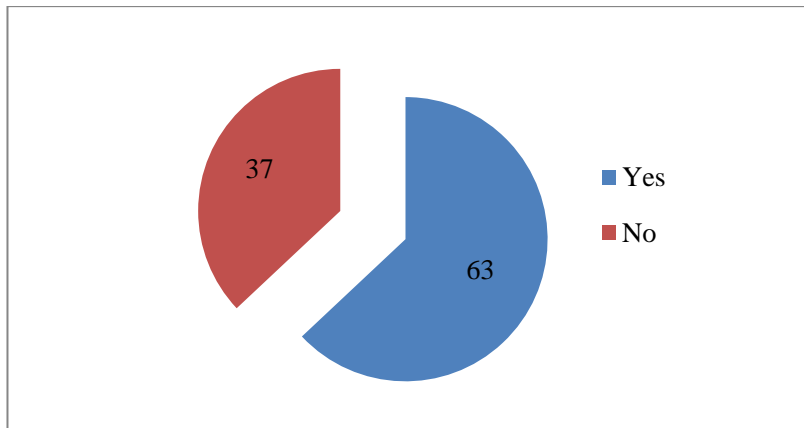
Municipality) (mean value: 4.42) takes place. What the university students experience substantially is the university itself; therefore, it is evaluated at the top; after that they regard the mayor of the city they live as a leader.

From the point of **governance**, university students agree that citizens and university students are active; therefore, this can show the participation and being active through City Councils, Association of Healthy Cities, and also the youth centers provided by municipalities. Moreover, from the point of **membership** in any kind of NGOs, foundation, student center or Municipality courses, it is seen that while 42% of the university students do not attend, 58% of them attend such membership facilities.

From the point of **cooperation and collaboration**, the answers show that the university students remain indecisive status in the evaluation of “cooperation/collaboration between institutions”. This result gives ways to two options: the first is that they may not know or are not aware of it, and the second is that they may think either there is a cooperation and collaboration or is there is no visible cooperation or collaboration. This evaluation also supports the research findings in this dissertation on the part of stakeholders as the egocentric networks in branding, which indicated that separated nodes working with their own networks with little connections but for a common goal: being a city, a European city which satisfies the citizens through various facilities that a city needs.

### **5.3.2.3. City Branding Attitudes of University Students**

When the attitudes towards branding are examined, it is seen that 63% of the university students think Eskişehir is a brand city in a context.

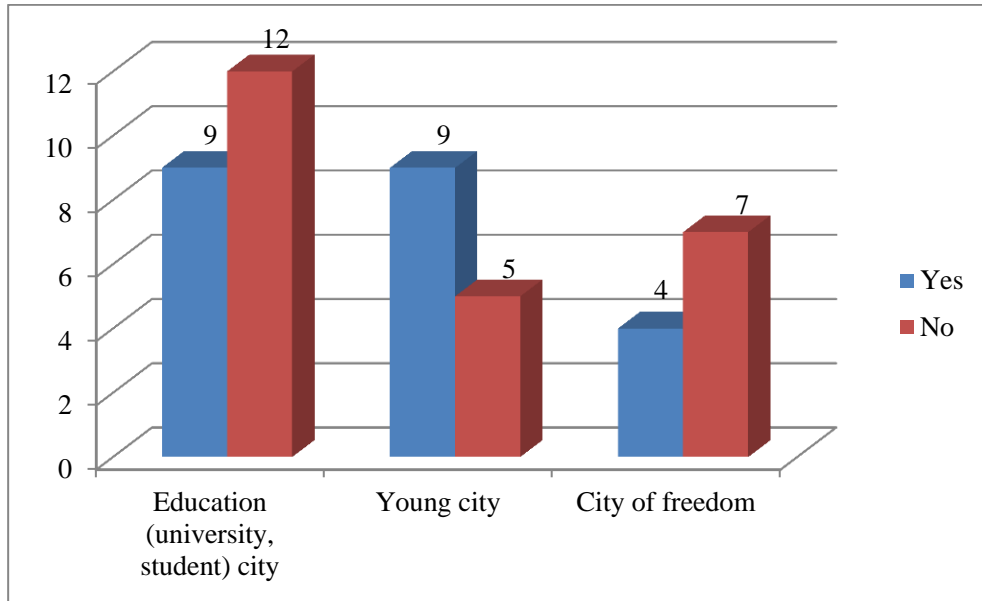


**Figure 5. 41. Attitudes of University Students towards Branding of Eskişehir**

Source: Author's Personal Graphing from Questionnaires

When these attitudes of the university students are cross-tabled with the top-three definitions, demographic findings and their behaviors, it shows whether there is a difference in their branding attitudes according to city definitions, gender, education status, hometowns, etc. or not?

For Eskişehir, (when the options are given for the definitions of Eskişehir) 57.10% of the students surveyed chose the option of education (university, student) city, and 63.60% of those who chose a city of freedom definition recognize Eskişehir as not a brand city; and 64.30% of those who chose a young city definition recognize Eskişehir as a brand city. (Appendix E. Table E.9. Attitudes of University Students towards Branding of Eskişehir according to the Top Three Definitions)



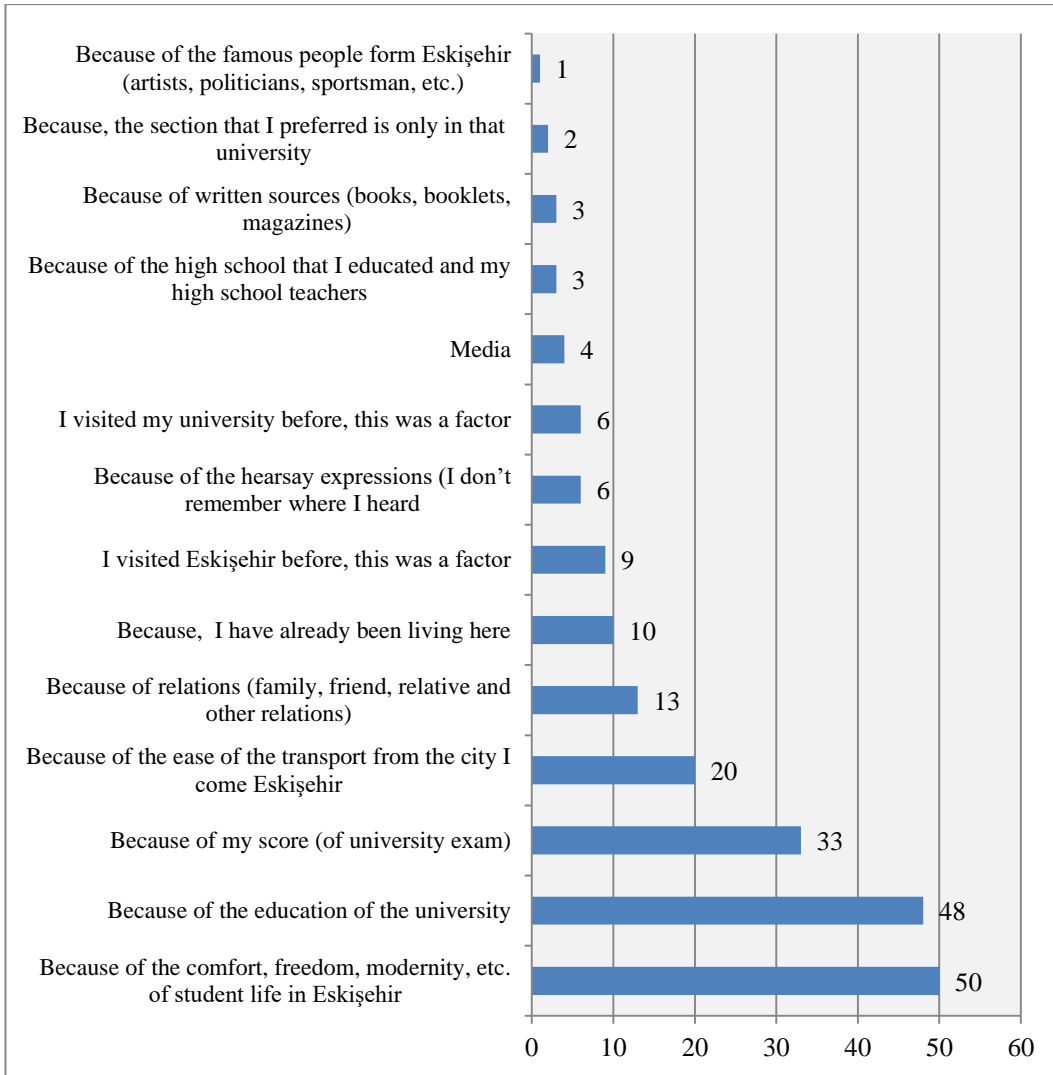
**Figure 5. 42. Attitudes of University Students towards Branding of Eskişehir according to the Top Three Definitions**

Source: Author's Personal Graphing from Questionnaires

When analyzed according to gender, 68.9% of the women and 53.8% of the men regard Eskişehir as a brand city. (Appendix E. Table E.10. Attitudes of University Students towards Branding of Eskişehir according to Gender)

When analyzed according to age range, it is seen that 63.4% of the university students who are aged between 20 and 29 see Eskişehir as a brand city. (Appendix E. Table E.11. Attitudes of University Students towards Branding of Eskişehir according to Age Range)

When the university students are asked in the survey about the reasons for the preference of educating in Eskişehir which can be answered with more than one answer, the total number of answers is 208.



**Figure 5. 43. Branding Attitudes according to the Reasons of the Preference of Educating in Eskişehir of University Students**

Source: Author's Personal Graphing from Questionnaires

When we analyze the top three answers; it is seen that 64.00% of the answers are “Because of the comfort, freedom, modernity, etc. of student life in Eskişehir” (50 answers), and 66.70% of the answers are “Because, of the education of the university” (48 answers) and the respondents recognize Eskişehir as a brand city. However, 51.50% of the answers are “Because of my score (of university exam)” (33 answers) and the respondents do not consider Eskişehir a brand city. (Appendix E. Table E.16. Attitudes of University Students towards Branding of Eskişehir according to the Reasons of the Preference of Educating in Eskişehir)

65.6% of the university students who visited Eskişehir before their education had started in Eskişehir, and 63.9% of the ones who did not visit regard Eskişehir as a brand city. Therefore, visiting Eskişehir before education started does not have much effect on the of brand city evaluation. (Appendix E. Table E.17. Attitudes of University Students towards Branding of Eskişehir according to visiting the City before)

When analyzed according to the satisfaction, it is also seen that the university students have high satisfaction degree. Moreover, 72.7% of the respondents who gave an 8 on the scale of satisfaction degree, 76.5% of those who gave a 9 and 82.6% of those who gave a 10 regard Eskişehir as a brand city. It is seen that university students with low satisfaction degrees do not agree that Eskişehir is a brand city. (Appendix E. Table E.18. Attitudes of University Students towards Branding of Eskişehir according to Satisfaction of Living as a Student)

While 74.1% of those who want to continue living in Eskişehir after graduation see Eskişehir as a brand city, 25.91% of them do not regard it as a brand city. While 47.6% of those who do not want to continue living in Eskişehir see Eskişehir as a brand city, 52.4% of them do not regard it as a brand city. Those who do not prefer to live in Eskişehir after graduation have negative views about a brand city. (Appendix E. Table E.19. Attitudes of University Students towards Branding of Eskişehir according to the Desire to Continue to Live in Eskişehir after Graduation)

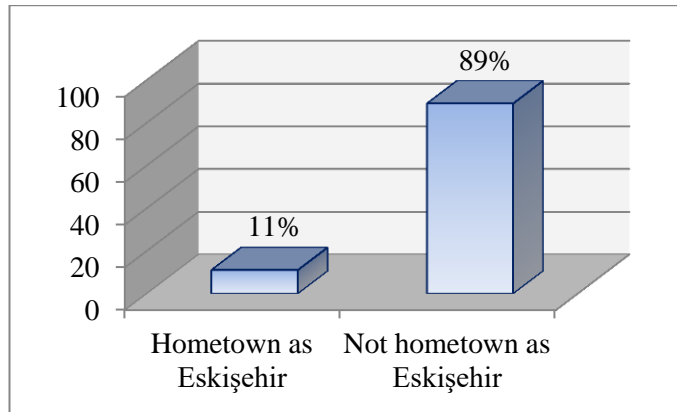
### **5.3.3. Visitors of Eskişehir**

#### **5.3.3.1.Characteristics of Respondents**

In this case, the representation cannot be discussed because of not having the information concerning all the visitors to the city.

### Hometown as Eskişehir:

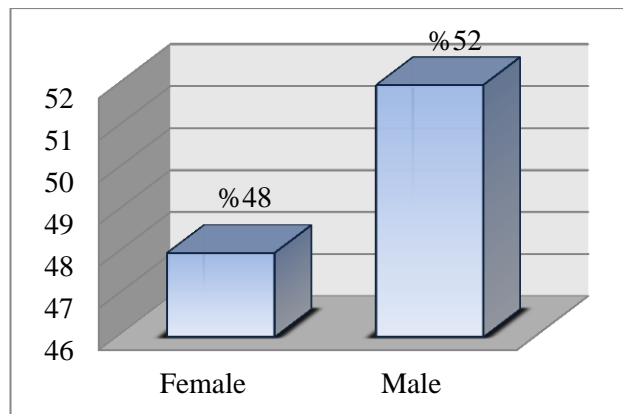
The following figure shows the distribution of the visitors according to their hometowns.



**Figure 5. 44. Distribution of Visitors according to Hometowns**

Source: Author's Personal Graphing from Questionnaires

**Gender:** The following figure shows the distribution of the visitors according to gender.

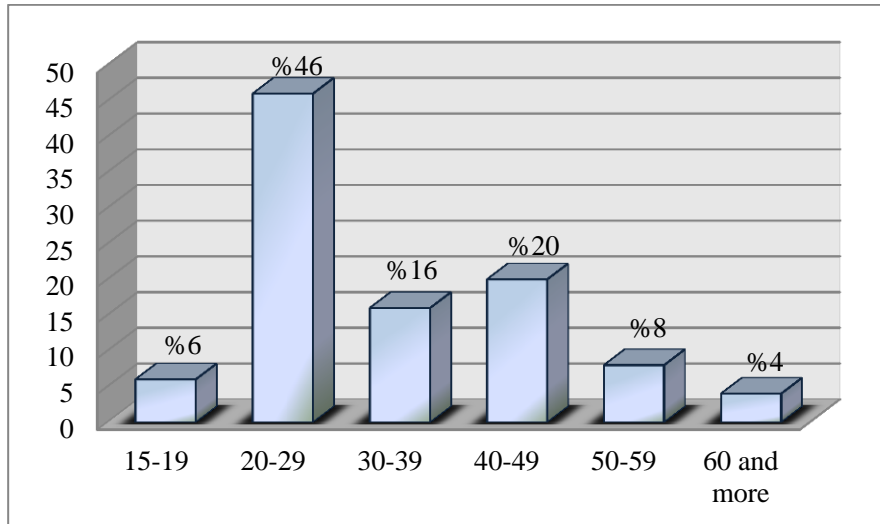


**Figure 5. 45. Distribution of Visitors according to Gender**

Source: Author's Personal Graphing from Questionnaires

**Age Range:** The following figure shows the distribution of the visitors according to age range. The data shows that the visitors surveyed are between 20 and 50 which is a wide range; especially the 20-29 age range has the majority.

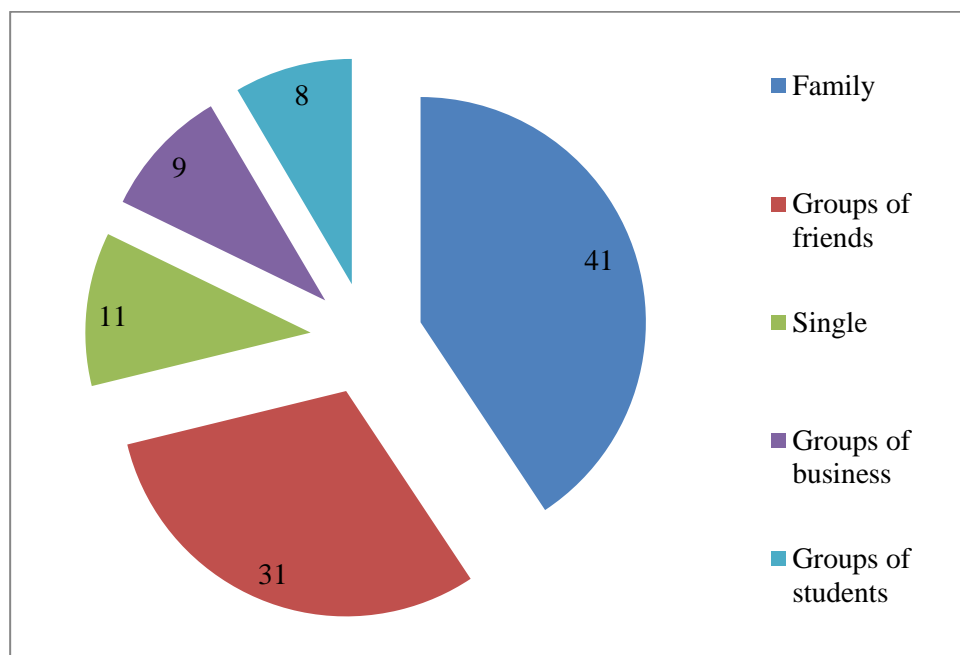




**Figure 5. 46. Age Range Distribution of Visitors**

Source: Author’s Personal Graphing from Questionnaires

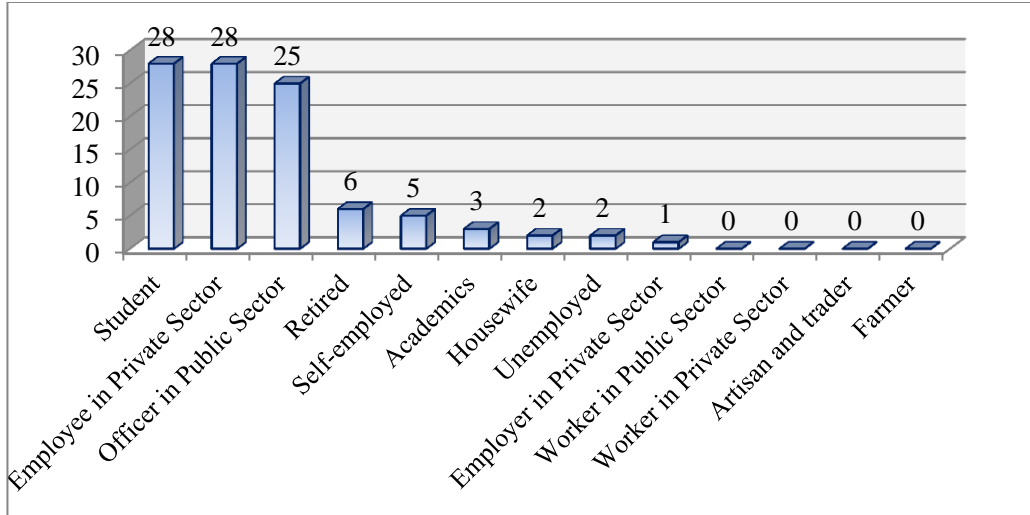
**Visiting Forms:** It is seen that the majority of the visitors surveyed have their visits with their family or groups of friends.



**Figure 5. 47. Distribution of Visitors according to Their Visiting Formations**

Source: Author’s Personal Graphing from Questionnaires

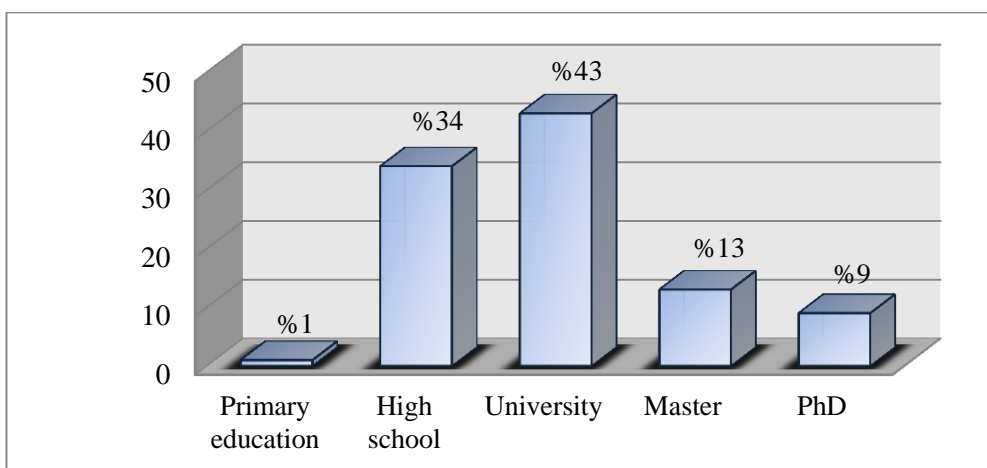
**Business/Work Status:** When we look at this distribution, it is seen that the major group visiting Eskişehir are students and those working in private and public sector. In the second group, there are retired and self-employed people.



**Figure 5. 48. Distribution of Visitors according to Business/Work Status**

Source: Author's Personal Graphing from Questionnaires

**Education Status:** The following distribution shows that especially the university graduates seem to have received the biggest share of the visit. When the rates of bachelor, master, doctorate are calculated, it is seen that 65% of the graduates of university have the majority of visitors.



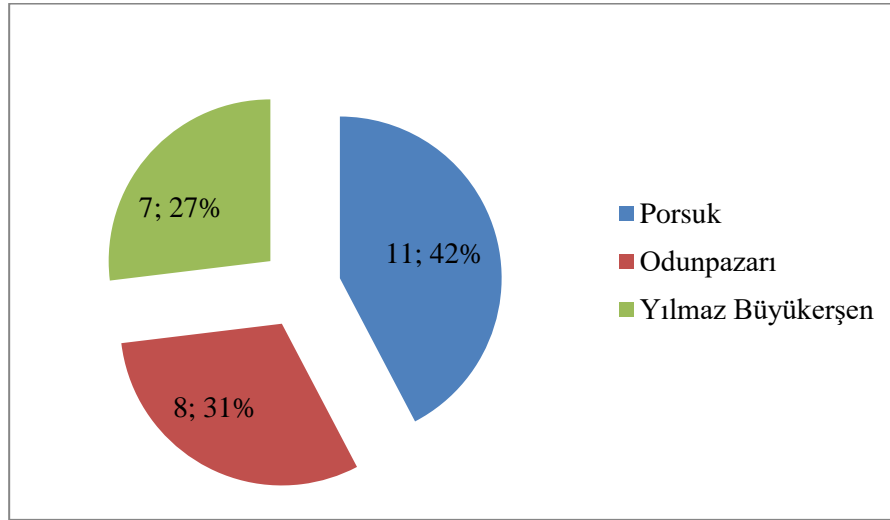
**Figure 5. 49. Distribution of Visitors according to Education Status**

Source: Author's Personal Graphing from Questionnaires

### 5.3.3.2. Findings of Attitude-Behavior Variables

#### Top Three Definitions

When the answers to the question of “**What are the first three words / word group that Eskişehir reminds you?**” (Without giving any options) are ordered, the top three answers are “**Porsuk**” (11 people of 100 people), “**Odunpazarı**” (8 people of 100 people) and “**Yılmaz Büyükerşen**” (7 people of 100 people).

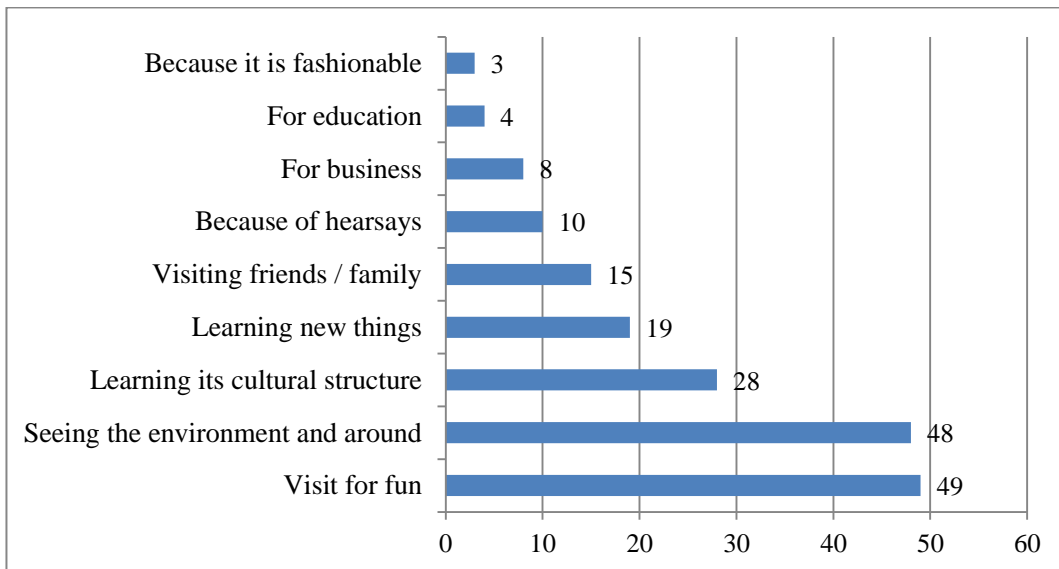


**Figure 5. 50. Frequency Table of the First Three Words of the Visitors**

Source: Author’s Personal Graphing from Questionnaires

According to the top evaluations, the visitors reflect the things that have in their minds; therefore, **Porsuk** and **Odunpazarı** are the two main places that are showed in media, in news, and also in city tours. Porsuk with its “recreational” functions and Odunpazarı with its “urban site” character are both showing the two images in the visitors’ views. Moreover, the third definition is **Yılmaz Büyükerşen**. These answers show the potential of these three definitions as influencing people before or during their visit of the city. Visitors, consciously or not, evaluating the city according to the brand image, refer to the two elements of a European City strategy which made transformation and revitalization projects in Porsuk and Odunpazarı. Actually, the reasons for their visits give clues for making connections to their evaluations.

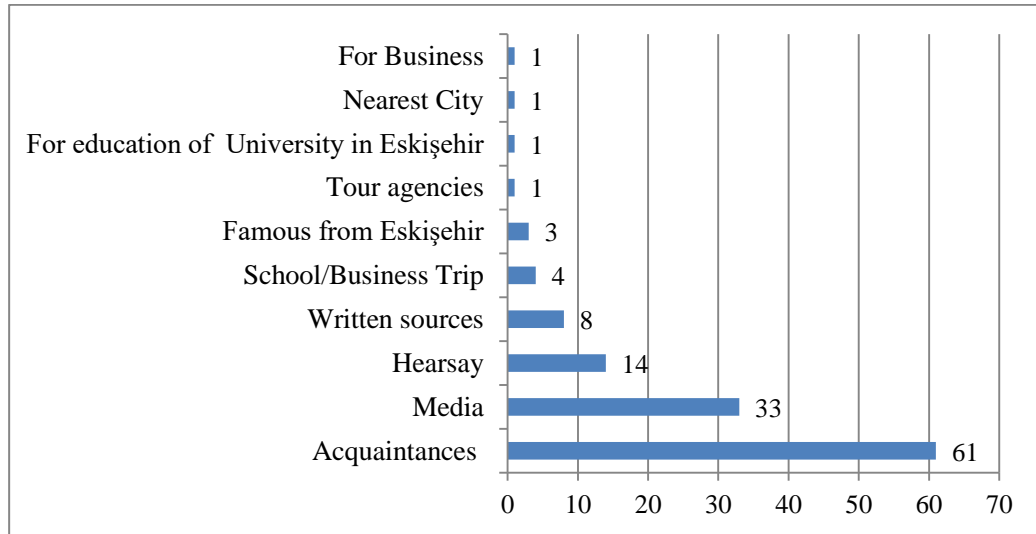
In order to search for the reasons for their visits, the question to which more than one answer could be given was asked, so a total of 184 opinions were given. The answers of the majority of the respondents who visit Eskişehir include the following: **“Visit for fun”**, **“Learning its cultural structure”** and **“Seeing environment and around”**. In other words, visitors aim to see an environment that has the images in their minds.



**Figure 5. 51. Reasons for Visiting Eskişehir**

Source: Author’s Personal Graphing from Questionnaires

Furthermore, the formation of these images depends on what makes them decide to visit that city. This question also has more than one possible answer, so a total of 127 opinions were given. The answers of the majority of the respondents who visit Eskişehir include the following: **“Acquaintances”**, **“Media”** and **“Hearsay”**. This data tells us the ways that have made influences on the decision regarding the visit to Eskişehir.



**Figure 5. 52. Ways of Influencing on the Decision of Visiting Eskişehir**

Source: Author's Personal Graphing from Questionnaires

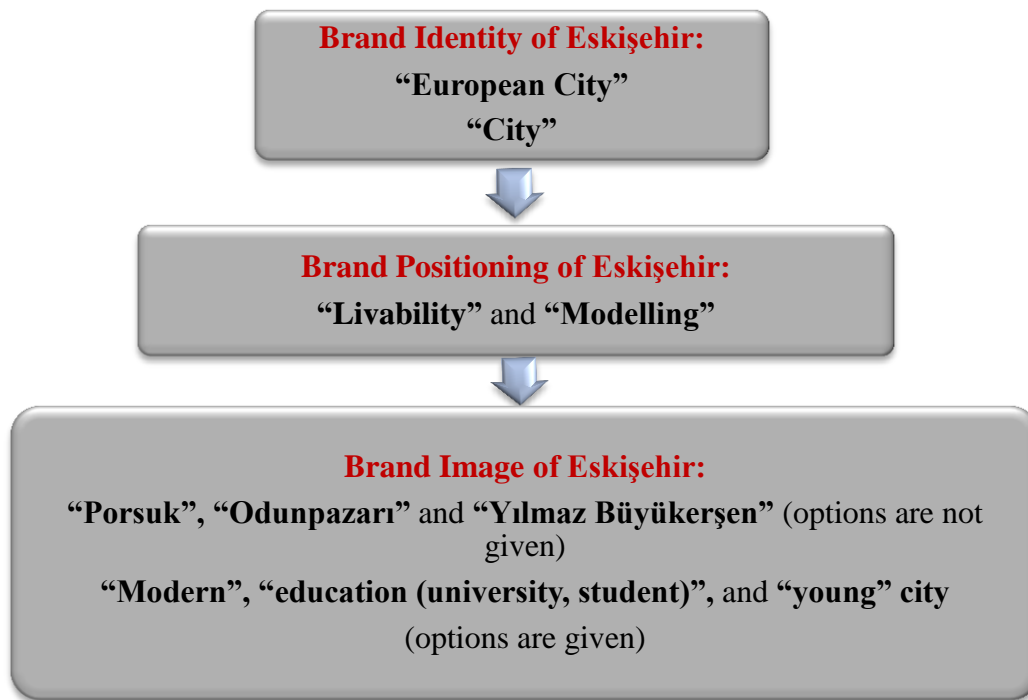
Acquaintances and hearsay mean that visitors are influenced by people who are friends, relatives and others through communication. Moreover, media tools, used for technological communication include digital, print, social platforms, etc., and have the ability to influence people in building the brand images. As described in this dissertation in the media coverage analysis through news on Eskişehir city branding, the top five definitions are “culture-art-tourism-history-congress”, “university, student, freedom, young, innovative, active, alive, living at night”, “local municipalities, Prof. Yılmaz Büyükerşen, leaders, success”, “attractive, wondered, model, happiness, modern, love”, “Porsuk and parks”, and “a European City”. Moreover, the media coverage creates ideas and images in people's minds, and also inspires people to visit and experience the city exhibited. This shows us what is said in the media is consistent with the factors and ways that make people visit Eskişehir, and also with the three words through which they define the city.

### **Definitions as Brand Images**

When the options are given for the definitions of Eskişehir, the mean values shows that (Mean>3,5) the visitors agree that Eskişehir is a European City, Cultural Capital of Turkish World, Education (university, student) City, Culture and Tourism City,

City of Museums, City of History, Industrial City, Shining Star of Anatolia, City of Aviation, Logistic City, City of Water, Green City, City of Parks, City of Toleration/Allowance, City of Yunus Emre, City of Nasreddin Hodja, City of Meerschaum, City of Immigrants, City of Pedestrians, City of Bikes, City of Tramway, Railway City, Social City, Livable City, Modern City, Leader City, Democrat City, Love City, City of Wonder, City of Freedom, Young City, Dynamic-live City, Day-Night Living City, City of Fun, City of Festivals, Innovative City, City of Firsts, Model City and Fashion City. However, in the evaluations of some definitions the visitors remain indecisive status: Anatolian City, World City, Thermal City and City of Commerce. (Appendix F. Table F.1. Frequency of City Definitions of the Visitors in Eskişehir)

Among these definitions, the respondents choose the top three definitions as: **“modern”**, **“education (university, student)”**, and **“young” city**.



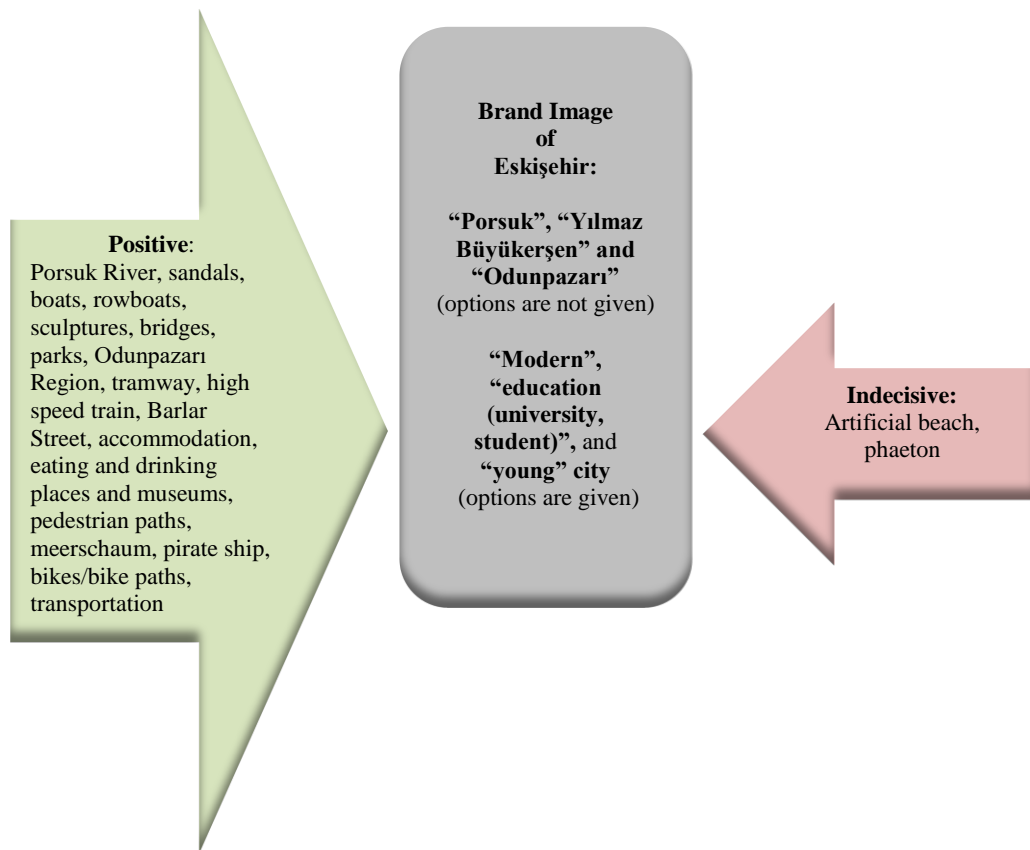
**Figure 5. 53. The Interconnection of Brand Identity, Brand Positioning and Brand Image of Visitors in Eskişehir**

Source: Author’s Personal Graphing from Questionnaires; inspired by Kavartzis and Ashworth, 2006

The visitors desire to try what the residents experience and the university students partially experience. In other words, how the residents and university students define their city attracts the attention of visitors to the city and they experience it for a short time, which reinforces the branding of the city.

### **Transformation in the Physical Structure**

Visitors’ opinions differ in evaluations of the implementations that transform the physical structure through different projects provided by the stakeholders. Some of the transformations are found out with highly positive evaluations by visitors.



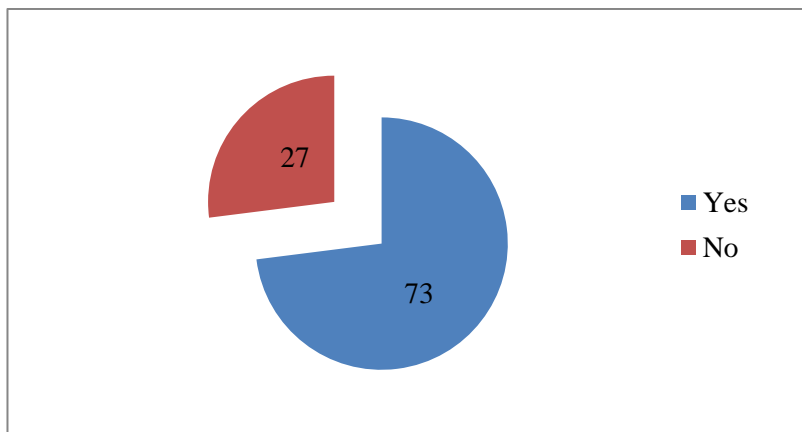
**Figure 5. 54. Evaluations of Visitors on Transformations in the Physical Structure in Eskişehir**

Source: Author’s Personal Graphing from Questionnaires

That is in the evaluations of **Porsuk River, sandals, boats, rowboats, sculptures, bridges, parks, Odunpazarı Region, pedestrian paths, tramway, high speed train, pirate ship, Barlar Street, bikes/bike paths, transportation, accommodation, eating and drinking places and museums** the visitors give positive opinions; however, in the evaluations of **artificial beach** and **phaeton** they remain indecisive status. (Appendix F. Table F.2.Opinions of Visitors in Eskişehir about the Transformations in Physical Structure)

### 5.3.3.3. City Branding Attitudes of Visitors

When the attitudes towards branding are examined, it is seen that 73% of the visitors think Eskişehir is a brand city in a context.



**Figure 5. 55. Attitudes of Visitors towards Branding of Eskişehir**

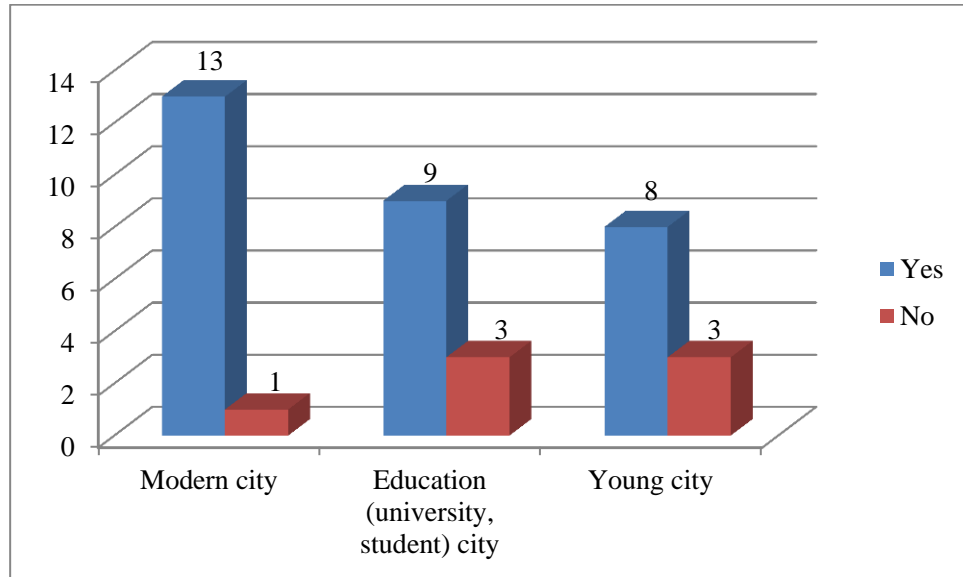
Source: Author's Personal Graphing from Questionnaires

When these attitudes of the visitors are cross-tabled with the top-three definitions, demographic findings and their behaviors, it shows whether there is a difference in their branding attitudes according to city definitions, gender, education status, hometowns, etc. or not?

For Eskişehir, (when the options are given for the definitions of Eskişehir) as 92.90% of the visitors surveyed who make the evaluation of modern city definition, 75% of those who make education (university, student) city definition, and 72.70% of those



who make a young city definition recognize Eskişehir as a brand city. (Appendix F. Table F.3. Attitudes of Visitors towards Branding of Eskişehir according to the Top Three Definitions)



**Figure 5. 56. Attitudes of Visitors towards Branding of Eskişehir according to the Top Three Definitions**

Source: Author's Personal Graphing from Questionnaires

When analyzed according to gender, 75% of the women and 71.2% of the men regard Eskişehir as a brand city. (Appendix F. Table F.4. Attitudes of Visitors towards Branding of Eskişehir according to Gender)

When analyzed according to age range, it is seen that 63% of the visitors who are aged between 20 and 29 see Eskişehir as a brand city. (Appendix F. Table F.5. Attitudes of Visitors towards Branding of Eskişehir according to Age Range)

When analyzed according to occupational status of visitors, 78.6% of the public-sector employees, 67.9% of the students and 60% of the officer in public sector regard Eskişehir as a brand city. (Appendix F. Table F.6. Attitudes of Visitors towards Branding of Eskişehir according to Occupational Status)

When analyzed according to educational background, it is observed that 55.6% of the PhD degree visitors do not participate in brand city interpretation and at least 73% of the other groups have participated in branding evaluation for the city.

**Table 5. 15. Attitudes of Visitors towards Branding of Eskişehir according to Educational Background**

			Educational Background					Total
			Primary education	High school	University	Master	PhD	
Brand City	Yes	Count	1	25	33	10	4	73
		%	100,00%	73,50%	76,70%	76,90%	44,40%	73,00%
	No	Count	0	9	10	3	5	27
		%	0,00%	26,50%	23,30%	23,10%	55,60%	27,00%
Total	Count	1	34	43	13	9	100	
	%	100,00%	100,00%	100,00%	100,00%	100,00%	100,00%	

Source: Author’s Personal Graphing from Questionnaires

It is seen that the majority of the people who come to Eskişehir as visitors are not from Eskişehir. 81.8% of those who are from Eskişehir and 71.9% of those who are not from Eskişehir see Eskişehir as a brand city. (Appendix F. Table F.7. Attitudes of Visitors towards Branding of Eskişehir according to being from Eskişehir)

Most of the visitor respondents come from Ankara (32 people), İstanbul (26 people) and İzmir (7 people). 68.8% of those coming from Ankara, 80.8% of those coming from İstanbul, and 85.7% of those coming from İzmir see Eskişehir as a brand city. (Appendix F. Table F.8. and Figure F.1 Attitudes of Visitors towards Branding of Eskişehir according to the City where Visitors live in)

For the purpose of visiting Eskişehir, 69.4% of those who gave the answer to “Visit for fun”, 85.7% of those who gave the answer “Learning its cultural structure” and 79.2% of those who gave the answer “Seeing the environment and around” regard

Eskişehir as a brand city. (Appendix F. Table F.9. Attitudes of Visitors towards Branding of Eskişehir according to Reasons for the Visit for Eskişehir)

For the ways of influencing the decision to visit for Eskişehir, 51.1% of the respondents who gave the answer of “Hearsay”, 75.8% of the respondents who gave the “Media” answer and 68.9% of the respondents who gave the “Acquaintances” answer regard Eskişehir as a brand city. (Appendix F. Table F.10. Attitudes of Visitors towards Branding of Eskişehir according to the Ways Influencing on the Decision of Visit for Eskişehir)

When analyzed according to the satisfaction, it is seen that the visitors have high satisfaction degree. Moreover, 66.7% of the respondents who expressed their opinion giving an 8 as on the scale of satisfaction degree, 87.5% of those who gave a 9 and 87.5% of those who gave a 10 regard Eskişehir as a brand city. It is seen that visitors giving low satisfaction degrees do not agree that Eskişehir is a brand city. (Appendix F. Table F.11. Attitudes of Visitors towards Branding of Eskişehir according to Satisfaction of Visiting Eskişehir)

While 74.2% of the visitors who want to visit Eskişehir again see Eskişehir as a brand city, 66.7% of those who do not want to visit again do not regard it as a brand city; therefore, the visitors who desire not to visit Eskişehir again have negative evaluations about Eskişehir city branding. (Appendix F. Table F.12. Attitudes of Visitors towards Branding of Eskişehir according to the Desire to Visit Eskişehir again)

75% of those who have visited Eskişehir before, and 67.9% of those who have not visited Eskişehir see the city as a brand; therefore, the situation of whether visiting Eskişehir before or not does not affect the opinion about seeing Eskişehir as a brand city. (Appendix F. Table F.13. Attitudes of Visitors towards Branding of Eskişehir according to whether Visiting Eskişehir before or not)

Regarding the question about the means of transportation to Eskişehir, a question

which has more than one possible answer, a total of 112 opinions were given. “High Speed Train” (33 answers), “Bus” (41 answers) and “Car” (30 answers) are included in the answers as the means of transportation that the majority of the respondents use to come to Eskişehir. 63.6% of high speed train users, 78% of bus users and 76.7% of car users regard Eskişehir as a brand city. (Appendix F. Table F.14. Attitudes of Visitors towards Branding of Eskişehir according to Transportation Vehicles)

75% of the visitor respondents who accommodate in Eskişehir and 62.5% of those who did not accommodate see Eskişehir as a brand city. (Appendix F. Table F.15. Attitudes of Visitors towards Branding of Eskişehir according to Accommodation)

Regarding the questions about the format of visit to Eskişehir, a question which has more than one possible answer, a total of 118 opinions were given. Answers of “Single” (13 people), “Family” (48 people) and “Friends group” (36 people) are among the ways in which the majority of the respondents arrange their visit. 76.9% of those giving the “Single” answer, 85.4% of those giving the “Family” answer and 63.9% of those giving the “Group of friends” answer regard Eskişehir as a brand city. (Appendix F. Table F.16. Attitudes of Visitors towards Branding of Eskişehir according to Format of Visits)

## CHAPTER 6

### RESEARCH FINDINGS OF THE STUDY (COMPARATIVE)

#### 6.1. Evaluations on Physical Transformation, Determinant Stakeholders / Leadership and Social Output

These evaluations are found through the comparisons made with independent Samples T-Test. As residents living in the city and university students partially live in the city, they both use and get the benefit of the services.

**Table 6. 1. Similar and Different Views of Residents and University Students on Services**

There is no difference of opinion between residents and university students	There is the difference of opinion between residents and university students	
In which service:	In which service:	What is the difference:
Transportation facilities	Work and employment opportunities	While the university students thought that the work and working opportunities in Eskişehir are good, the residents have indecision.
Eating and drinking facilities (nutrition)	Entertainment facilities (day-night)	While the residents thought that the entertainment facilities in Eskişehir are good, the university students have indecision.
Residential/aparthotel facilities (shelter)	Recreation areas (fun-rest)	The difference is only on point averages and they gave a <b>good opinion</b> on the relevant expressions in both groups as the opinion.
Municipal services	Education facilities	
Central management services (ministries and provincial institutions of the ministries)	Supportive facilities for education (libraries, research centers, etc.)	
Cultural and artistic services		
To be aware of various events in the city		
Health services		

Source: Author's Personal Graphing from Questionnaires

Residents generally evaluate the services provided in the city in a similar way; most of the services are evaluated in the same way, while some are evaluated in different ways. (Appendix G. Table G.1. Evaluations of Services by Citizens and Students)

As residents living in the city and university students partially live in the city, they are also asked about stakeholders; they generally evaluate the stakeholders in the city in a similar way. (Appendix G. Table G.2. Evaluations of Stakeholders by Citizens and Students)

**Table 6. 2. Similar Views of Residents and University Students on Stakeholders**

There is no difference of opinion between residents and university students	There is a difference of opinion between residents and university students	
Stakeholders:	Stakeholders:	What is the difference:
Professor Yılmaz Büyükerşen (the major of metropolitan municipality)	Non-governmental organizations, Foundations, associations, etc.	The difference is only on point averages and they gave <b>indecision view</b> on the relevant expressions in both groups as the opinion.
University Students, University	Cooperation/collaboration between institutions	
Municipalities		
Central management services (ministries and provincial institutions of the ministries)		
Citizens		
Immigrant culture, multi cultured structure		
Private companies/businessmen etc.		

Source: Author's Personal Graphing from Questionnaires

Residents and university students evaluate the physical transformation phrase in the following table in the same way; there is no difference in their evaluations. (Appendix G. Table G.3. Evaluations of Physical Transformation by Citizens and Students)

**Table 6. 3. Similar Views of Residents and University Students on Physical Transformation**

<b>There is no difference of opinion between residents and university students</b>
There is a dual structure of vitrine/contents in Eskişehir. In other words, there is a partial region that is shown as Eskişehir; however, when we look overall, Eskişehir is different than that part.
There is a dual structure of virtual/reality in Eskişehir. In other words, the Eskişehir that is shown in the press, media, advertisement – the Eskişehir that reflects the city image (how the city is assessed externally) is different than the Eskişehir that is lived in reality.

Source: Author’s Personal Graphing from Questionnaires

As residents living in the city and university students partially live in the city, they experience the social structure of the city. They generally evaluate the services provided in the city in a similar way; most of the social output phrases are evaluated in the same way, while some are evaluated in different ways. (Appendix G. Table G.4. Evaluations of Social Output by Citizens and University Students)

**Table 6. 4. Similar and Different Views of Residents and University Students on Social Output**

<b>There is no difference of opinion between residents and university students</b>	<b>There is a difference of opinion between residents and university students</b>	
There is social integration.	It has the social structure that is not othering on the contrary that accepts, that is tolerant.	The difference is only on point averages and they gave a <b>positive opinion</b> on the relevant expressions in both groups as the opinion.
It has a modern, contemporary, libertarian social structure.	The people of Eskişehir embrace/accept university students.	While the residents agree on this phrase, the university students have <b>indecision status</b> .
University students affect the city and the citizens positively.		
Eskişehir stands out in terms of its social structure, this structure creates the contemporary city image (how the city is assessed externally) under the influence of leaders and university students.		

Source: Author’s Personal Graphing from Questionnaires

## 6.2. Evaluations on Facilities, Satisfaction, City Definitions and Brand City

These evaluations are found through ANOVA Test, and significant results are reported. Porsuk River, sandals, boats, rowboats, sculptures, bridges, parks, Odunpazarı Region, high speed train, Barlar Street, accommodation, eating and drinking places, museums, phaeton are evaluated in the same way by three groups surveyed who are residents, university students and visitors. However, in some expressions about the physical structure of Eskişehir, there is a difference between the survey groups. (Appendix G. Table G.5. Evaluation of Different Groups on the Physical Transformation)

**Table 6. 5. Different Views of Resident and University Students on Social Output**

	<b>Residents</b>	<b>University Students</b>	<b>Visitors</b>
<b>Pedestrian Paths</b>	indecisive	indecisive	positive
<b>Tramway</b>	indecisive	indecisive	positive
<b>Artificial Beach</b>	indecisive	negative	indecisive
<b>Pirate Ship</b>	positive	indecisive	positive
<b>Bikes/Bike Paths</b>	indecisive	indecisive	positive
<b>Transportation</b>	indecisive	positive	positive

Source: Author's Personal Graphing from Questionnaires

Moreover, in some definitions of the city, there is a difference between the survey groups. The table shows that visitors have a more positive perspective and evaluation, while the ones who experience the city more as residents and university students have more critical and unsteady views. (Appendix G. Table G.6. Evaluation of Different Groups on City Definitions)

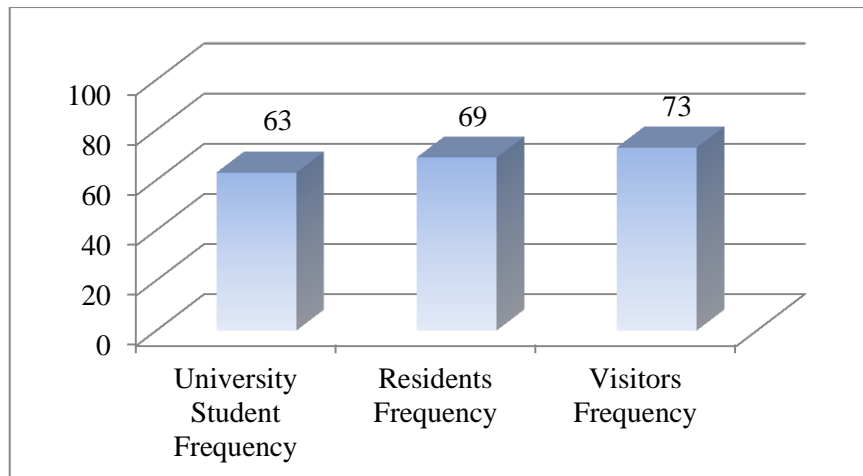


**Table 6. 6. Different Views of Resident and University Students on City Definitions**

	Residents	University Students	Visitors
<b>Cultural Capital of Turkish World</b>	indecisive	positive	positive
<b>Education (university, student) City</b>	highly positive	positive	highly positive
<b>City of Museums</b>	indecisive	indecisive	positive
<b>Thermal City</b>	positive	indecisive	positive
<b>City of History</b>	indecisive	indecisive	positive
<b>Industrial City</b>	positive	indecisive	positive
<b>City of Water</b>	positive	indecisive	positive
<b>Green City</b>	indecisive	indecisive	positive
<b>City of Parks</b>	positive	indecisive	positive
<b>City of Pedestrians</b>	indecisive	positive	positive
<b>City of Bikes</b>	indecisive	positive	positive
<b>City of Festivals</b>	indecisive	positive	positive
<b>City of Firsts</b>	positive	indecisive	positive

Source: Author's Personal Graphing from Questionnaires

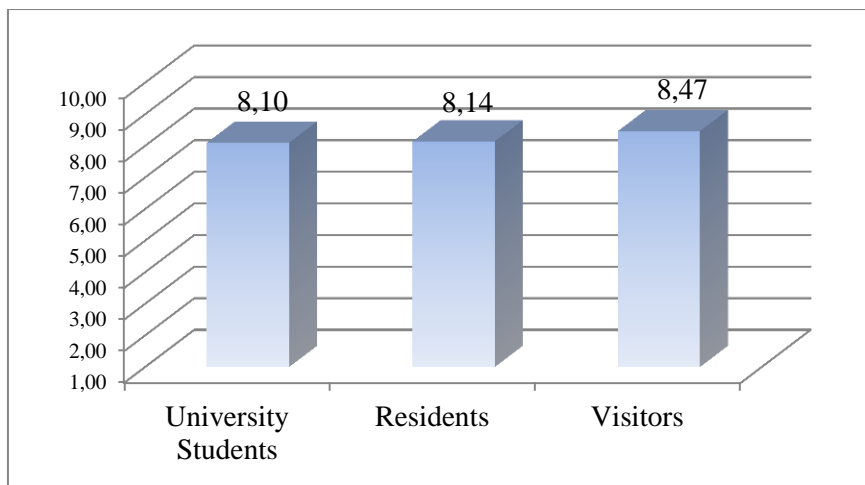
As a result of the analysis made, it is determined that there is no difference between survey groups in terms of brand city view on Eskişehir. The opinions of residents, university students and the visitors evaluate the city of Eskişehir as a brand city. (Appendix G. Table G.7. Evaluation of Different Groups on Brand City)



**Figure 6. 1. Brand City Evaluation between Groups**

Source: Author's Personal Graphing from Questionnaires

As a result of the analysis made, it is determined that there is no difference between the survey groups in terms of satisfaction level from Eskişehir which means the satisfaction of living as residents, living partially as university students and visiting Eskişehir as visitors. The average satisfaction of the students from Eskişehir is 8.10, residents' is 8.14 and visitors' is 8.47. In summary, there is no difference between the groups in terms of satisfaction, and satisfaction of each group is positive. (Appendix G. Table G.8. Evaluation of Different Groups on Satisfaction I and Table G.9. Evaluation of Different Groups on Satisfaction II)



**Figure 6. 2. Evaluation of Satisfaction between Groups**

Source: Author's Personal Graphing from Questionnaires

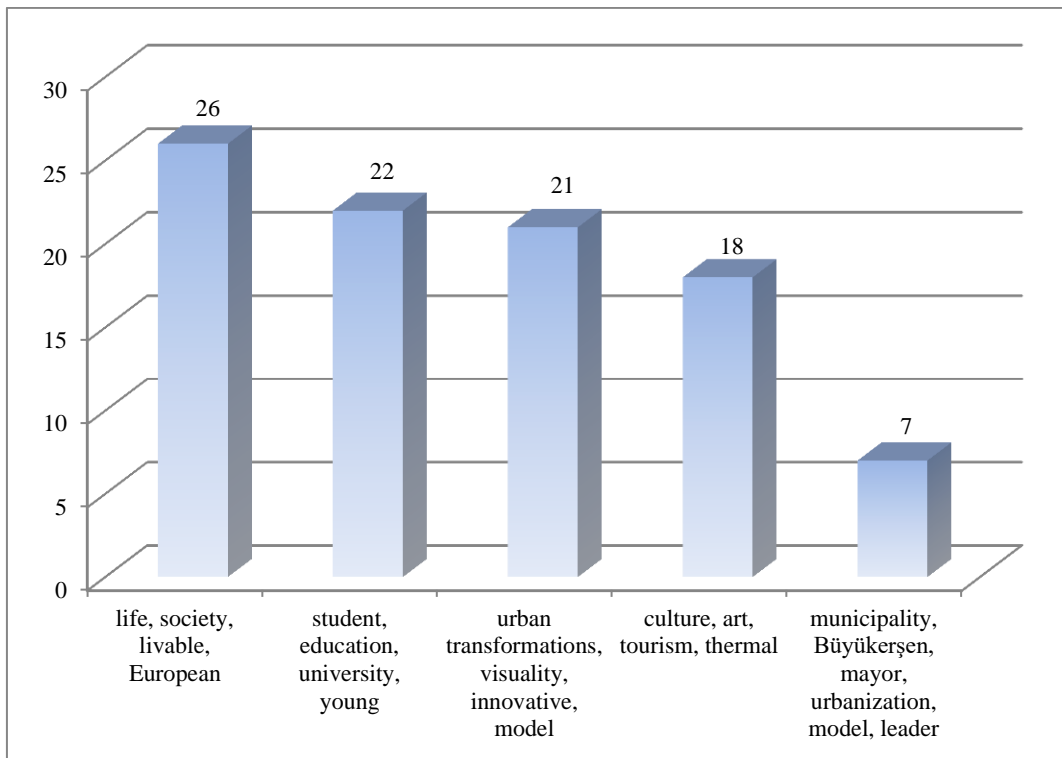
The respondents are asked if they think Eskişehir is a brand city; it is followed by open-ended questions according to the main response. In case the response is “yes”, then they are asked in which area Eskişehir is a brand city, and if the response is “no”, they are asked whether they want Eskişehir to be a brand city in the future and why. As this is an open-ended question, the answers are categorized as a result of the Nvivo analysis through categorization for three groups: residents, university students and visitors.

**Table 6. 7. In which area the Residents see Eskişehir as a brand city**

<b>In which area Eskişehir is a brand city?</b>	<b>Number of phrases</b>
modern	11
culture	10
student	7
education	7
university	6
art	4
social	4
mayor-Büyükerşen	4
innovative	4
visual	4
model	3
tourism	3
young	2
livability	2
Odunpazarı houses	2
wondered	2
transportation	2
European-Western	2
meerschaum	2
Sazova park-parks	2
awareness raising in central Anatolia region	1
urbanization	1
local municipalities and investments	1
rapidly developing in recent years	1
leader (education, municipalities, social areas)	1
peaceful	1
comfort	1
welfare	1
happiness	1
culture of life	1
affiliated with the cult	1
conscious people	1
thermal	1
football es-es	1
industry	1
shopping malls	1
no explanation	1
total definitions	100

Source: Author's Personal Graphing from Questionnaires

In this open-ended question, 69% of the residents who think Eskişehir as a brand city give 100 answers in total. When these answers are categorized it shows that Eskişehir is perceived as a brand city in terms of the keywords: modern, culture, livable, student, education, university, art, social, the mayor (Büyükerşen), innovative, visual, model, tourism, etc. If the responses are categorized according to more general categories, it is seen that 94 of the answers are defined in these following groups:



**Figure 6. 3. Top Branding Fields of Eskişehir according to Residents**

Source: Author's Personal Graphing from Questionnaires

31% of the residents think that Eskişehir is not a brand city; 23 of them wants Eskişehir to be a brand city in the future while 8 of them not. Their opinions on Eskişehir about being brand or not are illustrated in the following tables.

**Table 6. 8. Explanations of the Residents who do not see Eskişehir as a Brand City but have a desire for it**

<b>Explanation</b>
I have a desire for Eskişehir to become authentic and developed enough to be a brand city, for the motto of “City is Eskişehir” become reality
I have a desire for Eskişehir to develop a more vivid destination image and has more tourists
Levels of education, culture, industry and transportation necessitate a brand city.
It is a city that is open to novelties besides its strategic location. Provided that this is utilized, it would complete its vision of innovation in Turkey.
The value that corresponds to the “brand” should be dominant and immediately prominent. I can’t properly categorize Eskişehir as a brand city. Meerschaum is unique; however, it’s not well-promoted in the world. We cannot specify it as a brand in the field of education since it is average in value. It has more than one characteristic that might be a brand. So yes, it might be a brand but not yet.
If art is supported, investments in the city would increase. This would contribute to the development of the city and would make Eskişehir a more livable city.
It’s not a brand city yet but I believe that it can be one in the future. The tourist development is not enough yet, but it is accelerating.
It has values to be a brand.
It might be a brand by bringing its resources into the forefront.
I want to see it as a brand because I am from Eskişehir.
It cannot be a brand city with the current traffic problem; it has to solve this.
I want to see it as a brand because it’s hometown.
It’s a culture, tourist, history and at the same time an industrial city.
It might be a brand in issues such as the universities, meerschaum, culture if better promoted.
Boron and meerschaum should be better promoted.
It has beautiful places and richness; however, there is no promotion.
I want it to become a brand for its further development.
Who would ever not want to become a brand in the related field?
It can be a brand since it’s appropriate for social development, it’s enlightened and it’s comfortable to live in.
I want to see Eskişehir as a brand because I love it and want it to be in better levels.
I want to see Eskişehir as a brand because I love it and want it to be in better levels.
I want Eskişehir to become a brand so that it can grow.
no explanation

Source: Author’s Personal Graphing from Questionnaires

**Table 6. 9. Explanations of the Residents who do not see Eskişehir as a Brand City and does not have a desire for**

<b>Explanation</b>
Branding would be accompanied by commodification and this would be in contrast with human life and aliveness.
I neither think that Eskişehir is a brand city nor it has the characteristics to become one.
I do not want it to become a brand city because the rapid development in urban scale would affect the livability standards in a negative way.
I do not believe in the necessity of the term “brand city”
Being a brand city does not mean much to the locals.
I do not think that it has characteristics corresponding to “brand” especially when compared to İstanbul or Bursa.
Venetians cannot live in Venice since it’s expensive and they are estranged to their own city.
no explanation

Source: Author’s Personal Graphing from Questionnaires

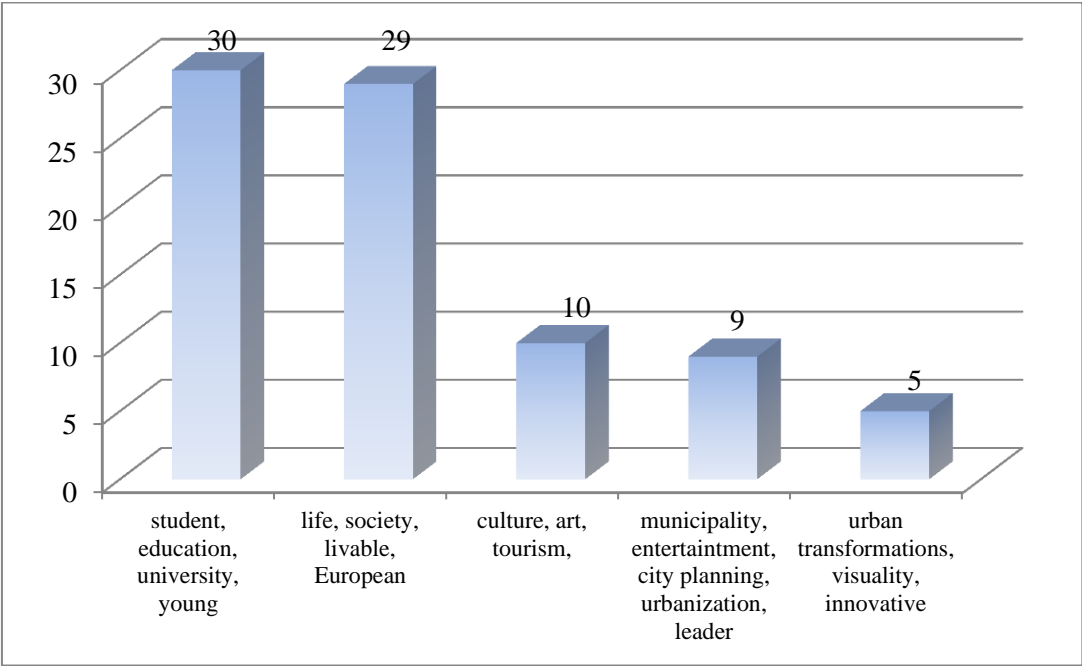
The university students are also asked about branding attitudes through open-ended questions.

**Table 6. 10. In which area the University Students see Eskişehir as a brand city**

<b>In which area Eskişehir is a brand city?</b>	<b>Number of phrases</b>
student	9
young	8
education	7
modern	7
social	7
university	6
culture	5
art	3
municipality	3
entertainment	3
tolerant	2
European	2
freedom	2
tourism	2
livable (in the circumstances of Turkey)	1
integration	1
democratic	1
love	1
live	1
active	1
dynamic	1
communication	1
no alienation	1
city planning	1
urbanization	1
developed	1
leader in Anatolia	1
park	1
tidy, well-ordered	1
transportation	1
innovative	1
sport	1
in more than one field in the circumstances of Turkey	1
natural characteristics	1
industry	1
ETİ	1
cheap	1
no explanation	10
total definitions	99

Source: Author's Personal Graphing from Questionnaires

In this open-ended question, 63% of the university students who evaluate Eskişehir as a brand city give 99 answers in total. When these answers are categorized, it is seen that Eskişehir has a city brand in terms of the keywords: student, education, university, livability, modern, culture, art, municipality and urban transformations. If the responses are categorized according to more general categories, it is seen that 83 of the answers are defined in the following groups.



**Figure 6. 4. Top Branding Fields of Eskişehir according to University Students**

Source: Author’s Personal Graphing from Questionnaires

37% of the university students think that Eskişehir is not a brand city while 27 of them have a desire that Eskişehir will be a brand city in the future, 8 of them have not and 2 of them give no explanation. Their opinions on Eskişehir about being brand or not are illustrated in the following tables.



**Table 6. 11. Explanations of the University Students who do not see Eskişehir as a Brand City but have a desire for it**

<b>Explanation</b>
Despite Eskişehir has significantly developed over the last 15 years, it still has to solve particular problems to become a brand city. One such problem is the traffic. Provided that these are solved, it can become a brand city.
It has many successful works to deserve being a brand city.
It's a city known in the fields of culture and art in Turkey. I want it to become a brand in these areas.
It has shown considerable development compared to previous years and I believe that it will continue to develop. Provided that the development continues in this way, it will be a brand city.
It should be a brand city for the benefit of students.
I wish, however, I do not think that it can become one.
Turkey needs cities that can correspond to a perception of a brand.
Eskişehir can become a brand city thanks to its development, tourism opportunities and its ability to attract tourists.
Being a brand would contribute to Eskişehir's development and modernization.
In my opinion every city's name should be followed by an emotion (brand).
It deserves it.
A city with the young population. The people are broad-minded. There is constant development, it deserves being a brand.
Why not?
It's a beautiful city. Why not being a brand?
Beautiful city. (2 phrases)
I love it.
The social structure and level of culture should change.
no explanation (9 phrases)

Source: Author's Personal Graphing from Questionnaires

**Table 6. 12. Explanations of the University Students who do not see Eskişehir as a Brand City and does not have a desire for it**

<b>Explanation</b>
I don't find the branding of the cities logical. I fear that when branded, the contents would lose quality and it may cause the formation of an ethnocentric background.
How can it ever be?
I think that if it becomes a brand city, it would lose its beauty, sincerity, identity. The dynamics of the work would change. Different motivations would change the quality, aim and scope of the services. Whereas I am happy with the current situation.
I do not want it to degenerate.
I don't like the city.
I just do not want it.
No need
no explanation

Source: Author's Personal Graphing from Questionnaires

A respondent among the university students thinks about the branding of Eskişehir as:

“I think that Eskişehir is seen as a brand city by **domestic tourists** or by people following the media. As far as I witnessed their conversations, people think that branding in Eskişehir is provided by the **municipal work**. It is thought that the city is branded through **recreational areas, landscaping, sculptures, and similar urban arrangements by the municipality**. In my opinion, elements that don't belong to the cultural identity of the city in these recreation areas such as Fairytale Chateau (Masal Şatosu), pirate ship cause deidentification; however, some tourists visit the city to see these elements. Despite these unfavorable things, I think that the **municipal work has a role in the branding of the city**. In addition, **media** has a considerable contribution to the process. As an example, after the news such as ‘*The sea came to Eskişehir*’, many friends of mine, who had never seen Eskişehir before, asked me questions on this and considered this as a miracle. Again, by the media news such as ‘*a livable city*’, ‘*a European city*’, Eskişehir is started to be

perceived as something to be curious about and this led to people from different cities **visit the city** even as one-day excursions. While I defend that it is a livable and a European city, I think that these are exaggerated by the media. I believe that Eskişehir being a **river city** has **great contribution in the branding of the city**. This opportunity, that is the river crossing the city from the center, is tried to be utilized by the municipality. When compared to Çanakkale, another city in which I live, I can assume that the Eskişehir case is successful. (It is also crossed by Sarıçay; however, it is not utilized such as in Eskişehir) In addition, Eskişehir shines out with a **city identity involving many historical and cultural values**. **Odunpazarı houses** are an example of these values. I consider the usage of the ground floors of Odunpazarı houses as commercial units and the continuing residential function on the upper floor through restoration work as a sustainable conservation approach. Though I approve of the approach, I disapprove the construction of buildings that have no relation to traditional houses, such as the Abacı Mansions. I see **meerschaum** craft, one of the cultural values, as an intrinsic art of the city and I believe that the city also comes into the forefront in this field. Again, art work that is performed in the workshops in the city such as the glass art positively contributes to the identity of the city. Apart from these, another field that Eskişehir is perceived as a brand is being a **universities city**. The two universities in the city increase the young population and contribute to the **modern structure** of the city. Besides, I see that this also supports being a **24hour city**.”

The visitors are also asked about branding attitudes through open-ended questions.

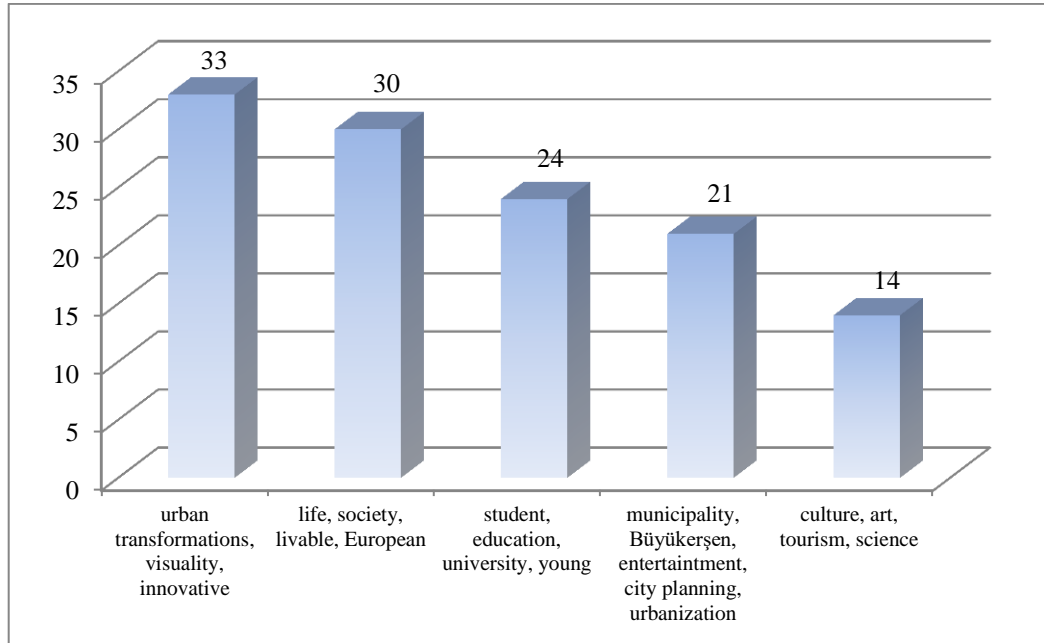
**Table 6. 13. In which area the Visitors see Eskişehir as a brand city**

In which area Eskişehir is a brand city?	Number of phrases	In which area Eskişehir is a brand city?	Number of phrases
student	9	freedom	1
modern	9	warm people	1
culture	8	dynamic	1
education	7	being popular among students	1
livability	7	tourism	1
social	6	science	1
innovative	6	restoration projects	1
university	5	public space	1
municipality	5	beach	1
city planning	5	tramway	1
art	4	originality	1
parks	4	differentiation	1
young	3	aesthetic	1
entertainment	3	nice region	1
urbanization	3	being first in many fields	1
development	2	environmental	1
green	2	conservation - usage	1
Mayor-Büyükşehir	2	investment	1
services, projects	2	the tag of “ES”	1
sculptures	2	aviation	1
museums	2	economy	1
transportation	2	industry	1
pedestrian	2	world	1
model	2	meerschaum	1
democrat	1	no explanation	4
European city	1	Total Definitions	<b>132</b>

Source: Author’s Personal Graphing from Questionnaires

In this open-ended question, 73% of the visitors who think Eskişehir as a brand city give 132 answers in total. When these answers are categorized it is seen that Eskişehir has a city brand in terms of the keywords: urban transformations, social, life, student, education, university, Büyükşehir, city planning, culture, art. If the

responses are categorized according to more general categories, it is seen that 122 of the answers are defined in these following groups.



**Figure 6. 5. Top Branding Fields of Eskişehir according to Visitors**

Source: Author's Personal Graphing from Questionnaires

27% of the visitors think that Eskişehir is not a brand city; 18 of them have a desire that Eskişehir will be a brand city in the future and 9 of them have not. Their opinions on Eskişehir about being brand or not are illustrated in the following tables.

**Table 6. 14. Explanations of the Visitors who do not see Eskişehir as a Brand City but have a desire for it**

<b>Explanation</b>
Since it is one of the cities in my country, I want that city to develop.
It is a city that invests in people and has powerful social relationships.
It has the potential to become a brand city; however, it still needs to get far.
The surrounding cities are not brands.
It's nice to hear new names other than particular cities under the circumstances of Turkey.
What wouldn't I want it?
It's for the benefit of the country.
I of course want it to become a brand city since it's a model town with the established works and I believe that anywhere that involves art would provide peace and happiness for the people. This might be a reason for Eskişehir to become a brand. Besides, I really liked very much the transportation, order, the respect and the friendly helpfulness of the residents. .
I think that it already proceeds in being a brand city; however, it still has a long way.
Eskişehir, this pretty and broad-minded city in Anatolia deserves being a brand city.
It's one of the cities that have the biggest potential to become a brand city.
It should soften its political attitude and be a brand city through work in education and culture.
I want it to become a model city.
It is a city in progress of being a brand city but has not completed the process yet. I'd like to visit it again.
no explanation (3 phrases)

Source: Author's Personal Graphing from Questionnaires

**Table 6. 15. Explanations of the Visitors who do not see Eskişehir as a Brand City and does not have a desire for it**

<b>Explanation</b>
It needs more transformation. The number of elegant gastronomic units is inadequate. Since it's a students' town, the facilities are slightly in low quality.
In case the process is not well-managed, being a brand city would affect the cultural and social infrastructure of the city in a negative way.
The more a brand city, the fastest the degeneration.
If it becomes a brand city, the population would increase beyond the threshold of Eskişehir.
Looked from diverse points, Eskişehir has different characteristics. When it comes to branding, it seems to me that only one point is being highlighted; therefore, other characteristics would disappear.
The current authenticity is sufficient.
I prefer it to remain more compact and more conserved.
Being a brand might cause the degeneration of the current historic and social fabric.
no explanation

Source: Author's Personal Graphing from Questionnaires

## CHAPTER 7

### CONCLUSION: EVALUATION OF FINDINGS

As a result of globalization, cities started to initiate strategies in order to increase their competitive power. Several cities used the inherited advantages, if any, while the others have been forced to create new areas of competitiveness. They forced cities to be creative and learning, innovation, creativity are critical issues for cities in this competition. In this period, cities have tried to create a new image for their future development as well. The aim of building a new image is mainly defined by the attempts to integrate global economic system and triggered by the changes in the perception of time and space, changes in consumption patterns of people, changes in travelling practices of people. Obviously, city branding has become the core issue in creating a new image. The literature shows that the terms related to city branding are various; such as becoming brand, branding cities, creating a brand, brand cities, the brand identity of cities, brand image of cities, etc. Therefore, managers, inhabitants, investors and visitors of cities frequently spell the word “brand” connected to the cities they manage, live, invest or visit. Several cities use some logos, projects, strategies, plans, organizations, events, etc. through urban branding or brand management for reaching their visions about their city brands in various assets such as culture, tourism, business, etc. In this respect, Eskişehir is a good example of the city branding attempts in Turkey. It is also a peculiar example since its city branding strategy has not built upon creating an attraction for financial capital, but to increase the livability of the city. In fact, Eskişehir is placed at the top of the list of livability and quality of life index since 2008 among Turkish cities. Moreover, the city has started to be recognized as a city tourism destination since 2005.

As the main argument of this thesis, it can be declared that Eskişehir has been pursuing a branding strategy through supporting the living conditions which means that acquiring a variety of social, cultural and physical equipment and being fed by a more modern set of facilities since 1999 the year when Prof. Yılmaz BÜYÜKERŞEN did start his work in Eskişehir Metropolitan Municipality as a Mayor, and declared the city as a European city. As a result of this strategy through the created conditions and facilities, the city becomes attractive and it makes a difference with the other cities in Turkey.

Therefore, the main task of this thesis is to “make a critical evaluation of city branding strategies, processes, stakeholders and product” through an experience of Eskişehir case within the context of urban scale Odunpazarı and Tepebaşı Districts. Through this critical evaluation, it is also aimed to discuss the outcomes of the city branding policies. There are three main questions in this study (see Figure 7.1):

- How is the Process of City Branding in Eskişehir?
- Who are the Stakeholders of City Branding in Eskişehir?
- How is the City and Branding as a product Evaluated by Different Groups of People?

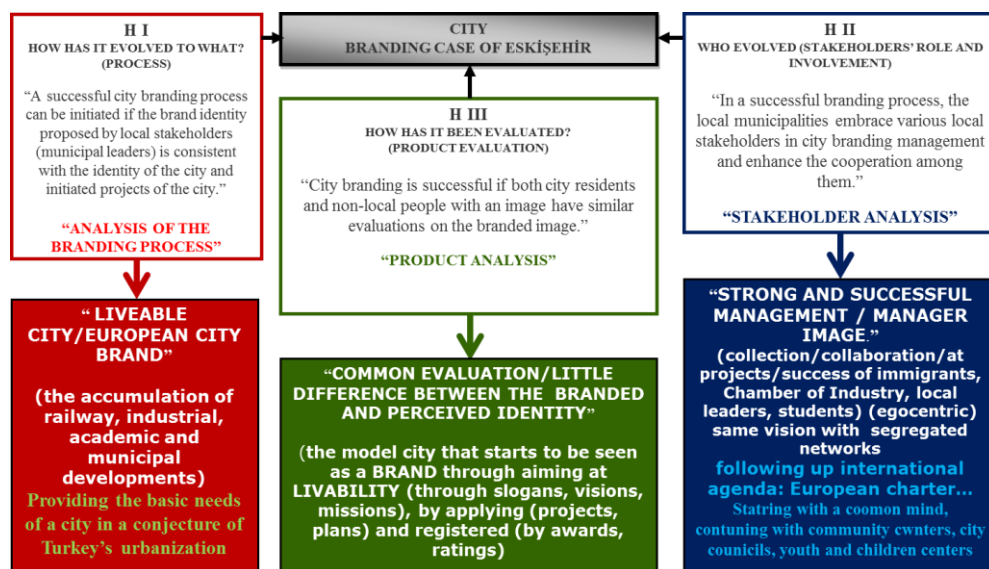


Figure 7. 1. Conceptual Model and Three Main Hypotheses

Source: Author's Personal Graphing



In the coming sections, the main steps and issues in the city branding process of Eskişehir through findings of the dissertation are introduced briefly.

### **City Branding Process: Identity building**

Although Eskişehir had different identities, since 1999 a new identity has been defined, namely “European city”. This identity is fulfilled with various transformational projects in urban equipment. It is analyzed that the owner of these projects is mainly the municipalities. The city has gained a new identity with a European City strategy and resulting in a livable city and becoming an attractive city for especially domestic city tourism. This attractiveness is still growing through accessibility (high-speed railway) and increase in the travelling habit in Turkey, and people regard the city as a modern and livable city in their evaluations.

### **Initiated Projects:**

The municipal projects are important in city branding paradigm. They mainly improved the facilities and amenities of the city by making transformations in an urban environment in Eskişehir.

- Natural Elements: Porsuk River
- Historical Elements: Odunpazarı, Haller, İbis, Factory District
- Cultural and Art Facilities: Opera, Theatre, Cultural Centers (children and youth), Cultural and Conventional Center, Children’s Symphony Orchestra
- Big Parks and Facilities: Science Culture Park, Kent Park, Şelale Park
- Transportation: tram, bridges, pedestrian areas
- Thermal Potentials: hot water-spa and hotels
- Neighborhood community houses: Community houses, public centers
- Centers for Disadvantaged Groups: Down-syndrome people (Down-Coffee Houses, Assembly Workshop), The Life Village and Alzheimer’s Guest House, Tepebaşı Future Living Labs

- Environmental Projects: Solar Energy Animal Irrigation System, Smart Cities (REMOURBAN), Rural Development Project, Solar Charging Stations, Solar Panels, Electricity Generation and Solid Waste Recycling Plant

The analysis of the historical identity of the city shows that Eskişehir is a water city. In the world, there are many settlements having a river passing through the city. Eskişehir has the water city character not only having Porsuk River but also hot water-spa potentials in the city centre which goes back to Dorylaion times. Porsuk River and its surroundings are also the fundamental characteristic places of today's urban environment. Moreover, hot water-spa areas and their surroundings (Sıcaksular Region and Hamamyolu) are also the focal places. Porsuk River in the historical timeline, because of industrial effects has gained bad images with its unqualified conditions. After 1999 through municipal projects, through the rehabilitation of Porsuk River, all the bad images were cleared up and the attractiveness of this river is maintained through various urban elements such as parks, pedestrian paths, sculptures, bridges, Venice-style gondolas, Amsterdam-style boats. Moreover, the **transformed area** is provided with different facilities which include recreational, sport, cultural, eating places, etc.

Other than **Porsuk** and surroundings, the traditional settlement **Odunpazarı** is another fundamental characteristic place with the urban site and intangible cultural heritage values. Odunpazarı region is being conserved and used through conservation plans, street rehabilitation projects and implementations, restoration and reconstruction projects. Today the site area is serving as both a residential area and a new character with various museums, local fish restaurants and cafes, handicraft including meerschaum, wood and glass, and various facilities and touristic tours. Eskişehir is declared as the Culture and Arts Capital of the Turkic World for the year 2013, and also UNESCO 2013 Intangible Cultural Heritage; therefore various facilities and projects are held in following years in provincial level. Another historical conservation area is around railway station which includes Haller Youth Center, İbis Hotel and Factory District Area and developing as a new attraction point.

**Cultural and art facilities** are all provided by three municipalities since 1999 which are Opera, Symphony Orchestra, Theatre, Cultural Centers for children and young people, Cultural and Conventional Center. These facilities are accessible both in price and location; therefore, the people get the benefit of these facilities which create cultural integrity and continuity. What is more, there are people who find it more feasible to access from İstanbul buy seasonal tickets for Symphony Orchestra. In other words, these facilities are attractive not only for the people live in this city, but also people live in other cities.

Another transformation field that creates attractiveness is the **establishment of large parks**: Sazova Science Culture Park, Kent Park. Through these thematic parks, people find a place for interrelations, recreation, especially children's entertainment and scientific educational development, festivals and concerts.

What important also is the accessibility of these facilities increased through introducing **tram and pedestrian-oriented transportation plans and strategies**.

All of these projects have made **spatial, social and economic transformations** in the city. Therefore, these transformations not only improved the quality of life in the city but also resulted in the distinction of the city by external users. Currently, there is the interest of media, visitors-domestic tourists, and other local authorities on Eskişehir city. The construction sector accelerated and big hotels and boutique hotels have built in the city. In national level, it is started to be talked about Eskişehir. In this context, it can be said that the strategies pursued in the city have created city brands.

### **The way the brand identity has been introduced and adopted by different stakeholders**

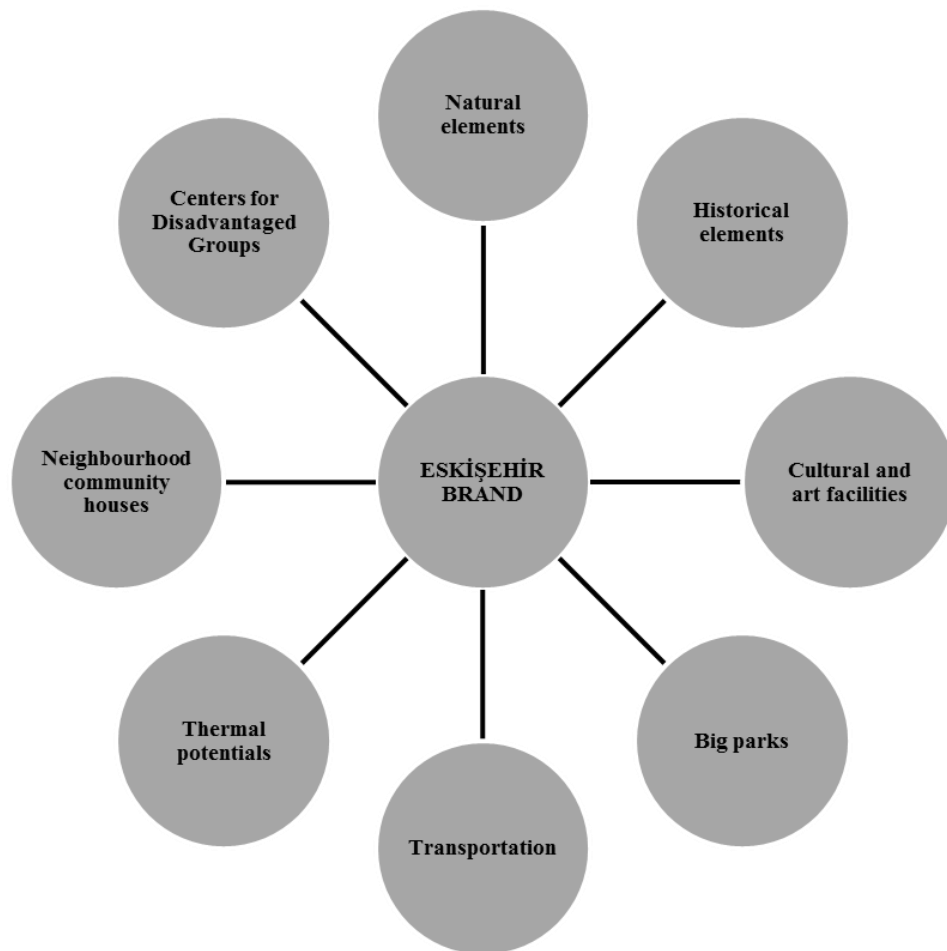
When we analyze these strategies it is seen that although it is defined in 2011-2015 Eskişehir Tourism Master Plan Eskişehir has acceleration in domestic tourism in

recent years and this plan is prepared for to plan and sustained this tourism development, Eskişehir is not introduced as a brand city in 2023 Tourism Vision which identified 19 cities as candidates of cities with brands. Moreover, Bursa Eskişehir Bilecik 2014-2023 Regional Plan by Bursa Eskişehir Bilecik Development Agency (BEBKA) does not include city branding strategies of Eskişehir. When we analyze the local strategies determined by municipalities (in strategic plans) we see the traces of branding of the city of Eskişehir. What we see here is that municipalities do not vision or spell the city as a brand, but they pay attention to the living conditions, life itself, providing a city for people. Moreover, they define a goal as being a “model” in doing these tasks. After doing all implementations since 1999, now the city of Eskişehir is being called with some brands. And these brands points out the life quality of life, livability, social structure, modernity, urban transformations, local municipality, mayor, city planning, and innovativeness. *In other words, the strategies leading up to create a model city is turning into a brand in the circumstances of Turkey as a livable, modern city.* Moreover, this has created brand images in the evaluations of different groups.

In Turkey’s urbanization process, Eskişehir visions being a city, a European city; therefore, becomes a model city as a brand in livability. In Eskişehir, it is analyzed that by emphasizing “**life-city-living**” in the mouths of the local leaders of Eskişehir, it is possible to catch “**quality of life**” by approaching different groups like children, young and old and disadvantaged groups such as women, disabled and sick people, and doing projects on art-culture and recently also nature-energy-smart cities. Then it can be concluded that in Eskişehir there is a hidden claim of “**livable city brand**”.

In order to meet these claims, the projects initiated by municipalities made the city more livable. Moreover, this became the brand of the city. Therefore “*A successful city branding process can be initiated if the brand identity proposed by local stakeholders (municipal leaders) is consistent with the identity of the city and initiated projects of the city.*” What the local stakeholders (municipalities) declare as being a city and model as brand identity is consistent with the city identity (Porsuk, Odunpazarı, historical structure, etc.) and initiated projects in Eskişehir by

municipalities. Of course, it cannot be said that the projects reflect all city identity elements. But what is made here the increasing city branding value which is directly related with the improvements performed in physical, cultural and social conditions in the city. Therefore, the projects provide the livability features in urban equipment. And a city is a city with not only with its residential areas but also with its recreational, social, cultural areas.



**Figure 7. 2. Initiated projects by Municipalities forming the City brand**

Source: Author’s Personal Graphing

Then here a question comes “*If Eskişehir were a city in Europe, could it draw this kind of attraction from its country?*” As declared in strategic plans of Eskişehir Metropolitan Municipality “Eskişehir is a model city of urbanization of Turkey. We will continue improving this situation and lead to the process of regaining the cities

of Turkey”. The Eskişehir example points out the need for more livable Turkish cities and aspirations of different stakeholder to have livable areas. Actually, what Eskişehir provided for people is the basic needs of a city, and as described in the literature European cities mainly have such basic needs, and such implementations which make Eskişehir a brand city can be considered ordinary implementations in Europe. Probably being a “European City” for Eskişehir means having the necessities of a city in the circumstances of Turkey.

The experience of Eskişehir shows that the city is evolving according to the changing conditions through **following up the international agenda** which is the European Urban Charter. This is not an emerging condition what is created in the life, but it is actually strategically planned. What is not planned but emerged is having a city brand after all these projects.

The branding process on living conditions and livability has been observed rather than emphasizing the more competitive power of branding the city in national or global level. This is not an only economically-directed branding, but if you improve the local living conditions and create some new living areas and different places in the city, but not for especially attracting tourists; then the result is the increase in life quality and livability for the people living in the city. *This is a locally focused and initiated policy on city branding but it has also given birth to make Eskişehir a model city with a brand of livability in national level.* However, this result also attracted visitors although the brand identity is not about tourism but with a brand identity of “European City”. Although some of the created places are criticized by different actors because of being synthetic, what is created is different and is appealing to people. From this point, *“being a model city with a brand of livability at the national level”* contributes to the literature.

The Eskişehir case also shows us not only physical transformations but also **social improvements** in the life are critical in cities. In Eskişehir, the analysis indicates that residents and university students use these cultural and artistic facilities, the opera, theatres, etc.; therefore, what provided mainly reach users, and this is an achievement

of the municipal stakeholders' target to create areas of interaction. The use of these facilities is important because if the people do not use these areas, then these areas have not the chance to create interaction, as it is criticized for the gated communities. Gated communities include very luxury facilities or services and they use special areas and prefer to go shopping malls, etc. Eskişehir case is not showing us such tendency of developing the city through shopping malls, luxury gated communities, etc. It is not something having option value, which means knowing the availability of a facility although not using this facility, because having the idea of the ability to reach something makes also satisfaction. However, there is both usage of such facilities and satisfaction of living in Eskişehir. So, if something else other than consumption society serves is done, it can also satisfy people as in Eskişehir where we see that both physical and social transformation areas are managed to enhance the interaction among people. In that respect, Eskişehir case is a model in Turkey. In the World, city branding strategies also follow up creating social interaction places through physical transformations. This is observed in all cities that desire to be brand, especially the public transformation projects and they tried to shine out through these projects. From this perspective of the literature, it can be said that there is a parallel behavior in the World cases through implementing social places through physical transformations.

In the global context, the literature shows us that the dominant approach in city branding emphasizes competition, being a global city, being important, being more competitive, and being number one, more emphasis on creating a strong image, creating international events, dominating the world and serving the world. However, in Eskişehir, the case indicates a livability, social, life quality brand. *This is a case which does not vision competitiveness but livability.* From this perspective, within the scope of the criticisms made for city branding concept, the findings of the study gain importance due to the fact that it is a respondent to city branding essence. When we look at the literature on the city branding, many criticisms such as competition madness, injustice, loss of city identity, environmental destruction, consumption, socialization, the commodification of cities have declared. The Eskişehir example, lie

as supporting this critical view, makes an important contribution since it is a branding that emphasizes “quality of living”. The leaders express that the city is a brand, but when they express this they do not show a stance of adhering being brand or speak highly of being a brand. In that respect, Eskişehir case is showing a counter model in Turkey and in the world. Actually, a project addresses the human scale; therefore, it maintains the attraction, usage and success.

In the literature, we see the cases in city branding process implementing conservation, restoration and street rehabilitation projects in the historical environment. Through these projects the cities achieve revitalization and regeneration; therefore, they create cultural, social and economic revitalization and regeneration. This behavior is taken over also in Eskişehir, in Odunpazarı, railway station and surroundings and Factory District through restoration, reconstruction, street rehabilitation, and new construction projects. Therefore, the urban site area and in some civic buildings which are listed as cultural assets have been gaining new functions, like hotels, museums, commercial places. From this perceptive, it can be said that there is a parallel strategy of Eskişehir with respect to the World cases through conserving-using the historical environment.

Another method used the cases in city branding process creating new images for the attraction of users. This can be by urban transformation projects, public spaces such as squares, architectural elements such as buildings, statues, etc. From this perceptive, it can be said that Eskişehir followed a parallel behavior with the world cities through using new images through creating interrelation places which are Sazova Science Culture Park, Kent Park, and also the sculptures, gondolas and bridges. Some municipalities have implemented or projected the idea of gondolas in Eskişehir: Munzur Stream in Tunceli, Kılıçözü Stream in Kırşehir<sup>159</sup>, Seyhan River in Adana<sup>160</sup>, Büyükçekmece Lake in Büyükçekmece (and ordered 10 gondolas from

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<sup>159</sup> <http://www.haberturk.com/kirsehir-kilicozu-deresi-nde-gondol-sefasi-1766823>

<sup>160</sup> <http://www.iha.com.tr/adana-haberleri/dolar-bozdurana-gondol-gezisi-bedava-adana-1565922/>



Eskişehir Metropolitan Municipality)<sup>161</sup>, Yeşilirmak River in Tokat<sup>162</sup>. Therefore, these new images could be an inspiration and the behavior of other municipalities, like a trend. Moreover, it also shows that a **model of “Porsuk River Projects”** can give ideas for awarding about their own local potentials. Moreover, it can be said that water as a connection element can bring people as an interrelating urban element. Another example is the artificial beach which is also projected by Kahramanmaraş Metropolitan Municipality<sup>163</sup>.

### **Stakeholder’s perspectives and concerns**

In the case of city branding of Eskişehir, there is the management of the process through offering physical transformations, culture-art facilities and social integration amenities which provides the basic needs of the society and making improvements in this regard; with this way becomes a city brand in the field of livability and a model of this in the conjecture of Turkey. In this way, the municipalities vision of being a model in the strategic plans and referencing the European Urban Charter in Metropolitan Municipality declarations. In order to meet the vision, what the municipalities implement projects and this made the city more livable. This case builds its city policy in the form of using the European City image, city and life slogans and projects, providing citizens’ well-being and thus creating an image/brand at the country level; and at the end accepts it is a brand city. In this example, being a brand city is not part of an inclined vision, but the visions as a whole in the city have created the brand city of Eskişehir. That is being a brand for Eskişehir is not in national plans/visions, not in regional development plans, not in strategic plans/visions of local municipalities, not in municipal projects and implementations, not in NGOs projects, but in reality (media search, questionnaires). And, this became the brand of the city. *In this respect, the case is showing a city evolving according to the changing conditions by following the international agenda.* This is not an

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<sup>161</sup> <http://www.bcekmece.bel.tr/tr-tr/Buyukcekmece/Haberler/Sayfalar/Buyukcekmece-Golunde-gondol-sefasi.aspx>

<sup>162</sup> <http://www.milliyet.com.tr/yesilirmak-ta-gondol-sefasi-yapilacak-tokat-yerelhaber-2337097/>

<sup>163</sup> <http://www.marasmanset.com/guncel/hayal-denilen-proje-gercek-oluyor-h9200.html>

emerging condition what is created in the life, but it is actually strategically planned. What is not planned but emerged is having a city brand after all these implementations. *“An emerged city brand” is something unique because it is a very unusual example when we look at the cases in the world.*

Mr. BÜYÜKERŞEN’s influence in the city has been continuing since 1999. This is, in fact, the most fundamental factor in maintaining the continuity of the environment. At this point, we can talk about the leadership of Büyükerşen, as being a local man who analyzed the locality well. This can be the main reason reactions of the objected projects in life. Moreover, this can also be a reason for objecting to the “city” itself in visions. Three municipalities in the metropolitan area in Eskişehir have actually taken a “city/life” approach to a basic goal with different projects. When we analyzed the network map of the projects of these municipalities, the joint projects with other stakeholders show us the existence of an “**egocentric**” network, which indicates collaboration among different stakeholders. In other words, the municipalities implement their projects with other stakeholders in order to satisfy users. *It denotes that collective actions of municipalities create city brand.*

Therefore, as declared in hypothesis *“In a successful branding process local municipalities embrace the locality in city branding management and cooperate with different stakeholders”* the municipalities cooperate based on their visions in separate projects, and these projects directly focus on the locality as can be seen in these three findings of management.

- Follow-up the international agenda,
- Physical transformations and
- Interrelating society of different groups: women, children, young, elderly people, disabled people.

Because when the goal is livability then the target group is the society itself, including all the users in the city. However, Eskişehir is a not city that has solved all problems yet, as declared in open-ended questions in the questionnaires, there are

transportation problems in the city. But, the environment created in the city displays an attitude differentiating from the cities in Turkey and through some indexes in livability stands out a model.

The city branding case of Eskişehir brings about a new perspective: the issue of quality of life in Turkish cities. In many cities, while the built-up environment has been transformed by the use of norms of the consumption society through shopping malls, residents, etc., Eskişehir case indicates the importance of quality of life and livability (or the discussion of these concepts) which focuses on more social areas, interaction areas, cultural activities and city attributes as showing a modelling role in Turkey. The questionnaires show us the residents, university students and visitors all declared their satisfaction to the extent that they have experienced, from the point of living, educating or visiting. And the visitors' satisfaction is the most positive evaluation. There are many city tours coming from various cities to experience the city. This actually shows us the visitors' aspirations for other quality of living than they have in their cities. For example, there are visitors who come from surrounding cities to Eskişehir for the artificial beach, although the university students in the city were not fully convinced the necessity of such recreational and social facilities. As we know from the case study findings, the city leaders do not concern being a brand city in a field, except being a European city, but calling as a brand city in living conditions. Therefore, these emerging brand calls exemplify a desire for alternative living styles in Turkey. In daily lives we may think that people do demands on residential areas only; however, if the living style is provided through social facilities, urban equipment and social cycles then it gets positive reactions not only by residents and university students in the city but also visitors of the city. Livability mentioned here and declared in the questionnaires is not based on private (housing) consumption but "city attribute". This is also meaningful from the point of urban planning. In Turkey, urban planning procedures and standards are defined through Development Law with Law No: 3194 and its regulations. However, we see that Turkish cities still facing urban quality problems as a result of not-able to-be-urbanized. Unfortunately, Turkish cities still have the problems of settlements with

low quality of life and livability as a result of squatter housing, various repentance laws. This shows that there are problems in building audit mechanisms. Even the provision of the sufficient qualified housing areas is a problem in Turkey; unfortunately, the provision of facilities is still a major problem.

Moreover, in the context of political concerns, social state policies are reflected in the city, the projects are produced for the citizens, furthermore, the city has become a unique city, then all of these also have brought about the branding of the city and its consequences have become good examples for the whole of Turkey. In Turkey, it is observed that the local authorities are dependent on central management both for investments and development of cities and also for planning (although the municipalities are authorized with making and approving urban spatial planning through Development Law with Law No: 3194). As indicated in the findings of the questionnaires the respondents did not agree on the role of the central government and private sector's effect in the city of Eskişehir; that is they don't point out these two in their evaluations. In this thesis, the projects of other stakeholders in the city are not analyzed; surely they have projects in the city. What is trying to be said here is that in the perception of people, Büyükerşen and the municipalities have the dominant role, but the central government and private sector are indifferent. From this point, as a local management model, the Eskişehir case is showing a strong local government making effort in maintaining socialization through producing new places and a living style for society. So, it is a model how a strong local management could be built which can give us clues for a local management model. Therefore, this model through protecting the quality of life by local governments is raising the awareness on the subject of "localization" and "embracing the locality".

Through the vision of being a model in the strategic plans of municipalities, they used such slogans: European City, Odunpazarı to be lived, Life is in Tepebaşı, City is civilization, City is beauty, City revises old, City gives life, City is culture and art, City is future, City is history, City protects values, City educates. Metropolitan Municipality uses such slogans referencing European Urban Charter. Similarly, the literature points out that the cities use some logos, slogans, mottos, etc. through

urban branding or brand management for reaching their visions about their city brands. From this perspective, it can be said that there is a common tendency among different world cities in using attractive mottos.

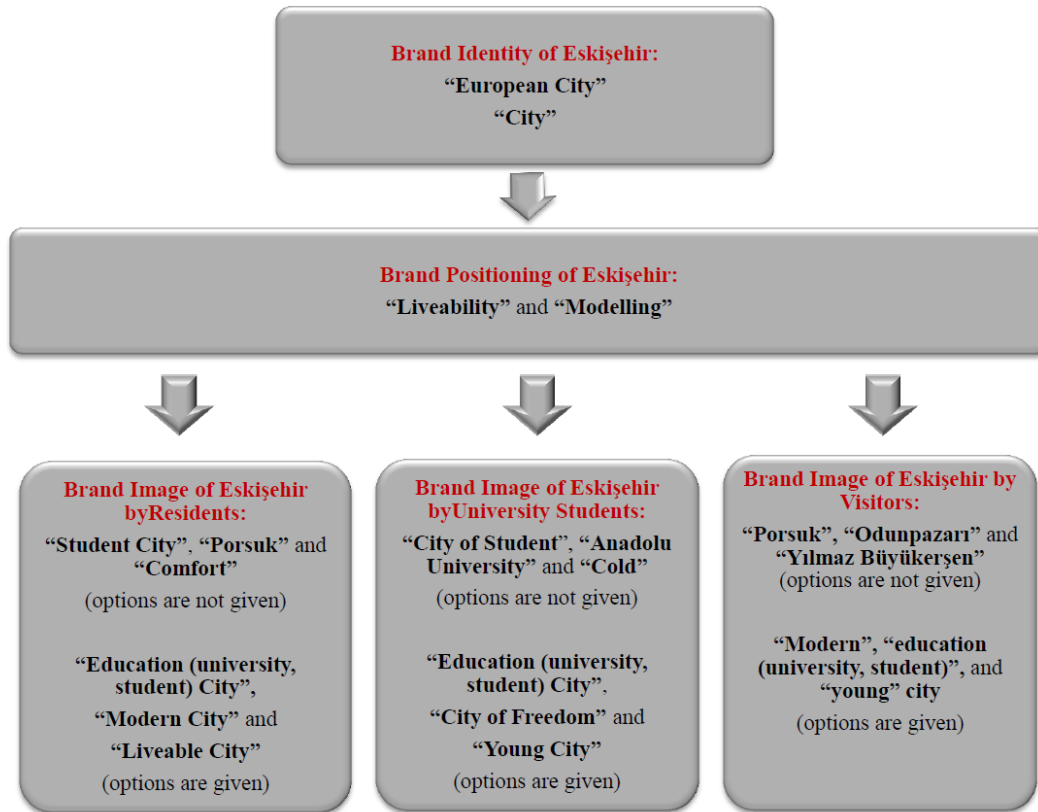
In the case of city branding of Eskişehir, the leading group (3 municipalities) has joined together with respect to their strategies. Although the municipalities do not call their strategies as brand creation strategies, they initiated a strategic approach starting with a search conference for common mind for the future of Eskişehir. From this point of view, the starting of the process includes participative behavior, although Turkish legislative frame does not include participation process in planning. In the process of management, there are the projects shows efforts for the creation of places for the participation of citizens which are the tools for creating an active citizenship for different groups in the society, such as City Councils, Women Assembly, Youth Centers, Children Centers, and Elderly People Centers.

### **The differences among different groups on the work that led branding Eskişehir as a European city**

The questionnaire survey covered three different groups: residents, university students, and visitors. These three groups differ from each other from the point of experiencing the city. The residents live in the city and they actually experience the city; therefore, they see the real city, not the imagined or branded city. University students experience the city partially since they live in the city partially; therefore, they have partial reality and partial virtuality in their minds, because they use the city generally in school time, and they have the advantages of the city from the point of especially education or leisure. However, the visitors do not have experience on living in the city; but they have images about the city through different tools such as television programs, things in written, drawn and advertised in newspapers, social media and websites, friends, and their former visits of this city.

This discussion is hypothesized in order to understand if there is a difference

between the evaluations of different groups: experienced the city, semi-experienced the city, not experienced the city. The claim is if the difference between branded identities and perceived identities is small then the branding strategy which is more realistic and strong.



**Figure 7. 3. Synthesis of Brand Identity-Positioning-Identity of Three groups: Resident-University Students-Visitors**

Source: Author’s Personal Graphing

When we look at the findings of questionnaires we see that there is a common evaluation on city images and branding of the city by both residents, university students and visitors that the city has recreated itself positively. The opinions of residents, university students and the visitors evaluate the city of Eskişehir as a brand city 63% of the university, 69% of the residents and 73% of the visitors. Moreover, the average satisfaction of the students from Eskişehir is 8.10, residents’ is 8.14 and visitors’ is 8.47. In summary, there is no difference between the groups in terms of satisfaction, and the satisfaction of each group is positive.

**Table 7. 1. Top Branding Fields of Eskişehir according to Different Groups**

	1 <sup>st</sup> brand group	2 <sup>nd</sup> brand group	3 <sup>rd</sup> brand group	4 <sup>th</sup> brand group	5 <sup>th</sup> brand group
Residents	Life, society, livable, European (26 people)	Student, education, university, young (22 people)	Urban transformations, visuality, innovative, model (21 people)	Culture, art, tourism, thermal (18 people)	The municipality, Büyükerşen, mayor, urbanization, model, leader (7 people)
University Students	Student, education, university, young (30 people)	Life, society, livable, European (29 people)	Culture, art, tourism (10 people)	The municipality, entertainment, city planning, urbanization, leader (9 people)	Urban transformations, visuality, innovative (5 people)
Visitors	Urban transformations, visuality, innovative (33 people)	Life, society, livable, European (30 people)	Student, education, university, young (24 people)	The municipality, Büyükerşen, entertainment, city planning, urbanization (21 people)	Culture, art, tourism, science (14 people)

Source: Author's Personal Graphing from Questionnaires

Firstly, the three different groups surveyed in the questionnaires have as the first brand group which is most related to themselves. That is while the first evaluation for residents is on social structure and living, the first evaluation of university students is on the education-university-student behaviour of the city, and the first evaluation of the visitors is on urban transformations, visuality, innovative, etc.

Visitors are making comments on the livability of Eskişehir as the second group of evaluation as the people who do not live in the city. This is interesting because they are the people who do not experience the city. What they see in Eskişehir with city tours is making the brand images on the social life and quality of life in Eskişehir. When they visit by a tour agency, the visitors go around Porsuk (city centre, Adalar, Köprübaşı), Odunpazarı (Museums, Atlıhan Bazaar, Kurşunlu Külliyesi), parks (Kent Park, Sazova Science Culture Park, Şelale Park), and Haller Youth Center. Moreover, they see a vital daily life outside, an open society view, a lot of students or

young people around. They sometimes get the benefit of Opera, or just know there is an Opera in Eskişehir. All these collections meet with their mental map created on Eskişehir through hearsays, media, television, newspapers, billboards, friends, and indexes on Eskişehir. Therefore, these collections of mental maps of visitors make evaluations on the livability of Eskişehir without living there.

As the findings of the three groups make similar evaluations on the characteristics of the city and brand image, it can be said that it is a successful city branding strategy since it has the ability to make similar perception for different groups. From this point of view, this thesis and the research study put forward in city branding literature where there is a lack in empirical studies in order to understand impacts of city branding from a collective group of residents, university students and visitors point of view.

### **Recommendations for further research**

City branding/image building is a new paradigm which is still been developing and this study mainly focused on the process, stakeholder and product regarding city branding practices in Eskişehir after 1999.

The study shows that city branding can be used for different aims, including improving the quality of life in cities, and should not be restricted to the enhancement of competitiveness. The policymakers should think that if they focus on the quality of life and social enhancement of local citizens, these policies can bring competitive power at a later stage.

This thesis and the research study aimed to fill the gap in the city branding literature, which has the lack of empirical studies in order to understand impacts of city branding policies and practice from residents, university students and visitors points of view. The perspective of entrepreneurs on the economic impact of branding can be handled by further studies.



When Eskişehir is compared to the global and national cases, city branding issues should be connected to studies in city planning, regional and national development planning, public administration, urban policy making, and urban management. Since the city is dynamic and complex, and not dough to be shaped for a single bazaar, it should be not the marketing of the city or make a Disneyfication of a city, but finding the essence of the city, society and brand. In fact, the thesis shows that dealing with the city has a much more complex process of urban planning, contrary to the fact that the planning of the space can be a brand city by providing the conditions listed in the literature.

Eskişehir used its two main assets in urban strategies that directly affect its city branding and image building process. One is the **Porsuk River** as a natural and geographical asset which connects various green areas, entertainment as an interrelation socio-recreational place. The second is **Odunpazarı** as a historical and traditional urban settlement which provides various museums, entertainment as an interrelation socio-cultural place.

As being called as a brand city and as entertaining the visitors as the city tourism is increasing through especially city tours, further studies can be proposed for preparing a strategic city branding plan for Eskişehir in order to sustain or re-brand or rebuild images. Moreover, in such a plan the current assets (Porsuk and Odunpazarı complexes) can be developed. In recent years, there has been a new project as a Modern Art Museum by Kengo Kuma & Associates which is the architectural office of the Japanese architect Kengo Kuma project to be built in the Odunpazarı urban site area. This Project can enhance city branding efforts of Eskişehir. Moreover, there are other potential areas that can be dealt with in branding strategies. Kızılınler and Frig Valley is a thermal tourism potential in the North side of the city which is connected to the city centre with Porsuk. This area has an environmental plan at the scale of 1/25.000 as tourism centre where is declared by the Ministry of Culture and Tourism. Some parts of the whole area do also have implementation plans. There is a high potential in this area which can stimulate both

national and international investments and attract people in a global scale through its health and tourism functions. Another potential area is **Factory District Area** where various Republican industrial heritages are waiting for gaining their new functions. These two regions also can be attached to the existing livability brand. What is more, **TÜLOMSAŞ and Sugar Factory Areas**, as having registered building complex, can be part of a branding strategy of Eskişehir with their industrial identity in the future through conservation and usage projects. Besides, all these areas have their own historical background; therefore, the knowledge of their contribution to the city can be used in museums through transferring this knowledge to people and maintaining public awareness in conservation and history.

What is more, the global agenda focus on smart city cases nowadays. In Eskişehir also there are some start-up projects in this field. Tepebaşı Municipality is implementing a project called **REMOURBAN** which deals with the environment, energy consumption, CO<sub>2</sub> emissions reductions, low-energy districts, sustainable mobility, integrated infrastructure and society for **Smart Cities**. This can be also a city branding issue which can give way to international connections and national/local needs through attaching to the existing livability brand.

## **Afterword**

Although the full-time users of the city have different priorities in some issues than part-time users, the city of Eskişehir is regarded as a model for Turkey, as being more modern and having reached more European standards. In fact, this image shows the success of the city branding strategy initiated by municipal leaders and managers has been adopted by the different segments of the public.

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## APPENDIX A

### IDENTIFICATION BADGE IN FOCUS GROUP INTERVIEW

ŞEHİR VE BÖLGE PLANCISI ODAK GRUBU DEMOGRAFİSİ		
<b>TARİH:</b> <b>Uzmanlık alan(lar)ınız nedir?</b> <input type="checkbox"/> Şehir planlama <input type="checkbox"/> Bölge planlama <input type="checkbox"/> Kentsel tasarım <input type="checkbox"/> Kentsel dönüşüm <input type="checkbox"/> Diğer (.....) (.....) (.....)	<b>SAAT:</b> <b>Ne kadar süredir mesleğinizi sürdürüyorsunuz?</b> <input type="checkbox"/> 5 yıldan az <input type="checkbox"/> 5-10 yıl arası <input type="checkbox"/> 11-20 yıl <input type="checkbox"/> 20 yıldan fazla	<b>YER:</b> <b>Deneyiminiz hangi alanlardadır?</b> <input type="checkbox"/> Kamu <input type="checkbox"/> Özel <input type="checkbox"/> Üniversite <input type="checkbox"/> Oda, dernek <input type="checkbox"/> Diğer (.....) (.....)
<b>Kaç yıldır Eskişehir’de yaşıyorsunuz?</b> <input type="checkbox"/> 5 yıldan az <input type="checkbox"/> 5-10 yıl arası <input type="checkbox"/> 11-20 yıl <input type="checkbox"/> 20 yıldan fazla	<b>Yaşınız?</b> <input type="checkbox"/> 25-30 <input type="checkbox"/> 31-40 <input type="checkbox"/> 41-50 <input type="checkbox"/> 51-60 <input type="checkbox"/> 60’dan fazla	<b>Cinsiyetiniz?</b> <input type="checkbox"/> Kadın <input type="checkbox"/> Erkek

Source: Author’s Personal Graphing



## APPENDIX B

### SEMI-STRUCTURED INDEPT-INTERVIEW AND FOCUS GROUP INTERVIEW

#### B. 1. Semi-Structured Indept-Interview – Ahmet ATAÇ, DDS (Mayor of Tepebaşı Municipality)

EVİRİM KOÇ, Y. ŞEHİR VE BÖLGE PLANCISI  
ORTA DOĞU TEKNİK ÜNİVERSİTESİ ŞEHİR VE BÖLGE PLANLAMA DOKTORA PROGRAMI  
YENİ EKONOMİK KALKINMA AÇISINDAN KENT MARKALAŞMASI / MARKA YARATMA: ESKİŞEHİR ÖRNEĞİ  
TEZ YÖNETİCİSİ: PROF. DR. AYDA ERAYDIN  
TEPEBAŞI BELEDİYE BAŞKANI DT. AHMET ATAÇ İLE BİREBİR GÖRÜŞME

TARİH: \_\_\_ / \_\_\_ / 2014

*SAYIN DT. AHMET ATAÇ*  
DÜNYADA KENT MARKALAŞMASI / KENT İMAJI YARATILMASI EĞİLİMİ GİDEREK ARTMAKTADIR. ESKİŞEHİR, BU KONUDA TÜRKİYE'DEKİ LİDER KENT OLMASI SEBEBİYLE TEZ ÇALIŞMASININ ÖRNEK ÇALIŞMA ALANI OLARAK SEÇİLMİŞTİR.  
"NE OLDU DA ESKİŞEHİR YENİ BİR İMAJ YARATABİLDİ VE BU AMAÇLA YAPILAN UĞRAŞLARIN SONUÇLARI NELERDİR?" TEMEL ARAŞTIRMA SORUSUNDAN YOLA ÇIKAN BU TEZİN YÖNTEMİ ÜÇAYAKLIDIR:  
1. SÜREÇ VE PAYDAŞ ANALİZİ  
2. ÜRÜN DEĞERLENDİRME ANALİZİ  
3. YEREL EKONOMİK ETKİ ANALİZİ  
"YENİ EKONOMİK KALKINMA AÇISINDAN KENT MARKALAŞMASI / MARKA YARATMA: ESKİŞEHİR ÖRNEĞİ" İSMİYLE SÜRDÜRMEKTE OLDUĞUM DOKTORA TEZİM KAPSAMINDA ESKİŞEHİR KENTİNDE, KENT İMAJI/MARKASININ YARATILMASINA ETKİ EDEN SÜREÇLERİN ANALİZİ İLE PAYDAŞLARIN/AKTÖRLERİN ROLLERİNİN VE İLİŞKİLER AĞININ ANALİZİNE YÖNELİK OLARAK BU BİREBİR GÖRÜŞMEYİ YAPMAYI PLANLIYORUM.  
YEREL YÖNETİMLERİN KENTİN PEKÇOK BOYUTUNA DOĞRUDAN ETKİSİ OLDUĞU VE YEREL LİDERLERİN DE BU ETKİDE BAŞAT ROL OYNADIĞI GÖRÜŞÜ ÇERÇEVESİNDE, ESKİŞEHİR TEPEBAŞI BELEDİYE BAŞKANI OLARAK SİZİN AĞZINIZDAN KENTİ OKUMAK VE ANLAMAK BU TEZ ÇALIŞMASI AÇISINDAN BÜYÜK ÖNEME SAHİPTİR. BU BAĞLAMDA, TEZ ÇALIŞMASININ SAĞLIKLI BİR ŞEKİLDE YÜRÜYEBİLMESİ İÇİN SİZİNLE BİREBİR GÖRÜŞME YAPILMASI GEREKLİLİĞİ DOĞMAKTADIR.

#### **BİREBİR GÖRÜŞMEMİZ 3 BÖLÜMDEN OLUSMAKTADIR:**

1. NE TÜR BİR KENT İMAJININ/MARKASININ NASIL YARATILDIGINI ANLAMAYA YÖNELİK OLARAK ESKİŞEHİR KENTİNİN FARKLI İMAJLARININ SÜREÇ OLARAK DEĞERLENDİRMESİNİ YAPAR MISINIZ?  
ESKİŞEHİR'DE KENT MARKALAŞMASI NASIL BAŞLADI VE GELİŞTİ?  
NASIL BİR KENT İMAJI YARATILMAK İSTENMİŞ VE NE YARATILMIŞTIR?  
HANGİ ÜRÜN VE DEĞERLER KENT İMAJINDA KULLANILMIŞTIR? ESKİŞEHİR'İN EKONOMİK, TOPLUMSAL VE POLİTİK YAPISI KENT İMAJINININ YARATILMASINA NASIL ETKİ ETMİŞTİR?  
KENT MARKALAŞMASINA YÖNELİK FAALİYETLERİN YARATICILIK, YENİLİKÇİLİK VE ESİNLENMELER AÇISINDAN DEĞERLENDİRMESİNİ YAPAR MISINIZ?  
2. AKTÖRLER AĞI ANALİZİ KAPSAMINDA ESKİŞEHİR KENT İMAJININ/MARKASININ YARATILMASINA ÖNCÜLÜK EDEN PAYDAŞLAR KİMLERDİR VE BU PAYDAŞLAR HANGİ KONULARDA İŞBİRLİĞİ VE ÇATIŞMA YAŞAMIŞTIR?  
PAYDAŞLAR KİMLERDİR?  
FARKLI PAYDAŞLARIN KENTİN MARKALAŞMASI/İMAJ YARATMASINDAKİ ROLLERİ NELERDİR?  
PAYDAŞLAR İŞBİRLİĞİ/DAYANIŞMA MI YOKSA ÇATIŞMA MI YAŞADILAR?  
FARKLI GRUPLARIN (VATANDAŞLAR, ÜNİVERSİTELER, SİVİL TOPLUM KURULUŞLARI) KENTİN MARKALAŞMASI HUSUSUNDAKİ KATILIM METODLARI, STRATEJİLERİ VE ARAÇLARI NELER OLMUŞTUR? ÖRNEĞİN VATANDAŞLARIN KENT MARKALAŞMASI PROJELERİNE KATILIM KONUSUNDA AKTİF, PASİF, İZLEYİCİ OLMA DURUMLARI NEDİR?  
FARKLI GÖRÜŞTEKİ YEREL LİDERLERİN KENTE/KENT İMAJINA BAKIŞI, GÖRÜŞLERİ, ROLLERİ, UYGULAMALARI FARKLI MIDIR? ÖRNEKLER MİSİNİZ?  
3. KENT İMAJININ/MARKASININ NASIL DEĞERLENDİRİLDİĞİNİ ANLAMAYA YÖNELİK OLARAK ESKİŞEHİR KENTİNİN MEVCUT VE GELECEK İMAJI KONUSUNDAKİ YORUMLARINIZ NELERDİR?  
FİZİKSEL, TOPLUMSAL, EKONOMİK, POLİTİK AÇIDAN MEVCUT KENT İMAJINI NASIL DEĞERLENDİRİYORSUNUZ?  
SİZE KENT İMAJİ İLE İLGİLİ FARKLI GRUPLARIN (ESKİŞEHİR HALKI, ZİYARETÇİLER, YATIRIMCILAR) NASIL DÖNÜŞLERİ OLUYOR?  
ESKİŞEHİR'İN GELECEK KENT İMAJİ HAKKINDAKİ ÖNGÖRÜLERİNİZ VE ÖNERİLERİNİZ NELERDİR?

Source: Author's Personal Graphing

## B. 2. Semi-Structured Indept-Interview – Lawyer Kazım KURT (Mayor of Odunpazarı Municipality)

EVİRİM KOÇ, Y. ŞEHİR VE BÖLGE PLANCISI  
ORTA DOĞU TEKNİK ÜNİVERSİTESİ ŞEHİR VE BÖLGE PLANLAMA DOKTORA PROGRAMI  
YENİ EKONOMİK KALKINMA AÇISINDAN KENT MARKALAŞMASI / MARKA YARATMA: ESKİŞEHİR ÖRNEĞİ  
TEZ YÖNETİCİSİ: PROF. DR. AYDA ERAYDIN  
ODUNPAZARI BELEDİYE BAŞKANI AV. KAZIM KURT İLE BİREBİR GÖRÜŞME

TARİH: \_\_\_ / \_\_\_ / 2014

*SAYIN AV. KAZIM KURT*

DÜNYADA KENT MARKALAŞMASI / KENT İMAJI YARATILMASI EĞİLİMİ GİDEREK ARTMAKTADIR. ESKİŞEHİR, BU KONUDA TÜRKİYE'DEKİ LİDER KENT OLMASI SEBEBİYLE TEZ ÇALIŞMASININ ÖRNEK ÇALIŞMA ALANI OLARAK SEÇİLMİŞTİR.

"NE OLDU DA ESKİŞEHİR YENİ BİR İMAJ YARATABİLDİ VE BU AMAÇLA YAPILAN UĞRAŞLARIN SONUÇLARI NELERDİR?" TEMEL ARAŞTIRMA SORUSUNDAN YOLA ÇIKAN BU TEZİN YÖNTEMİ ÜÇAYAKLIDIR:

1. SÜREÇ VE PAYDAŞ ANALİZİ
2. ÜRÜN DEĞERLENDİRME ANALİZİ
3. YEREL EKONOMİK ETKİ ANALİZİ

"YENİ EKONOMİK KALKINMA AÇISINDAN KENT MARKALAŞMASI / MARKA YARATMA: ESKİŞEHİR ÖRNEĞİ" İSMİYLE SÜRDÜRMEKTE OLDUĞUM DOKTORA TEZİM KAPSAMINDA ESKİŞEHİR KENTİNDE, KENT İMAJI/MARKASININ YARATILMASINA ETKİ EDEN SÜREÇLERİN ANALİZİ İLE PAYDAŞLARIN/AKTÖRLERİN ROLLERİNİN VE İLİŞKİLER AĞININ ANALİZİNE YÖNELİK OLARAK BU BİREBİR GÖRÜŞMEYİ YAPMAYI PLANLIYORUM.

YEREL YÖNETİMLERİN KENTİN PEKÇOK BOYUTUNA DOĞRUDAN ETKİSİ OLDUĞU VE YEREL LİDERLERİN DE BU ETKİDE BAŞAT ROL OYNADIĞI GÖRÜŞÜ ÇERÇEVESİNDE, ESKİŞEHİR TEPEBAŞI BELEDİYE BAŞKANI OLARAK SİZİN AĞZINIZDAN KENTİ OKUMAK VE ANLAMAK BU TEZ ÇALIŞMASI AÇISINDAN BÜYÜK ÖNEME SAHİPTİR. BU BAĞLAMDA, TEZ ÇALIŞMASININ SAĞLIKLI BİR ŞEKİLDE YÜRÜYEBİLMESİ İÇİN SİZİNLE BİREBİR GÖRÜŞME YAPILMASI GEREKLİLİĞİ DOĞMAKTADIR.

### **BİREBİR GÖRÜŞMEMİZ 3 BÖLÜMDEN OLUŞMAKTADIR:**

- 1. NE TÜR BİR KENT İMAJININ/MARKASININ NASIL YARATILDIĞINI ANLAMAYA YÖNELİK OLARAK ESKİŞEHİR KENTİNİN FARKLI İMAJLARININ SÜREÇ OLARAK DEĞERLENDİRMESİNİ YAPAR MISINIZ?**

ESKİŞEHİR'DE KENT MARKALAŞMASI NASIL BAŞLADI VE GELİŞTİ?

NASIL BİR KENT İMAJI YARATILMAK İSTENMİŞ VE NE YARATILMIŞTIR?

HANGİ ÜRÜN VE DEĞERLER KENT İMAJINDA KULLANILMIŞTIR? ESKİŞEHİR'İN EKONOMİK, TOPLUMSAL VE POLİTİK YAPISI KENT İMAJINININ YARATILMASINA NASIL ETKİ ETMİŞTİR?

KENT MARKALAŞMASINA YÖNELİK FAALİYETLERİN YARATICILIK, YENİLİKÇİLİK VE ESİNLENMELER AÇISINDAN DEĞERLENDİRMESİNİ YAPAR MISINIZ?

- 2. AKTÖRLER AĞI ANALİZİ KAPSAMINDA ESKİŞEHİR KENT İMAJININ/MARKASININ YARATILMASINA ÖNCÜLÜK EDEN PAYDAŞLAR KİMLERDİR VE BU PAYDAŞLAR HANGİ KONULARDA İŞBİRLİĞİ VE ÇATIŞMA YAŞAMIŞTIR?**

PAYDAŞLAR KİMLERDİR?

FARKLI PAYDAŞLARIN KENTİN MARKALAŞMASI/İMAJ YARATMASINDAKİ ROLLERİ NELERDİR?

PAYDAŞLAR İŞBİRLİĞİ/DAYANIŞMA MI YOKSA ÇATIŞMA MI YAŞADILAR?

FARKLI GRUPLARIN (VATANDAŞLAR, ÜNİVERSİTELER, SİVİL TOPLUM KURULUŞLARI) KENTİN MARKALAŞMASI HUSUSUNDAKİ KATILIM METODLARI, STRATEJİLERİ VE ARAÇLARI NELER OLMUŞTUR? ÖRNEĞİN VATANDAŞLARIN KENT MARKALAŞMASI PROJELERİNE KATILIM KONUSUNDA AKTİF, PASİF, İZLEYİCİ OLMA DURUMLARI NEDİR?

FARKLI GÖRÜŞTEKİ YEREL LİDERLERİN KENTE/KENT İMAJINA BAKIŞI, GÖRÜŞLERİ, ROLLERİ, UYGULAMALARI FARKLI MIDIR? ÖRNEKLER MİSİNİZ?

- 3. KENT İMAJININ/MARKASININ NASIL DEĞERLENDİRİLDİĞİNİ ANLAMAYA YÖNELİK OLARAK ESKİŞEHİR KENTİNİN MEVCUT VE GELECEK İMAJİ KONUSUNDAKİ YORUMLARINIZ NELERDİR?**

FİZİKSEL, TOPLUMSAL, EKONOMİK, POLİTİK AÇIDAN MEVCUT KENT İMAJINI NASIL DEĞERLENDİRİYORSUNUZ?

SİZE KENT İMAJİ İLE İLGİLİ FARKLI GRUPLARIN (ESKİŞEHİR HALKI, ZİYARETÇİLER, YATIRIMCILAR) NASIL DÖNÜŞLERİ OLUYOR?

ESKİŞEHİR'İN GELECEK KENT İMAJİ HAKKINDAKİ ÖNGÖRÜLERİNİZ VE ÖNERİLERİNİZ NELERDİR?

Source: Author's Personal Graphing

## B. 3. Focus Group Interview with City Planners in Eskişehir

EVİRİM KOÇ, Y. ŞEHİR VE BÖLGE PLANCISI  
ORTA DOĞU TEKNİK ÜNİVERSİTESİ ŞEHİR VE BÖLGE PLANLAMA DOKTORA PROGRAMI  
YENİ EKONOMİK KALKINMA AÇISINDAN KENT MARKALAŞMASI / MARKA YARATMA: ESKİŞEHİR ÖRNEĞİ  
TEZ YÖNETİCİSİ: PROF. DR. AYDA ERAVDIN

ODAK GRUP GÖRÜŞMESİ:  
“ESKİŞEHİR’DE FARKLI ÇALIŞMA ALANLARINDAKİ ŞEHİR VE BÖLGE PLANCILARININ ESKİŞEHİR KENT İMAJINA BAKIŞI”

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- GÖRÜŞMEMİZ SES/GÖRÜNTÜ KAYIT CİHAZI VE RAPORTÖR ARACILIĞIYLA KAYDEDİLECEKTİR.
- YAPILAN BU KAYITLAR, PROJEDE GÖREVLİ ARAŞTIRMACILAR TARAFINDAN RAPORLAŞTIRILACAK VE BU RAPORLARDA KESİNLİKLE KATILIMCILARIN ADLARI YER ALMAYACAK VE BU ADLARA ATIFTA BULUNULMAYACAKTIR.
- GÖRÜŞMENİN AKIŞI VE DÜZENİ AÇISINDAN CEP TELEFONLARINIZIN GÖRÜŞME BOYUNCA KAPALI TUTULMASI GEREKMEKTEDİR.

GÖRÜŞME BAŞLANGIÇ SAATİ: \_\_\_\_ . \_\_\_\_

### ODAK GRUP GÖRÜŞMESİ AKIŞI

1. TANIŞMA
2. ODAK GRUP GÖRÜŞMESİNİN KONUSU VE AMACI
3. GÖRÜŞME YAKLAŞIK OLARAK 90-120 DAKİKA KADAR SÜRECEKTİR.
4. GÖRÜŞMENİN ŞEKLİ VE İZLENECEK YOL
5. TARTIŞMAYA GİRİŞ SORULARI
  1. EN ÇOK BEĞENDİĞİNİZ ŞEHİR HANGİSİDİR? NEDEN? BU ŞEHİR İLE İLGİLİ AKLINIZA İLK OLARAK NE GELMEKTEDİR?
  2. DÜNYA KENTLERİNE BAKILDIĞINDA KENTLERİ İLE BİRLİKTE İLK AKLA GELENLER, HOLLANDA-ÇİKOLATA, DUBAİ-GÖKDELENLER, BEYPAZARI EVLERİ, DENİZLİ TEKSTİLİ, VENEDİK-GONDOL, RİO KARNAVAL, VS. ESKİŞEHİR DEYİNCE İLK OLARAK AKLINIZA NE GELMEKTEDİR?
  3. ESKİŞEHİR’DE BULUNDUĞUNUZ DÖNEM BOYUNCA SİZİ EN ÇOK NE (YAPI, OLAY, PROJE) ETKİLEMİŞTİR, HALA DURUYOR MU?
  4. ESKİŞEHİR’E SONRADAN GELENLER İÇİN, GELMEDEN ÖNCE VE GELDİKTEN SONRAKİ ESKİŞEHİR HAKKINDAKİ DÜŞÜNCELERİNİZ NEDİR?
  5. ESKİŞEHİR İLE İLGİLİ SİZİ OLUMLU VE OLUMSUZ ETKİLEYEN ŞEYLER NELERDİR?
  6. ESKİŞEHİR’İN EN BELİRGİN, ÖNE ÇIKAN YERİ NERESİDİR? (YAPI, HEYKEL, PARK, BÖLGE VS.) ESKİŞEHİR’İ HİÇ GÖRMEMİŞ, DUYMAMIŞ BİRİSİNE ESKİŞEHİR’İ HANGİ ÖZELLİKLERİ İLE ANLATIRSINIZ YA DA ONA NERELERİ TANITIR, GEZDİRİRSİNİZ, ESKİŞEHİR’İN DİĞER KENTLERDEN FARKLI YANLARI NELERDİR?

ODAK GRUP GÖRÜŞMESİ:  
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## 6. TARTIŞMA SORULARI

### A. NE TÜR BİR KENT İMAJININ/MARKASININ NASIL YARATILDIĞINI ANLAMAYA YÖNELİK OLARAK ESKİŞEHİR KENTİNİN FARKLI İMAJLARININ SÜRECİ OLARAK DEĞERLENDİRMESİNİ YAPAR MİSİNİZ?

1. ESKİŞEHİR KENT İMAJİ DEYİNCE İLK OLARAK AKLINIZA NE GELMEKTEDİR? (DÜNYA KENTİ, AVRUPA KENTİ, ANADOLU KENTİ, ANADOLU’NUN PARLAYAN YILDIZI, ANADOLU KAPLANI, SANAYİ, İŞÇİ, ÜNİVERSİTE, KÜLTÜR, TİCARET, TURİZM, TARIM KENTİ, TOZLU ESKİŞEHİR, GÖÇMEN KENTİ, HERGÜN FARKLI RENKTE AKAN PORSUK VE ESKİŞEHİR, ANADOLU’NUN DİNAMİK KÜLTÜR VE SANAT KENTİ, GİRİŞİM VE REKABET KENTİ, YAŞANABİLİR KENT)
2. SİZCE AVRUPA KENTİ NE DEMEKTİR? YAŞANABİLİR KENT NE DEMEKTİR?
3. ÖNCEKİ İMAJLARINDAN FARKLI MIDIR?” ESKİŞEHİR KENTİNİ, GEÇMİŞ VE GELECEK SÜRECİNDE, KENT İMAJİ AÇISINDAN FARKLI DÖNEMLER VAR MIDIR?
4. ESKİŞEHİR’DE KENT MARKALAŞMASI NASIL BAŞLADI VE GELİŞTİ? NELER YAPILDI (YAPI, PROJE, OLAY VS.)
5. NASIL BİR KENT İMAJİ YARATILMAK İSTENMİŞ VE NE YARATILMIŞTIR?
6. HANGİ ÜRÜN VE DEĞERLER KENT İMAJINDA KULLANILMIŞTIR? ESKİŞEHİR’İN EKONOMİK, TOPLUMSAL VE POLİTİK YAPISI KENT İMAJINININ YARATILMASINA NASIL ETKİ ETMİŞTİR?
7. KENT MARKALAŞMASINA YÖNELİK YAPILAN UYGULAMALARIN DEĞERLENDİRMESİNİ YAPAR MİSİNİZ?
  - OLUMLU, YARATICI, GEREKLİ, UYGULANABİLİR, ESİNLENİLMİŞ, YENİLİKÇİ
  - OLUMSUZ, TAKLİT, GEREKSİZ, AYKIRI, İŞLEVSİZ, ABARTILI OLMALARI AÇISINDAN DEĞERLENDİRMESİNİ YAPAR MİSİNİZ?

### B. AKTÖRLER AĞI ANALİZİ KAPSAMINDA ESKİŞEHİR KENT İMAJININ/MARKASININ YARATILMASINA ÖNCÜLÜK EDEN PAYDAŞLAR KİMLERDİR VE BU PAYDAŞLAR HANGİ KONULARDA İŞBİRLİĞİ VE ÇATIŞMA YAŞAMIŞTIR?

1. PAYDAŞLAR KİMLERDİR?
2. FARKLI PAYDAŞLARIN KENTİN MARKALAŞMASI/İMAJ YARATMASINDAKİ ROLLERİ NELERDİR?
3. PAYDAŞLAR İŞBİRLİĞİ/DAYANIŞMA MI YOKSA ÇATIŞMA MI YAŞADILAR?
4. FARKLI GRUPLARIN (VATANDAŞLAR, ÜNİVERSİTELER, SİVİL TOPLUM KURULUŞLARI) KENTİN MARKALAŞMASI HUSUSUNDAKİ KATILIM METODLARI, STRATEJİLERİ VE ARAÇLARI NELER OLMUŞTUR? ÖRNEĞİN VATANDAŞLARIN KENT MARKALAŞMASI PROJELERİNE KATILIM KONUSUNDA AKTİF, PASİF, İZLEYİCİ OLMA DURUMLARI NEDİR?
5. FARKLI GÖRÜŞTEKİ YEREL LİDERLERİN KENTE/KENT İMAJINA BAKIŞI, GÖRÜŞLERİ, ROLLERİ, UYGULAMALARI FARKLI MIDIR? ÖRNEKLER MİSİNİZ?



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**C. KENT İMAJININ/MARKASININ NASIL DEĞERLENDİRİLDİĞİNİ ANLAMAYA YÖNELİK OLARAK ESKİŞEHİR KENTİNİN MEVCUT VE GELECEK İMAJI KONUSUNDAKİ YORUMLARINIZ NELERDİR?**

1. FİZİKSEL, TOPLUMSAL, EKONOMİK, POLİTİK AÇIDAN MEVCUT KENT İMAJINI NASIL DEĞERLENDİRİYORSUNUZ?
2. SANAL VE GERÇEKLIK BAĞLAMINDA DEĞERLENDİRME YAPAR MİSİNİZ?
3. TÜRKİYE’DE ESKİŞEHİR’İN İMAJI AÇISINDAN DEĞERLENDİRME YAPAR MİSİNİZ? LİDER, SIRADAN, BAŞARILI, BAŞARISIZ.  
DÜNYA ÖRNEKLERİNE BAKILDIĞINDA DURUM NEDİR?
4. SİZE KENT İMAJI İLE İLGİLİ FARKLI GRUPLARIN (ESKİŞEHİR HALKI, ZİYARETÇİLER, YATIRIMCILAR) NASIL DÖNÜŞLERİ OLUYOR?
5. KARAR VERİCİ OLSAYDINIZ, ESKİŞEHİR’İN GELECEK KENT İMAJI HAKKINDAKİ ÖNGÖRÜLERİNİZ VE ÖNERİLERİNİZ NELERDİR? (DÜNYA KENTİ, AVRUPA KENTİ, SANAYİ, İŞÇİ, ÜNİVERSİTE, KÜLTÜR, TİCARET, TURİZM, TARIM)

**8. GÖRÜŞMEYİ BİTİRİRKEN**

- **ÖZETLE**  
DÜNYADA KENT MARKALAŞMASI / KENT İMAJI YARATILMASI EĞİLİMİ GİDEREK ARTMAKTADIR. ESKİŞEHİR, BU KONUDA TÜRKİYE’DEKİ LİDER KENT OLMASI FARKLI DÖNEMLERDE FARKLI İMAJLARININ OLMASI İMAJA YÖNELİK YAPILAN UYGULAMALARIN FARKLI GRUPLAR TARAFINDAN FARKLI YORUMLANDIĞI, TAKLİT, ESİNLENME, GEREKLİ, GEREKSİZ, BAŞARILI, BAŞARISIZ... PEKÇOK PAYDAŞININ BULUNDUĞU, İŞBİRLİĞİ VE ÇATIŞMALARIN OLDUĞU AVRUPA KENTİ SÖYELMİNİN İMAJ OLARAK GÜNDEME OTURTULDUĞU GELECEKTE “KENT TURİZMİN KALBI” İMAJI İLE DEVAM EDEBİLECEĞİ GÖRÜŞLERİ VERİLMİŞTİR.  
SON OLARAK EKLEMEN İSTEDİĞİNİZ BİR ŞEY VAR MIDIR?
- **HEPİNİZE DEĞERLİ KATILIMLARINDAN DOLAYI ÇOK TEŞEKKÜR EDEREK GÖRÜŞMEYİ KAPATMAK İSTİYORUM.**
- Tartışma bittikten ve grup dağıldıktan sonra kolaylaştırıcı ve raportör notları analiz etmeli ve bir rapor hazırlamalıdır.

GÖRÜŞME BİTİŞ SAATİ: \_\_\_\_ . \_\_\_\_



## APPENDIX C

### QUESTIONNAIRES

#### C. 1. Questionnaire Form for the Residents in Eskişehir

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TEZ YÖNETİCİSİ: PROF. DR. AYDA ERAYDIN  
ESKİŞEHİR'DE YAŞAYAN KENT HALKINA YÖNELİK ANKET  
ekoc.eskisehir.anket@gmail.com

**BU ANKET, ESKİŞEHİR'DE YAŞAYAN  
(ÖĞRENCİ DIŞINDAKİ) KİŞİLERE  
YÖNELİKTİR.**

**BU ANKET, ESKİŞEHİR KENTİ İLE İLGİLİDİR.**

- Bu ankette yer alan **kutucuklar**, sayısal ortamda seçilebilir özellikte olup cevap vermek istediklerinizin üzerine bir kere tıklamanız yeterlidir.
- “**Metin** ya da **tarih** girmek için tıklayın” yazılı kısımlara da bir kere tıkladıktan sonra cevabınızı yazabilirsiniz.
- Aynı soruda gerektiğinde **birden fazla** işaretleme ile cevap verilebilir.
- Cevaplarınızı bu şekilde işaretleyip **kaydettikten sonra e-posta yoluyla** gönderebilirsiniz.
- Gerektiğinde **cep telefonu** ya da **e-posta** yoluyla iletişim kurabiliriz.

*İginiz ve katılımınız için teşekkür ederim.*

**Anketin doldurulduğu tarih:** Tarih girmek için burayı tıklayın.

**1. Cinsiyetiniz nedir?**

- KADIN  
 ERKEK

**2. Yaş aralığınız nedir?**

- 15-19   
20-29   
30-39   
40-49   
50-59   
60 yaş ve üstü

**3. İş/çalışma durumunuz nedir?**

- Kamu Sektöründe memur   
Kamu Sektöründe işçi   
Özel sektörde işveren   
Özel sektörde çalışan   
Özel sektörde işçi   
Serbest meslek   
Emekli   
Esnaf-Tüccar   
Çiftçi (tarım-hayvancılık)   
Ev hanımı   
İşsiz   
Diğer Metin girmek için burayı tıklayın.

**4. Eğitim durumunuz nedir?**

- İlköğretim   
Lise   
Üniversite   
Y. lisans   
Doktora   
Diğer Metin girmek için burayı tıklayın.

**5. Eskişehir'de kaç yıldır yaşıyorsunuz?**

- Metin girmek için burayı tıklayın. yıldan beri yaşıyorum.   
Yaşadığım şehirden Metin girmek için burayı tıklayın. yıldan beri Metin girmek için burayı tıklayın. amacıyla gününbirlik Eskişehir'e geliyorum.  (ilerleyen bölümlerde “yaşama” ifadesi kullanılan soruları, gününbirlik gelme durumunuz kapsamında cevaplandırınız: 7-17-18)  
Doğduğumdan beri yaşıyorum.  (7. soruya geçiniz.)  
Diğer Metin girmek için burayı tıklayın.

**6. Eskişehir'e hangi şehirden/ülkeden geldiniz ya da geliyorsunuz?**

- Metin girmek için burayı tıklayın.

**7. Eskişehir'de yaşamayı tercih sebebiniz/sebepleriniz nedir?**

- Ailem burada yaşadığı için   
Ailemin yaşadığı yere yakın olduğu için   
Memleketim olduğu için   
Memleketime yakın olduğu için   
İş imkânları olduğu/işim burada olduğu için   
Üniversite eğitiminden sonra burada kalmayı tercih ettiğim için   
Eskişehir yaşamının rahatlığı, özgürlüğü, modernliği, yaşanabilirliği nedeniyle   
Eğitim nedeniyle (kendi eğitimime devam ettiğimden ya da aile bireylerinin eğitimi)   
Sağlık hizmetleri nedeniyle   
Daha önce Eskişehir'i ziyaret etmiştim, bu etken oldu.   
Diğer Metin girmek için burayı tıklayın.   
Diğer Metin girmek için burayı tıklayın.

8. Eskişehir denildiğinde aklınıza gelen ilk üç kelimeyi/kelime grubunu yazar mısınız?

I. Metin girmek için burayı tıklayın.

II. Metin girmek için burayı tıklayın.

III. Metin girmek için burayı tıklayın.

9. Eskişehir'de üye olduğunuz herhangi bir sivil toplum kuruluşu, dernek, vakıf, öğrenci topluluğu, belediye kurs vb. etkinlikleri var mıdır?

Evet

Hayır

Evet ise isimlerini yazınız:

Metin girmek için burayı tıklayın.

10. Eskişehir'deki hangi kültür-sanat etkinliklerine katılıyorsunuz? İşaretleyiniz. Katılıyor iseniz yılda kaç defa olduğunu yanına yazarak belirtiniz:

Opera  Metin girmek için burayı tıklayın.

Tiyatro  Metin girmek için burayı tıklayın.

Sinema  Metin girmek için burayı tıklayın.

Konser  Metin girmek için burayı tıklayın.

Festival  Metin girmek için burayı tıklayın.

Sempozyum, kongre, fuar, sergi  Metin girmek için burayı tıklayın.

Diğer Metin girmek için burayı tıklayın.   
Metin girmek için burayı tıklayın.

Hiç katılmıyorum

11. Eskişehir'deki hizmetler ve durumlar hakkında aşağıda belirtilen başlıklarda 1 ile 5 arasında iyi-kötü ya da kararsızım-bilmiyorum değerlendirmesi yapar mısınız?

Çok kötü – 1

Kötü – 2

Kararsızım/bilmiyorum – 3

İyi – 4

Çok iyi – 5

Ulaşım imkânları 1  2  3  4  5

Yeme-içme mekânları (besleme) 1  2  3   
4  5

Konut imkânları (barınma) 1  2  3  4   
5

İş ve çalışma imkânları 1  2  3  4   
5

Eğlence imkânları (gündüz-gece) 1  2  3   
4  5

Rekreasyon alanları (eğlenme-dinlenme) 1   
2  3  4  5

Eğitim 1  2  3  4  5

Eğitime destek birimleri (kütüphane, araştırma merkezleri vs.) 1  2  3  4  5

Belediye Hizmetleri 1  2  3  4  5

Merkezi Yönetim Hizmetleri (Bakanlıklar ve Bakanlıkların taşradaki-ildeki kurumları) 1  2   
3  4  5

Kültür - Sanat Hizmetleri 1  2  3  4   
5

Kentteki çeşitli etkinliklerden haberdar olabilme 1  2  3  4  5

Sağlık Hizmetleri 1  2  3  4  5

Diğer Metin girmek için burayı tıklayın. 1  2   
3  4  5

Diğer Metin girmek için burayı tıklayın. 1  2   
3  4  5

12.Eskişehir hakkında, aşağıda belirtilen **fiziksel yapı** ve diğer ifadeler açısından 1 ile 5 arasında iyi-kötü ya da kararsızım-bilmiyorum değerlendirmesi yapar mısınız?

Çok kötü – 1

Kötü – 2

Kararsızım/bilmiyorum – 3

İyi – 4

Çok iyi – 5

Porsuk 1  2  3  4  5

Sandal, Botlar ve Tekneler 1  2  3  4  5

Heykeller 1  2  3  4  5

Köprüler 1  2  3  4  5

Parklar 1  2  3  4  5

Odunpazarı Bölgesi 1  2  3  4  5

Alışveriş merkezleri 1  2  3  4  5

Yaya yolları 1  2  3  4  5

Tramvay 1  2  3  4  5

Hızlı tren 1  2  3  4  5

Çibörek 1  2  3  4  5

Lületaşı (kullanımı, tanıtımı vb.) 1  2  3  4  5

Soğuk (iklim) 1  2  3  4  5

Plaj 1  2  3  4  5

Korsan gemisi 1  2  3  4  5

Barlar Sokağı 1  2  3  4  5

Fayton 1  2  3  4  5

Hamamlar 1  2  3  4  5

Estetik 1  2  3  4  5

Bisiklet/bisiklet yolu 1  2  3  4  5

Uçak sesi 1  2  3  4  5

Şeker Pancarı (Küspe) Kokusu 1  2  3  4  5

Çarpık kentleşme açısından Eskişehir kentinin durumu 1  2  3  4  5

Ulaşım 1  2  3  4  5

Altyapı 1  2  3  4  5

Gürültü açısından Eskişehir kentinin durumu 1  2  3  4  5

Kirlilik açısından Eskişehir kentinin durumu 1  2  3  4  5

Konaklama (otel vb.) 1  2  3  4  5

Yeme-içme mekânları 1  2  3  4  5

Hediyelik eşya 1  2  3  4  5

Turizm-information bürosu 1  2  3  4  5

Müzeler 1  2  3  4  5

Hitit-Frig-Yazlıkaya ile ilgili ulaşım-turizm-tanıtım olanakları 1  2  3  4  5

Diğer Metin girmek için burayı tıklatın. 1  2  3  4  5

Diğer Metin girmek için burayı tıklatın. 1  2  3  4  5

**13.Eskişehir'in aşağıdaki kent nitelendirmelerine ne derece uyduğunu düşünüyorsunuz?**

**Hiç katılmıyorum – 1**

**Katılmıyorum – 2**

**Kararsızım/bilmiyorum – 3**

**Katılıyorum – 4**

**Tamamen katılıyorum – 5**

Anadolu kenti 1  2  3  4  5

Avrupa kenti 1  2  3  4  5

Dünya Kenti 1  2  3  4  5

Türk Dünyası Kültür Başkenti (bu konuda başarılı ve etkin olma durumuna göre değerlendirme yapınız) 1  2  3  4  5

Eğitim (üniversite, öğrenci) Kenti 1  2  3  4  5

Kültür ve Turizm Kenti 1  2  3  4  5

Müzeler Kenti 1  2  3  4  5

Termal Kent 1  2  3  4  5

Ticaret Kenti 1  2  3  4  5

Tarih Kenti 1  2  3  4  5

Sanayi Kenti 1  2  3  4  5

Anadolu'nun parlayan yıldızı 1  2  3  4  5

Havacılık Kenti 1  2  3  4  5

Lojistik Kent 1  2  3  4  5

Su Kenti 1  2  3  4  5

Yeşil Kent 1  2  3  4  5

Parklar Kenti 1  2  3  4  5

Hoşgörü Kenti 1  2  3  4  5

Yunus Emre Kenti 1  2  3  4  5

Nasrettin Hoca Kenti 1  2  3  4  5

Lületaş Kenti 1  2  3  4  5

Göçmen Kenti 1  2  3  4  5

Yaya Kenti 1  2  3  4  5

Bisiklet Kenti 1  2  3  4  5

Tramvay Kenti 1  2  3  4  5

Demiryolu Kenti 1  2  3  4  5

Sosyal Kent 1  2  3  4  5

Yaşanabilir Kent 1  2  3  4  5

Modern Kent 1  2  3  4  5

Lider Kent 1  2  3  4  5

Demokrat Kent 1  2  3  4  5

Aşk-Sevgi Kenti 1  2  3  4  5

Merak Edilen Kent 1  2  3  4  5

Özgür Kent 1  2  3  4  5

Genç Kent 1  2  3  4  5

Canlı Kent 1  2  3  4  5

Gece-Gündüz Yaşayan Kent 1  2  3  4  5

Eğlence Kenti 1  2  3  4  5

Festival Kenti 1  2  3  4  5

Yenilikçi Kent 1  2  3  4  5

İlkler Kenti 1  2  3  4  5

Örnek Kent 1  2  3  4  5

Moda Kent 1  2  3  4  5

**14.Eskişehir için, 13. sorudaki kent tanımlamalarından hangileri ilk üç sırada yer alır? Sıralama yaparak yazar mısınız?**

**I.** Metin girmek için burayı tıklayın.

**II.** Metin girmek için burayı tıklayın.

**III.** Metin girmek için burayı tıklayın.

15. Aşağıda belirtilen kentteki paydaşların ne derecede Eskişehir'de etkin olduğunu / Eskişehir'i etkilediğini düşünüyorsunuz?

Etkin ve Etkili Olduğuna Hiç Katılmıyorum– 1  
Etkin ve Etkili Olduğuna Katılmıyorum– 2  
Kararsızım/bilmiyorum– 3  
Etkin ve Etkili Olduğuna Katılıyorum– 4  
Etkin ve Etkili Olduğuna Tamamen Katılıyorum– 5

Prof. Dr. Yılmaz Büyükerşen 1  2   
3  4  5

Öğrenciler 1  2  3  4  5

Üniversite 1  2  3  4  5

Belediyeler 1  2  3  4  5

Merkezi yönetim (Bakanlıklar ve Bakanlıkların taşradaki-ildeki kurumları) 1  2  3  4   
5

Vatandaşlar 1  2  3  4  5

Göçmen kültürü, çok kültürlü yapı 1  2  3   
4  5

Sivil Toplum Örgütleri, Vakıflar, Dernekler vb. 1  2  3  4  5

Özel Şirketler/İşadamları vb. 1  2   
3  4  5

Kurumlar arası işbirliği 1  2  3  4   
5

Diğer Metin girmek için burayı tıklayın. 1   
2  3  4  5

Diğer Metin girmek için burayı tıklayın. 1   
2  3  4  5

16. Aşağıda belirtilen toplumsal yapı maddeleri ve durumlar ile ilgili Eskişehir'i 1-5 arasında değerlendirir misiniz?

Hiç katılmıyorum – 1  
Katılmıyorum – 2  
Kararsızım/bilmiyorum – 3  
Katılıyorum – 4  
Tamamen katılıyorum – 5

Ötekilemeyen, kabul eden, hoşgörülü toplum yapısına sahiptir. 1  2  3  4  5

Eskişehir halkı, öğrencileri benimsemektedir. 1  2  3  4  5

Toplumsal bütünleşme vardır. 1  2  3   
4  5

Modern, çağdaş, özgürlükçü toplum yapısına sahiptir. 1  2  3  4  5

Öğrenciler, kenti ve kentliyi olumlu yönde etkilemektedir. 1  2  3  4  5

Eskişehir toplumsal yapısı açısından öne çıkmaktadır, bu yapı liderler ve öğrencilerin etkisiyle günümüz kent imajını (kentin dışarıdan nasıl yorumlandığı) oluşturmaktadır. 1  2   
3  4  5

Eskişehir'de vitrin/içerik ikili yapısı vardır. Yani Eskişehir olarak gösterilen kısmi bir bölüm vardır, ancak geneline bakıldığında Eskişehir bu bölümden farklıdır. 1  2  3  4  5

Eskişehir'de sanal/gerçek ikili yapısı vardır. Yani basında, medyada, tanıtımda gösterilen, kentin imajına (kentin dışarıdan nasıl yorumlandığı) yansıyan Eskişehir ile gerçekte yaşanan Eskişehir farklıdır. 1  2  3  4  5

Diğer Metin girmek için burayı tıklayın. 1   
2  3  4  5

Diğer Metin girmek için burayı tıklayın. 1   
2  3  4  5

17. Eskişehir'de yaşamak hakkındaki memnuniyetiniz 1-10 arası değerlendirmede nedir?  
(1-hiç memnun değilim, 10-çok memnunum)

- 1   
2   
3   
4   
5   
6   
7   
8   
9   
10

18. Eskişehir'de yaşamaya devam etmek ister misiniz? Neden?

Evet

Nedeni: Metin girmek için burayı tıklayın.

Hayır

Nedeni: Metin girmek için burayı tıklayın.

19. Karar verici olsaydınız, Eskişehir'in, gelecekte nasıl bir kent olmasını isterdiniz?

Metin girmek için burayı tıklayın.

20. Eskişehir'in marka kent olduğunu düşünüyor musunuz? Neden?

Evet  ise hangi alanda bir marka kenttir? Metin girmek için burayı tıklayın.

Hayır  ise gelecekte marka kent olmasını ister misiniz?

Evet isterim

Hayır istemem

**Neden? (Evet ya da Hayır ise):** Metin girmek için burayı tıklayın.

21. Varsa Eskişehir hakkındaki görüşlerinizi/değerlendirmelerinizi yazar mısınız?

Metin girmek için burayı tıklayın.



## C. 2. Questionnaire Form for the University Students Educating in Eskişehir

EVRİM KOÇ, Y. ŞEHİR VE BÖLGE PLANÇISI  
ORTA DOĞU TEKNİK ÜNİVERSİTESİ ŞEHİR VE BÖLGE PLANLAMA DOKTORA PROGRAMI  
TEZ YÖNETİCİSİ: PROF. DR. AYDA ERAYDIN  
ESKİŞEHİR'DE EĞİTİM GÖRMEKTE OLAN ÜNİVERSİTE ÖĞRENCİLERİNE YÖNELİK ANKET  
ekoc.eskisehir.anket@gmail.com

### BU ANKET, ESKİŞEHİR'DE EĞİTİM GÖRMEKTE OLAN ÖĞRENCİLERE YÖNELİKTİR.

BU ANKET, ESKİŞEHİR KENTİ İLE İLGİLİDİR.

- Bu ankette yer alan **kutucuklar**, sayısal ortamda seçilebilir özellikte olup cevap vermek istediklerinizin üzerine bir kere tıklamanız yeterlidir.
- “**Metin** ya da **tarih** girmek için tıklayın” yazılı kısımlara da bir kere tıkladıktan sonra cevabınızı yazabilirsiniz ya da tarih ise seçebilirsiniz.
- Aynı soruda gerektiğinde **birden fazla** işaretleme ile cevap verilebilir.
- Cevaplarınızı bu şekilde işaretleyip **kaydıttikten sonra e-posta yoluyla** gönderebilirsiniz.
- Gerektiğinde **cep telefonu** ya da **e-posta** yoluyla iletişim kurabiliriz.  
*İlginiz ve katılımınız için teşekkür ederim.*

**Anketin doldurulduğu tarih:** Tarih girmek için burayı tıklayın.

#### 1. Cinsiyetiniz nedir?

KADIN

ERKEK

#### 2. Yaş aralığınız nedir?

15-19

20-29

30-39

40-49

50-59

60 yaş ve üstü

#### 3. Hangi üniversitede okuyorsunuz?

Anadolu Üniversitesi

Osmangazi Üniversitesi

#### 4. Hangi bölümde okuyorsunuz?

Metin girmek için burayı tıklayın.

#### 5. Kaçınıcı sınıfta okuyorsunuz?

Metin girmek için burayı tıklayın.

#### 6. Eskişehir'de kaç yıldır yaşıyorsunuz?

Metin girmek için burayı tıklayın. yıldan beri yaşıyorum.

Yaşadığım şehirden Metin girmek için burayı tıklayın. yıldan beri gütübirlik Eskişehir'e geliyorum.

Doğduğumdan beri yaşıyorum.  (8. soruya geçiniz.)

Diğer Metin girmek için burayı tıklayın.

#### 7. Üniversite eğitiminizi görmek için Eskişehir'e hangi şehirden/ülkeden geldiniz/gelivorsunuz?

Metin girmek için burayı tıklayın.

#### 8. Eskişehir'de okumayı tercih sebebiniz/sebepleriniz nedir?

Zaten burada yaşadığım için

Üniversitenin eğitimi nedeniyle

Tercih ettiğim bölüm sadece bu üniversitede olduğu için

Puanım nedeniyle

Eskişehir'deki öğrenci yaşantısındaki rahatlık, özgürlük, modernlik vs. nedeniyle

Eskişehir'e geldiğim şehirden buraya ulaşımın kolay olması nedeniyle

Tanıdıklarım nedeniyle (aile, arkadaş, akraba ve diğer tanıdıklar)

Medya (TV, gazete, internet, vb.) nedeniyle

Kulaktan dolma (nereden duyduğumu hatırlamadığım) ifadelerden dolayı

Okuduğum lise ve lisedeki öğretmenlerim nedeniyle

Yazılı kaynaklar (kitap, broşür, dergi) nedeniyle

Eskişehirli Ünlüler (sanatçı, siyasetçi, sporcu vb.) nedeniyle

Daha önce üniversitemi ziyaret etmişim, bu etken oldu.

Daha önce Eskişehir'i ziyaret etmişim, bu etken oldu.

Diğer Metin girmek için burayı tıklayın.

9. Eğitiminize başlamadan önce Eskişehir'i zivaret ettiniz mi? Evet ise ne zaman ve hangi amaçla?

- Evet   
Hayır

Evet ise,  
**Hangi yıllarda:** Metin girmek için burayı tıklayın.  
**Hangi amaçla:** Metin girmek için burayı tıklayın.

10. Eskişehir denildiğinde aklınıza gelen ilk üç kelimeyi/kelime grubunu yazar mısınız?

- I. Metin girmek için burayı tıklayın.  
II. Metin girmek için burayı tıklayın.  
III. Metin girmek için burayı tıklayın.

11. Eskişehir'de üye olduğunuz herhangi bir sivil toplum kuruluşu, dernek, vakıf, öğrenci topluluğu, belediye kurs vb. etkinlikleri, Gençlik Merkezi var mıdır?

- Evet   
Hayır

Evet ise isimlerini yazınız:  
Metin girmek için burayı tıklayın.

12. Eskişehir'deki hangi kültür-sanat etkinliklerine katılıyorsunuz? İşaretleyiniz. Katılıyor iseniz yılda kaç defa olduğunu yanına yazarak belirtiniz:

- Opera  Metin girmek için burayı tıklayın.  
Tiyatro  Metin girmek için burayı tıklayın.  
Sinema  Metin girmek için burayı tıklayın.  
Konser  Metin girmek için burayı tıklayın.  
Festival  Metin girmek için burayı tıklayın.  
Sempozyum, kongre, fuar, sergi  Metin girmek için burayı tıklayın.  
Diğer Metin girmek için burayı tıklayın.   
Metin girmek için burayı tıklayın.  
Hiç katılmıyorum

13. Eskişehir'deki hizmetler ve durumlar hakkında aşağıda belirtilen başlıklarda 1 ile 5 arasında iyi-kötü ya da kararsızım-bilmiyorum değerlendirmesi yapar mısınız?

Çok kötü – 1  
Kötü – 2  
Kararsızım/bilmiyorum – 3  
İyi – 4  
Çok iyi – 5

- Ulaşım imkânları 1  2  3  4  5   
Yeme-içme imkânları (besleme) 1  2  3   
4  5   
Yurt imkânları (barınma) 1  2  3  4   
5   
Konut/apart otel imkânları (barınma) 1   
2  3  4  5   
Üniversitenin sunduğu eğitim 1  2   
3  4  5   
Öğrenci olarak iş ve çalışma imkânları 1   
2  3  4  5   
Eğlence imkânları (gündüz-gece) 1  2   
3  4  5   
Rekreasyon alanları (eğlenme-dinlenme) 1   
2  3  4  5   
Eğitime destek birimleri (kütüphane, araştırma merkezleri vs.) 1  2  3  4  5   
Belediye Hizmetleri 1  2  3  4  5   
Merkezi Yönetim Hizmetleri (Bakanlıklar ve Bakanlıkların taşradaki-ildeki kurumları) 1   
2  3  4  5   
Kültür - Sanat Hizmetleri 1  2  3  4   
5   
Kentteki çeşitli etkinliklerden haberdar olabilmek 1  2  3  4  5   
Sağlık Hizmetleri 1  2  3  4  5   
Diğer Metin girmek için burayı tıklayın. 1  2   
3  4  5

**14. Eskişehir hakkında, aşağıda belirtilen fiziksel yapı ve diğer ifadeler açısından 1 ile 5 arasında iyi-kötü ya da kararsızım-bilmiyorum değerlendirmesi yapar mısınız?**

**Çok kötü – 1**

**Kötü – 2**

**Kararsızım/bilmiyorum – 3**

**İyi – 4**

**Çok iyi – 5**

- Porsuk 1  2  3  4  5
- Sandal, Botlar ve Tekneler 1  2  3  4  5
- Heykeller 1  2  3  4  5
- Köprüler 1  2  3  4  5
- Parklar 1  2  3  4  5
- Odunpazarı Bölgesi 1  2  3  4  5
- Alışveriş merkezleri 1  2  3  4  5
- Yaya yolları 1  2  3  4  5
- Tramvay 1  2  3  4  5
- Hızlı tren 1  2  3  4  5
- Çibörek 1  2  3  4  5
- Lületaşı (kullanımı, tanıtımı vb.) 1  2  3  4  5
- Soğuk (iklim) 1  2  3  4  5
- Plaj 1  2  3  4  5
- Korsan gemisi 1  2  3  4  5
- Barlar Sokağı 1  2  3  4  5
- Fayton 1  2  3  4  5
- Hamamlar 1  2  3  4  5
- Estetik 1  2  3  4  5
- Bisiklet/bisiklet yolu 1  2  3  4  5
- Uçak sesi 1  2  3  4  5
- Şeker Pancarı (Küspe) Kokusu 1  2  3  4  5

Çarpık kentleşme açısından Eskişehir kentinin durumu 1  2  3  4  5

Ulaşım 1  2  3  4  5

Altyapı 1  2  3  4  5

Gürültü açısından Eskişehir kentinin durumu 1  2  3  4  5

Kirlilik açısından Eskişehir kentinin durumu 1  2  3  4  5

Konaklama (otel vb.) 1  2  3  4  5

Yeme-içme mekânları 1  2  3  4  5

Hediyelik eşya 1  2  3  4  5

Turizm-information bürosu 1  2  3  4  5

Müzeler 1  2  3  4  5

Hitit-Frig-Yazılıkaya ile ilgili ulaşım-turizm-tanıtım olanakları 1  2  3  4  5

Diğer Metin girmek için burayı tıklayın. 1  2  3  4  5

Diğer Metin girmek için burayı tıklayın. 1  2  3  4  5

**15.Eskişehir'in aşağıdaki kent nitelendirmelerine ne derece uyduğunu düşünüyorsunuz?**

**Hiç katılmıyorum – 1**

**Katılmıyorum – 2**

**Kararsızım/bilmiyorum – 3**

**Katılıyorum – 4**

**Tamamen katılıyorum – 5**

Anadolu kenti 1  2  3  4  5

Avrupa kenti 1  2  3  4  5

Dünya Kenti 1  2  3  4  5

Türk Dünyası Kültür Başkenti (bu konuda başarılı ve etkin olma durumuna göre değerlendirme yapınız) 1  2  3  4  5

Eğitim (üniversite, öğrenci) Kenti 1  2  3  4  5

Kültür ve Turizm Kenti 1  2  3  4  5

Müzeler Kenti 1  2  3  4  5

Termal Kent 1  2  3  4  5

Ticaret Kenti 1  2  3  4  5

Tarih Kenti 1  2  3  4  5

Sanayi Kenti 1  2  3  4  5

Anadolu'nun parlayan yıldızı 1  2  3  4  5

Havacılık Kenti 1  2  3  4  5

Lojistik Kent 1  2  3  4  5

Su Kenti 1  2  3  4  5

Yeşil Kent 1  2  3  4  5

Parklar Kenti 1  2  3  4  5

Hoşgörüt Kenti 1  2  3  4  5

Yunus Emre Kenti 1  2  3  4  5

Nasrettin Hoca Kenti 1  2  3  4  5

Lületaşı Kenti 1  2  3  4  5

Göçmen Kenti 1  2  3  4  5

Yaya Kenti 1  2  3  4  5

Bisiklet Kenti 1  2  3  4  5

Tramvay Kenti 1  2  3  4  5

Demiryolu Kenti 1  2  3  4  5

Sosyal Kent 1  2  3  4  5

Yaşanabilir Kent 1  2  3  4  5

Modern Kent 1  2  3  4  5

Lider Kent 1  2  3  4  5

Demokrat Kent 1  2  3  4  5

Aşk-Sevgi Kenti 1  2  3  4  5

Merak Edilen Kent 1  2  3  4  5

Özgür Kent 1  2  3  4  5

Genç Kent 1  2  3  4  5

Canlı Kent 1  2  3  4  5

Gece-Gündüz Yaşayan Kent 1  2  3  4  5

Eğlence Kenti 1  2  3  4  5

Festival Kenti 1  2  3  4  5

Yenilikçi Kent 1  2  3  4  5

İlkler Kenti 1  2  3  4  5

Örnek Kent 1  2  3  4  5

Moda Kent 1  2  3  4  5

**16.Eskişehir için, 15. sorudaki kent tanımlamalarından hangileri ilk üç sırada yer alır? Sıralama yaparak yazar mısınız?**

**I.** Metin girmek için burayı tıklayın.

**II.** Metin girmek için burayı tıklayın.

**III.** Metin girmek için burayı tıklayın.

17. Aşağıda belirtilen kentteki paydaşların ne derecede Eskişehir'de etkin olduğunu / Eskişehir'i etkilediğini düşünüyorsunuz?

Etkin ve Etkili Olduğuna Hiç Katılmıyorum– 1  
Etkin ve Etkili Olduğuna Katılmıyorum– 2  
Kararsızım/bilmiyorum– 3  
Etkin ve Etkili Olduğuna Katılıyorum– 4  
Etkin ve Etkili Olduğuna Tamamen Katılıyorum– 5

Prof. Dr. Yılmaz Büyükerşen 1  2   
3  4  5

Öğrenciler 1  2  3  4  5

Üniversite 1  2  3  4  5

Belediyeler 1  2  3  4  5

Merkezi yönetim (Bakanlıklar ve Bakanlıkların taşradaki-ildaki kurumları) 1  2  3  4   
5

Vatandaşlar 1  2  3  4  5

Göçmen kültürü, çok kültürlü yapı 1  2  3   
4  5

Sivil Toplum Örgütleri, Vakıflar, Dernekler vb. 1  2  3  4  5

Özel Şirketler/İşadamları vb. 1  2   
3  4  5

Kurumlar arası işbirliği 1  2  3  4   
5

Diğer Metin girmek için burayı tıklayın. 1   
2  3  4  5

Diğer Metin girmek için burayı tıklayın. 1   
2  3  4  5

18. Aşağıda belirtilen toplumsal yapı maddeleri ile ilgili Eskişehir'in durumunu 1-5 arasında değerlendirir misiniz?

Hiç katılmıyorum – 1  
Katılmıyorum – 2  
Kararsızım/bilmiyorum – 3  
Katılıyorum – 4  
Tamamen katılıyorum – 5

Ötekilemeyen, kabul eden, hoşgörülü toplum yapısına sahiptir. 1  2  3  4  5

Eskişehir halkı, öğrencileri benimsemektedir. 1  2  3  4  5

Toplumsal bütünleşme vardır. 1  2  3   
4  5

Modern, çağdaş, özgürlükçü toplum yapısına sahiptir. 1  2  3  4  5

Öğrenciler, kenti ve kentliyi olumlu yönde etkilemektedir. 1  2  3  4  5

Eskişehir toplumsal yapısı açısından öne çıkmaktadır, bu yapı liderler ve öğrencilerin etkisiyle günümüz kent imajını (kentnin dışarıdan nasıl yorumlandığı) oluşturmaktadır. 1  2   
3  4  5

Eskişehir'de vitrin/içerik ikili yapısı vardır. Yani Eskişehir olarak gösterilen kısmi bir bölüm vardır, ancak geneline bakıldığında Eskişehir bu bölümden farklıdır. 1  2  3  4  5

Eskişehir'de sanal/gerçek ikili yapısı vardır. Yani basında, medyada, tanıtımda gösterilen, kentnin imajına (kentnin dışarıdan nasıl yorumlandığı) yansıyan Eskişehir ile gerçekte yaşanan Eskişehir farklıdır. 1  2  3  4  5

Diğer Metin girmek için burayı tıklayın. 1   
2  3  4  5

Diğer Metin girmek için burayı tıklayın. 1   
2  3  4  5

19. Tatil dönemlerinde Eskişehir'de kalmayı tercih ediyor musunuz? Neden?

Evet

Nedeni: Metin girmek için burayı tıklayın.

Hayır

Nedeni: Metin girmek için burayı tıklayın.

20. Eskişehir'de öğrenci olarak yaşamak hakkındaki memnuniyetiniz 1-10 arası değerlendirmede nedir?  
(1-hiç memnun değilim, 10-çok memnunum)

- 1   
2   
3   
4   
5   
6   
7   
8   
9   
10

21. Mezuniyet sonrası Eskişehir'de yaşamayı istiyor musunuz? Neden?

Evet

Nedeni: Metin girmek için burayı tıklayın.

Hayır

Nedeni: Metin girmek için burayı tıklayın.

22. Karar verici olsaydınız, Eskişehir'in, gelecekte nasıl bir kent olmasını isterdiniz?

Metin girmek için burayı tıklayın.

23. Eskişehir'in marka kent olduğunu düşünüyor musunuz? Neden?

Evet  ise hangi alanda bir marka kenttir? Metin girmek için burayı tıklayın.

Hayır  ise gelecekte marka kent olmasını ister misiniz?

Evet isterim

Hayır istemem

**Neden? (Evet ya da Hayır ise):** Metin girmek için burayı tıklayın.

24. Varsa Eskişehir hakkındaki görüşlerinizi/değerlendirmelerinizi yazar mısınız?

Metin girmek için burayı tıklayın.

### C. 3. Questionnaire Form for the Visitors of Eskişehir

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**BU ANKET ESKİŞEHİR KENTİNE YÖNELİKTİR.  
LÜTFEN ZİYARETİNİZ SONUNDA DOLDURUNUZ.  
GÖRÜŞLERİNİZ HAKKINDA BİRDEN FAZLA  
İŞARETLEME YAPABİLİRSİNİZ.**

- Bu ankette yer alan **kutucuklar**, sayısal ortamda seçilebilir özellikte olup cevap vermek istediklerinizin üzerine bir kere tıklamanız yeterlidir.
- “**Metin** ya da **tarih** girmek için tıklayın” yazılı kısımlara da bir kere tıkladıktan sonra cevabınızı yazabilirsiniz.
- Aynı soruda gerektiğinde **birden fazla** işaretleme ile cevap verilebilir.
- Cevaplarınızı bu şekilde işaretleyip **kaydettikten sonra e-posta yoluyla** gönderebilirsiniz.
- Gerektiğinde **cep telefonu** ya da **e-posta** yoluyla iletişim kurabiliriz.

*İlginiz ve katılımınız için teşekkür ederim.*

**Anketin doldurulduğu tarih:** Tarih girmek için burayı tıklayın.

**En son ziyaret tarihi:** Tarih girmek için burayı tıklayın.

**ANKETİ SON ZİYARETİNİZ KAPSAMINDA  
CEVAPLANDIRINIZ.**

1. Eskişehirli misiniz?

- Evet   
Hayır

2. Cinsiyetiniz nedir?

- KADIN  
 ERKEK

3. Yaş aralığınız nedir?

- 15-19   
20-29   
30-39   
40-49   
50-59   
60 yaş ve üstü

4. İş/çalışma durumunuz nedir?

- Kamu Sektöründe memur   
Kamu Sektöründe işçi   
Özel sektörde işveren   
Özel sektörde çalışan   
Özel sektörde işçi   
Serbest meslek   
Emekli   
Esnaf-Tüccar   
Çiftçi (tarım-hayvancılık)   
Ev hanımı   
İşsiz   
Diğer Metin girmek için burayı tıklayın.

5. Eğitim durumunuz nedir?

- İlköğretim   
Lise   
Üniversite   
Y. lisans   
Doktora   
Diğer Metin girmek için burayı tıklayın.

6. Eskişehir’i daha önce ziyaret ettiniz mi? Evet ise kaç defa ve ne zaman ziyaret etmişsiniz?

- Evet  ise **Kaç defa?** Metin girmek için burayı tıklayın.  
**Ne zaman?** Metin girmek için burayı tıklayın.  
Hayır

7. Eskişehir’e hangi şehirden geliyorsunuz/geldiniz, nerede ikamet ediyorsunuz?

Metin girmek için burayı tıklayın.

8. Eskişehir’e hangi ulaşım araçları ile geldiniz?

- Tren   
Hızlı tren   
Otobüs   
Araba   
Diğer Metin girmek için burayı tıklayın.

9. Eskişehir'i ziyaret etmeden önce Eskişehir hakkında nereden bilgi edindiniz ve ziyaret etmeye hangi yolla karar verdiniz?

Kulaktan dolma (nerden duyduğumu hatırlamıyorum)

Medya (Tv, Gazete, İnternet, vb)

Eskişehirli Ünlüler (sanatçı, siyasetçi, sporcu vb)

Yazılı kaynaklar (kitap, broşür dergi)

Tanıdıklarım (arkadaş, akraba ve diğer tanıdıklar)

Tur acenteleri

Diğer Metin girmek için burayı tıklayın.

10. Eskişehir'i konaklamalı olarak mı ziyaret ediyorsunuz/ettiniz? Evet ise kaç gece konaklıyorsunuz?

Evet  ise

Kaç gece konaklıyorsunuz? Metin girmek için burayı tıklayın.

Hayır  (Günöbirlik ziyaret ediyorum)

11. Eskişehir ziyaretinize katılma biçiminiz aşağıdakilerden hangisidir?

Tek

Aile

Arkadaş grubu

Öğrenci grubu

İş arkadaşı grubu

Diğer Metin girmek için burayı tıklayın.

Tur Acentesi aracılığıyla mı?

Evet

Hayır  ise Nasıl? Metin girmek için burayı tıklayın.

12. Eskişehir'i ziyaret amacınız nedir?

Yeni şeyler öğrenmek

Eğlenmek için ziyaret

Kültürel yapısını öğrenmek

Ortamı ve çevreyi görmek

Duyularım nedeniyle

Moda olduğu için

Diğer Metin girmek için burayı tıklayın.

13. Eskişehir denildiğinde aklınıza gelen ilk üç kelimeyi/kelime grubunu yazar mısınız?

I. Metin girmek için burayı tıklayın.

II. Metin girmek için burayı tıklayın.

III. Metin girmek için burayı tıklayın.



**14.Eskişehir hakkında, aşağıda belirtilen fiziksel yapı ve diğer ifadeler açısından 1 ile 5 arasında iyi-kötü ya da kararsızım-bilmiyorum değerlendirmesi yapar mısınız?**

**Çok kötü – 1**

**Kötü – 2**

**Kararsızım/bilmiyorum – 3**

**İyi – 4**

**Çok iyi – 5**

- Porsuk 1  2  3  4  5
- Sandal, Botlar ve Tekneler 1  2  3  4  5
- Heykeller 1  2  3  4  5
- Köprüler 1  2  3  4  5
- Parklar 1  2  3  4  5
- Odunpazarı Bölgesi 1  2  3  4  5
- Alışveriş merkezleri 1  2  3  4  5
- Yaya yolları 1  2  3  4  5
- Tramvay 1  2  3  4  5
- Hızlı tren 1  2  3  4  5
- Çibörek 1  2  3  4  5
- Lületaşı (kullanımı, tanıtımı vb.) 1  2  3  4  5
- Soğuk (iklim) 1  2  3  4  5
- Plaj 1  2  3  4  5
- Korsan gemisi 1  2  3  4  5
- Barlar Sokağı 1  2  3  4  5
- Fayton 1  2  3  4  5
- Hamamlar 1  2  3  4  5
- Estetik 1  2  3  4  5
- Bisiklet/bisiklet yolu 1  2  3  4  5
- Uçak sesi 1  2  3  4  5
- Şeker Pancarı (Kütspe) Kokusu 1  2  3  4  5

Çarpık kentleşme açısından Eskişehir kentinin durumu 1  2  3  4  5

Ulaşım 1  2  3  4  5

Altyapı 1  2  3  4  5

Gürültü açısından Eskişehir kentinin durumu 1  2  3  4  5

Kirlilik açısından Eskişehir kentinin durumu 1  2  3  4  5

Konaklama (otel vb.) 1  2  3  4  5

Yeme-içme mekânları 1  2  3  4  5

Hediyelik eşya 1  2  3  4  5

Turizm-information bürosu 1  2  3  4  5

Müzeler 1  2  3  4  5

Hitit-Frig-Yazılıkaya ile ilgili ulaşım-turizm-tanıtım olanakları 1  2  3  4  5

Diğer Metin girmek için burayı tıklayın. 1  2  3  4  5

Diğer Metin girmek için burayı tıklayın. 1  2  3  4  5

15.Eskişehir'in aşağıdaki kent imajlarına ne derece uyduğunu düşünüyorsunuz?

Hiç katılmıyorum – 1

Katılmıyorum – 2

Kararsızım/bilmiyorum – 3

Katılıyorum – 4

Tamamen katılıyorum – 5

Anadolu kenti 1  2  3  4  5

Avrupa kenti 1  2  3  4  5

Dünya Kenti 1  2  3  4  5

Türk Dünyası Kültür Başkenti (bu konuda başarılı ve etkin olma durumuna göre değerlendirme yapımız) 1  2  3  4  5

Eğitim (üniversite, öğrenci) Kenti 1  2  3  4  5

Kültür ve Turizm Kenti 1  2  3  4  5

Müzeler Kenti 1  2  3  4  5

Termal Kent 1  2  3  4  5

Ticaret Kenti 1  2  3  4  5

Tarih Kenti 1  2  3  4  5

Sanayi Kenti 1  2  3  4  5

Anadolu'nun parlayan yıldızı 1  2  3  4  5

Havacılık Kenti 1  2  3  4  5

Lojistik Kent 1  2  3  4  5

Su Kenti 1  2  3  4  5

Yeşil Kent 1  2  3  4  5

Parklar Kenti 1  2  3  4  5

Hoşgörü Kenti 1  2  3  4  5

Yunus Emre Kenti 1  2  3  4  5

Nasrettin Hoca Kenti 1  2  3  4  5

Lületaş Kenti 1  2  3  4  5

Göçmen Kenti 1  2  3  4  5

Yaya Kenti 1  2  3  4  5

Bisiklet Kenti 1  2  3  4  5

Tramvay Kenti 1  2  3  4  5

Demiryolu Kenti 1  2  3  4  5

Sosyal Kent 1  2  3  4  5

Yaşanabilir Kent 1  2  3  4  5

Modern Kent 1  2  3  4  5

Lider Kent 1  2  3  4  5

Demokrat Kent 1  2  3  4  5

Aşk-Sevgi Kenti 1  2  3  4  5

Merak Edilen Kent 1  2  3  4  5

Özgür Kent 1  2  3  4  5

Genç Kent 1  2  3  4  5

Canlı Kent 1  2  3  4  5

Gece-Gündüz Yaşayan Kent 1  2  3  4  5

Eğlence Kenti 1  2  3  4  5

Festival Kenti 1  2  3  4  5

Yenilikçi Kent 1  2  3  4  5

İlkler Kenti 1  2  3  4  5

Ömek Kent 1  2  3  4  5

Moda Kent 1  2  3  4  5

16.Eskişehir için, 15. sorudaki kent imajlarından hangileri ilk üç sırada yer alır? Sıralama yaparak yazar mısınız?

I. Metin girmek için burayı tıklayın.

II. Metin girmek için burayı tıklayın.

III. Metin girmek için burayı tıklayın.

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17.Eskişehir kentini ziyaretiniz hakkındaki memnuniyetiniz 1-10 arası değerlendirmede nedir?  
(1-hiç memnun değilim, 10-çok memnunuzum)

- 1   
2   
3   
4   
5   
6   
7   
8   
9   
10

18.Eskişehir'i tekrar ziyaret etmek ister misiniz?  
Neden?

Evet

Nedeni: Metin girmek için burayı tıklayın.

Hayır

Nedeni: Metin girmek için burayı tıklayın.

19.Karar verici olsaydınız, Eskişehir'in, gelecekte nasıl bir kent olmasını isterdiniz?

Metin girmek için burayı tıklayın.

20.Eskişehir'in marka kent olduğunu düşünüyor musunuz? Neden?

Evet  ise hangi alanda bir marka kenttir? Metin girmek için burayı tıklayın.

Hayır  ise gelecekte marka kent olmasını ister misiniz?

Evet isterim

Hayır istemem

**Neden? (Evet ya da Hayır ise):** Metin girmek için burayı tıklayın.

21.Varsa Eskişehir hakkındaki görüşlerinizi/değerlendirmelerinizi yazar mısınız?

Metin girmek için burayı tıklayın.



## APPENDIX D

### TABLES AND FIGURES FOR PRODUCT ANALYSIS DERIVED FROM QUESTIONNAIRES (CITY RESIDENTS)

**Table D. 1. Opinions of the Residents in Eskişehir on Service Quality**

	Too bad	Bad	I am undecided/ I don't know	Good	Very good	Mean
	N (%)	N (%)	N (%)	N (%)	N (%)	
Transportation facilities	8	21	14	43	14	3.34
Eating and drinking facilities (nutrition)	0	5	9	51	35	4.16
Residential/apart hotel facilities (shelter)	0	6	22	51	21	3.87
Work and employment opportunities	5	14	29	44	8	3.36
Entertainment facilities (day-night)	0	1	11	43	45	4.32
Recreation areas (fun-rest)	2	5	16	49	28	3.96
Education facilities	0	0	11	41	48	4.37
Supportive facilities to education (libraries, research centers, etc.)	1	11	29	34	25	3.71
Municipal services	1	10	24	47	18	3.71
Central management services (ministries and provincial institutions of the ministries)	3	19	47	26	5	3.11
Cultural and artistic services	0	0	8	45	47	4.39
To be aware of various events in the city	4	6	15	50	25	3.86
Health services	1	9	24	53	13	3.68

Source: Author's Personal Graphing from Questionnaires

**Table D. 2. Frequency of City Definitions of the Residents in Eskişehir**

	I totally disagree	I disagree	I am undecided/ I don't know	I agree	I totally agree	Mean
	N (%)	N (%)	N (%)	N (%)	N (%)	
Education (university, student) City	0	0	2	28	70	4.68
Young City	0	1	3	41	55	4.50
City of Wonder	0	0	8	42	50	4.42
Dynamic-live City	0	1	5	46	48	4.41
Livable City	1	1	5	43	50	4.40
Modern City	0	2	9	43	46	4.33
Railway City	0	2	6	53	39	4.29
Social City	0	4	5	50	41	4.28
City of Freedom	0	4	9	42	45	4.28
Day night Living City	2	1	12	46	39	4.19
City of Fun	0	6	9	46	39	4.18
Innovative City	1	3	14	42	40	4.17
Model City	1	3	16	39	41	4.16
City of Aviation	1	4	14	50	31	4.06
City of Meerschaum	4	8	14	27	47	4,05
Love City	2	4	20	37	37	4,03
Shining Star of Anatolia	4	7	14	34	41	4.01
City of Toleration/Allowance	3	4	19	42	32	3.96
City of Immigrants	0	5	29	36	30	3.91
Democrat City	5	6	19	35	35	3.89
City of Parks	2	7	19	49	23	3.84
Culture and Tourism City	0	15	14	46	25	3.81
City of Firsts	1	11	30	26	32	3.77
City of Yunus Emre	4	11	15	45	25	3.76
City of Tramway	5	10	15	49	21	3.71
Fashion City	5	7	31	27	30	3.59
European City	9	9	20	41	21	3.56
Leader City	3	12	33	30	22	3.56
City of Festivals	2	14	35	27	22	3.53
Logistic City	0	9	41	39	11	3.52
Thermal City	2	17	24	43	14	3.50
City of Nasreddin Hodja	7	13	24	36	19	3.45
Anatolian City	6	17	19	44	14	3.43
Industrial City	4	16	25	43	12	3.43
City of Water	3	21	25	32	19	3.43
City of Museums	4	21	27	31	17	3.36
City of Pedestrians	7	19	24	39	11	3.28
City of Commerce	6	17	35	34	8	3,21
City of History	7	26	28	28	11	3.10
Green City	8	29	23	25	15	3.10
World City	16	20	22	28	14	3.04
Cultural Capital of Turkish World	17	22	24	22	15	2.96
City of Bikes	14	31	23	22	10	2.83

Source: Author's Personal Graphing from Questionnaires

**Table D. 3. Opinions of Residents in Eskişehir about the Transformations in Physical Structure**

	<b>Too bad</b>	<b>Bad</b>	<b>I am undecided/ I don't know</b>	<b>Good</b>	<b>Very good</b>	<b>Mean</b>
	<b>N (%)</b>	<b>N (%)</b>	<b>N (%)</b>	<b>N (%)</b>	<b>N (%)</b>	
<b>Porsuk River</b>	3	8	11	59	19	3.83
<b>Sandals, Boats, Rowboats</b>	2	7	19	45	27	3.88
<b>Sculptures</b>	2	6	12	37	43	4.13
<b>Bridges</b>	2	5	11	36	46	4.19
<b>Parks</b>	0	4	6	41	49	4.35
<b>Odunpazarı Region</b>	0	8	17	49	26	3.93
<b>Pedestrian paths</b>	7	28	20	34	11	3.14
<b>Tramway</b>	10	13	14	43	20	3.50
<b>High speed rail train</b>	0	3	6	50	41	4.29
<b>Artificial Beach</b>	13	23	27	28	9	2.97
<b>Pirate ship</b>	5	2	15	55	23	3.89
<b>Bar street</b>	8	8	17	33	34	3.77
<b>Phaeton (Fayton)</b>	11	9	31	29	20	3.38
<b>Bikes/Bike paths</b>	15	22	23	23	17	3.05
<b>Transportation</b>	18	23	14	41	4	2.90
<b>Accommodation (hotels etc.)</b>	1	2	25	50	22	3.90
<b>Eating and drinking places</b>	0	2	8	54	36	4.24
<b>Museums</b>	1	11	24	38	26	3.77

Source: Author's Personal Graphing from Questionnaires

**Table D. 4. Frequency of Evaluation of the Physical Situation of Eskişehir by the Residents**

	I totally disagree	I disagree	I am undecided/ I don't know	I agree	I totally agree	Mean
	N (%)	N (%)	N (%)	N (%)	N (%)	
There is a dual structure of vitrine/contents in Eskişehir. In other words, there is a partial region that is showed as Eskişehir; however, when we look overall, Eskişehir is different than that part.	7	15	21	38	19	3.47
There is a dual structure of virtual/reality in Eskişehir. In other words, the Eskişehir that is shown in press, media, advertisement – the Eskişehir that reflects to the city image (how the city is assessed externally) is different than the Eskişehir that is lived in reality.	11	30	17	24	18	3.08

Source: Author's Personal Graphing from Questionnaires

**Table D. 5. Which Cultural and Art Facilities are the Residents using in Eskişehir?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Facilities	Opera	24	7.9	7.9	
	Theatre	67	22.2	22.2	30.1
	Cinema	82	27.2	27.2	57.3
	Concert	56	18.5	18.5	75.8
	Festival	29	9.6	9.6	85.4
	Symposiums, conferences, fairs, exhibitions	39	12.9	12.9	98.3
	I don't attend at all.	5	1.7	1.7	100.0
	<b>Total</b>	302	100.0	100.0	

Source: Author's Personal Graphing from Questionnaires



**Table D. 6. Frequency of Evaluation of the Social Output of Eskişehir by the Residents**

	<b>I totally disagree</b>	<b>I disagree</b>	<b>I am undecided/ I don't know</b>	<b>I agree</b>	<b>I totally agree</b>	<b>Mean</b>
	<b>N (%)</b>	<b>N (%)</b>	<b>N (%)</b>	<b>N (%)</b>	<b>N (%)</b>	
<b>It has the social structure that is not othering that accepts, that is tolerant.</b>	1	4	10	54	31	4.10
<b>The people of Eskişehir embrace/accept university students.</b>	0	1	6	50	43	4.35
<b>There is social integration.</b>	3	8	17	48	24	3.82
<b>It has a modern, contemporary, libertarian social structure.</b>	0	5	7	51	37	4.20
<b>University students affect the city and the citizens positively.</b>	1	6	9	42	42	4.18
<b>Eskişehir stands out in terms of its social structure, this structure creates the contemporary city image (how the city is assessed externally) under the influence of leaders and university students.</b>	0	4	6	51	39	4.25

Source: Author's Personal Graphing from Questionnaires

**Table D. 7. Frequency of Evaluation of Stakeholders of the City by Residents**

	I totally disagree	I disagree	I am undecided / I don't know	I agree	I totally agree	Mean
	N (%)	N (%)	N (%)	N (%)	N (%)	
<b>Professor Yılmaz Büyükerşen (the mayor of metropolitan municipality)</b>	0	2	4	27	67	4.59
<b>University Students</b>	0	1	4	43	52	4.46
<b>University</b>	0	2	1	36	61	4.56
<b>Municipalities</b>	1	3	19	52	25	3.97
<b>Central management services (ministries and provincial institutions of the ministries)</b>	12	23	41	22	2	2.79
<b>Citizens</b>	3	13	22	44	18	3.61
<b>Immigrant culture, multi cultured structure</b>	1	16	25	39	19	3.59
<b>Non-governmental organizations, Foundations, associations, etc.</b>	3	19	41	27	10	3.22
<b>Private companies/businessmen etc.</b>	6	17	33	36	8	3.23
<b>Cooperation/collaboration between institutions</b>	9	31	42	13	5	2.65

Source: Author's Personal Graphing from Questionnaires

**Table D. 8. Attitudes of Residents towards Branding of Eskişehir according to the Top Three Definitions**

			Top Three City Definitions			Total
			Education (university, student) city	Modern city	Livable city	
Brand City	Yes	Count	15	11	10	36
		%	71.40%	68.80%	66.70%	69.20%
	No	Count	6	5	5	16
		%	28.60%	31.20%	33.30%	30.80%
Total		Count	21	16	15	52
		%	100.00%	100.00%	100.00%	100.00%

Source: Author's Personal Graphing from Questionnaires

**Table D. 9. Attitudes of Residents towards Branding of Eskişehir according to Gender**

			Gender		Total
			Female	Male	
Brand City	Yes	Count	39	30	69
		%	70.90%	66.70%	69%
	No	Count	16	15	31
		%	29.10%	33.30%	31%
Total		Count	55	45	100
		%	100.00%	100.00%	100.00%

Source: Author's Personal Graphing from Questionnaires

**Table D. 10. Attitudes of Residents towards Branding of Eskişehir according to Age Range**

			Age Range						Total
			15-19	20-29	30-39	40-49	50-59	60 and more	
Brand City	Yes	Count	0	25	20	16	5	3	69
		%	0.00%	71.40%	64.50%	84.20%	55.60%	75.00%	69.00%
	No	Count	2	10	11	3	4	1	31
		%	100.00%	28.60%	35.50%	15.80%	44.40%	25.00%	31.00%
Total	Count	2	35	31	19	9	4	100	
	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Source: Author's Personal Graphing from Questionnaires

**Table D. 11. Attitudes of Residents towards Branding of Eskişehir according to Occupational Status**

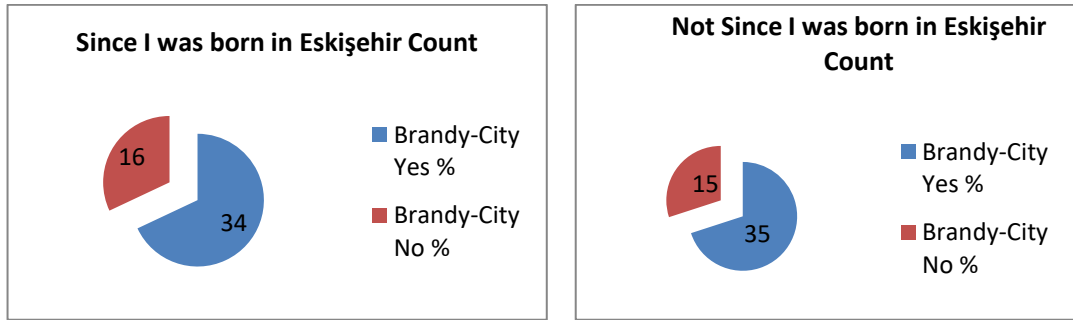
		Brand City				Job																										
		o z		Y e s		Officer in public sector		Worker in public sector		Employer in private sector		Employee in private sector		Worker in private sector		Self employed		Retired		Housewife		Unemployed		Student		Total						
Total		%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%				
100.00 %	29	24.10 %	7	75.90 %	22	28.60 %	4	66.70 %	4	61.90 %	13	50.00 %	3	75.00 %	3	72.70 %	8	100.00 %	1	100.00 %	4	25.00 %	1	69.00 %	69							
100.00 %	14	33.30 %	2	71.40 %	10	38.10 %	8	50.00 %	3	25.00 %	1	27.30 %	3	100.00 %	1	0.00 %	0	100.00 %	0	100.00 %	4	75.00 %	3	31.00 %	31							
100.00 %	6																															
100.00 %	21																															
100.00 %	6																															
100.00 %	4																															
100.00 %	11																															
100.00 %	1																															
100.00 %	4																															
100.00 %	100																															

Source: Author's Personal Graphing from Questionnaires

**Table D. 12. Attitudes of Residents towards Branding of Eskişehir according to the Years of Living in Eskişehir**

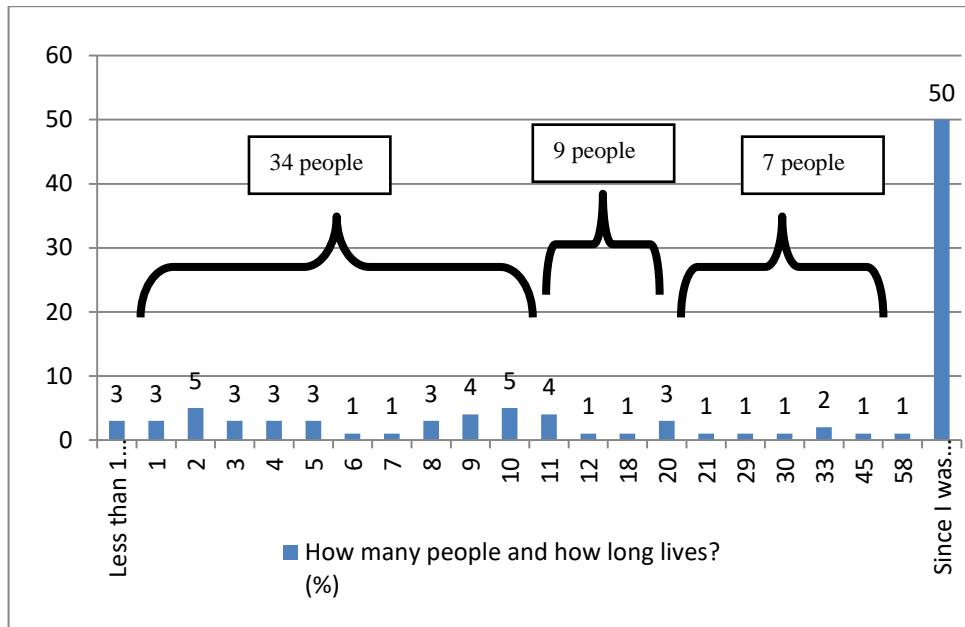
		Brand City		Total
		Yes	No	
Since I was born in Eskişehir	Count	<b>34</b>	<b>16</b>	<b>50</b>
	%	<b>68.00%</b>	<b>32.00%</b>	<b>100.00%</b>
Less than 1 year	Count	2	1	3
	%	66.70%	33.30%	100.00%
1	Count	3	0	3
	%	100.00%	0.00%	100.00%
2	Count	<b>4</b>	<b>1</b>	<b>5</b>
	%	<b>80.00%</b>	<b>20.00%</b>	<b>100.00%</b>
3	Count	1	2	3
	%	33.30%	66.70%	100.00%
4	Count	2	1	3
	%	66.70%	33.30%	100.00%
5	Count	2	1	3
	%	66.70%	33.30%	100.00%
6	Count	0	1	1
	%	0.00%	100.00%	100.00%
7	Count	0	1	1
	%	0.00%	100.00%	100.00%
8	Count	3	0	3
	%	<b>100.00%</b>	0.00%	100.00%
9	Count	<b>3</b>	<b>1</b>	<b>4</b>
	%	<b>75.00%</b>	<b>25.00%</b>	<b>100.00%</b>
10	Count	<b>4</b>	<b>1</b>	<b>5</b>
	%	<b>80.00%</b>	<b>20.00%</b>	<b>100.00%</b>
11	Count	<b>3</b>	<b>1</b>	<b>4</b>
	%	<b>75.00%</b>	<b>25.00%</b>	<b>100.00%</b>
12	Count	1	0	1
	%	<b>100.00%</b>	0.00%	100.00%
18	Count	0	1	1
	%	0.00%	100.00%	100.00%
20	Count	2	1	3
	%	66.70%	33.30%	100.00%
21	Count	1	0	1
	%	<b>100.00%</b>	0.00%	100.00%
29	Count	1	0	1
	%	<b>100.00%</b>	0.00%	100.00%
30	Count	0	1	1
	%	0.00%	100.00%	100.00%
33	Count	2	0	2
	%	<b>100.00%</b>	0.00%	100.00%
45	Count	0	1	1
	%	0.00%	100.00%	100.00%
58	Count	1	0	1
	%	<b>100.00%</b>	0.00%	100.00%
Total	Count	69	31	100
	%	69.00%	31.00%	100.00%

Source: Author's Personal Graphing from Questionnaires



**Figure D. 1. Attitudes of Residents towards Branding of Eskişehir according to the Years of Living in Eskişehir**

Source: Author's Personal Graphing from Questionnaires



**Figure D. 2. Year of Living in Eskişehir**

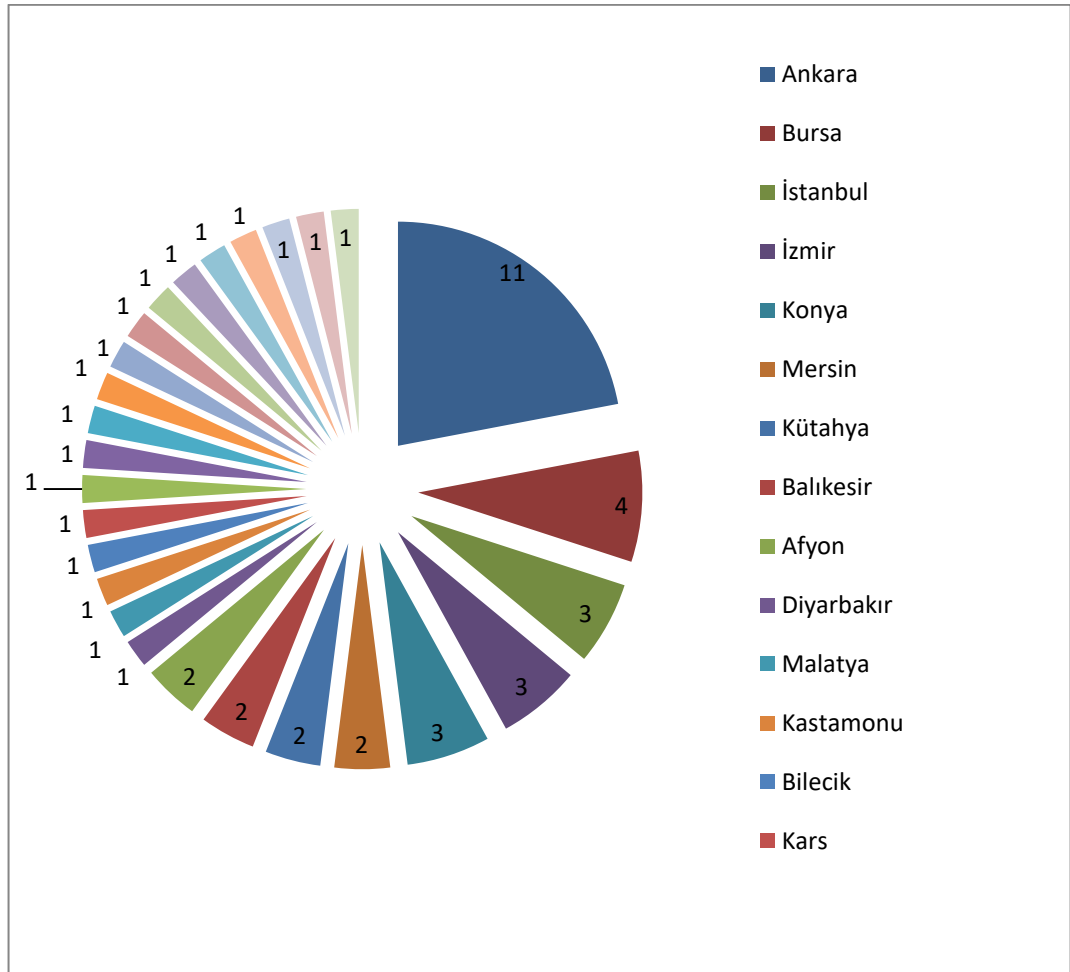
Source: Author's Personal Graphing from Questionnaires

**Table D. 13. Attitudes of Residents towards Branding of Eskişehir according to Hometowns**

		Brand City		Total
		Yes	No	
Since I was born in Eskişehir	Count	34	16	50
	%	68.00%	32.00%	100.00%
Ankara	Count	8	3	11
	%	72.70%	27.30%	100.00%
İstanbul	Count	1	2	3
	%	33.30%	66.70%	100.00%
İzmir	Count	2	1	3
	%	66.70%	33.30%	100.00%
Diyarbakır	Count	1	0	1
	%	100.00%	0.00%	100.00%
Malatya	Count	1	0	1
	%	100.00%	0.00%	100.00%
Kastamonu	Count	1	0	1
	%	100.00%	0.00%	100.00%
Bilecik	Count	0	1	1
	%	0.00%	100.00%	100.00%
Konya	Count	3	0	3
	%	100.00%	0.00%	100.00%
Kars	Count	1	0	1
	%	100.00%	0.00%	100.00%
Burdur	Count	1	0	1
	%	100.00%	0.00%	100.00%
Düzce	Count	1	0	1
	%	100.00%	0.00%	100.00%
Balıkesir	Count	2	0	2
	%	100.00%	0.00%	100.00%
Kocaeli	Count	0	1	1
	%	0.00%	100.00%	100.00%
Afyon	Count	1	1	2
	%	50.00%	50.00%	100.00%
Manisa	Count	1	0	1
	%	100.00%	0.00%	100.00%
İngiltere	Count	0	1	1
	%	0.00%	100.00%	100.00%
Aydın	Count	1	0	1
	%	100.00%	0.00%	100.00%
Rize	Count	1	0	1
	%	100.00%	0.00%	100.00%
Ordu	Count	0	1	1
	%	0.00%	100.00%	100.00%
Adana	Count	1	0	1
	%	100.00%	0.00%	100.00%
Eskişehir Mihaliççık ilçesi	Count	1	0	1
	%	100.00%	0.00%	100.00%
Eskişehir Seyitgazi ilçesi	Count	0	1	1
	%	0.00%	100.00%	100.00%
Mersin	Count	1	1	2
	%	50.00%	50.00%	100.00%
Kütahya	Count	1	1	2
	%	50.00%	50.00%	100.00%
Bursa	Count	3	1	4
	%	75.00%	25.00%	100.00%
Bulgaristan	Count	1	0	1
	%	100.00%	0.00%	100.00%
Eskişehir Çifteler ilçesi	Count	1	0	1
	%	100.00%	0.00%	100.00%
Total	Count	69	31	100
	%	69.00%	31.00%	100.00%

Source: Author's Personal Graphing from Questionnaires





**Figure D. 3. Attitudes of Residents towards Branding of Eskişehir according to Hometowns**

Source: Author's Personal Graphing from Questionnaires

**Table D. 14. Attitudes of Residents towards Branding of Eskişehir according to the Reasons of Living in Eskişehir**

		Brand City			Total
		Yes	No		
<b>The reason(s) for living in Eskişehir</b>	Because my family lives here	Count	<b>31</b>	<b>11</b>	<b>42</b>
		%	<b>73.80%</b>	<b>26.20%</b>	<b>100.00%</b>
	Because it is near where my family lives	Count	1	1	2
		%	50.00%	50.00%	100.00%
	Because I am from Eskişehir	Count	<b>29</b>	<b>13</b>	<b>42</b>
		%	<b>69.00%</b>	<b>31.00%</b>	<b>100.00%</b>
	Because it is near my hometown	Count	2	1	3
		%	66.70%	33.30%	100.00%
	Because of job opportunities/because my job is here	Count	<b>24</b>	<b>10</b>	<b>34</b>
		%	<b>70.60%</b>	<b>29.40%</b>	<b>100.00%</b>
	Because I preferred to live after university education	Count	5	4	9
		%	55.60%	44.40%	100.00%
	Because of the comfort, freedom, modernity, livability in Eskişehir	Count	<b>23</b>	<b>6</b>	<b>29</b>
		%	<b>79.30%</b>	<b>20.70%</b>	<b>100.00%</b>
Because of education (of my education or education of members of my family)	Count	6	3	9	
	%	66.70%	33.30%	100.00%	
Because of health services	Count	0	0	0	
	%	0.00%	0.00%	100.00%	
I visited Eskişehir before, this was a factor.	Count	4	0	4	
	%	100.00%	0.00%	100.00%	
Because marriage	Count	2	1	3	
	%	66.70%	33.30%	100.00%	
<b>Total</b>	Count	127	50	177	
	%	71.80%	28.20%	100.00%	

Source: Author's Personal Graphing from Questionnaires

**Table D. 15. Attitudes of Residents towards Branding of Eskişehir according to Satisfaction of Living**

			Satisfaction							Total	
			2	4	5	6	7	8	9		10
Brand City	Yes	Count	1	0	2	2	6	23	17	18	69
		%	33.30%	0.00%	40.00%	66.70%	40.00%	85.20%	85.00%	69.20%	69.00%
	No	Count	2	1	3	1	9	4	3	8	31
		%	66.70%	100.00%	60.00%	33.30%	60.00%	14.80%	15.00%	30.80%	31.00%
Total	Count	3	1	5	3	15	27	20	26	100	
	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Source: Author's Personal Graphing from Questionnaires

**Table D. 16. Attitudes of Residents towards Branding of Eskişehir according to the Desire to Continue to Live in Eskişehir**

			Continue to live in Eskişehir		Total
			Yes	No	
Brand City	Yes	Count	61	8	69
		%	70.9%	57.1%	69.0%
	No	Count	25	6	31
		%	29.1%	42.9%	31.0%
Total	Count	86	14	100	
	%	100.0%	100.0%	100.0%	

Source: Author's Personal Graphing from Questionnaires



## APPENDIX E

### TABLES AND FIGURES FOR PRODUCT ANALYSIS DERIVED FROM QUAESTIONNAIRES (UNIVERSITY STUDENTS)

**Table E. 1. Frequency of Sections/Department of the University Students Surveyed**

	Frequency	Percent	Valid Percent	Cumulative Percent
Computer Education and Instructional Technology Teaching	1	1	1	1
Labor Economics and Industrial Relations	3	3	3	4
Chemistry	2	2	2	6
Statistics	3	3	3	9
Biology	4	4	4	13
Architecture	14	14	14	27
Turkish Language and Literature	3	3	3	30
Business Administration	7	7	7	37
Agricultural Biology	1	1	1	38
Civil Engineering	2	2	2	40
Nursing	4	4	4	44
Psychological Counseling and Guidance	4	4	4	48
Economy	7	7	7	55
International Relations	4	4	4	59
Sociology	5	5	5	64
Jurisprudence	1	1	1	65
Computer Engineering	2	2	2	67
Education of Hearing Impaired Teaching	2	2	2	69
Pharmacy	2	2	2	71
Public Relations	1	1	1	72
Public Administration	1	1	1	73
Mechanical Drawing and Construction	1	1	1	74
Environmental Engineering	1	1	1	75
Banking and Insurance	1	1	1	76
Law	4	4	4	80
Nanotechnology	1	1	1	81
Metallurgical and Materials Engineering	1	1	1	82
Industry Engineering	1	1	1	83
Department of Special Education	1	1	1	84
Industrial Design	1	1	1	85
Social Studies Teaching	2	2	2	87
Electrical and Electronics Engineering	2	2	2	89
Primary School Education Teaching	6	6	6	95
Pre-school Education Teaching	1	1	1	96
International Business	1	1	1	97
German Language Teaching	1	1	1	98
Chemical Engineering	1	1	1	99
English Language Teaching	1	1	1	100
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	

Source: Author's Personal Graphing from Questionnaires

**Table E. 2. Opinions of the University Students in Eskişehir on Service Quality**

	<b>Too bad</b>	<b>Bad</b>	<b>I am undecided/ I don't know</b>	<b>Good</b>	<b>Very good</b>	<b>Mean</b>
	N (%)	N (%)	N (%)	N (%)	N (%)	
<b>Transportation facilities</b>	2	13	20	50	15	3.63
<b>Eating and drinking facilities (nutrition)</b>	4	3	12	49	32	4.02
<b>Dormitory facilities (shelter)</b>	2	10	36	31	21	3.59
<b>Residential/apart hotel facilities (shelter)</b>	2	6	20	46	26	3.88
<b>Work and employment opportunities</b>	1	9	21	53	16	3.74
<b>Entertainment facilities (day-night)</b>	5	9	32	34	20	3.55
<b>Recreation areas (fun-rest)</b>	0	1	5	40	54	4.46
<b>Education facilities</b>	0	5	16	47	32	4.06
<b>Supportive facilities to education (libraries, research centers, etc.)</b>	1	3	19	44	33	4.05
<b>Municipal services</b>	1	10	19	45	25	3.83
<b>Central management services (ministries and provincial institutions of the ministries)</b>	3	15	47	30	5	3.19
<b>Cultural and artistic services</b>	0	2	12	45	41	4.25
<b>To be aware of various events in the city</b>	0	6	21	51	22	3.89
<b>Health services</b>	4	7	33	52	4	3.45

Source: Author's Personal Graphing from Questionnaires

**Table E. 3. Frequency of City Definitions of the University Students in Eskişehir**

	I totally disagree	I disagree	I am undecided/ I don't know	I agree	I totally agree	Mean
	N (%)	N (%)	N (%)	N (%)	N (%)	
Young City	0	0	5	37	58	4.53
Dynamic-live City	1	0	7	34	58	4.48
Education (university, student) City	1	2	3	46	48	4.38
Livable City	1	4	6	43	46	4.29
City of Wonder	3	0	10	42	45	4.29
Social City	2	1	11	39	47	4.28
Modern City	1	2	11	41	45	4.27
City of Freedom	0	4	11	39	46	4.27
City of Fun	3	0	8	45	44	4.27
Day&night Living City	1	5	10	40	44	4.21
Model City	2	7	14	46	31	3.97
City of Tramway	5	6	13	40	36	3.96
City of Festivals	2	5	21	41	31	3.94
Love City	6	5	18	32	39	3.93
Innovative City	2	7	21	36	34	3.93
City of Yunus Emre	2	5	25	39	29	3.88
City of Aviation	1	8	18	50	23	3.86
City of Meerschaum	1	8	24	38	29	3.86
Democrat City	5	7	14	47	27	3.84
Railway City	5	0	33	42	20	3.77
City of Immigrants	0	9	32	34	25	3.75
European City	2	6	24	55	13	3.71
City of Toleration/Allowance	9	6	14	47	24	3.71
Fashion City	1	11	30	33	25	3.70
Culture and Tourism City	0	8	35	39	18	3.67
City of Pedestrians	3	15	20	36	26	3.67
Shining Star of Anatolia	8	9	20	35	28	3.66
Anatolian City	5	7	23	52	13	3.61
Cultural Capital of Turkish World	5	15	22	34	24	3.57
City of Bikes	7	13	22	34	24	3.55
City of Firsts	4	11	33	32	20	3.53
City of Parks	8	11	23	37	21	3.52
City of Museums	2	9	47	28	14	3.43
Leader City	7	12	33	30	18	3.40
Logistic City	4	8	48	29	11	3.35
Green City	8	17	24	37	14	3.32
World City	10	19	24	32	15	3.23
City of Nasreddin Hodja	6	21	35	22	16	3.21
Thermal City	2	18	46	29	5	3.17
Industrial City	8	21	35	27	8	3.06
City of History	11	20	38	25	5	2.95
City of Water	17	18	29	26	10	2.94
City of Commerce	9	22	46	20	3	2.86

Source: Author's Personal Graphing from Questionnaires

**Table E. 4. Opinions of the University Students in Eskişehir about the Transformations in Physical Structure**

	Too bad	Bad	I am undecided/I don't know	Good	Very good	Mean
	N (%)	N (%)	N (%)	N (%)	N (%)	
Porsuk River	1	11	21	46	21	3.75
Sandals, Boats, Rowboats	0	7	35	44	14	3.65
Sculptures	3	4	18	42	33	3.98
Bridges	1	4	13	49	33	4.09
Parks	2	6	14	50	28	3.96
Odunpazarı Region	1	5	20	53	21	3.88
Pedestrian paths	5	18	30	41	6	3.25
Tramway	5	14	17	44	20	3.60
High speed rail train	0	3	13	45	39	4.20
Artificial Beach	31	23	34	8	4	2.31
Pirate ship	9	15	26	37	13	3.30
Bar street	3	4	15	44	34	4.02
Phaeton (Fayton)	8	13	59	11	9	3.00
Bikes/Bike paths	9	21	22	29	19	3,28
Transportation	3	19	21	44	13	3.45
Accommodation (hotels etc.)	1	10	31	47	11	3.57
Eating and drinking places	3	1	14	54	28	4.03
Museums	0	3	25	54	18	3.87

Source: Author's Personal Graphing from Questionnaires

**Table E. 5. Frequency of Evaluate the Physical Situation of Eskişehir of the University Students**

	I totally disagree	I disagree	I am undecided/I don't know	I agree	I totally agree	Mean
	N (%)	N (%)	N (%)	N (%)	N (%)	
There is a dual structure of vitrine/contents in Eskişehir. In other words, there is a partial region that is showed as Eskişehir; however, when we look overall, Eskişehir is different than that part.	2	9	31	42	16	3.61
There is a dual structure of virtual/reality in Eskişehir. In other words, the Eskişehir that is shown in press, media, advertisement – the Eskişehir that reflects to the city image (how the city is assessed externally) is different than the Eskişehir that is lived in reality.	13	16	24	34	13	3.18

Source: Author's Personal Graphing from Questionnaires



**Table E. 6. Cultural and Art Facilities used by the University Students in Eskişehir**

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Facilities</b>	Opera	10	3.1	3.1	3.1
	Theatre	75	23.1	23.1	26.2
	Cinema	91	28	28	54.2
	Concert	72	22.2	22.2	76.3
	Festival	37	11.4	11.4	87.7
	Symposiums, conferences, fairs, exhibitions	36	11.1	11.1	98.8
	Match	1	0.3	0.3	99.1
	I don't attend at all.	3	0.9	0.9	100
	Total	325	100	100	

Source: Author's Personal Graphing from Questionnaires

**Table E. 7. Frequency of Evaluate the Social Output of Eskişehir of the University Students**

	I totally disagree	I disagree	I am undecided/ I don't know	I agree	I totally agree	Mean
	N (%)	N (%)	N (%)	N (%)	N (%)	
<b>It has the social structure that is not othering that accepts, that is tolerant.</b>	3	5	16	56	20	3.85
<b>The people of Eskişehir embrace/accept students.</b>	9	13	11	44	23	3.59
<b>There is social integration.</b>	5	12	20	40	23	3.64
<b>It has a modern, contemporary, libertarian social structure.</b>	1	10	12	42	35	4.00
<b>Students affect the city and the citizens positively.</b>	3	3	13	42	39	4.11
<b>Eskişehir stands out in terms of its social structure, this structure creates the contemporary city image (how the city is assessed externally) under the influence of leaders and students.</b>	1	4	12	53	30	4.07

Source: Author's Personal Graphing from Questionnaires

**Table E. 8. Frequency of Evaluation of Stakeholders of the City by University Students**

	I totally disagree	I disagree	I am undecided/ I don't know	I agree	I totally agree	Mean
	N (%)	N (%)	N (%)	N (%)	N (%)	
<b>Prof. Dr. Yılmaz Büyükerşen (the major of Metropolitan Municipality)</b>	2	6	3	26	63	4.42
<b>University students</b>	0	0	7	34	59	4.52
<b>University</b>	0	1	7	28	64	4.55
<b>Municipalities</b>	2	2	18	54	24	3.96
<b>Central management services (ministries and provincial institutions of the ministries)</b>	11	19	50	18	2	2.81
<b>Citizens</b>	5	12	23	48	12	3.50
<b>Immigrant culture, multi cultured structure</b>	10	10	24	45	11	3.37
<b>Non-governmental organizations, Foundations, associations, etc.</b>	3	11	35	31	20	3.54
<b>Private companies/businessmen etc.</b>	10	18	38	26	8	3.04
<b>Cooperation/collaboration between institutions</b>	6	11	65	12	6	3.01

Source: Author's Personal Graphing from Questionnaires

**Table E. 9. Attitudes of University Students towards Branding of Eskişehir according to the Top Three Definitions**

			Top Three City Definitions			Total
			Education (university, student) city	Young city	City of freedom	
Brand City	Yes	Count	9	9	4	22
		%	42.90%	64.30%	36.40%	47.80%
	No	Count	12	5	7	24
		%	57.10%	35.70%	63.60%	52.20%
<b>Total</b>		Count	21	14	15	46
		%	100.00%	100.00%	100.00%	100.00%

Source: Author's Personal Graphing from Questionnaires

**Table E. 10. Attitudes of University Students towards Branding of Eskişehir according to Gender**

			Gender		Total
			Female	Male	
Brand City	Yes	Count	42	21	63
		%	68.90%	53.80%	63.00%
	No	Count	19	18	37
		%	31.10%	46.20%	37.00%
Total		Count	61	39	100
		%	100.00%	100.00%	100.00%

Source: Author's Personal Graphing from Questionnaires

**Table E. 11. Attitudes of University Students towards Branding of Eskişehir according to Age Range**

			Age Range			Total
			15-19	20-29	30-39	
Brand City	Yes	Count	3	59	1	63
		%	50.00%	63.40%	100.00%	63.00%
	No	Count	3	34	0	37
		%	50.00%	36.60%	0,00%	37.00%
Total		Count	6	93	1	100
		%	100.00%	100.00%	100.00%	100.00%

Source: Author's Personal Graphing from Questionnaires

**Table E. 12. Attitudes of University Students towards Branding of Eskişehir according to Universtiy Educated**

			University		Total
			Anatolian University	Eskişehir Osmangazi University	
Brand City	Yes	Count	46	17	63
		%	66.70%	54.80%	63.00%
	No	Count	23	14	37
		%	33.30%	45.20%	37.00%
Total		Count	69	31	100
		%	100.00%	100.00%	100.00%

Source: Author's Personal Graphing from Questionnaires

**Table E. 13. Attitudes of University Students towards Branding of Eskişehir according to Grade/Class Cross of University Students**

			Grade/Class				Total
			1	2	3	4	
Brand City	Yes	Count	6	19	18	20	63
		%	42.90%	76.00%	60.00%	64.50%	63.00%
	No	Count	8	6	12	11	37
		%	57.10%	24.00%	40.00%	35.50%	37.00%
Total		Count	14	25	30	31	100
		%	100.00%	100.00%	100.00%	100.00%	100.00%

Source: Author's Personal Graphing from Questionnaires

**Table E. 14. Attitudes of University Students towards Branding of Eskişehir according to the Years of being in Eskişehir**

		Brand City		Total
		Yes	No	
Since I was born in Eskişehir	Count	3	4	7
	%	42.90%	57.10%	100.00%
Less than 1 year	Count	1	1	2
	%	50.00%	50.00%	100.00%
1	Count	3	4	7
	%	42.90%	57.10%	100.00%
2	Count	10	4	14
	%	71.40%	28.60%	100.00%
3	Count	16	5	21
	%	76.20%	23.80%	100.00%
4	Count	15	9	24
	%	62.50%	37.50%	100.00%
5	Count	7	5	12
	%	58.30%	41.70%	100.00%
6	Count	3	0	3
	%	100.00%	0.00%	100.00%
8	Count	1	1	2
	%	50.00%	50.00%	100.00%
9	Count	1	0	1
	%	100.00%	0.00%	100.00%
10	Count	2	2	4
	%	50.00%	50.00%	100.00%
12	Count	0	1	1
	%	0.00%	100.00%	100.00%
17	Count	0	1	1
	%	0.00%	100.00%	100.00%
25	Count	1	0	1
	%	100.00%	0.00%	100.00%
Total	Count	63	37	100
	%	63.00%	37.00%	100.00%

Source: Author's Personal Graphing from Questionnaires

**Table E. 15. Attitudes of University Students towards Branding of Eskişehir according to Hometowns**

		Brand City		Total
		Yes	No	
Since I was born in Eskişehir	Count	<b>4</b>	<b>5</b>	<b>9</b>
	%	<b>44.40%</b>	<b>55.60%</b>	<b>100.00%</b>
Ankara	Count	<b>6</b>	<b>6</b>	<b>12</b>
	%	<b>50.00%</b>	<b>50.00%</b>	<b>100.00%</b>
İstanbul	Count	4	0	4
	%	100.00%	0.00%	100.00%
İzmir	Count	<b>5</b>	<b>3</b>	<b>8</b>
	%	<b>62,50%</b>	<b>37,50%</b>	<b>100,00%</b>
Aydın	Count	2	1	3
	%	66.70%	33.30%	100.00%
Azerbaijan	Count	1	0	1
	%	100.00%	0.00%	100.00%
Afyon	Count	2	0	2
	%	100.00%	0.00%	100.00%
Tekirdağ	Count	3	0	3
	%	100.00%	0.00%	100.00%
Muğla	Count	2	1	3
	%	66.70%	33.30%	100.00%
Tokat	Count	0	1	1
	%	0.00%	100.00%	100.00%
Çanakkale	Count	3	0	3
	%	100.00%	0.00%	100.00%
Yalova	Count	1	0	1
	%	100.00%	0.00%	100.00%
Isparta	Count	1	0	1
	%	100.00%	0.00%	100.00%
Mardin	Count	0	1	1
	%	0.00%	100.00%	100.00%
Edirne	Count	0	1	1
	%	0.00%	100.00%	100.00%
Erzincan	Count	0	1	1
	%	0,00%	100,00%	100.00%
Antalya	Count	1	2	3
	%	33.30%	66.70%	100.00%
Kastamonu	Count	2	0	2
	%	100.00%	0.00%	100.00%
Bursa	Count	<b>6</b>	<b>2</b>	<b>8</b>
	%	<b>75.00%</b>	<b>25.00%</b>	<b>100.00%</b>
Zonguldak	Count	1	0	1
	%	100.00%	0.00%	100.00%
Mersin	Count	1	4	5
	%	20.00%	80.00%	100.00%

Table E. 15. continued....

<b>Denizli</b>	<b>Count</b>	<b>1</b>	<b>1</b>	<b>2</b>
	%	50.00%	50.00%	100.00%
<b>Çorum</b>	Count	0	1	1
	%	0.00%	100.00%	100.00%
<b>Erzurum</b>	Count	1	0	1
	%	100.00%	0.00%	100.00%
<b>Şanlıurfa</b>	Count	0	1	1
	%	0.00%	100.00%	100.00%
<b>Kocaeli</b>	Count	1	0	1
	%	100.00%	0.00%	100.00%
<b>Sivas</b>	Count	2	0	2
	%	100.00%	0.00%	100.00%
<b>Karabük</b>	Count	1	0	1
	%	100.00%	0.00%	100.00%
<b>Hatay</b>	Count	1	0	1
	%	100.00%	0.00%	100.00%
<b>Niğde</b>	Count	0	1	1
	%	0,00%	100,00%	100,00%
<b>Balıkesir</b>	Count	1	0	1
	%	100.00%	0.00%	100.00%
<b>Bilecik</b>	Count	1	1	2
	%	50.00%	50.00%	100.00%
<b>Kütahya</b>	Count	2	0	2
	%	100.00%	0.00%	100.00%
<b>Kayseri</b>	Count	1	0	1
	%	100.00%	0.00%	100.00%
<b>Konya</b>	Count	0	1	1
	%	0.00%	100.00%	100.00%
<b>Manisa</b>	Count	1	0	1
	%	100.00%	0.00%	100.00%
<b>Adana</b>	Count	1	1	2
	%	50.00%	50.00%	100,00%
<b>Sakarya</b>	Count	2	1	3
	%	66.70%	33.30%	100.00%
<b>Düzce</b>	Count	1	0	1
	%	100.00%	0.00%	100.00%
<b>Osmaniye</b>	Count	1	0	1
	%	100.00%	0.00%	100.00%
<b>Giresun</b>	Count	0	1	1
	%	0.00%	100.00%	100.00%
<b>Total</b>	Count	63	37	100
	%	63.00%	37.00%	100.00%

Source: Author's Personal Graphing from Questionnaires

**Table E. 16. Attitudes of University Students towards Branding of Eskişehir according to the Reasons of the Preference of Educating in Eskişehir**

		Brand City		Total	
		Yes	No		
The Reason(s) of Preference of Educating in Eskişehir	Because, I have already been living here	Count	4	6	10
		%	40.00%	60.00%	100.00%
	Because of the education of the university	Count	32	16	48
		%	66.70%	33.30%	100.00%
	Because, the section that I preferred is only in that university	Count	1	1	2
		%	50.00%	50.00%	100.00%
	Because of my score (of university exam)	Count	16	17	33
		%	48.50%	51.50%	100.00%
	Because of the comfort, freedom, modernity, etc. of student life in Eskişehir	Count	32	18	50
		%	64.00%	36.00%	100.00%
	Because of the ease of the transport from the city I come Eskişehir	Count	15	5	20
		%	75.00%	25.00%	100.00%
	Because of relations (family, friend, relative and other relations)	Count	6	7	13
		%	46.20%	53.80%	100.00%
	Media	Count	2	2	4
		%	50.00%	50.00%	100.00%
	Because of the hearsay expressions (I don't remember where I heard	Count	5	1	6
		%	83.30%	16.70%	100.00%
Because of the high school that I educated and my high school teachers	Count	3	0	3	
	%	100.00%	0.00%	100.00%	
Because of written sources (books, booklets, magazines)	Count	1	2	3	
	%	33.30%	66.70%	100.00%	
Because of the famous people form Eskişehir (artists, politicians, sportsman, etc.)	Count	0	1	1	
	%	0,00%	100,00%	100,00%	
I visited my university before, this was a factor	Count	6	0	6	
	%	100.00%	0.00%	100.00%	
I visited Eskişehir before, this was a factor	Count	8	1	9	
	%	88.90%	11.10%	100.00%	
<b>Total</b>	Count	131	77	208	
	%	63.00%	37.00%	100.00%	

Source: Author's Personal Graphing from Questionnaires

**Table E. 17. Attitudes of University Students towards Branding of Eskişehir according to Visiting the City before**

			Visit of Eskişehir			Total
			Lives in Eskişehir	Yes	No	
Brand City	Yes	Count	3	21	39	63
		%	42.90%	65.60%	63.90%	63.00%
	No	Count	4	11	22	37
		%	57.10%	34.40%	36.10%	37.00%
Total		Count	7	32	61	100
		%	100.00%	100.00%	100.00%	100.00%

Source: Author's Personal Graphing from Questionnaires

**Table E. 18. Attitudes of University Students towards Branding of Eskişehir according to Satisfaction of Living as a Student**

			Satisfaction						Total	
			4	5	6	7	8	9		10
Brand City	Yes	Count	0	1	0	6	24	13	19	63
		%	0.00%	14.30%	0.00%	42.90%	72.70%	76.50%	82.60%	63.00%
	No	Count	3	6	3	8	9	4	4	37
		%	100.00%	85.70%	100.00%	57.10%	27.30%	23.50%	17.40%	37.00%
Total		Count	3	7	3	14	33	17	23	100
		%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Source: Author's Personal Graphing from Questionnaires

**Table E. 19. Attitudes of University Students towards Branding of Eskişehir according to the Desire to Continue to Live in Eskişehir after Graduation**

			Continue to live in Eskişehir after Graduation		Total
			Yes	No	
Brand City	Yes	Count	43	20	63
		%	74.10%	47.60%	63.00%
	No	Count	15	22	37
		%	25.90%	52.40%	37.00%
Total		Count	58	42	100
		%	100.00%	100.00%	100.00%

Source: Author's Personal Graphing from Questionnaires



## APPENDIX F

### TABLES AND FIGURES FOR PRODUCT ANALYSIS DERIVED FROM QUAESTIONNAIRES (VISITORS)

**Table F. 1. Frequency of City Definitions of the Visitors in Eskişehir**

	I totally disagree	I disagree	I am undecided/ I don't know	I agree	I totally agree	Mean
	N (%)	N (%)	N (%)	N (%)	N (%)	
Education (university, student) City	1	0	3	21	75	4.69
Young City	1	1	4	33	61	4.52
Dynamic-live City	1	0	6	33	60	4.51
Livable City	2	0	4	37	57	4.47
Social City	1	0	4	45	50	4.43
City of Freedom	1	0	5	46	48	4.40
Modern City	1	0	10	39	50	4.37
City of Wonder	1	1	5	46	47	4.37
Innovative City	1	1	9	45	44	4.30
City of Meerschaum	2	5	12	32	49	4.21
Model City	2	2	12	43	41	4.19
City of Tramway	2	2	13	42	41	4.18
Democrat City	2	0	20	36	42	4.16
City of Toleration/Allowance	3	2	13	42	40	4.14
City of Fun	2	5	12	39	42	4.14
Railway City	2	3	20	34	41	4.09
Love City	1	2	22	39	36	4.07
Shining Star of Anatolia	2	2	20	40	36	4.06
City of Parks	1	4	20	40	35	4.04
Day night Living City	2	6	17	37	38	4.03
Culture and Tourism City	1	5	18	43	33	4.02
City of Firsts	2	3	28	28	39	3.99
City of Aviation	2	3	30	30	35	3.93
City of Museums	1	10	23	32	34	3.88
City of Immigrants	0	6	33	32	29	3.84
Fashion City	3	2	32	36	27	3.82
European City	2	8	24	41	25	3.79
City of Yunus Emre	6	3	34	23	34	3.76
City of Pedestrians	2	6	32	35	25	3.75
Green City	2	9	27	38	24	3.73
City of History	1	14	22	38	25	3.72
City of Festivals	2	6	38	26	28	3.72
Leader City	1	8	31	40	20	3.70
City of Bikes	1	12	37	28	22	3.58
Logistic City	3	5	46	24	22	3.57
City of Water	3	11	35	30	21	3.55
City of Nasreddin Hodja	8	6	35	26	25	3.54
Cultural Capital of Turkish World	4	10	32	38	16	3.52
Industrial City	2	13	34	33	18	3.52
Anatolian City	8	14	17	43	18	3.49
Thermal City	1	11	43	29	16	3.48
World City	7	14	28	34	17	3.40
City of Commerce	2	11	46	30	11	3.37

Source: Author's Personal Graphing from Questionnaires

**Table F. 2. Opinions of Visitors in Eskişehir about the Transformations in Physical Structure**

	Too bad	Bad	I am undecided/ I don't know	Good	Very good	Mean
	N (%)	N (%)	N (%)	N (%)	N (%)	
Porsuk River	0	4	10	52	34	4.16
Sandals, Boats, Rowboats	0	6	38	36	20	3.70
Sculptures	3	6	11	29	51	4.19
Bridges	0	2	15	42	41	4.22
Parks	3	3	6	39	49	4.28
Odunpazarı Region	0	3	14	42	41	4.21
Pedestrian paths	2	10	17	45	26	3.83
Tramway	4	4	15	32	45	4.10
High speed rail train	0	2	17	21	60	4.39
Artificial Beach	7	12	39	23	19	3.35
Pirate ship	4	6	35	26	29	3.70
Bar street	5	3	14	35	43	4.08
Phaeton (Fayton)	4	2	55	24	15	3.44
Bikes/Bike paths	4	9	37	27	23	3.56
Transportation	4	12	12	40	32	3.84
Accommodation (hotels etc.)	2	8	27	35	28	3.79
Eating and drinking places	1	2	3	51	43	4.33
Museums	2	3	14	31	50	4.24

Source: Author's Personal Graphing from Questionnaires

**Table F. 3. Attitudes of Visitors towards Branding of Eskişehir according to the Top Three Definitions**

			Top Three City Images			Total
			Modern city	Young city	Education (university, student) city	
Brand City	Yes	Count	13	8	9	30
		%	92.90%	72.70%	75.00%	81.10%
	No	Count	1	3	3	7
		%	7.10%	27.30%	25.00%	18.90%
Total		Count	14	11	12	37
		%	100.00%	100.00%	100.00%	100.00%

Source: Author's Personal Graphing from Questionnaires

**Table F. 4. Attitudes of Visitors towards Branding of Eskişehir according to Gender**

			Gender		Total
			Female	Male	
Brand City	Yes	Count	36	37	73
		%	75.00%	71.20%	73.00%
	No	Count	12	15	27
		%	25.00%	28.80%	27.00%
Total		Count	48	52	100
		%	100.00%	100.00%	100.00%

Source: Author's Personal Graphing from Questionnaires

**Table F. 5. Attitudes of Visitors towards Branding of Eskişehir according to Age Range**

			Age Range						Total
			15-19	20-29	30-39	40-49	50-59	60 and more	
Brand City	Yes	Count	5	29	11	16	8	4	73
		%	83.30%	63.00%	68.80%	80.00%	100.00%	100.00%	73.00%
	No	Count	1	17	5	4	0	0	27
		%	16.70%	37.00%	31.20%	20.00%	0.00%	0.00%	27.00%
Total		Count	6	46	16	20	8	4	100
		%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Source: Author's Personal Graphing from Questionnaires

**Table F. 6. Attitudes of Visitors towards Branding of Eskişehir according to Occupational Status**

		Job									Total
		Officer in public sector	Employer in private sector	Employee in private sector	Self employed	Retired	Housewife	Unemployed	Student	Academic	
Brand City		Yes		No		Yes		No			
Total	Count	Count	%	Count	%	Count	%	Count	%	Count	%
		25	10	40.00 %	15	60.00 %	1	0.00%	0	0.00%	22
	100.00 %					1	100.00 %			4	80.00 %
	28	6	21.40 %	22	78.60 %	5	20.00 %	1	0.00%	6	100.00 %
	100.00 %					2	100.00 %			2	100.00 %
	100.00 %					2	100.00 %			2	100.00 %
	28	9	32.10 %	19	67.90 %	3	100.00 %	1	33.30 %	2	66.70 %
	100.00 %					100	100.00 %			73	73.00 %
	100.00 %					100	100.00 %			27	27.00 %
	100.00 %					100	100.00 %			100	100.00 %

Source: Author's Personal Graphing from Questionnaires

**Table F. 7. Attitudes of Visitors towards Branding of Eskişehir according to being from Eskişehir**

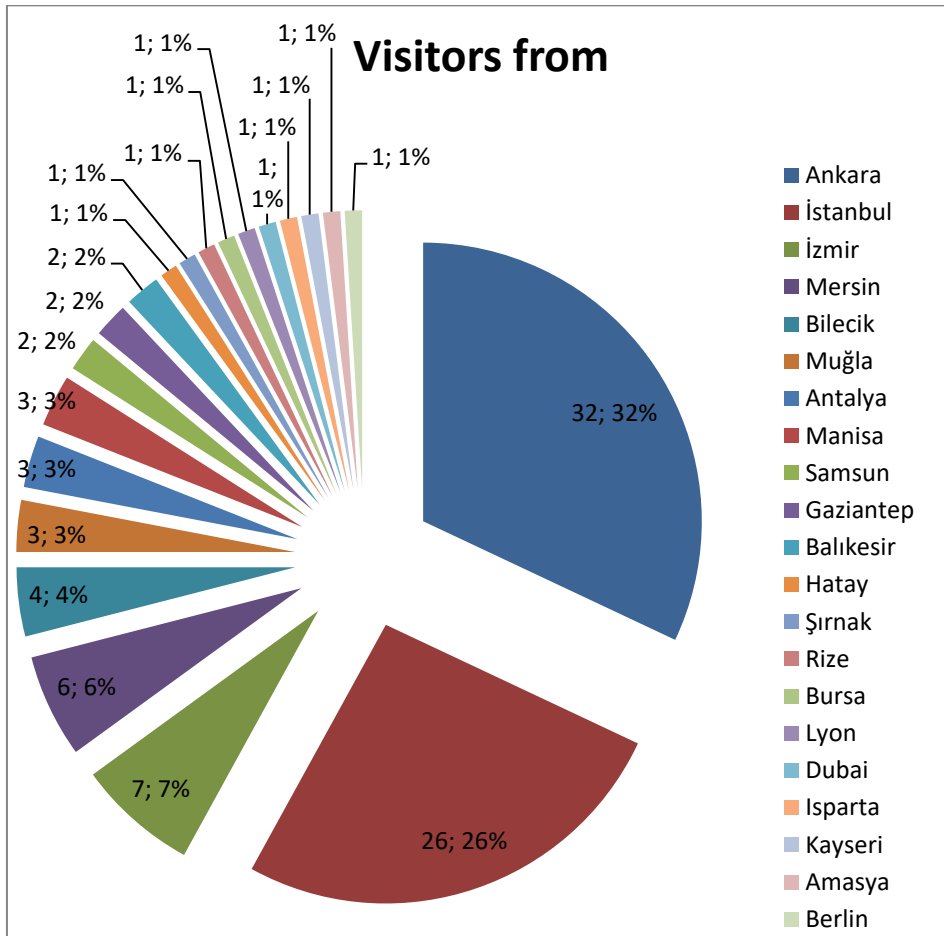
			From Eskişehir		Total
			Yes	No	
Brand City	Yes	Count	9	64	73
		%	81.80%	71.90%	73.00%
	No	Count	2	25	27
		%	18.20%	28.10%	27.00%
Total		Count	11	89	100
		%	100.00%	100.00%	100.00%

Source: Author's Personal Graphing from Questionnaires

**Table F. 8. Attitudes of Visitors towards Branding of Eskişehir according to the City where Visitors live in**

		Brand City		Total	
		Yes	No		
City	Ankara	Count	22	10	32
		%	68.80%	31.20%	100.00%
	İstanbul	Count	21	5	26
		%	80.80%	19.20%	100.00%
	İzmir	Count	6	1	7
		%	85.70%	14.30%	100.00%
	Berlin	Count	1	0	1
		%	100.00%	0.00%	100.00%
	Bilecik	Count	1	3	4
		%	25.00%	75.00%	100.00%
	Muğla	Count	3	0	3
		%	100.00%	0.00%	100.00%
	Balıkesir	Count	2	0	2
		%	100.00%	0.00%	100.00%
	Hatay	Count	1	0	1
		%	100.00%	0.00%	100.00%
	Şırnak	Count	1	0	1
		%	100.00%	0.00%	100.00%
	Mersin	Count	5	1	6
		%	83.30%	16.70%	100.00%
	Manisa	Count	1	2	3
		%	33.30%	66.70%	100.00%
	Rize	Count	1	0	1
		%	100.00%	0.00%	100.00%
	Bursa	Count	1	0	1
		%	100.00%	0.00%	100.00%
	Lyon	Count	1	0	1
		%	100.00%	0.00%	100.00%
	Dubai	Count	1	0	1
		%	100.00%	0.00%	100.00%
	Gaziantep	Count	1	1	2
		%	50.00%	50.00%	100.00%
Isparta	Count	1	0	1	
	%	100.00%	0.00%	100.00%	
Kayseri	Count	0	1	1	
	%	0.00%	100.00%	100.00%	
Antalya	Count	2	1	3	
	%	66,70%	33.30%	100.00%	
Samsun	Count	0	2	2	
	%	0.00%	100.00%	100.00%	
Amasya	Count	1	0	1	
	%	100.00%	0.00%	100.00%	
<b>Total</b>		Count	73	27	100
		%	73.00%	27.00%	100.00%

Source: Author's Personal Graphing from Questionnaires



**Figure F. 1. Attitudes of Visitors towards Branding of Eskişehir according to the City where Visitors live in**Source: Author’s Personal Graphing from Questionnaires

**Table F. 9. Attitudes of Visitors towards Branding of Eskişehir according to Reasons for the Visit for Eskişehir**

			Brand City		Total
			Yes	No	
<b>Purpose of Eskişehir Visit</b>	Learning new things	Count	13	6	19
		%	68.40%	31.60%	100.00%
	Visit for fun	Count	<b>34</b>	<b>15</b>	<b>49</b>
		%	<b>69.40%</b>	<b>30.60%</b>	<b>100.00%</b>
	Learning its cultural structure	Count	<b>24</b>	<b>4</b>	<b>28</b>
		%	<b>85.70%</b>	<b>14.30%</b>	<b>100.00%</b>
	Seeing the environment and around	Count	<b>38</b>	<b>10</b>	<b>48</b>
		%	<b>79.20%</b>	<b>20.80%</b>	<b>100.00%</b>
	Because of hearsays	Count	9	1	10
		%	90.00%	10.00%	100.00%
	Because it is fashionable	Count	2	1	3
		%	66.70%	33.30%	100.00%
	For business	Count	5	3	8
		%	62.58%	37.50%	100.00%
	Visiting friends / family	Count	13	2	15
		%	86.70%	13.30%	100.00%
	For education	Count	1	3	4
		%	25.00%	75.00%	100.00%
<b>Total</b>		Count	139	45	184
		%	75.50%	24.50%	100.00%

Source: Author's Personal Graphing from Questionnaires

**Table F. 10. Attitudes of Visitors towards Branding of Eskişehir according to the Ways Influencing on the Decision of Visit for Eskişehir**

			Brand City		Total
			Yes	No	
<b>How decided to visit?</b>	Hearsay	Count	<b>8</b>	<b>6</b>	<b>14</b>
		%	<b>57.10%</b>	<b>42.90%</b>	<b>100.00%</b>
	Media	Count	<b>25</b>	<b>8</b>	<b>33</b>
		%	<b>75.80%</b>	<b>24.20%</b>	<b>100.00%</b>
	Famous from Eskişehir	Count	3	0	3
		%	100.00%	0.00%	100.00%
	Written sources	Count	7	1	8
		%	87.50%	12.50%	100.00%
	Relations	Count	<b>42</b>	<b>19</b>	<b>61</b>
		%	<b>68.90%</b>	<b>31.10%</b>	<b>100.00%</b>
	Tour agencies	Count	1	0	1
		%	100.00%	0.00%	100.00%
	For education of University in Eskişehir	Count	1	0	1
		%	100.00%	0.00%	100.00%
	Nearest City	Count	1	0	1
		%	100.00%	0.00%	100.00%
	School/Business Trip	Count	3	1	4
		%	75.00%	25.00%	100.00%
	For Business	Count	1	0	1
		%	100.00%	0.00%	100.00%
<b>Total</b>		Count	92	35	127
		%	72.40%	27.60%	100.00%

Source: Author's Personal Graphing from Questionnaires



**Table F. 11. Attitudes of Visitors towards Branding of Eskişehir according to Satisfaction of Visiting Eskişehir**

			Satisfaction							Total
			1	5	6	7	8	9	10	
Brand City	Yes	Count	0	1	0	6	24	21	21	73
		%	0.00%	100.00%	0.00%	46.20%	66.70%	87.50%	87.50%	73.00%
	No	Count	1	0	1	7	12	3	3	27
		%	100.00%	0.00%	100.00%	53.80%	33.30%	12.50%	12.50%	27.00%
Total		Count	1	1	1	13	36	24	24	100
		%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Source: Author's Personal Graphing from Questionnaires

**Table F. 12. Attitudes of Visitors towards Branding of Eskişehir according to the Desire to Visit Eskişehir again**

			Desire to visit of Eskişehir again		Total
			Yes	No	
Brand-City	Yes	Count	72	1	73
		%	74.20%	33.30%	73.00%
	No	Count	25	2	27
		%	25.80%	66.70%	27.00%
Total		Count	97	3	100
		%	100.00%	100.00%	100.00%

Source: Author's Personal Graphing from Questionnaires

**Table F. 13. Attitudes of Visitors towards Branding of Eskişehir according to Whether Visiting Eskişehir before or not**

			Visit of Eskişehir Before		Total
			Yes	No	
Brand City	Yes	Count	54	19	73
		%	75.00%	67.90%	73.00%
	No	Count	18	9	27
		%	25.00%	32.10%	27.00%
Total		Count	72	28	100
		%	100.00%	100.00%	100.00%

Source: Author's Personal Graphing from Questionnaires

**Table F. 14. Attitudes of Visitors towards Branding of Eskişehir according to Transportation Vehicles**

			Transportation Vehicles					Total
			Train	High Speed Train	Bus	Car	Plane	
Brand City	Yes	Count	3	21	32	23	1	80
		%	42.90%	63.60%	78.00%	76.70%	100.00%	69.20%
	No	Count	4	12	9	7	0	32
		%	57.10%	36.40%	22.00%	23.30%	0.00%	30.80%
Total		Count	7	33	41	30	1	112
		%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Source: Author's Personal Graphing from Questionnaires

**Table F. 15. Attitudes of Visitors towards Branding of Eskişehir according to Accommodation**

			Accommodation		Total
			Yes	No	
Brand City	Yes	Count	63	10	73
		%	75.00%	62.50%	73.00%
	No	Count	21	6	27
		%	25.00%	37.50%	27.00%
Total		Count	84	16	100
		%	100.00%	100.00%	100.00%

Source: Author's Personal Graphing from Questionnaires

**Table F. 16. Attitudes of Visitors towards Branding of Eskişehir according to Format of Visits**

			Brand City		Total	
			Yes	No		
Format of visits	Single	Count	10	3	13	
		%	76.90%	23.10%	100.00%	
	Family	Count	41	7	48	
		%	85.40%	14.60%	100.00%	
	Groups of friends	Count	23	13	36	
		%	63.90%	36.10%	100.00%	
	Groups of students	Count	5	5	10	
		%	50.00%	50.00%	100.00%	
	Groups of colleague	Count	8	3	11	
		%	72.70%	27.30%	100.00%	
	Total		Count	87	31	118
			%	73.70%	26.30%	100.00%

Source: Author's Personal Graphing from Questionnaires



## APPENDIX G

### TABLES AND FIGURES FOR COMPARISONS FROM QUESTIONNAIRES

**Table G. 1. Evaluations of Services by Citizens and Students**

	Test for Equality of Variances		Test for Equality of Means		Citizens	University Student
	P - Value	Decision	P - Value	Decision	Mean	Mean
<b>Transportation facilities</b>	0.002	Not equal	0.060	Assumed	3.34	3.63
<b>Eating and drinking facilities (nutrition)</b>	0.662	Equal	0.262	Assumed	4.16	4.02
<b>Residential/apart hotel facilities (shelter)</b>	0.299	Equal	0.936	Assumed	3.87	3.88
<b>Work and employment opportunities</b>	0.057	Equal	0.004	Not assumed	3.36	3.74
<b>Entertainment facilities (day-night)</b>	0.000	Not equal	0.000	Not assumed	4.32	3.55
<b>Recreation areas (fun-rest)</b>	0.610	Equal	0.000	Not assumed	3.96	4.46
<b>Education facilities</b>	0.960	Equal	0.004	Not assumed	4.37	4.06
<b>Supportive facilities to education (libraries, research centers, etc.)</b>	0.007	Not equal	0.010	Not assumed	3.71	4.05
<b>Municipal services</b>	0.990	Equal	0.365	Assumed	3.71	3.83
<b>Central management services (ministries and provincial institutions of the ministries)</b>	0.848	Equal	0.515	Assumed	3.11	3.19
<b>Cultural and artistic services</b>	0.398	Equal	0.154	Assumed	4.39	4.25
<b>To be aware of various events in the city</b>	0.217	Equal	0.816	Assumed	3.86	3.89
<b>Health services</b>	0.845	Equal	0.057	Assumed	3.68	3.45

Source: Author's Personal Graphing from Questionnaires

**Table G. 2. Evaluations of Stakeholders by Citizens and Students**

	Test for Equality of Variances		Test for Equality of Means		Citizens	University Student
	P - Value	Decision	P - Value	Decision	Mean	Mean
<b>Professor Yılmaz Büyükerşen (the major of Metropolitan Municipality)</b>	0.012	Not equal	0.147	Assumed	4.59	4.42
<b>University Students</b>	0.899	Equal	0.499	Assumed	4.46	4.52
<b>University</b>	0.400	Equal	0.913	Assumed	4.56	4.55
<b>Municipalities</b>	0.965	Equal	0.931	Assumed	3.97	3.96
<b>Central management services (ministries and provincial institutions of the ministries)</b>	0.300	Equal	0.883	Assumed	2.79	2.81
<b>Citizens</b>	0.965	Equal	0.447	Assumed	3.61	3.5
<b>Immigrant culture, multi cultured structure</b>	0.395	Equal	0.147	Assumed	3.59	3.37
<b>Non-governmental organizations, Foundations, associations, etc.</b>	0.247	Equal	0.025	Not Assumed	3.22	3.54
<b>Private companies/businessmen etc.</b>	0.787	Equal	0.203	Assumed	3.23	3.04
<b>Cooperation/collaboration between institutions</b>	0.001	Not equal	0.037	Not Assumed	2.65	3.01

Source: Author's Personal Graphing from Questionnaires

**Table G. 3. Evaluations of Physical Transformation by Citizens and Students**

	Test for Equality of Variances		Test for Equality of Means		Citizens	University Student
	P - Value	Decision	P - Value	Decision	Mean	Mean
There is a dual structure of vitrine/contents in Eskişehir. In other words, there is a partial region that is showed as Eskişehir; however, when we look overall, Eskişehir is different than that part.	0.009	Not equal	0.350	Assumed	3.47	3.61
There is a dual structure of virtual/reality in Eskişehir. In other words, the Eskişehir that is shown in press, media, advertisement – the Eskişehir that reflects to the city image (how the city is assessed externally) is different than the Eskişehir that is lived in reality.	0.274	Equal	0.579	Assumed	3.08	3.18

Source: Author's Personal Graphing from Questionnaires

**Table G. 4. Evaluations of Social Output by Citizens and University Students**

	Test for Equality of Variances		Test for Equality of Means		Citizens	University Student
	P - Value	Decision	P - Value	Decision	Mean	Mean
<b>It has the social structure that is not othering that accepts, that is tolerant.</b>	0.423	Equal	0.041	Not assumed	4.10	3.85
<b>The people of Eskişehir embrace/accept university students.</b>	0.000	Not equal	0.000	Not assumed	4.35	3.59
<b>There is social integration.</b>	0.056	Equal	0.228	Assumed	3.82	3.64
<b>It has a modern, contemporary, libertarian social structure.</b>	0.207	Equal	0.113	Assumed	4.20	4.00
<b>University students affect the city and the citizens positively.</b>	0.951	Equal	0.594	Assumed	4.18	4.11
<b>Eskişehir stands out in terms of its social structure, this structure creates the contemporary city image (how the city is assessed externally) under the influence of leaders and university students.</b>	0.720	Equal	0.105	Assumed	4.25	4.07

Source: Author's Personal Graphing from Questionnaires



**Table G. 5. Evaluation of Different Groups on the Physical Transformation**

	Test for ANOVA		Test of variance Homogeneity		Post_Hoc Test	Groups with different mean	Citizens	University Student	Visitors
	p - Value	Decision	p - Value	Decision			Mean	Mean	Mean
<b>Pedestrian paths</b>	0.000	Not assumed	0.739	Assumed	Tukey	Citizens-Visitors Student-Visitors	3.14	3.25	3.83
<b>Tramway</b>	0.000	Not assumed	0.808	Assumed	Tukey	Citizens-Visitors Student-Visitors	3,50	3.60	4.10
<b>Beach</b>	0.000	Not assumed	0.051	Assumed	Tukey	Student-Citizens Student-Visitors	2.97	2.31	3.35
<b>Pirate ship</b>	0.000	Not assumed	0.417	Assumed	Tukey	Student-Citizens Student-Visitors	3.89	3.30	3.70
<b>Bikes/Bike paths</b>	0.013	Not assumed	0.236	Assumed	Tukey	Citizens-Visitors Student-Visitors	3.05	3.28	3.56
<b>Transportation</b>	0.000	Not assumed	1.000	Assumed	Tukey	Citizens-Student Citizens-Visitors	2.90	3.45	3.84

Source: Author's Personal Graphing from Questionnaires

**Table G. 6. Evaluation of Different Groups on City Definitions**

	Test for ANOVA		Test of variance Homogeneity		Post_Hoc Test	Groups with different mean	Citizens	University Student	Visitors
	p - Value	Decision	p - Value	Decision			Mean	Mean	Mean
<b>Cultural Capital of Turkish World</b>	0.000	Not assumed	0.951	Assumed	Tukey	Citizens-Student Citizens-Visitors	2.96	3.57	3.52
<b>Education (university, student) City</b>	0.001	Not assumed	0.993	Assumed	Tukey	Student-Citizens Student-Visitors	4.68	4.38	4.69
<b>City of Museums</b>	0.001	Not assumed	0.879	Assumed	Tukey	Citizens-Visitors Student-Visitors	3.36	3.43	3.88
<b>Thermal City</b>	0.020	Not assumed	0.987	Assumed	Tukey	Student-Citizens Student-Visitors	3.50	3.17	3.48
<b>City of History</b>	0.000	Not assumed	0.585	Assumed	Tukey	Citizens-Visitors Student-Visitors	3.10	2.95	3.72
<b>Industrial City</b>	0.004	Not assumed	0.810	Assumed	Tukey	Student-Citizens Student-Visitors	3.43	3.06	3.52

Table G. 6. continued...

City of Water	0.000	Not assumed	0.734	Assumed	Tukey	Student-Citizens Student-Visitors	3.43	2.94	3.55
Green City	0.000	Not assumed	0.350	Assumed	Tukey	Citizens-Visitors Student-Visitors	3.10	3.32	3.73
City of Parks	0.001	Not assumed	0.066	Assumed	Tukey	Student-Citizens Student-Visitors	3.84	3.52	4.04
City of Pedestrians	0.004	Not assumed	0.856	Assumed	Tukey	Citizens-Student Citizens-Visitors	3.28	3.67	3.75
City of Bikes	0.000	Not assumed	0.981	Assumed	Tukey	Citizens-Student Citizens-Visitors	2.83	3.55	3.58
City of Festivals	0.016	Not assumed	0.269	Assumed	Tukey	Citizens-Student Citizens-Visitors	3.53	3.94	3.72
City of Firsts	0.008	Not assumed	0.230	Assumed	Tukey	Student-Citizens Student-Visitors	3.77	3.53	3.99

Source: Author's Personal Graphing from Questionnaires

**Table G. 7. Evaluation of Different Groups on Brand City**

	Sum of Squares	df	Mean Square	F	Sig.	Citizens Frequency	University Students Frequency	Visitors Frequency
<b>Between Groups</b>	0.507	2	0.253	1.168	0.312	69	63	73
<b>Within Groups</b>	64.41	297	0.217					
<b>Total</b>	64.917	299						

Source: Author's Personal Graphing from Questionnaires

**Table G. 8. Evaluation of Different Groups on Satisfaction I**

	Sum of Squares	df	Mean Square	F	Sig.
<b>Between Groups</b>	8.247	2	4.123	1.664	0.191
<b>Within Groups</b>	735.95	297	2.478		
<b>Total</b>	744.197	299			

Source: Author's Personal Graphing from Questionnaires

**Table G. 9. Evaluation of Different Groups on Satisfaction II**

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
<b>University Students</b>	100	8.1	1.57313	0.15731	7.7879	8.4121	4	10
<b>Citizens</b>	100	8.14	1.79235	0.17924	7.7844	8.4956	2	10
<b>Visitors</b>	100	8.47	1.32158	0.13216	8.2078	8.7322	1	10
<b>Total</b>	300	8.2367	1.57764	0.09109	8.0574	8,4159	1	10

Source: Author's Personal Graphing from Questionnaires

## CIRRICULUM VITAE

### PERSONAL INFORMATION

**Surname Name:** KOÇ, Evrim

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**Date and Place of Birth:** 15.11.1980, Edirne

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### EDUCATION

Degree	Institution	Year of Graduation
MS	METU, City Planning	2006
BS	METU, Department of City and Regional Planning	2003
High School	Muğla Turgut Reis High School	1998

### PROFESSIONAL EXPERIENCE

Period	Place	Enrollment
15.05.2013-Present	Eskişehir Tepebaşı Municipality, Planning Department	City and Regional Planner
15.01.2012-14.05.2013	Bilecik Special Provincial Administration, Planning Department	City and Regional Planner
01.01.2008-14.01.2012	Eskişehir Tepebaşı Municipality	City and Regional Planner
02.04.2007-31.12.2007	Anadolu University (TUBİTAK KAMAG Project)	Project Personnel
23.01.2006-30.06.2006	Kutluay Planing Office, Ankara	City and Regional Planner
10-11-12.2005	AB-Cost and TUBİTAK Project	Beneficiary Student

## OTHER PROFESSIONAL DUTIES

Period	Enrollment
2014 – 2017	Union of Chambers of Turkish Engineers and Architects (TMMOB) Chamber of City Planners, Bursa Branch, Eskişehir Provincial Representative
2009 – 2010	Union of Chambers of Turkish Engineers and Architects (TMMOB) Chamber of City Planners, Bursa Branch, Eskişehir Provincial Deputy-Representative
2008 – 2012	Union of Chambers of Turkish Engineers and Architects (TMMOB) Chamber of City Planners, Bursa Branch, Eskişehir Provincial Professional Audit Officer

## PAPERS AND PRESENTATIONS

2008, Eskişehir Tepebaşı Municipality, assertion titled as *TOKİ Toplu Konut Projesi*, WHO International Healthy Cities Conference, Marking 20 years of the European Healthy Cities Movement, Zagreb – Croatia, 15-18 October 2008, together with Ms. City and Regional Planner Murat YILDIZ.

2007, Anadolu University, within the scope of the projects of TÜBİTAK KAMAG, an ESRI user assertion and presentation titled as “*Trafik Kazalarının Azaltılması ve Önlenmesi Amacıyla Coğrafi Bilgi Teknolojilerinden Yararlanılması*”, Ankara, together with the project manager Assoc. Prof. Dr. Alper ÇABUK (currently Prof. Dr. at Anadolu University).

2007, within the scope of Location Asia 2007, assertion titled as “*Vehicle Routing, Vehicle – Camcorder Tracking and Navigation System of Police Department in Eskişehir City*”, together with Assoc. Prof. Dr. Alper ÇABUK (currently Prof. Dr. at Anadolu University), Murat İbrahim YAVUZ, Research Assistant Uğur AVDAN (currently Assoc. Prof. Doctor at Anadolu University).