PLACE BRANDING:
A TOOL OR A THREAT FOR CONSERVATION OF HERITAGE PLACES

A THESIS SUBMITTED TO
THE GRADUATE SCHOOL OF NATURAL AND APPLIED SCIENCES
OF
MIDDLE EAST TECHNICAL UNIVERSITY

BY

İLKE ALPAY

IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR
THE DEGREE OF MASTER OF SCIENCE
IN
CONSERVATION OF CULTURAL HERITAGE IN ARCHITECTURE

JANUARY 2019

Approval of the thesis:

**PLACE BRANDING: A TOOL OR A THREAT FOR CONSERVATION OF
HERITAGE PLACES**

submitted by **İLKE ALPAY** in partial fulfillment of the requirements for the degree
of **Master of Science in Conservation of Cultural Heritage in Architecture
Department, Middle East Technical University** by,

Prof. Dr. Halil Kalıpçılar
Dean, Graduate School of **Natural and Applied Sciences**   _____

Prof. Dr. Fatma Cânâ Bilsel
Head of Department, **Architecture**   _____

Assoc. Prof. Dr. Ayşe Güliz Bilgin Altınöz
Supervisor, **Architecture**, **METU**   _____

Examining Committee Members:

Prof. Dr. Neriman Şahin Güçhan
Architecture, METU   _____

Assoc. Prof. Dr. Ayşe Güliz Bilgin Altınöz
Architecture, METU   _____

Prof. Dr. Nil Uzun
City and Regional Planning, METU   _____

Prof. Dr. Cengiz Yılmaz
Business Administration, METU   _____

Assist. Prof. Dr. Mert Nezih Rifaioğlu
Architecture, Hatay Mustafa Kemal University   _____

Date: 25.01.2019

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.

Name, Surname: İlke Alpay

Signature:

ABSTRACT

PLACE BRANDING:
A TOOL OR A THREAT FOR CONSERVATION OF HERITAGE PLACES

Alpay, İlke
Master of Science, Conservation of Cultural Heritage in Architecture
Supervisor: Assoc. Prof. Dr. Ayşe Güliz Bilgin Altınöz

January 2019, 164 pages

Place branding and heritage places have been gotten in contact intensely for recent years and this matter has been discussed so much. Cities, regions, heritage sites and villages are forced to compete with each other internationally because of new global economic system. Heritage places are especially subjected to that force due to their uniqueness and high land values. Besides, marketing programs affect the conservation capacity of heritage places negatively if they are performed by independent strategies and policies, which are designated only for economic concern. Then, these heritage places face with loss of their identity or some specific cultural values, which are possessed in time and constitute the identity. However, some studies proved that marketing and conservation processes are able to be implemented together in mutual support. These two areas need to be examined in this context. Their principles and processes should be understood properly so that possibility for an integrated implementation method could be discovered. This study realizes that objective by reviewing existing place branding literature, its development for both worldwide and Turkey. Based on that review, study tries to set standards for place branding at heritage places.

ÖZ

KÜLTÜREL MİRAS ALANLARININ KORUNMASI İÇİN BİR ARAÇ VEYA TEHDİT OLARAK YERLERİN MARKALAŞMASI

Alpay, İlke
Yüksek Lisans, Kültürel Mirası Koruma
Tez Danışmanı: Doç. Dr. Ayşe Güliz Bilgin Altınöz

Ocak 2019, 164 sayfa

Tarihi yerlerin yakın dönemde markalaşma amacı ile gündeme geldiği sıklıkla görülmekte ve tartışılmaktadır. Dünyada değişen ekonomik değerlere bağlı olarak şehirlerin, bölgelerin, ören yerlerinin ve hatta kasabaların uluslararası alanda birbirleri ile yarışmak zorunda kaldığı bir gerçektir. Tarihi yerler özellikle özgün kimlikleri ve yüksek ekonomik değer taşımaları sonucu bu yarıştan en fazla etkilenen alanlar olmuştur. Fakat yalnızca ekonomik kaygılar ile koruma bilincinden uzak yürütülen markalaşma programları tarihi yerlerin koruma süreçlerini olumsuz etkilemektedir. Tarihi yerleri oluşturan, zaman içinde kazanılmış değerler ve bu değerlerin oluşturduğu yerin kimliği yok olma tehlikesi altına girmektedir. Buna rağmen bazı çalışmalar göstermektedir ki; yerlerin koruma ve markalaşma süreçleri birbirini destekleyerek eşzamanlı yürütülebilecek süreçlerdir. Söz konusu birbirinden farklı iki süreç bu bağlamda yeniden incelenmelidir. Ortak yürütülebilecek bir süreç ve ortak ilkelerin belirlenebilmesi adına iki ayrı alanın tüm gerekliliklerinin doğru olarak anlaşılması zorunludur. Bu çalışma hem Dünya hem Türkiye'de; var olan yer markalaşması literatürünü, kavramın tarihsel gelişimi, ilgili alanları ve örnekleri bu amaç doğrultusunda incelemektedir. Bu inceleme sonucunda da kültürel miras alanlarında markalaşma süreçleri için standartları belirlemek amaçlanmaktadır.

vii

Anahtar Kelimeler: Yerlerin markalaşması, Koruma ekonomisi, Yarışan miras alanları, Yerlerin markalaşması literatürü, Kültürel marka yerler, Marka yerlerin imajı, Marka yerler kimliği, Kültürel yerlerin markalaşma ilkeleri

To my beloved parents and sister,

ACKNOWLEDGEMENTS

TABLE OF CONTENTS

LIST OF TABLES

TABLES

LIST OF FIGURES

FIGURES

xvii

LIST OF ABBREVIATIONS

ABBREVIATIONS

UNESCO …………United Nations Educational, Scientific and Cultural Organization

ICOMOS ..…………………………...International Council on Monuments and Sites

HUL ………………………………………………….Historic Urban Landscape

IGOs ……………………………………………Inter-Governmental Organizations

NGOs ………………………………………...Non-Governmental Organizations

FYDP …………………………………………...Five Year Development Plan

SDGs …………………………………………...Sustainable Development Goals

CHAPTER 1

INTRODUCTION

Conservation codes have been being elaborated according to necessities since the first time they were voiced. In the ancient times, it was just related with the keeping construction materials on their initial locations (Corpus Juris Civilis). Around the 60s, the scope of the conservation comprised only keeping the monuments alive. After that, the environment became important, relations between group of monuments and also other built or natural landscape were included. Then towns and urban areas were thought in more detail. In this case, matter was not a static image anymore and human factor started to be counted. Considering the human and consequently society brought culture to the conservation ground. Therefore, all tangible and intangible qualities became the subject of conservation.

A continuous change always forces to develop new ways in order to understand and protect the values of heritage assets together with current challenges. The way of defining them has changed, but the values as the essence of the discipline have been concrete in the initial phase of all sorts of conservation applications from the beginning until today.

Historic towns are complex organisms. There are lots of variables constitute their identity. It is not only physical environment but also whole human activities covering social, cultural and economic values. So, it is a balance of dynamic forces which shapes its identity. The awareness about this identity decreases due to the ever-changing lifestyle of today. Especially financial worries bring strict barriers to the urban conservation plans. Decision-makers and stakeholders tend to neglect thinking about identity during this economic rush.

Places are in competition with each other in today's global market. Their place in this competition determines their capability of development. In other words, it determines the capability of conserving their "heritage as a driver of their development" (UNESCO, 2011). Place branding concept emerged on the front line at this orient for the case of historic places recently.

> "Can we sustain and enhance the identity of cities as a way to brand
> them?" (UNESCO, 2011)

Place branding could be a tool for conservation of historic towns. Branding is a way to build a communication through brand image, which means the refined representation of real identity. Building such a communication through identity would differentiate subject matter among the others in the market and commit an incomparable benefit for the competition. This is what; today's global word demands from each living for maintaining its existence. Towns also as the balance of their dynamic variables are living organisms and subjected to this demand. Differentiation provides a driving force for the functioning of the towns. So, branding gives an opportunity to get the economic growth and sustainable conservation activities in mutual support for the future.

It is possible to have economic forces as the advocator of preservation activities by means of place branding in case of historic towns, because place branding concept has the ability to gather all participants on the same ground around a shared intent. So many different parts, like inhabitants, local authorities, politicians, academicians or stakeholders, desires to create better future for their town but mostly cannot produce successfully designed action plans due to the lack of interdisciplinary work. Strategies for future should be thought in the shed of all policies, economic tables and cultural dynamics. In this regard, place branding may render an umbrella for such a holistic viewpoint.

Turkey has an effort to use place branding concept in recent years. Many local governments have voiced this intent. As having plenty of cultural heritage from different periods in almost every small unit, it is so important to examine and make use of such a sophisticated concept for Turkey.

1.1. Problem Statement

There is competition between places, all over the world as an accepted fact in the last decade. Each of them tries to find out its own attractive characteristics in order to show off. These characteristics could be architecture, art, historic monuments, natural values, traditions, special products or events attached to a place. These are all cultural values, which should be under protection and sustained. Any of these could give advantage for a place among its counterparts in terms of branding and provide permanency. In other words, it gives ability to maintain its existence and welfare by advantaging from own cultural values.

Place branding has come into question for historic places inevitably in this context. They possess high potential for differentiation with their historic values. They usually represent various characteristics coming from their past. This collective cultural accumulation makes them unique. Being unique is the perfect score in the competition,

which may allow for being more developed and sustainable. For product branding, that unique product identity is created by the business unit from scratch according to needs. For places, besides, uniqueness comes from its heritage. So naturally, conditions are ready for being a brand for historic places. This has become a chance for governments and investors not to miss. Branding of a historic place could promote economic conditions so that conservation policies may benefit from this income for realization. In other words, branding may provide fund for conservation projects, which is a sustainable way of maintaining heritage. Nevertheless, conservation discipline has not worked on this issue yet despite it is needed.

Branding is a long-term, planned marketing mechanism. There is a method for branding of designed products. Although there are similarities between a product created to be brand and a historic place desired to be brand, it is not possible to apply same principles for both. Product branding could be only a point of origin in order to develop a new understanding for place branding. Otherwise, serious risks for heritage places come into existence.

Heritage places and their hinterland usually have higher land value, which is an economically important feature. These areas excite investors' attention much and there is always high pressure on decision processes about them. At this point, it is so critical to be aware of places' identity and possible marketing intentions. In case of unaware attitudes, their social and cultural assignments fade into background. This poses a danger. Because the value comes from its cultural identity and keeping this identity is the main issue of conservation. Moreover, maintaining identity of heritage places should also be main concern for any other governmental decision in these places. The change is inevitable and it also the feature of culture itself. Nevertheless, careless and ignorant change, which only counts short-term utility, may cause loss of place's significance forever. Investors actually take advantage of place's identity. In a way, this identity is the capital in economic terms for place branding. Lack of awareness about this during marketing processes of places poses a threat.

The foremost problem about place branding concept is focusing on tourism and increasing tourism capacities as a single goal. Tourism cannot be the absolute target of place branding in all cases. Additionally, capacity could be indicated according to dynamics of the place. Tourism could only be one of the choices if applicable. At first, the dynamics of a place should be analyzed which reveals the significance of place. Then, needs of the place and obligations arising from the significance should be determined. After all, shareholders should gather and decide on the most suitable common vision for all parties. Overall, around this shared vision, place branding could be a tool in order to achieve the goal.

Inaccurate usage of a tool may cause disadvantages instead of reinforcement. Despite the opportunities that place branding promising, it may damage the balance of the place when directed wrong and turn into a threat for conservation of heritage places. To force a place for producing over its capacity will probably conclude with a failure in heritage places or to force its community for changing their lifestyle will wipe out its unique values. Moreover, building new for more profit, which is not coherent with the past is another threat. Giving way for excessive number of visitors without enough infrastructures will consume the place, not promote.

The other controversial issue about place branding practices is being short-term applications. The target is generally getting sudden economic income, which is not a real gain if a holistic viewpoint can be resolved well. In the economics, marketing is not the way to have money in near future. It is a way of investment for a long-time span because 'continuity' is fundamental to ensure the economic value of a business by setting common principles. It is not wrong to say that necessity for long-term thinking is a convergent aspect for conservation and marketing which has not been expressed by conservation literature yet.

Besides, by the consequence of an inaccurate place branding, it is probable to experience newly created historical towns. This is irreversible state threatening the heritage places. By the wrong analysis and decisions, past may be demolished. New

which just resembles to old may be built. That kind of artificial places could be the outcome of misunderstandings of the marketing in heritage places. This is not useful at all. The aim could not be providing reinvented places. The case is providing places with high quality facilities by maintaining the cultural heritage. If social balance of a place changes, it will force to change also inhabitants' life. Properties' ownership or economic welfare of inhabitants is serious concern for conservation and should be shared by marketing programs as well. Not setting common intentions for all shareholders and undersigned interventions lead serious problems.

Place branding practices are implemented according to instant decisions in Turkey. It has become a mainstream method recently but required framework is still missing. Any authority has not introduced the codes, which should be presenting how to implement the method, yet. There are no common guidelines for making a historic town brand as a tool for conservation of it.

To bring further explanation, place branding should base on place's identity. When we regard the examples in Turkey, branding is taken as a standard operation, which is used in anywhere. That creates a problematic issue. Concept has not been understood well but it has started to be implemented. Serious decisions have been taken and actions have been performed. Branding concept is rooted in uniqueness of places for historic towns so that this uniqueness needs to be protected as the core value, which makes it potential for being a conservation tool. Therefore, the action should be the sum of superposition of conservation and marketing plans. Otherwise, it may end up with several problems in time.

In short, place branding concept, which has a high potential for making strong bounds between separate disciples and prospering heritage places, should be utilized consciously. This could be possible only after examining it in detail and having a comprehensive understanding. Otherwise, heritage places come up against serious problems in terms of conservation principles.

1.2.   Aim and Scope of the Thesis

Place branding is a favored concept, which is broadly practiced. It has become important to learn about its potentials and possible outcomes for heritage places, because it may turn into a serious threat insofar as being a strong tool for development. Heritage places got their identity from their accumulated tangible and intangible values. They should maintain all these values in balance and make them way for development to be able to carry their identity into future. So; the major aim of this study is to understand place branding for heritage places rather well. Practical meaning of the branding for heritage places will be questioned. Knowing that how branding, in other word 'marketing', relates with culture is important in order to make any assessment.
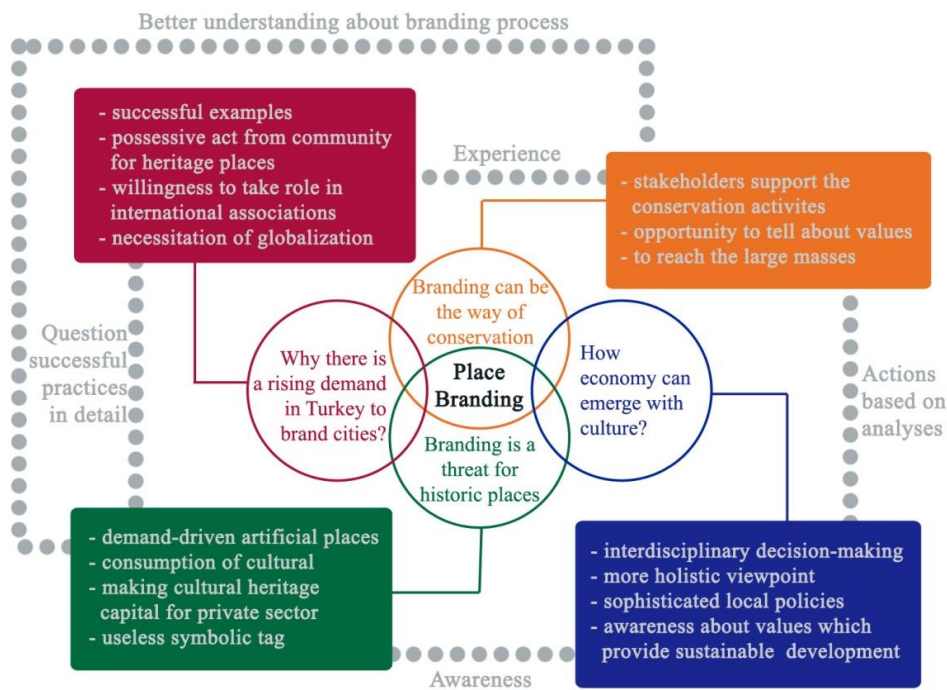
Figure 1-1: Aim and Scope of the Thesis (prepared by the author)

Understanding the objectives of place branding in heritage places and learning the process of it are primary aims of this study. For this purpose, it should be investigated how and why marketing has started to intersect with heritage places. Relation between these two areas should be stated clearly. Urban areas can be thought as living organisms. So, they need to adapt today's conditions. Today, there is a competition everywhere to have better conditions, even between cities, villages, neighborhoods or all types of heritage places. They compete with each other to have economic welfare, which gives the capability of maintaining their features on their own. In other words, heritage places search for a course to become self-sufficient which brings close together the marketing and the conservation areas.

With the shed of today's necessities, place branding has become a new route for many places to earn enough money from the market. Because of their high land values, especially heritage places are subject to this impulse. However, these places, which have cultural significance, should care about conservation principles primarily and set the policies according to these principles. Their identity is the most valuable aspect. Nevertheless, if they cannot be self-sufficient and there is no investment for them, they are under a threat to become neglected areas. Place branding for that point of view is so prominent. It can be the way of conservation if understood and interpreted in a right way. That's why this study aims to disclose common ground of marketing and conservation areas to reveal if place branding can be a tool for conservation of heritage places or not.

This study also aims to seek for cases, which used or intended to use place branding as a strategy and analyze them. Although there are no common accepted guidelines for applying place branding, its usage is so widespread. In Europe, this kind of notion has been used as town center management for the last 25 years (Coca-Stefaniak, Parker, Quin, Rinaldi, & Byrom, 2009). We can call most of these European capitals as city brands today. They have also been appreciated for keeping their historic fabric alive as well as for being most desirable places to live or visit. In Turkey, on the other

hand, place branding is a phenomenon that are more recent but intentions both in nation and town scale are so clear. Questioning how much these intentions relate with heritage places in a right way is within the scope of this study. Another aim of the study is to survey and list case studies from Turkey, which mainly become place brands with their cultural significance.

Taken all together, this study aims trying to make a holistic comment about principles of place branding for heritage places by understanding the notion in deep, resolving the main aspects of place branding together with conservation principles and searching-evaluating different scaled cases both in the World and in Turkey.

1.3. Methodology of the Thesis

Methodology of this study mainly based on literature review. All the research was held through written sources. Literature of the place branding and conservation of heritage places as well as case study analysis were conducted based on these written sources. As the first stage, place branding concept and principles in conservation of heritage places were searched and tried to be understood comprehensively. Some representative case studies were also analyzed for further understanding related with the concept. Second stage covered the work, which construct bounds between place branding and conservation of heritage places. This second stage tried to discover common aspects of two areas and opportunities to offer common principles of place branding at heritage places.

Additionally, some restrictions were encountered during this research. Mainly, studies on place branding were not empirical. They were usually based on personal comments of authorities in literature. Especially, cases representing different types could be held only in general perspectives. There were not collected and published empirical data on their branding processes for making any physical assessment.

LITERATURE REVIEW
through written sources

CONSERVATION & MANAGEMENT OF
HERITAGE PLACES

International Charters
(Principles & Approaches)
Conference Papers
Declarations
5YDPs
Legislations

Heritage & Development
Heritage Marketing
Heritage Tourism
Heritage & Economics

PLACE BRANDING & MARKETING

Articles on
Academic Journals
Books
Conference Papers
5YDPs
Legislations

Definition
Development
Terminology
Approaches
Trends in Place Branding

CASES

From Turkey   From the World

DEFINING A COMMON
GROUND FOR BRANDING
HERITAGE PLACES

Process
Principles
Approaches

Figure 1-2: Methodology of the Thesis (prepared by the author)

To start with, a documentary research about place branding was held. For the research, written documents were taken as the main sources. All written documents were investigated including books, academic journals, conference papers, thesis works, governmental legislations and other scientific publications. Main sources for determining place branding literature were scientific articles published in specific academic journals which might be listed as;

- Journal of Marketing Management
- Journal of Place Management and Development
- Journal of Destination Marketing and Management
- Place Branding and Public Diplomacy
- Place Branding
- Journal of Brand Management
- Place Marketing
- Journal of Vacation Marketing
- Journal of Travel and Tourism Marketing
- Journal of Town and City Management
- The Historic Environment: Policy & Practice
- Cities: The International Journal of Urban Policy and Planning
- European Planning Studies

Moreover, books on place branding were not giving a complete understanding about the notion. They all gather ideas of different authorities as independent articles in order to provide a discussion board. As all these articles had been collected, a preliminary classification was made for detecting writers' professions and their scope. Mostly economy discipline had studied on the notion. Studies, which are limited in number, had been conducted by urban planning. Nevertheless, there had been no study on place branding from conservation discipline. On the other hand, lecture notes of Marketing Management[1] course were utilized in the scope of this study. Marketing discipline and its processes were studied and understood on the basis of course documents such as presentations, written notes and reading lists. Besides, international charters, conference papers and declarations for conservation has been main resources for understanding principles of conservation of heritage places and developments on this subject.

[1] Yılmaz, C. (2015). Course given at Marketing Management (BA 5702) in METU, Ankara.

In addition, research was expanded specifically for place branding notion in Turkey. There had been no scientific study for contributing to the literature. Therefore, research was focused on the usage of the notion. For this aim, governmental decisions and actions for place branding were investigated through strategic plans, institutions and their missions indicated by the laws. Mainly tourism and cultural policies and related bodies were chosen in order to mark development of place branding idea for heritage places in Turkey.

Place branding has not a complete and widely accepted shared literature over the world although many studied materials exist. This is why, all collected data is needed to be classified and converted into a legible configuration. For this aim, collected information organized according to time and scope. Next, this classified data was used to make analysis. Knowledge coming from different studies from various time spans is questioned for their contribution to the development of the place branding concept. Timelines representing the development of the concept covering worldwide range and Turkey were prepared by the analysis. For place branding practices, there had been some classification proposals in the literature already. Nevertheless, these were not covering all cases at the same time. That is why a classification method for different trends of place branding has been proposed in the scope of this study as well. Many cases exemplifying the given information have been listed and explained according to proposed classification method. This listing was made both for worldwide and Turkey.

After all analysis has been done, assessments on the provided information were made. Marketing and conservation areas tried to be related on the shed of given literature review and listed cases. Due to the lack of a framework for place branding at heritage places, main principles of this application needed to be discovered. In order to achieve this aim, standard marketing and conservation processes were superimposed for understanding overlapping parts of both. According to common aspects of both areas, principles of place branding at heritage places has been determined.

1.4. Structure of the Thesis

This study consists of four chapters, which are interrelated and complementary for each other. Place branding concept is researched in depth and tried to be developed in the scope of this thesis.

In the first chapter, study is introduced generally. Place branding concept is questioned and its existing status for today's global world is condensed in short. Relation between place branding and heritage places is also tried to explain accordingly. Here, problems of heritage places arising from branding applications are stated. So, aim and scope are defined for expressing the contribution of the study to the subject matter. Then, methodology which shows the way, how contribution is realized is presented. Finally, organization of the work is indicated in structure of the thesis.

In the second chapter, place branding concept's emergence and development are expressed as well as its literature and effects on conservation area. The roots of the place branding idea are searched through marketing literature. Its conceptual development by the time is discovered and given in this part. To be able to list some examples of different implementations, a classification method is proposed. Cases from World are given under that classification. After that, conceptual and practical effects of place branding concept on conservation area are searched through international charters. By this way, we can identify how much economic concerns affect conservation principles also. To conclude, a brief assessment is made according to information discovered in this chapter.
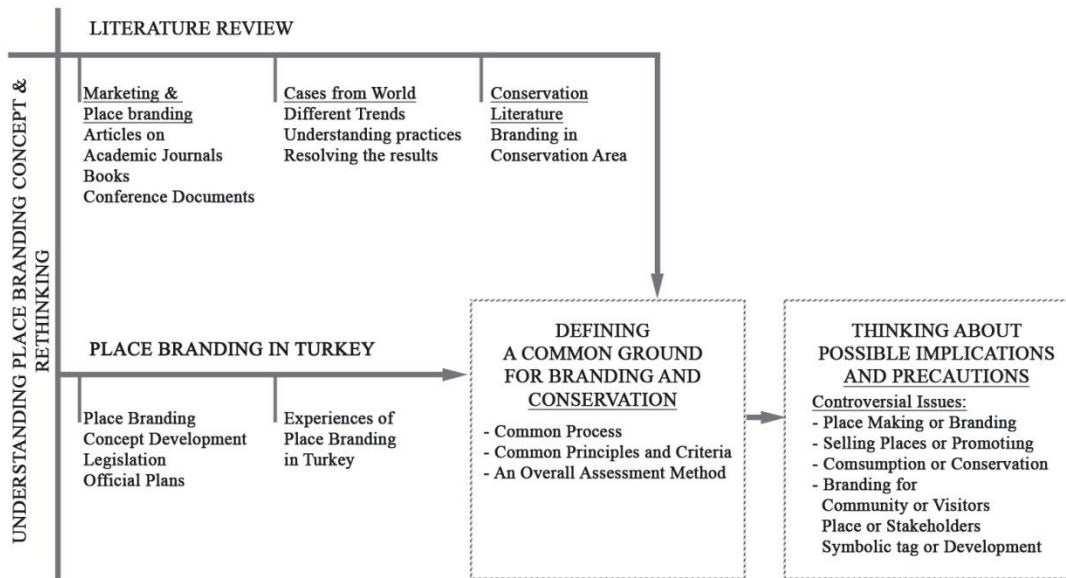
Figure 1-3: Structure of the Thesis (prepared by the author)

In the third chapter, emergence and development of place branding concept in Turkey is explored. Its effects on governmental regulations and institutions, relation with conservation of cultural assets and literature is tried to be discovered. Then, place branding implementation cases from Turkey are listed. In the end, discussion and assessment on the implementations in Turkey are given.

In the fourth and last chapter, contribution of this study to the place branding subject is represented. Marketing and conservation codes are superimposed. Their overlapping sections are discovered. Based on the observed parameters, standards of place branding at heritage places are tried to be drawn. A proposal is given for ideal process and principles of place branding at heritage places. As the conclusion of this study, an overall discussion on the subject is given and all the pros and cons are listed.

CHAPTER 2

PLACE BRAND CONCEPT AND INITIALS

2.1. Place Branding as a Developing Approach

Place branding is not a brand-new idea. Its history is so long, but not had been named specifically. Promotional activities used to distinguish places and make people think as desired. Leif Ericson example represents the idea clearly (Voogd & Ashworth, 1994). He explored North America. Then he came back to his country tried to find volunteers to move there by telling natural beauties of the new land. This was dated in 8th century. He endeavored to make his discovery preferred one. Later, that intrinsic need turned into a title for the science. Today place branding is a subject that influential international committees discuss and make publications on it.

Branding is a method in marketing. So, we need to look at the meaning of marketing basically. Its definition is important, because place branding concept has been rooted in this point. According to American Marketing Association's announcement in 2004, Marketing is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders (Gundlach, 2007). This definition gives us the idea that it is a long-term planned activity, which creates values and examines the results in order to benefit. It integrates communication

and social relations into economy. Gundlach emphasized the importance and role of the marketing in society. In the last thirty and forty year authorities include social dynamics in the marketing discussions. Scope of the marketing evolved, the term 'social marketing' was created (Kotler & Zaltman, 1971). It says that all processes and programs should be examined to influence the acceptability of social ideas. So, these determinations broadened the scope of marketing. Non-business organizations and other than economic goods and services were included in domain. It was accepted that activities whose final targets are not to make economic profit are also subject for marketing and its applications (Hunt, 1976). Places started to be thought as entities, which could be marketed after this advancement. Achrol and Kotler stated that Marketing concepts apply to all forms of exchange, whether it is goods, services, personages, places or ideas, and whether it is between individuals, for-profit and nonprofit firms, governments and NGOs (Achrol & Kotler, 2012).
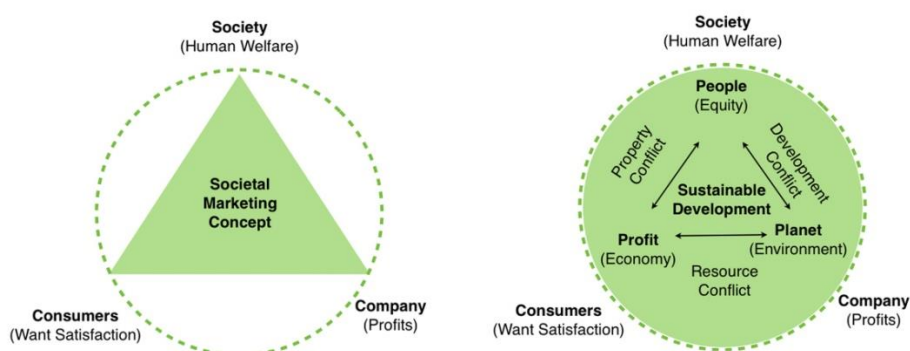
Figure 2-1: Societal Marketing Concept (Kotler & Armstrong, 2015, p. 11)

Brand is an entity, which has an economic value. Creating a brand aims to differentiate something from the others in the market in order to make it first choice among. It was defined by Kotler (1991)as 'a name, term, sign, symbol, or design or, combination of them which is intended to identify the goods and services of one seller or group of

sellers and to differentiate them from those of competitors'(p. 442). It uses people's experiences or different knowledge and habits to create a virtual image in the minds. A brand has a stand in our perception just like people in our daily life or objects or happenings. This image has a meaning according to attributes bounded. This is proved by 'associative network memory model' (Anderson, 1983) (Wyer & Srull, 1989). In our minds, there are nodes, which contain information and links between these nodes having various levels of strength according to model. So; we just associate different kinds of information to each other according to our experiences and recall in consequence. A brand tries to locate itself in the most critical place between related nodes so that it has strong links. Then, it will always come to mind whenever one of the related concepts is being addressed. That is so important for competition in the market.

Competition between places has become a matter of related disciples also in the last decades. Together with innovations, people have excessive mobility and access to information from all over the world. As a result, locality tends to decrease. Places compete to be chosen as hometown, university education address, holiday destination, festival place, sport training location or investment point or as other countless possible purposes. Each place has its unique characteristic and tries to reach people to tell its statement and differentiate herself from the others. So, they can get benefit and ensure their continuity. In other words; places try to be brands.

By the evolvement of its scope, places can be brands from the marketing perspective. They have required capability. Kavaratzis and Ashworth (2010)have voiced this issue well by saying 'peculiar nature of places as marketable assets' (p. 2). They have been also saying that places' exertion of being a brand with their identity is as old as the appearance of governments. The identity is the vital point. Places have an identity, which is unique and consists of several aspects. We recognize the place accordingly. In everyday life, we experience the space, interact with the surrounding environment and get information from media representations. We create mental maps in our minds

based on our experiences and perceptions in which we re-experience the place virtually (Holloway & Hubbard, 2001). These mental maps are exactly about the identity of the place. Places that we know become a node in our minds. This node has already generated lots of links with lots of other nodes such as memories and experiences. So, the infrastructure that needs to be built for a brand is already exists in the nature of perception of places.

Place branding concept first voiced by the economists working especially on marketing. Being mentioned by the planners or architects is considerably recent issue. Conservation specialists are not in the literature yet. Economists have discussed and designated places as marketable assets. That was not a sudden idea. This took a period taking almost three decades between 50s and 80s. Following the debates on the meaning of marketing, newly accepted areas were started to be researched and defined in more detail like place marketing. They tried to understand the economic dynamics of a place. They usually took a definite governmental unit like a city having a municipality so that they had predetermined limits for data that would be collected and interpreted. That is why in early periods, they had named the concept as city branding in their works mostly and tried to put a framework.

Place branding literature is not as old as the idea itself. It is a newly developing area on the academic ground. There are well accepted points but the greater part of the area has been still developing. It was first thought as promotional activities only. In UK, promotional media was important for local authorities to create image, which would help to get rid of being stereotyped and boost the economic activity in cities (Burgess, 1982). That kind of attitude was intensely used for following twenty years that the necessity for more comprehensive thinking arose. Lots of marketing specialists were discussing the concept and idea but very few of them paid attention on how to apply marketing to the cities in real cases. Direct actions and possible results of these actions have not been stated clearly.
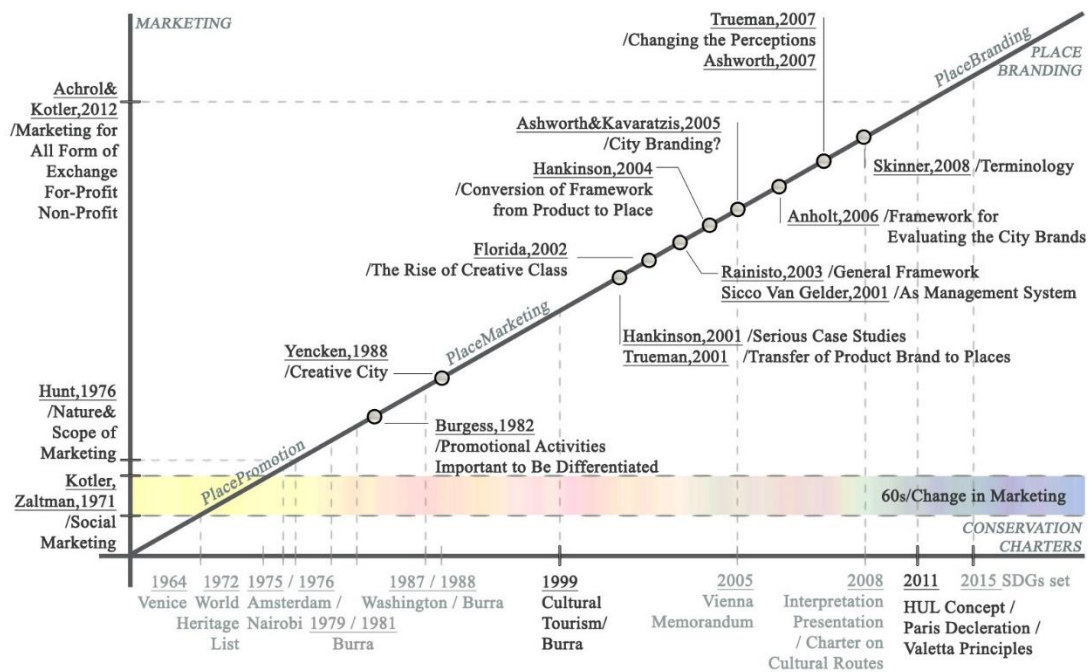
Figure 2-2: Timeline of Place Branding (prepared by the author)

There is a set of processes for created products and services to initiate a brand and make it pioneering one in the market. Promotional activity is only one instrument used within all the way. It was stated that a brand represents a whole set of physical and socio-psychological attributes and beliefs which are associated with the product (Simoes & Dibb, 2001). So, a brand is not only an image, we can say, it is a way of communication. It was accepted that places can be thought as marketable assets (Kavaratzis & Ashworth, 2010) but it was not possible to use the same route with products. In other words, place branding cannot be merely the application of product branding to places. Trueman (Trueman M. , 2001) made an effort on this problem and worked on transferring conventional product brand analysis to places. He stated that there are more variables in the case of places. There is no single producer or a type of consumers. All the users, owners, governors or stakeholders are matters of topic and goals of each party need to be accounted. Another study, which was held by Hankinson about branding, practices of twelve English cities (Hankinson, 2001). He

discovered that place branding is widely used but not well questioned. He evaluated the cases and defined some key factors, which affect the development of locations as brands. This study is important in terms of place branding literature because, for the first time, it is based on real cases with field research. He made interviews with respondents from different managerial levels and got information on which he generated ideas. That is why this study is considered as a milestone. Hankinson also tried to put a model for place branding which was converted from product-based idea (Hankinson, 2004). It is not wrong to say that this study had more to declare than the former one. He took the idea one step further by the analysis on his proposed framework. He explained how to transfer classical branding approach to the places. General principles were voiced considerably in detail. So, Hankinson (2001), (2004) contributed critically for place branding literature. His statements are still accepted as guidelines. All of his statements has been still supported and referred. The essential point is that these guidelines should still be taken as starting point, not a complete code. As Hankinson also remarked, further studies are needed.

An important issue about Hankinson's work is he concentrated on the concept as location branding. His starting point is tourism. Other possibilities about a place were neglected and the issue was taken from visitors' account. Later works brought more holistic approach. Although Hankinson discussed the subject as location branding only, he still had a wise outlook. Importance of understanding and representation of places' identity was underlined. His notice about 'using highly selective identity as a means of selling the place' is significant in terms of conservation (Hankinson, 2004). He is an economist and looking forward to analyze the profit made out from this concept and use it in advantageous way. While looking from economic perspective, he is conscious about the identity of the place and essence of keeping this as a value. From the emphasis he made, the need for conservation principles for branding heritage places is made out evidently.

During the progression of place branding concept, another important statement has emerged. It is creative city and creative class phenomena. Creative city was first presented by David Yencken (Yencken, 1988). He stated the complexity of urban environment with its cultural, natural, social and economic values and necessity for balance between all values and changing life of today. He proposed creative city concept as a balanced development way. After that, Florida stated the importance of the role of creative class for development of cities (Florida, 2004). He argued that creative class is the highly educated and talented inhabitants in the fields of economy, arts, culture or science and the works produced by this class steer the economic welfare of an urban area. So; in order to contribute development of an urban area, this creative class must be attracted and convinced to live there. In other words, today's competitive world acquires high-knowledge people who are creative in their fields for development. This kind of city centers has started to be also city brands with their cultural events, education centers, architecture or museums. They become to be desired hometowns for others. As a result, there is an irrefutable change in world's economic context and this pushes the urban planning and conservation fields to find new settlements. It is not wrong to regard creative city and creative class phenomena as another way of dealing with competitive environment between places.

Just economists have studied place branding first and for a long time. Authorities contributed to the field have been from marketing origin. Some of them searched also basics of the urban planning in order to complete their works because of the necessity. The first specialist is Gregory Ashworth who studied place branding from planning background (Ashworth & Voogd, 1990). He brought the concept to the urban planning disciple. He also gave a new approach to place branding concept by marking the potentials of the heritage places. He regarded dynamic structures of heritage places for branding issues. He handed it as a management system and tried to resolve the whole together. Studying place branding is not still widespread among planners but it has been accepted as a topic to make research on. Necessity for studying the subject has been underlined from the planning side hereafter.

Ashworth says that using promotional activities for places is not a new idea but together with the globalization and especially European integration, its usage by public agencies brought an important shift in the last thirty years (Kavaratzis & Ashworth, 2006). A systematic approach was needed instead of making snap decisions, because public agencies needed long-term plan for managing places. They need to adapt promotional activities for collective goals and benefits. So place branding should offer an administrative base also.

According to an approach which has voiced by Ashworth also (Ashworth & Kavaratzis, 2007), place branding is thought as a way to make development plans for cities or regions or even countries. Most of the authorities having a speech on place branding concept agree on this approach in recent years. It is the way to adapt world's competitive market to the places' development. This is not only using promotional activities or creating logos and slogans but it requires a holistic approach consisting from complete marketing strategy, which means initial analysis, deciding on vision and objectives, applying marketing mix accordingly and measuring the success. This brings corporate branding into the forefront. Corporate branding concept has started to be explained in early 1990s. Traditional product branding started to be widened with companies' other features like images, employees or relations. It was called as 'company brand' first (Balmer & Gray, 2003). This way of branding is the one having most common area with place branding according to authorities. According to Simoes and Dibb; 'The entity in corporate branding has a higher level of intangibility, complexity and social responsibility making it much more difficult to build a coherent brand' (Simoes & Dibb, 2001). Because it comprises lots of variables such as culture, personality, relationship, image. All of these creates a complex identity which is difficult to define directly just like places. The characteristics of a corporate brand identity provide most suitable branding framework for places.

As place marketing concept has come to this point in 2000s, historic sites attract administrators and investors much for place branding practices. Due to their

distinctive characteristics and high land values, historic places provide position that is more advantageous for branding in the market. UNESCO's World Heritage List could exemplify this situation well. It was conducted for honoring heritage places having authenticity and good performance in conservation. However, it could be counted as a branding way of heritage places today (Ryan & Silvanto, 2009). It is obvious that inscribed sites in the list have become place brands for heritage tourism. On the other hand, both economists and planners who are working on place branding theory have underlined the importance of conserving the identity of place as the core of all efforts. That shows us explicit relevance of place branding with conservation discipline but still it is not possible to find any conservation specialist in the area today.

2.2. Emergence and Development of Place Branding Literature

Terminology being used for place branding is so ambiguous. There are so many publications saying almost parallel things by using completely different nomenclature. There are also ones using same nomenclature, but trying to refer different issues. It is well accepted that terminology as well as ideas thrives by the time. It is not something static and exact. Contrary, it is processive according to discoveries for newly developing fields. Place branding is such developing field now and there are conflicts in its terminology. Skinner has searched and resolved this confused issue in a level. She gathered up all the major authorities in the field and tried to resolve terms that they had used (Skinner, 2008). She firstly grouped the approaches appeared until now in four main headings which are tourism, society and culture, places with negative identities and urban marketing. According to her statement, terms that used differ depending on these approaches. As another determinant that she stated, authorities had chosen terminology related with their backgrounds and arguments. This shows us terminology for place branding has developed a bit personally up until now.

First dominant area, which directed the place branding, was tourism. Marketing efforts have been mostly addressed by tourism sector because it is important to be distinguished from others. One tourism destination always desires to construct strong image towards probable visitors to be chosen as their first choice and make this condition constant. This is the advantage provided by being a successful brand by use of marketing mix. So; marketing activities are naturally needed by tourism. In case of literature, many terms were also drawn from that background. Which means; tourism was the main determinant for shaping up place branding literature. So; tourism used both 'destination branding' and 'destination marketing' as a title without any difference in meaning. As 'destination' it is defined mostly a singular entity, one monument or neighborhood. That is not satisfying for making definition, because a destination may also comprise combination of towns, monuments, regions or paths. They may demonstrate an identity as whole. In this case, there are different values and characters together and it cannot be treated as single product or service branding. For this deficiency, 'location' was started to be used to define larger spatial organizations. So; the title was used as 'location' in some cases within tourism literature (Kerr, 2006). Kerr also stated; while 'destination' represents product or service branding, 'location' is used to define corporate branding method. Then, in 90s, there had been a change in literature from 'destination' to more encompassing word 'place' (Skinner, 2008). 'Place' was more definitive way to address the issue from design perspective. Somehow, it has been used mostly in economy and marketing journals and tourism literature has continued with 'destination' until today (Hanna & Rowley, 2007).

As other secondary areas, society and culture in place branding and branding for places with negative image are agreed in using 'place' with 'branding or 'marketing' interchangeably for title (Skinner, 2008). Identity of the place is taken serious here. Primary consideration in these areas is constructing true image in the guidance of identity. So; branding is a kind of solution for economic or cultural problems by using places' own potential. It is not wrong to say that there is less conflict about title in sociological facet. So; it has been discussed more about content.

The change occurred in 90s shifted the focus of place branding from tourism to branding and business (Hanna & Rowley, 2007). Then, urban marketing has become dominant approach, which works as urban regeneration. Especially for post-industrial cities, they have struggled with negative perception, which causes undesired identity and brand image (Trueman, Cornelius, & Killingbeck-Widdup, 2007). This urban marketing approach has been used as town center management method in European capitals for the last 25 years (Coca-Stefaniak, Parker, Quin, Rinaldi, & Byrom, 2009). There are lots of papers from authorities telling on regeneration or refashioning a place with different details of business for the sake of place marketing. Main notion is reforming an existing undesired perception towards a place by means of marketing tools. Here, marketing is understood as a long-term strategic plan. Therefore; within these works, 'branding' refers to promotional activities solely and 'marketing' refers to wider issues, which are promotional, spatial and organizational.

In the shed of this progress scheme, language used in place branding literature today is mostly drawn from product and service marketing background. But, it is not definitive enough for places. As Skinner (2008) affirmed; "Due to the complex relationship between culture, national identity and the many stakeholders involved in managing the place brand, places do not have single identities that can be branded as clearly as the products or services brands from which much of the literature has drawn." (p. 916). In other words; philosophy comes from product and service branding, but further definitions are needed specific to places. Unlike products, places are not entities that we create and shape from a scratch. They are formed by lots of variables, which are out of our control and time such as nature, culture, history, politics, economy etc. They are complex organisms that we need to understand with their sub-identities. So; if we are intending to reform a place brand, we first need to reform the method of branding by taking place's variables in consideration. We need to take identity of place as starting point.

Even though we can trace the progress in place branding literature above, there are others using alternative titles for the same and close issues. 'Nation branding', 'city branding', 'heritage marketing' or 'place promotion' are major examples of these alternatives. As the oldest, 'place promotion' was originated in United Kingdom. Earlier than 'promotion', it was named as 'boosterism'. The idea is using promotional media for creating an image to boost the economic activity of the towns (Burgess, 1982). Then, it evolved into 'place promotion' with developing ideas almost ten years later (Gold & Ward, 1994). As another approach, geographically defined areas have been more discoverable for economists. So; as the frontiers, time to time they specified the title with officially defined boundaries. Dinnie followed this way in his two books as examples of very first resources (Dinnie, 2008) (Dinnie, 2011). He chose to title the concept as "nation branding" for large scope and "city branding". Culture has become a point after above issues determined. Necessity for paying specific attention on heritage places has discovered lately. There is no specific language for branding at heritage places even; there is a huge interest for branding them. Because of their uniqueness, heritage is an important potential for marketers. Along with all other progress in the subject, more work and specialization for heritage places is an indisputable need.
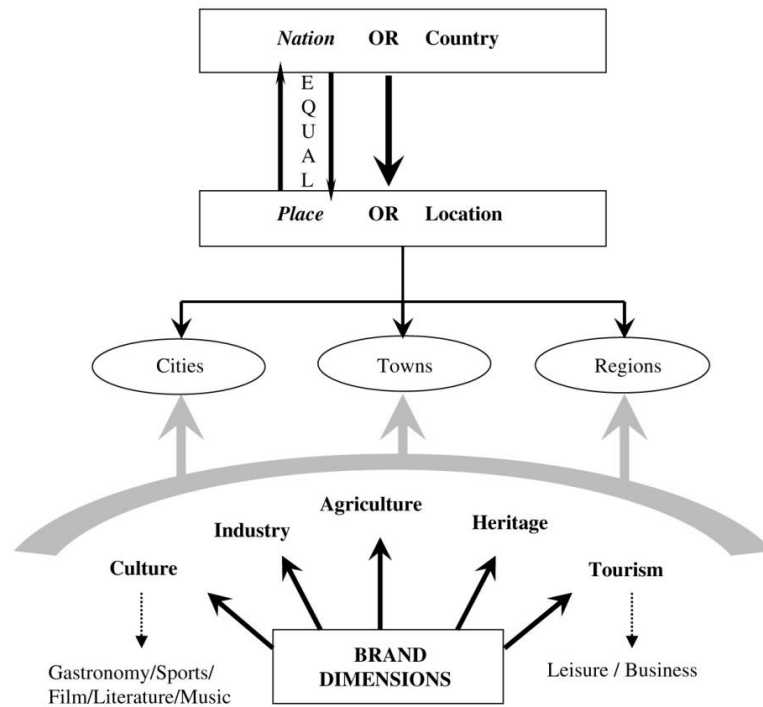
Figure 2-3: 'Place' and Associated Vocabulary (Hanna & Rowley, 2007, p. 65)

In academic level of literature, 'place' is the most commonly used term in the end. Although it is the most agreed one, what it defines is still something ambiguous. Place may be a monument or may represent a whole country. Both can be brand, but having distinct brand definitions. For some, it does not matter while others attribute completely different methodologies and meanings. Hanna and Rowley (2007) depicted the issue "Alternatively, the lack of a clear academic distinction between 'place' and its associated vocabulary may be pure semantics." (p. 65). It is obvious that place is the most encompassing word to be used for titling because it corresponds all different meanings together at the same time.

- **Demarketing**

Moreover, another important term for place branding is 'demarketing'. It comes from classical marketing theory in economy, but had an important ground for place branding concept in terms of conservation facet. Marketing is widely misperceived as if it aims only expanding demand for any product. In reality, it is a wiser concept, which is for long-term sustainability for both product and its shareholders. Kotler and Levy (1971) states that "Rather than blindly engineering increases in sales, the marketer's task is to shape demand to conform to long-run objectives" (p. 74). They introduced demarketing concept firstly in 1971. It is basically to deter customers or a group of customer temporarily or permenantly in order to deal with excess or unwanted demand. On this basis they defined three types of demarketing: general demarketing, selective demarketing and ostensible demarketing (Kotler & Levy, 1971).

For places, demarketing is relevant as long as marketing activity has been discussed. Places especially concerning heritage places are not meant to be sold as products. So; marketing activities for heritage places are for making contribution on their conservation and development and promoting their sustainability. To balance marketing activities with place values shaping its identity, phases in process such as segmentation, targeting or positioning should be planned precisely. This is also way of demarketing. In short, demarketing is organically part of the process. In addition, it is not wrong to say that demarketing may be used as precaution or action in abnormal cases intentionally.

As it is a used but not recognized method, place demarketing has been performed by different level of place managers. An investigation was held in United Kingdom with thirteen place marketing practitioners who were from local authorities, tourist sites, national parks and voluntary groups (Medway, Warnaby, & Dharni, 2011). According to this investigation, main rationales and strategies for demarketing places were identified. Therefore, these main rationales are (p. 129):

- "Sustainability of the place product"
- "Market segmentation and targeting"
- "Reducing the effect of seasonality"
- "Crisis prevention / management"

While main strategies for implementation of demarketing are (p. 131):

- "No marketing"
- "Redirection to alternative places 'diversion demarketing"
- "Informational place demarketing"
- "Restricting access"
- "Pricing mechanism"

These rationales may emerge at the same time or strategies may be applied in a combination of two or three. It is not rational to dedicate concrete solutions for particular places, but it is still possible to define a general process. The proposed process of place demarketing in this study is shown in Figure 2-4. According to the figure, place context makes out the rationales with the comments of place moderators and then strategies are shaped. Monitoring should be done for evaluation of the impacts on place so that required modifications on rationales or strategies may be discussed and implemented.

To sum up briefly, place branding literature has been rooted in product and service branding. Point of origin is clear, but place has lots of specialization in itself that it requires differentiation both in literature and practice. Development of place branding literature up until now is not sophisticated enough for the needs of place and it is still progressing. There is a certain need for further expansion both in theory and case assessments.
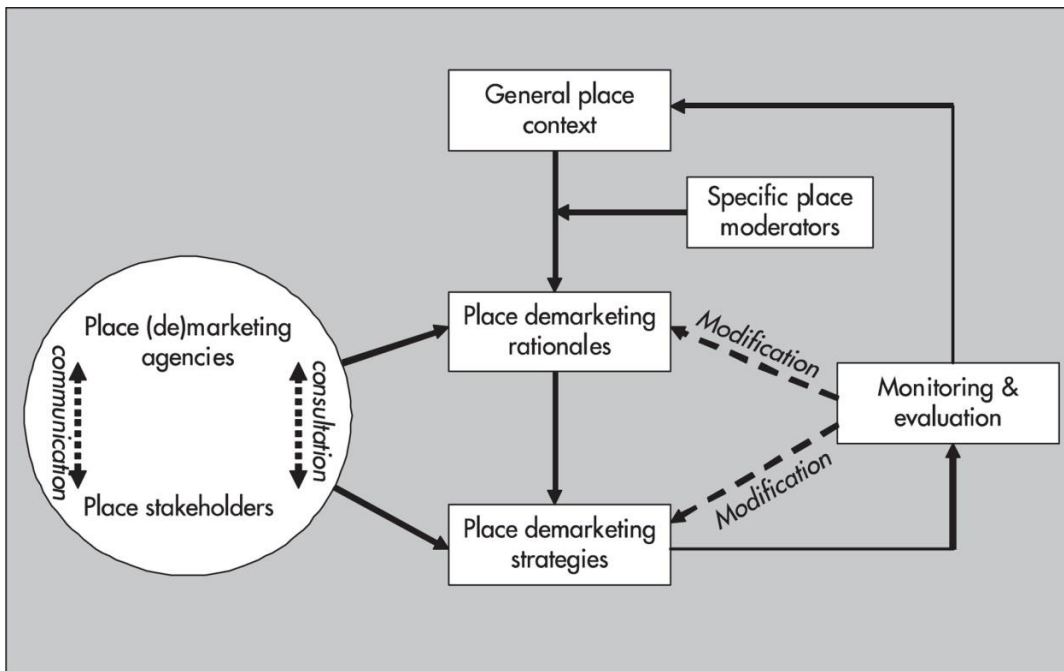
Figure 2-4: The Place Demarketing Process (Medway, Warnaby, & Dharni, 2011, p. 137)

2.3. Marketing Process, Principles and Criteria for Economic Products and Services

There is an accepted and applied marketing process for goods and services. This works as an international common knowledge and it gives general outline of marketing process, which is shown in Figure 2-5: Representative Marketing Plan . However, all phases of this process could be adapted according to each case, which means it is flexible. It is not a concrete application. The outline of the process is better explained by Kotler and Keller in their book, which is used as an important source within marketing discipline internationally (Kotler & Keller, 2016).

Firstly, defining business mission clearly provides understanding on general target of the company. It should be explicit, in-context and directly related with business operations. Then, making analysis come as the second phase. This analysis aims to oversee general marketing environment by indicating business's stance through its

strength, weaknesses, opportunities and threats. The market which business will operate should be analyzed well. Its size, scope, history, customers and competitors are components to recognize. Target markets should be selected. Their customer profiles are important to understand. Demographic structure of the customers is indicated that their needs and preferences are needed to know in order to shape business actions. Moreover, understanding competition level and all features of each competitor will provide distinctive support in following phases. In addition, detecting the opportunities in order to make profit from them is critical for business. Then, threats should be designated for taking protective actions. Similar to these external environmental features, internal environment characteristics pose significance as well. Company's strong and weak abilities may shape the method, which it could use. In other words, inner limits of the business may define its targets.

After making market and SWOT analysis for the business, goals should be set. Goals are more specific than mission. They should be indicated in sequence from the most to the least important. They should be realistic, quantitative and dependable as well. Positioning targets of the business could be set in this phase based on market and competition analysis.

Then, strategy should be formulated. Strategies are giving the way how business will reach to the goals. This may indicate economic, leadership or focus point strategies. Planning how to use economic resources is a work requires careful design. Management organization and sharing responsibilities are another to plan. Because realizing such long-run and complex works is possible by well-designed operational scheme. As these strategies are plans inside a business unit, it may also include making alliances. Sometimes, similar businesses, which have to use same strategies and goals, can promote each other for the target. It may be possible to reach a better position by collaboration.

Program will define further details. Marketing program is the formatted, systematic given way of strategies, which will carry out implementation directly. There is need

for preparing a sub-plan in this phase for implementation. This sub-plan designate the success of strategy. All parties included in strategy should work with respect to the program. It is possible either fostering average strategic decisions or devastating successful ones by the help of this business program. Therefore, it is critical for success. It includes product, pricing, distribution and communication decisions. These all have to be consistent with general strategic stand. Primarily, product needs to adapt desires of target group. Maybe new features will be added or ineffective parts will be changed due to market analysis. Product should differ from competitors. After that, pricing the product is thought specifically. Because, this will shape customers' preferences together with product features directly. Then, distribution is another point to give attention. How the product will reach the customers? It should be accessible especially with related situations and times. How the customers try to reach that sort of products should be known from analysis. In addition, communication requires attention. Marketers try to set a communication between product, producer and consumers. This is important for setting brand loyalty or trust. For that aim, different communication channels transfer constantly brand's messages, which are goal-oriented. Promotional activities correspond this phase. Advertisements, campaigns or public relations are all components of communication. Messages should be consistent with each other.

Furthermore, implementation phase is realization of the program. Brand will create a value and business will distribute it to benefit from brand equity. Apart from the product or service itself, brand will become an entity as well. Differentiation and position in the market adjust actual brand equity. As another point, forecasting consequence of each marketing program component is a necessity for business. Actions will be tried to perform according to forecasts. Demand for the marketed asset is the basic thing. Forecasts for the demand will guide implementation. Besides, financial data should be calculated and indicated according to forecasts.
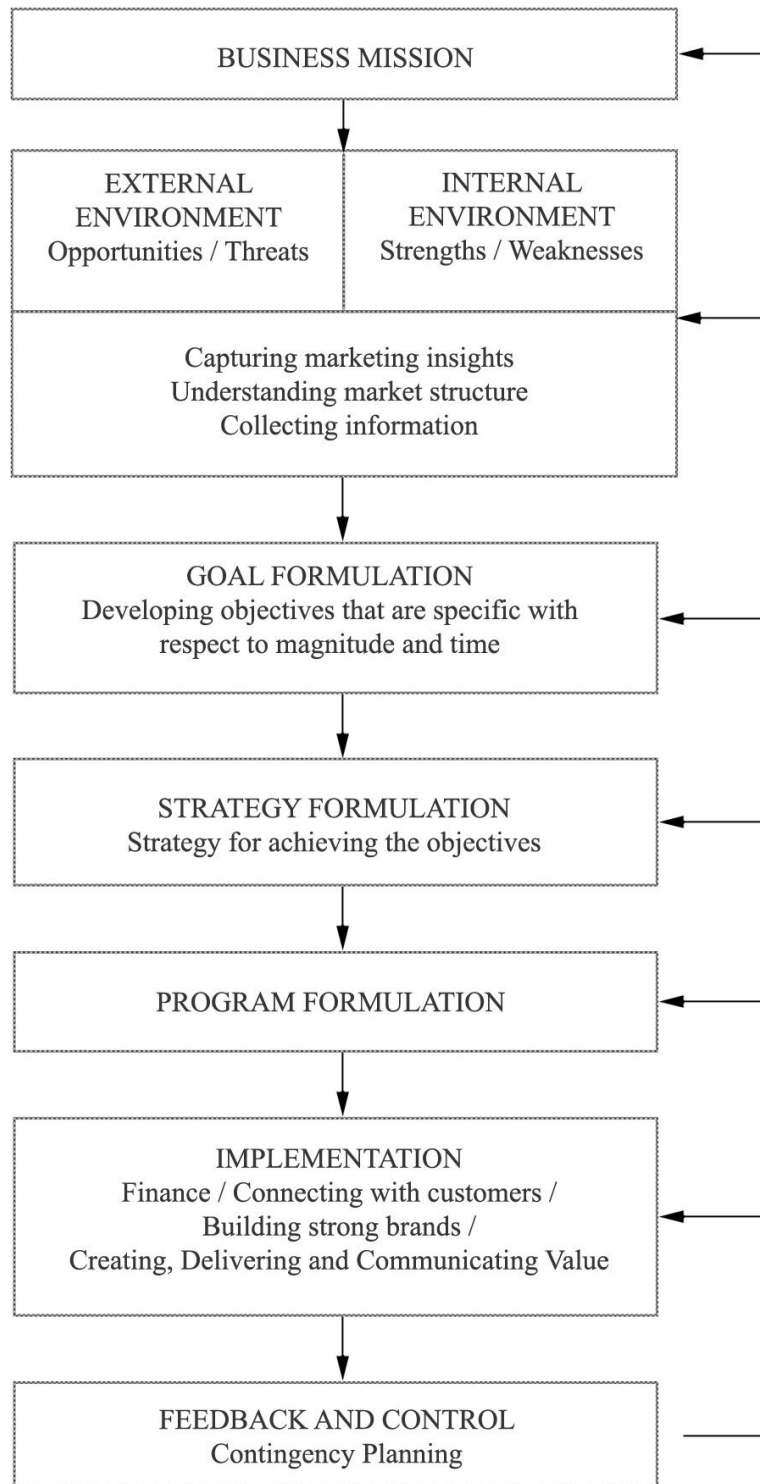
Figure 2-5: Representative Marketing Plan *(Kotler & Keller, 2016, p. 70)*

As the final phase, monitoring and controls are integral part of the overall marketing process. Implementation should be evaluated. For that aim, parameters for measuring the success have to be specified for each marketing case. Financial state is only one of these parameters. The overlapping ratio of actual financial state with the forecasts shows success. Therefore, sales, expenses and returns are all foreseen and checked during implementation and monitoring phases. Together with revenues and expenses, product specifications, distribution methods and communication skills also should be evaluated for creating feedback. Effect of each marketing tactic should be measured so that going back in the process and any revision is possible due to the further needs. Marketing process is flexible so that operations may be changed or repeated according to feedbacks. Monitoring should be performed at indicated time intervals.

To conclude, there should be a contingency plan for the worst scenario. Business may change the goals due to the unexpected situations. For such cases, there should be an alternative decisions using preliminary analysis.

2.4.   Different Trends in Place Branding

As place branding literature is still progressing, there has been no clear distinction for cases within different contexts yet. But even, there are different trends for this purpose. A number of authorities suggest different ways to classify cases so that they also could make better evaluation for general. According to context; method and references need to be selected and examined in situation specific way. This necessity was noticed by past experiences. We are able to trace this pursuit in literature. Issues discussed about titling the concept can be spotted within these different trends also. For instance; in different scales, components effecting the image changes and approaches are forced to adapt these changes. So; necessity appears to make a differentiation in different scaled cases. In a way, these efforts attempt to portray possible classifications for place branding practices.

Foremost possible differentiation in place branding depends on place scale. Geographical and administrative borders already define different scaled places and relations in between. This is the simplest way to differentiate the cases. As early studies, which were conducted mostly by economists, used the advantage of taking these pre-defined units, place branding may continue developing on that way. These geographically or administratively defined units may constitute types of place branding as neighborhood, city, region or nation brands. At this point while the smallest unit represents singular identity, nation scale embodies many identities in it. This means; a neighborhood and a nation cannot be branded and evaluated by the same method even though; it respects significance of place. In order to preserve values first they should be interpreted well. Big scaled units have many variables that a deliberative method is needed to analyze all for making any comment. A suggestion for creating an 'umbrella' nation brand, which contains other smaller units as sub-brands, has been raised (Ashworth & Kavaratzis, 2007). This suggestion may sound meaningful, as nation brand should embrace all smaller units. Nevertheless, it was also stated that; thinking nation brand only as a manager for all others is not supported. Nation brand is so broad and powerful that this approach may undermine its meaning. Both strengths and deficiencies of this suggestion should be examined more in detail.

Another possible way to differentiate specific approaches proposed three basic types of place branding as; geographical nomenclature, product-place co-branding and branding as a place management (Kavaratzis & Ashworth, 2006). First two resemble each other so much but they are not same while last one gives completely different approach. Geographical nomenclature represents a geographic location of a physical product. This is not a specific brand name but it is an association between a location and a product type, which aims to prevent other locations, attach them with same product or to prevent different products of the location with same location name. So; it is merely for a virtual link between indigenous products and their origins. Then the second type, product place co-branding is marketing a product by correlating it with a place and its desirable attributes. Using positive impression of a place or people's

personality for constructing strong image of the product is key feature of this approach. Positive characteristic of a place is matched with the product. This may be taken as different form of geographical nomenclature in one extend. Third and last, branding as a place management offers a guideline for branding strategy. This takes corporate branding as role model. Suggesting that creating place brand as an umbrella, which counterbalances all partners' expectations, is a possible method of place management. It argues that place management mostly tries to change how place is perceived. That exactly coincides with struggle of place branding. Therefore, it is possible to manage places by making it a brand and give way to partners using its advantages.

The last proposed listing on differentiation of place branding practices has five headings (Kavaratzis & Ashworth, 2010). These headings are stated as place of origin branding, nation branding, destination branding, culture/entertainment branding and integrated place branding. All represents different trends in place branding and discusses various context-based approaches to resolve complexity of the issue.

- Place of origin branding (Kotler & Gertner, 2002) (Papadopoulos & Heslop, 2002) is mostly related with product marketing activity. This trend resembles geographical nomenclature and product place co-branding and its definition is definitely combination of these two. It is not wrong that place of origin branding has so little benefit on place. In essence physical product tires to take advantage of a place to get positive image.
- Nation branding (Anholt, 2002) (Anholt, 2007) (Gilmore, 2002) (van Ham, 2001) is creating a strong and rewarding image for a country in global arena. Together with the rise in global competition, countries need to find new ways to secure their position in foreign affairs. For tourism, foreign investment or their citizen's welfare, strengthening nation's image plays critic role. This nation brand may influence all smaller units such public institutions to companies or just individuals while abroad. That is why by a considerable

amount of authorities, nation brand is designated as something, which provides great status to countries that are successful in building it.

- Destination branding (also; location branding) (Hankinson, 2004) (Morgan, Pritchard, & Pride, 2004) is mainly for places which are tourism oriented. This trend is the most developed one in literature and practice. Since the Hankinson's guiding study (Hankinson, 2001), there have been lots of other cases analyzed and discussed so that they tried to form appropriate marketing plan transformed from product-based one.

- Culture / Entertainment branding (Florida, 2004) (Evans, 2003) (Greenberg, 2003) (Hannigan, 2004) is a rising trend in 2000s mostly. 'Creative City' concept also shows that it is related with cities image and urban planning. Cultural and leisure activities are organized and they are strongly attached with place. These activities use promotional media intensely so; this is a way to reach masses of people and transfer an idea. The image of the place must show its competence for such activities. So; landmarks or cultural heritage of the place are usually featured and cared for that sake. Building a brand image could encourage the development of the place by this approach.

- Integrated place branding (also; corporate branding) (Trueman, Klemm, & Giroud, 2004) (Rainisto, 2003) (Hankinson, 2004) (Hankinson, 2007) (Kavaratzis & Ashworth, 2006) is proposing branding as place management tool. This trend is the most recent discussion about borrowing corporate brand techniques and ideas for places. Authorities deliberate the appropriateness of the approach and mostly admit that these two areas have significant common traits.

All in all, there is not one common way of differentiation for place branding practices in different contexts. Except place scale group, other two lists do not use same terminology, which causes depicting almost same ideas in different nomenclatures.

Besides these are not widely accepted and applied methodologies by place branding practitioners. We can assure that there are still different trends in place branding for differentiating cases and they are surely open to discussion. It is needed to be researched and improved more in interdisciplinary way.

- **Corporate Branding Approach for Places**

Corporate branding is an approach developed in product branding literature and widely used. It is form of product branding with the additional concept of corporate-level complexities. Still core objective is differentiation. It was called as 'company brand' in the early 1990s (Balmer & Gray, 2003), then evolved into 'corporate brand' which is more encompassing title. Essential idea is building relations between stakeholders and customers instead of just selling. For the essence of places, it could be thought as building relations between public private authorities and local foreign audiences (Ashworth & Kavaratzis, 2007). Corporations behind the products become more important so; people, organization and general stance of the whole creates corporate identity. This enables to commit the brand to target audiences' memory by building relationships. It is important to understand what corporate identity is and what constitutes it? Corporate identity consists of many variables just as places', which is why it is hard to define. As a proposed resolution for this complexity, Balmer designated elements of corporate identity mix as; strategy, structure, communication and culture (Balmer, 2002). So; corporate identity has social aspects and high intangibility what makes it special against physical product and close to places.

The other important thing is management in corporate branding. There should be a comprehensive system for managing all variables for consistency in itself. For places, corporate branding approach is not only premising marketing perspective but also promoting urban planning and management by that way (Ashworth & Voogd, 1990). It determines a shared direction and control for all parties. This shared vision is the

most difficult thing to construct after understanding and defining the identities. To sum up, corporate branding approach has come a long way towards these difficulties, which can be beneficial teaching for places.

Both in meaning and in method, corporate branding has similarities with place branding. Corporate brand has more universal sensibilities than classical product brand such as environmental and cultural sustainability, social responsibilities, trust and quality in relations (Kavaratzis & Ashworth, 2006). This relates corporate brand approach with social marketing, in other words, with non-profit organizations where marketing disciple and places' management coincides. Many of the authorities in place branding approves that corporate branding is the most suitable approach to form a basis for place branding (Trueman, Cornelius, & Killingbeck-Widdup, 2007) (Trueman, Klemm, & Giroud, 2004) (Hankinson, 2007) (Rainisto, 2003). Foremost similarities between two sides were listed as (Ashworth & Kavaratzis, 2007);

- Both have multidisciplinary roots
- Both address multiple groups of stakeholders
- Both have a high level of intangibility and complexity
- Both need to take into account social responsibility
- Both deal with multiple identities
- Both need a long-term development

As we can deduct from all, corporate brand philosophy and tools could be used for place branding after adapting to places' special conditions. Hankinson traced the common characteristics of both areas and accordingly, proposed five basic principles for application of place branding in the shed of corporate brand theories (Hankinson, 2007). His five basic principles are strong, visionary leadership; a brand-oriented organizational culture; departmental co-ordination and process alignment; consistent communications across a wide range of stakeholders; strong, compatible partnerships. So these show us; it is firstly important to set a reasonable shared vision and leadership to transmit this vision. Then coordination between all different stakeholders and

consistency in relations are key factors. The importance of setting up partnerships and principles for successful partnerships for place brands, has been underlined by authorities for many times in literature (Gelder, 2011).

All in all, the most appropriate marketing scheme for places is corporate branding approach today as a consensus. A serious parallelism could be drawn between corporations and places in marketing sense. This approach promises branding as a management plan. Key principle of marketing application in places is not being single facet. Corporate branding is providing a cumulative vision for future and a comprehensive method for all variables being in balance.

2.5.   Assessment of Different Trends in Place Branding

Given classifications in literature, do not appear in a consistent manner. They are usually suggested titles for random cases experienced at different times. A holistic approach is needed to regulate them all for literature.

We can group all above cases according to their main determinants used for branding the place. For this aim, we reanalyzed the given trends so; it is possible to propose four main titles for place branding practices as;

1. Place and Geographical Common Identity
2. Place and Product Correlation
3. Place, Nature and Culture (Lifestyle)
4. Place and Interventions

This gives us inclusive idea on the issue. It is possible to understand initial distinction between cases and, former experienced models, which can be defined as subtitles of these four more explicitly. Firstly, physical place scale is a determinant giving geographical borders and shared identities within. This is most commonly accepted

and applied notion for place branding literature already. This border may be an administrative one as well as a culturally or historically defined one in which a common identity is recognized. Secondly, place and relation with any product attached with that place create another strong determinant for branding strategy. That comes out as traditional gastronomy locations, origin of special products or trusted locations for new industrial outputs. This phenomenon started to be used widely by marketers after discovering strong identity and image of places for people. Some cases provide advantage in case of maintaining local manufacture and values while some just use places' recognizable image to sell a product. Thirdly, nature and culture as a lifestyle become significant determinative factor for place branding. Special natural aspects make places unique tourism destinations, which desired to be visited. Other than that, culture also offers such an effect. Local festivals, cultural events or built environment as heritage places provide unique experiences to community. Unusual lifestyle peculiar to a place may create critic differentiation for branding for instance. So, cultural heritage is such a substantial source that could be advantaged by several ways for development and maintaining itself. Fourthly, as the last, place and interventions became a type of place branding also. This has not been given as a title in place branding literature before but it should be counted as an important notion. Urban regeneration, renewal and other interventions to create new identity for a place in order to rehabilitate or reinforce it have been practiced recent decades. There are well-known cases that tend to be place brands with their urban projects over the world, which is why this title also need be examined well within place branding research.

To get the issue more explicitly, these four main titles are proposed to explain given trends in the former heading in more specialized and understandable layout. So, the proposed classification of different trends in place branding is shown in Figure 2-6.

```
                    ┌─────────────────────────────┐
                    │   Trends in Place Branding   │
                    └─────────────────────────────┘
       ┌──────────────────┬───────────────┴───────────────┬──────────────────┐
┌──────────────┐  ┌──────────────┐         ┌──────────────┐         ┌──────────────┐
│   Place &    │  │Place & Product│         │Place, Nature &│        │   Place &    │
│ Geographical │  │ Correlation  │         │   Culture     │        │Interventions │
│   Common     │  │              │         │  (Lifestyle)  │        │              │
│   Identity   │  │              │         │               │        │              │
└──────────────┘  └──────────────┘         └──────────────┘         └──────────────┘
```

—Neighborhood

—Town - City

—Region

—Nation

—Cultural Route

Geographical
Nomenclature

Product-Place
Co-branding

Destination
Branding

Culture-
Entertainment
Branding

Networks as
Lifestyle

—Regeneration

—Renewal
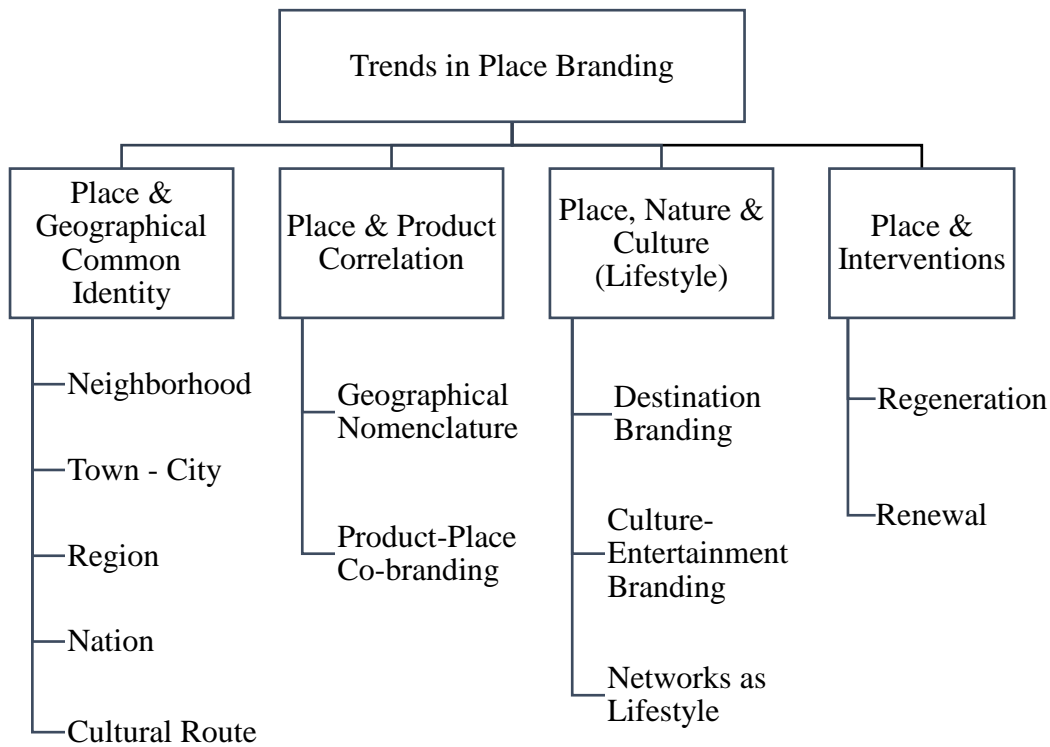
Figure 2-6: Proposed Classification of Trends in Place Branding Trends

(prepared by the author)

We all easily have some examples from each title in our mind. These could be marked as pioneering ones in branding application so that we are familiar to their brand identity and image independently from our locations. It is also useful to list and explain these examples, which spring to our mind instantly in order to make out proposed classification.

2.6.   Place Branding Practices in the World

Practice of place branding over the world has been getting more familiar each day. Historic places for this trend are also on the front line. Although tourism seems like the major initiator, it has been realized that place branding could be a tool for place management for many other purposes such as protecting tangible and intangible values of a place by rising awareness. The key determinant is providing consciously planned and insightful applications.

Here, it will be reviewed some listed place branding practices over the world. They were listed to represent different trends of place branding in terms of their methods. First group is selected according to place and geographical common identities. These five titles are different scale place branding practices, which are neighborhood, town-city, region, nation and cultural route. Second group is selected according to place & product correlation. Third is place branding based on nature and culture as lifestyle so; examples are showing possible alternative approaches. Then, the last is place and interventions, which may be a regeneration or renewal project as a way of becoming a place brand.

Table 2-1: *Examples of Place & Geographical Common Identity (prepared by the author)*

Neighborhood	Town - City	Region	Nation	Cultural Route
Red Light District - Amsterdam	London	Toscana	Holland	Silk Road
Manhattan - New York	Berlin	Greek Islands	Swiss	Qhapaq Ñan, Andean Road System
Kreuzberg - Berlin	Hollywood	Balkans	Egypt	El Camino De Santiago (Way of St. James)
Red Square - Moscow	Amsterdam	Cote D'Azur	French	Romantic Road - Germany
Le Marais - Paris	Athens	Alps	China	
Harlem - New York	Roma	Nile River	German	
Chinatown – Various Cities	Paris		USA	
Yu Garden – Shanghai	Tokyo		Moroccan	
Montmartre - Paris	Moscow			

Table 2-2: *Examples of Place & Product Correlation (prepared by the author)*

Geographical Nomenclature	Product Place Co-Branding
South France (Wines)	Swiss watches
Italy (Coffee)	German Cars
Cuba (Cigars)	British Fish&Chips
Belgium (Chocolate)	Russian Vodka
Greece (Olive Oil)	

Table 2-3: *Examples of Place, Nature & Culture (Lifestyle) (prepared by the author)*

Destination	Culture-Entertainment	Networks as Lifestyle
Portofino	Brasilia - Rio Carnival	Toscana
Ibiza	Olympics - Olympic Cities	Slow Cities
Maldives	Cannes - Film Festival	The UNESCO Creative Cities Network(UCCN)
Bruges	England - Wimbledon	URBACT
Dubrovnik	Italy - Venice Carnival	
Dubai	Germany - Oktoberfest	

Table 2-4: *Examples of Place & Interventions (prepared by the author)*

Place Regeneration	Place Renewal
Detroit - USA	Warsaw - Poland
Hotel du Nord - France	Berlin - Germany
London Dockland – United Kingdom	Skopje - Macedonia

2.6.1. Place Branding as Neighborhood Scale Practice

There are neighborhoods from different countries and continents that are well known by the World with their basic specialties. Some are famous with its architecture; some with a special activity performed there; some with social structure and some are famous for their location.

To illustrate, Manhattan is brand as a neighborhood. It is one of the districts of New York, which is a commercial, cultural and touristic center. Its skyscrapers are highly

iconic. Business centers, cafes, restaurants and galleries in Manhattan are all famous because of their location.

Figure 2-7: Sample Photograph of Manhattan[2]

Moreover, there are lots of other examples. Kreuzberg as a district of Berlin is well known by its immigrant population. People from different countries create variety in terms of products or activities. Unlike other immigrant areas, Kreuzberg is located on a central part of the city and attracts attention. As another example, Chinatowns appear almost all urban areas far from China. Chinese people settle these neighborhoods and people wishing to find any Chinese product visit there. 'Chinatown' term is something so familiar to people all over the world. By these examples, it not wrong to say acculturation creates a value and a potential for place branding. What is more, Paris

---

[2] Image Retrieved in June 16, 2018 from https://streeteasy.com/blog/what-county-is-manhattan-in/

has different neighborhoods like Le Marais and Montmartre. The Marais is famous with its art and fashion. There are lots of art galleries and fashion boutiques in this area. Montmartre is also important place that artists gather and perform their art on street. Tourists visit the hill to see artists while painting and buy their works. In short, some neighborhoods from different locations have become place brands that we know about their characteristics even though we have not visited before.

2.6.2. Place Branding as Town - City Scale Practice

Almost all European cosmopolitan cities became brand by using place marketing strategies and most commonly their architectural heritage constitutes the base of their brand images. Historic city centers have become extremely important and prestigious asset. More and more significance has been given for conservation and continuation of historic centers. To this respect, other smaller towns have started to pay more attention to conserve and try to show off their historic areas. Cultural heritage has gotten great concentration and awareness for conservation has increased a lot. The European Capitals of Culture Programme[3] by European Union has a stand within this process also. Urban image renewal and tourism development have become key areas in this long-standing and influential project. So; it promotes place branding concept. Following the European counterparts, Asian, American and African towns and cities have pursued the same notion.

Paris as the capital of France is a good example in this issue. It is also top rated city brand among fifty cities for the fourth time according to Anholt-GfK City Brand Index in 2017 (Newswire, 2018). City is ingrained in minds with important attributes such as history, art, fashion, travel, architecture, gastronomy, love etc. It is almost

---

[3] The concept of European Cities/Capitals of Culture was born in 1985 with the aim of 'contributing to bringing the peoples of Europe together' and has been perceived by most interested parties as a way of boosting tourism, urban regeneration (partly through the new inward investment) and, in general, strengthening the city brand in an internationally competitive marketplace (Misiura, 2006, p. 164)

impossible not to know images of Eiffel Tower, Louvre Museum, Notre-Dame Cathedral or Seine River. Paris's history especially bounded with enlightenment poses a huge cultural heritage, which has leaded branding strategies.

Amsterdam is another important city brand example with well-planned marketing campaign. We all know "Iamsterdam" even though we have not been in the city before. There are constant messages that we take from media, which give the idea that it is a well-rounded city. It is livable for residents, interesting for tourists, equipped for students, open for capital and business and so on. Government also manages the legislation and operations through this conception so that experiences verify the messages.

Figure 2-8: Photograph of Eiffel Tower, Paris[4]

---

[4] Image Retrieved in March 24, 2018 from https://en.parisinfo.com/discovering-paris/paris-for-the-first-time/paris-in-1-2-or-3-days/the-essentials/the-essentials2

Moreover; Athens, London, Rome and Berlin are other main examples from Europe as city brands. They are all large and cosmopolite cities have lots of historic and cultural values and all these aspects foster their place brand images. Besides Hollywood is another important place brand with its cinema industry. Tokyo must be counted as a case from Far East coming through with its modern built environment and high technology. Lastly, Moscow is another example that can draw her image on people's mind within city brand practices

Figure 2-9: Sample Photograph Showing Amsterdam[5]

2.6.3. Place Branding as Region Scale Practice

Regions also become place brands with their unique aspects. They are formed by smaller units connected each other by nature, culture, history or administrative tools. It is prominent to be sharing common identities and being aware of these values for

---

[5] Image Retrieved in June 16, 2018 from https://thisisnotadvertising.wordpress.com/2012/11/05/i-amsterdam-the-campaign-to-re-brand-amsterdam/

region brands. We may consider Toscana, Alps, Cote D'Azur, Nile River, Balkans or Greek Islands as certain examples of this notion.

As the most common example, Tuscany is a self-governing region in Italy. It is not wrong to call it as 'famous place' (Anholt, 2007) because recognition of the region is relatively high over the world according to researches (e.g. researches of IRPET[6]). It is one of the most desired tourist destinations for who interested with history, culture, natural environment, traditional manufacture, local food and wine.

Figure 2-10: Sample Promotional Image Used for Tuscany[7]

It is obvious that Tuscany has used the place branding strategies to provide an advantage for regional development. The region has a glorious history in arts and culture with very famous artists (Leonardo Da Vinci, Michelangelo, Brunelleschi…) and traditional settlements from medieval towns to renaissance cities. The brand image of Tuscany conveys these values to its audiences properly. It is known that Tuscany's cities and natural areas preserve their authentic state which dates back to their early built times. Most of the historic city centers of Tuscany were issued in

---

[6] Regional Institute for Economic Planning of Tuscany
[7] Image Retrieved in December 12, 2017 from http://www.investintuscany.com/

UNESCO World Heritage List[8] such as San Gimignano, Florence, Siena, Pienza. Also, we can see some monumental buildings and natural areas in the list such as Medici Villas and Gardens. Besides, Tuscany may also be taken as a precedent for managing its brand. There is a consistency in all agencies of economy, culture, conservation and tourism of the region. Policies of regional partly autonomous government are supported with practices of other institutions. This consistency was also highlighted in Organisation for Economic Co-operation and Development's report (OECD, 2016). So; Tuscany region has become a place brand with the image of its well-preserved historic, cultural and natural assets and with the right effort for branding.

Figure 2-11: Sample Promotional Images Used for Tuscany Wines; a[9]/b[10]

For another instance, the Alps is well-known brand for its mountainous terrain. Mountains appear in different countries within Europe but independent from borders,

---

[8] UNESCO World Heritage List / Italy Retrieved in December 12, 2017 from
http://whc.unesco.org/?cid=31&l=en&search=&id_sites=&id_states=it&id_search_region=&id_searc
h_by_synergy_protection=&id_search_by_synergy_element=&search_yearinscribed=&themes=&crit
eria_restrication=&id_keywords=&type=&media=&description=&order=region&mode=table
[9] Image Retrieved in December 12, 2017 from http://www.itaiwine.com/en/img/Mappa/Toscana.png
[10] Image Retrieved in December 12, 2017 from http://www.mtvtoscana.com/

the region is famous for its common natural identity and has an accurate image in audiences' minds. Especially skiing is the activity strongly bounded with the Alps. It is sure that there are enough facilities for skiing through the entire region.

Figure 2-12: Sample Promotional Image Used for the Alps Region[11]

Moreover, Cote D'Azur is a part of Mediterranean coast of France, which is a famous vacation region. It is not wrong to call The French Riviera as a brand. Mainly clean blue beautiful coastlines and nightlife build the image of this touristic place. In addition, luxurious facilities and lifestyle is another characteristic feature of the place. So, Cote D'Azur has become a region brand for upscale seaside vacation in Europe.

Examples of this type of place branding can be multiplied by Nile River region, Balkans or Greek Islands…All has unique values and convey certain messages by creating their brand images. By this way, it provides a great awareness about their values and the fancy to conserve them not only on their habitants but also on its all audiences who are scattered all over the world. As another important point; tourism

---

[11] Image Retrieved in September 02, 2018 from
https://www.airfrance.fr/FR/common/common/img/tbaf/news/XXX/du-neuf-dans-les-alpes/XXX-du-neuf-dans-les-alpes-2_1-1280x640.jpg

has brought a substantial amount of income whose part could be used as a found for conservation projects. These were all decided trough public policies that works in a full coordination and support with each other.

Figure 2-13: A Sample Promotional Image for Cote D'Azur Region's Brand Image[12]

2.6.4. Place Branding as Nation Scale Practice

Creating brand image for places attracts also attention of national governments because of possible advantages on international arena. Showing power on certain industries may bring positive feedback for governments, especially for economic purposes. Due to this reason, creating powerful, challenging and consistent image means a lot for countries within international market.

Netherland has a successful and well-balanced nation brand image according to Anholt Nation Brand Index 2011 (Politiek, 2012). Dutch nation brand uses name

---

[12] Image Retrieved in September 09, 2018 from http://www.laurentdurieux.com/cte-dazur/

'Holland' internationally. Orange, which is the color of the Dutch Royal Family, represents the brand. From football team to the promotional images, we all are familiar with this orange concept while thinking about Holland. There is a consistency in the messages, which we have on Holland. For culture, technology, art or industry nation seems always open to innovation. Different institutions work for domestic or international audiences under an umbrella brand. Therefore, as a small country in Europe compared to the rivals, Holland has built a strong nation brand image by consistent and proper policies, which brings benefit to economy and culture of the nation.

Figure 2-14: Official Holland National Brand Logo[13]

Swiss nation brand is another impressive example as a small country in Europe. Switzerland has a well-known nation brand. The image is strongly attached with its national flag. It is possible to see Swiss flag on any kind of product originated in Switzerland. This flag usage as a brand logo also resembles to United States of

---

[13] Image Retrieved in March 24, 2018 from https://www.hollandtradeandinvest.com/

America. Except from the visual image, brand gives messages like being stable, trustable and balanced government.
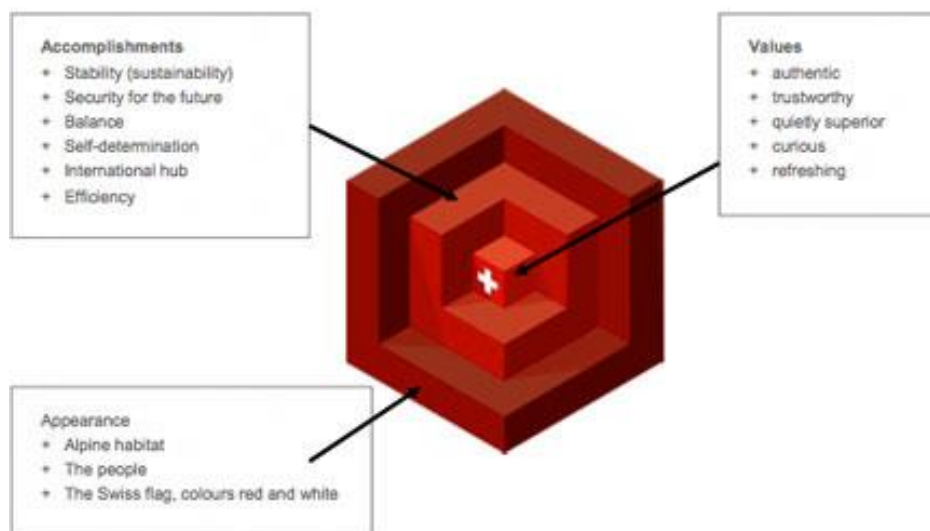
Figure 2-15: Graphic showing Switzerland's key elements of its national brand[14]

In addition to European instances, China as from the Far East, represent important effort for nation branding. According to Brand Finance.[15] China became the fastest growing nation brand in 2017. In 2000s, China has transformed its brand image. Other than its history and traditions, which are widely known as great values, China's powerful economy started to form the national brand image. The country tries to show off in global market with its powerful industries. That is why nation brand recently bounded with this issue.

---

[14] Image Retrieved in September 30, 2018 from http://nation-branding.info/2008/08/19/branding-switzerland/

[15] It is a London based brand valuation consultancy http://brandfinance.com/

All in all, nation scale place branding practice has become common for all nations over the World. Egypt, Morocco, France, Germany and many others could be counted to extend the issue with their branding strategies.

2.6.5. Place Branding as Cultural Route Practice

The last possible scale as using common identity for place branding is cultural route, which named as 'heritage corridors' by UNESCO. Cultural Routes have been accepted as heritage assets in their unity and related official meetings also had been conducted to draw required framework for their needs. Therefore, it is inevitable to take over them as a kind of place branding practice at the point.

Figure 2-16: Map of the Silk Road Routes[16]

---

[16] Image Retrieved in October 4, 2018 from https://www.ancient.eu/Silk_Road/

Silk Road may be the pioneering one that almost all people know. It is a very important ancient route starting from China and reaching to the West (Europe) and this connection regulated world's trade for centuries as well as providing cultural exchange. Today, this route is stated as World Heritage. Many people desire to experience it by traveling through. As result, UNESCO and UNWTO[17] had launched a program to promote shared identity and use tourism as opportunity for sustainable development by the help of Silk Road brand.

Qhapaq Ñan Andean Road System is another instance for cultural route brand. It is a road system constructed by Incas in South America passing through six countries. Route shows us the great historic culture with its well-planned system covering almost 30000km and variable facilities connected.

Figure 2-17: Map of the Qhapaq Ñan, Andean Road System[18]

Romantic Road in Germany could be listed in this class also. It is a promotionally created name. Unlike Silk Road and Qhapaq Ñan it is not a historically used route. It was introduced in 50s for tourism consisting of many historic small villages, palaces and castles.

Figure 2-18: A Representative Image for Romantic Road[19]

2.6.6. Place Branding as Geographical Nomenclature Practice

Production and marketing of extra virgin olive oil is strongly attached with Greece. This bound is a great and well-known example for geographical nomenclature. The

---

[19] Image Retrieved in October 4, 2018 from https://www.erlebniswelt.com/erlebnis-europa/erlebnis-romantisch/romantische-strasse.html

actual trademark of olive oil is not important. There are hundreds of trademarks but the important criterion for people is being originated in Greece. This attitude is same in almost all Europe and America.

Olive trees and production of olive oil are cultural heritage for the place. It is dated back to ancient times and people have maintained that knowledge until today. Despite all other Mediterranean countries inherit similar culture; Greece has the highest brand equity with the help of promotion efforts and right strategies. They always pay attention on quality of the production and take it under control. Health recommendations and popularity of Mediterranean diet also contribute to the brand image of Greek extra virgin olive oil in recent years. Therefore; olive oil is associated with Greek lands and they have turned into a brand together.

Cuban cigar is another instance for this type of branding. Production of best quality tobacco is strongly related with Cuba. This is a tradition in territory for a long time. Soil quality and conditions are quite suitable so that this tradition has been performed and developed as accumulation of experiences. Respectively Cuban cigar is a brand independent from private companies and directly related with geographical place.

Moreover, Italian coffee, Belgium chocolate or French wines could exemplify geographical nomenclature. In all cases, the important feature of the product which indicating the value is its origin.

2.6.7. Place Branding as Product-Place Co-branding Practice

Another place and product relation based branding is giving the positive attributes of place to a product. Swiss watches could represent this trend well. It is quite famous that high quality watches are produced in Switzerland or Swiss watches are always high quality products. The diligence and punctuality of Swiss people were associated with watches. These kinds of positive features add value to the product band image as well as place's.

Watchmaking is a heritage in Switzerland. Craftsmen have been working at least for couple of hundred years in same region. Knowledge and experience passed on generations and tradition continued. Today lots of famous watch brands are rooted in same region. Most of them organize workshops about watchmaking for curious tourists. So, a well-conserved tradition created an industry and make it dominant one within the world market. Switzerland with its artisanship on watchmaking became already a product-place co-brand.

German cars could represent this notion well also. Germany and German people are known as being good at mechanics and engineering. As a common acceptance, machines belong to German brands are always trustable. Therefore, best quality car manufacturing becomes the ability of Germans naturally in the end. That helps German car manufacturers in the market but on the other hand, it also adds positive perception to the nation's image.

Consequently, the links between product and place could be traditions, habits, abilities or just shared identities. It comes up with inherent brands when today's word requires sustainable development strategies.

2.6.8. Place Branding as Destination Branding Practice

Dubai is an international destination brand unequivocally. It is one of the seven emirates under UAE governance. After 1970s an extensive development policies started to be executed. An overall perception of an Arab city was conservative and threatening until that time. Different investments and construction activities were performed instantly. A great airport, business towers, luxury hotels and lots of real estate were built. The Palm Islands and islands in the shape of world map were the famous projects in international world media. In addition, infrastructure like transportation facilities was upgraded. Then, Dubai has become business, tourism and shopping center as well as an international transportation hub as strategically planned.

Figure 2-19: Aerial View of the Famous Artificial Islands in Dubai[20]

A research identified Dubai as an 'Instant City' (Bagaeen, 2007), because it is product of a super-fast urbanism as the other counterparts in the region (Doha, Abu Dhabi, Bahrain etc.). By this preferred fast urbanism, Dubai built a destination brand from a scratch and changed image of the region. It is one of the most famous tourism destinations on the world today. Moreover, it achieved to be able to attract important amount of international investment.

Moreover, Bruges should be marked about being a destination brand. It is a Belgium city, which is not so cosmopolite but has well preserved historic center. Its historic city center is also listed in UNESCO's World Heritage List. City is quite popular as a tourist destination because of its authentic atmosphere. Built environment dating back to medieval age, canals and canal trips, various chocolate stores and bars serving Belgium beer are major attractions widely known.

---

[20] Image Retrieved in March 31, 2018 from https://en.wikipedia.org/wiki/Dubai

Figure 2-20: A Screenshot taken from official site of city of Bruges[21]

Further, Maldives are important destination brand example. It is a country, which is archipelago in Indian Ocean. Nature is extremely beautiful and rare. Most of the people all over the world wish to go there for vacation. Especially by the help of promotional campaigns place is strongly stated as honeymoon destination.

2.6.9. Place Branding as Culture & Entertainment Practice

Culture and entertainment organizations have been used to boost places for a long time. In some cases, these organizations are invented on purpose while some are historic traditions. Olympics are the most common example of bounding an activity with a place. Periodically Olympic cities merge and an intense promotional media is released about the city. While following the games, people learn much about the place's identity actually. In other words, Olympics brand the place where it takes place in a way.

---

[21] Image Retrieved in October 5, 2018 from https://www.visitbruges.be/en

Figure 2-21: Logos of some recent Olympics[22]

In addition, Oktoberfest, which is an annual beer festival takes place in Munich, is very popular event over the world. Each year, approximately six million visitors attend to it. It belongs to Bavarian region, which is a Federal State of Germany. Oktoberfest started as a fest of a royal wedding about 200 years ago and then locals have set it as a regional tradition in Bavaria. Today, it constitutes significant factor of Munich's place brand image globally.

---

[22] Image Retrieved in October 6, 2018 from https://www.olympic.org/olympic-games

Figure 2-22: A Representative Image for Oktoberfest[23]

Claiming cultural and traditional events fosters local identities. Oktoberfest gives change to local people for displaying Bavarian traditions (Edingshaus, 2007). It is a beer festival, which is a popular and traditional drink in Germany. During the festival, tents are set, amusing music is played; people wear old traditional costumes, walk around and test different beers from stands. Only beers, which belong to Germany, are exhibited and served in the event. In short; Oktoberfest as a traditional cultural event both sustain Bavarian cultural heritage and introduce local identity to the world as well as providing economic benefit by building a strong place image. In this point, it is much like Venice Carnival. An annual festival held in Venice in which people wear masks and costumes as if in the theatre. It is a tradition coming from history and extremely popular today's world.

---

[23] Image Retrieved in April 5, 2018 from http://www.dailymail.co.uk/news/article-3242334/Prost-Oompah-bands-lederhosen-enormous-foaming-steins-lager-Millions-partygoers-arrive-Munich-Oktoberfest.html

Examples could be extended. This notion of place branding is quite favored. Rio Carnival, Cannes Film Festival, Wimbledon Tennis Tournament represent the same method of place branding.

2.6.10. Place Branding as Network Branding Practice

Setting up networks via places is a way to make cooperation. These networks themselves today could become umbrella brands and member places are sub-brands. Members may get together according to their cultural similarities or objectives. In other words, geographically connected, culturally bounded places may form a network to secure and sustain their shared values. Alternatively, completely independent different characterized places sharing equivalent philosophies and objectives may form a network to cooperate. Slow cities is a successful example about realizing this notion.

Figure 2-23: The Cittaslow Logo *(Cittaslow T. I., 2017)*

Cittaslow is a non-profit organization established on 17[th]March 2001 in Italy by the mayors of four small towns. The main philosophy is promoting good, high quality living within the new global competitive conditions. The organization has been

emerged as a reaction to globalization which forces to make everything stereotype and extinguishes local diversities by trivializing. According to organization's statement, the loss of identity and values coming from accumulated culture causes poor quality-life. Originally, this reaction had started with Slow Food movement in 80s (Slow Food, 1989). Because of new fast lifestyles, fast-food culture had risen and traditional food culture, recipes and agricultural products were under threat to be lost. Then, the similar threats become a matter for small towns depending on migration to big cities and decrease in economic resources in the context. Therefore, Cittaslow promotes *"the identity, memory, environmental protection, justice and social inclusion, community as well as an active citizenship"* for good living (Cittaslow, 2017; Article 2).

Cittaslow movement has provided way for small towns, which have less than 50,000 residents, to adapt competitive global conditions. It promotes local traditional artisanship, educative activities for them and marketplace for the products as well as cultural activities such as festivals or fairs. It also encourages conservation of historic built environment together with intangible heritage and protection of natural values. By this way, towns could achieve competitive capacity by the help of their cultural heritage. The Cittaslow International Assembly stipulates these principles for members and monitor if the conditions are met or not, but each town creates its own way to perform. Therefore, that contributes uniqueness instead of being stereotyped. Towns within the network are responsible to search for its assets, which are important in terms of constructing the identity of place. Then, also discovering their unique way to sustain these assets is required. Cittaslow network offers an organizational scheme for sustainable qualified development by using advantageous points of global market.

Table 2-5: *Comparing Corporate-Centered to Alternative Urban Development Agendas (Grzelak-Kostulska, Hołowiecka, & Kwiatkowski, 2011, p. 187)*

Agendas	Corporate-centered mainstream	Alternative
Characteristics	Homogenized	Idiosyncratic/asset specific
	Single imperative	Multiple imperatives
	Inequitable	Equitable
	Industrial	Craft
	Standardized	Customized
	Corporate	Grassroots
	Unsustainable	Sustainable
	Copied	Authentic
	Low quality	High quality
	Replicable	Asset specific
	Intensive to local history, culture	Sensitive to local history, culture
	Fast	Slow
Examples	Urban mega projects	Community economic development
	Smokestack chasing	Slow City

At the end; today, Cittaslow network has 241 member towns[24] from 30 countries (Cittaslow, 2017). The Cittaslow succeed preserving the uniqueness of places against globalization by being a place brand enforced by real identity. Tourist visiting a Cittaslow town expecting well preserved historic urban fabric, authentic local products, natural environment in balance with urban area and peaceful life fluency. Seen on

, as an alternative management strategy, slow cities have many distinctive characteristics (Grzelak-Kostulska, Hołowiecka, & Kwiatkowski, 2011).

Apart from this, The UNESCO Creative Cities Network[25] may also be an instance. Their basic target is generating possible solutions cooperatively for today's common challenges that urban areas subjected. For this aim, some indicated creative areas like design, literature, folk arts, music, film, gastronomy and media arts are carrying

---

[24] Fourteen (14) towns are from Turkey
[25] https://en.unesco.org/creative-cities/

important potential. These may be the key elements for sustainable development strategies according to the network.

Lastly, URBACT[26] is another network for similar objectives like way of sustainable development for urban areas. This organization mainly concentrates on administrative, financial solutions and sharing fund of knowledge between members to go further.

Altogether, setting up networks around a shared objective appears as a good solution for places to take up the challenges.

2.6.11. Place Branding as Place Regeneration Practice

Urban regeneration projects have become widespread. This occurs due to the fast changes in lifestyles and its effects on urban spaces. Some places indicate desired transformations and take action to adapt. These places at the same time started to become place brands as the consequence of their regeneration and initiated a movement unwittingly.

Detroit is a leading example of urban regeneration by the way of place branding. Population decreased almost half of it from 1950 to 2010 in Detroit. It is estimated that 78000 structures and 66000 lots have been abandoned within the city. It had been an industry place especially for automobile manufacturing at past. Then this business moved elsewhere which caused an economic decline and being abandoned. City even declared bankruptcy and local government stopped providing basic services like cleaning or security. After all, searches for rehabilitating the city began. Problems and potentials were analyzed and accurate solutions could be found for transformation. Urban farming projects did succeed the issue. New image of Detroit has been bounded with local agricultural products and local food markets. In this way, habitants both

---

[26] http://urbact.eu/

value empty lots and provide a business for themselves. City regained its dynamic urban life and became a place brand by its regeneration projects, which based on place's own values.

Figure 2-24: Aerial view from Detroit dated in 1951(upper) and 2010(below)[27]

Hotel du Nord is another regeneration and conservation project that became a brand from France. A neighborhood located in northern districts of Marseille conserves and

---

[27] Image Retrieved in March 25, 2018 from http://iqc.ou.edu/2014/12/12/60yrsmidwest/

promotes its social - cultural heritage by a residents' cooperative. This is important as being an initiative by local people. When the area started to be less in demand, its inhabitants opposed to demolish and build new residences. They rediscovered values and potentials of their neighborhood and open it to tourists. By the efforts of the cooperative, lots of accommodation, possibilities are offered for visitors. Residents host them in their own houses. In addition, numerous walking routes throughout the area are arranged in different themes, for different expectations. Therefore, Hotel du Nord[28] is a famous district in media and its cultural values live on its cooperative.

Figure 2-25: Hotel Du Nord Cooperative Logo[29]

London Docklands could be thought as a representative for this type of place branding also. Riverside around the Thames River which is very central of London was undergone a great regeneration process. The area was a great dock driving excessive trade activity but after World War II due to the changes in technology and demolishment on the area, a decline started. In the beginning of 80s, docks were closed

---

[28] http://hoteldunord.coop
[29] Image Retrieved in October 10, 2018 from http://hoteldunord.coop/wp-content/uploads/2010/07/logohdn.jpg

to operation, so; unemployment and social problems arose. Much of the land was abandoned. Then, development cooperation was founded to search for possible new functions and regenerating the area. Today, there is lots of commercial, residential, retail, cultural and education services together with a complex transportation infrastructure. Some old industrial buildings were restored and reused while also lots of modern buildings including skyscrapers were built. On the other hand, there are contradictory ideas about if the project is successful or not in terms of morals. No matter, this regeneration project has become a place brand recognizably.
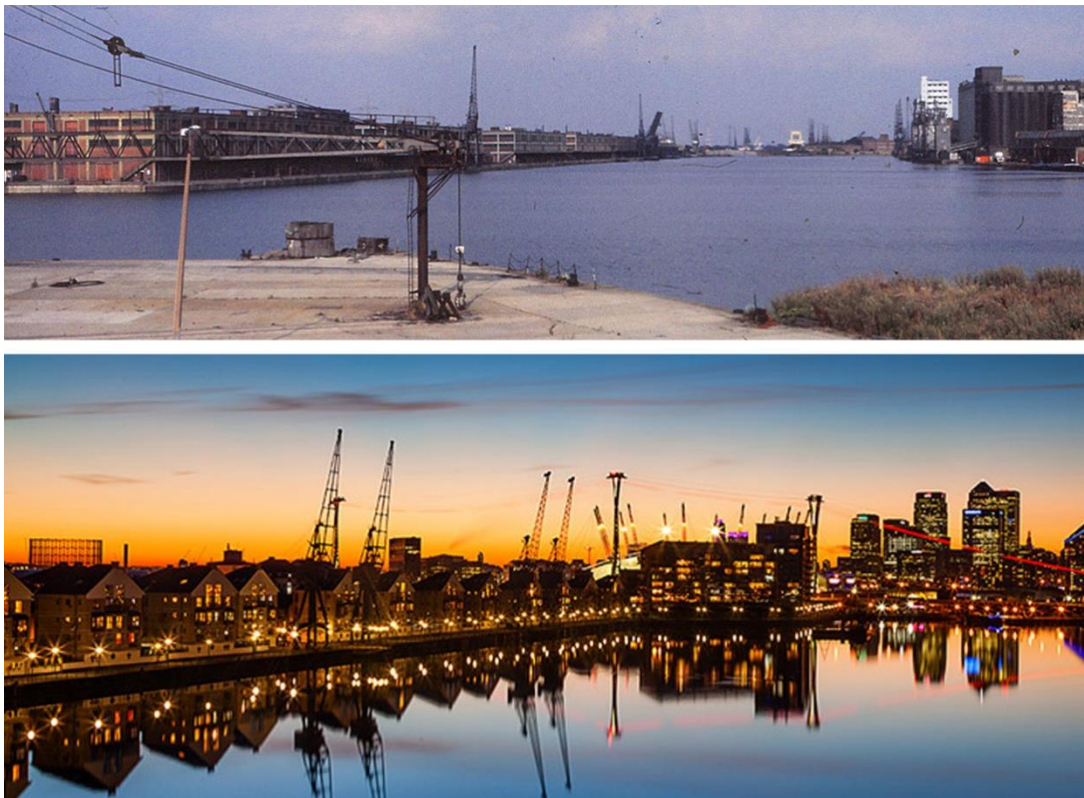
Figure 2-26: Representative before (upper) and after (below) views of London Dockland[30]

---

[30] Image Retrieved on October 11- 2018 from https://www.londonsroyaldocks.com/londons-royal-docks-history/

2.6.12. Place Branding as Place Renewal Practice

Place renewal is another possible way for this notion. Warsaw and Berlin could exemplify it by their postwar reconstruction processes. They reconstructed the ruined architectural heritage and maintained urban life.

Warsaw the capital of Poland was destroyed by Nazi's attack during World War II and approximately 85 percentage of the city became ruins. Despite the huge destruction, historic city center of Warsaw is listed in UNESCO World Heritage Site List today. All of the historic buildings were reconstructed according to documents recorded before the war; especially Bernardo Bellotto's paintings. The residents actively worked for this process. Ruins were collected and used as building materials. Warsaw secured its built heritage and highly committed postwar history has become significant point for place's identity as well. Now, it is a place brand that people wonder and wish to visit to learn about its story and experience it.

Berlin also struggled with similar destruction due to the World War II and the Cold War after it. City's landmark structures like the parliament building, palaces and other historic architecture were about to be lost due to heavy demolishment. City was divided into two sections by a wall so that its social and cultural structure was also under a threat. After a while; when they passed out the clutter, Berlin started to recover itself. All cultural heritages were pointed as values that should be conserved. Demolished structures started to be rebuilt and their previous functions tried to be continued. Reichstag is a leading example, which exposes the attitude clearly. By the way, as the consequence of these efforts, Berlin has become a place brand with its place renewal.

Skopje, the capital of Macedonia was also subjected to a renewal process. This time, place was damaged by a natural disaster. In 1963 a great earthquake was hit the city and most of the built environment of it was demolished. After that government required new urban planning designs to rebuild city in that direction. Together with

this, they also aimed to create a developed European capital. These plans could be executed in a very long time span due to wars and economic challenges. Plans were realized in 2000s. Although city's rate in international market today is completely different compared to the first ideas in Yugoslavian time, almost a new city was created. New structures looking as if they are ancient were built in city square and place attracts people's attention and desire as a brand.

2.7. Place Branding and Heritage Places: A Search for Traces of Place Branding through International Conservation Charters

There are different IGOs and NGOs related with conservation field such as UNESCO and ICOMOS, which has also sub committees like International Cultural Tourism Committee (ICTC), The International Committee on Historic Towns and Villages (CIVVIH) or International Scientific Committee on Legal, Administrative and Financial Issues (ICLAFI). These committees assembled meetings time to time and generated ideas given in international declarations, recommendations and charters. These widely accepted documents have been committed to paper after deep surveys and interpretations of data, so they are drawing the main codes on conservation discipline.

There has been always search to adapt codes of conservation due to the needs of the time. Rise in awareness, innovations in technology, discoveries or changing political and economic situations may bring new discussions on the board. For the recent decades, globalization has been a big issue for designing new ways in order to overcome its negative outcomes. Place branding has been associated with heritage places officially within this time span. Even so, it is not possible to find any principles or guidelines explicitly about place branding for heritage places in charters or other documents. Still we should follow any acceptation stated about the issue indirectly in relevant documents to detect starting ideas and necessitating situations.

The Venice Charter (Venice, 1964) is concentrated on monuments, but important that it firstly accepted significance of monuments with their settlements (Article1). This could be thought first official acceptance of the monuments and the sites as a whole, which may require holistic solutions also (ICOMOS, 1964).

Convention Concerning the Protection of the World Cultural and Natural Heritage (Paris,1972) established the World Heritage Committee which would be responsible with protection of the cultural and natural heritage having outstanding universal value. This committee would adopt rules for evaluation of inventories, which would be titled under "World Heritage List". This list might provide motivation for states in order to conserve their heritage places by fulfilling the conditions. In order to be titled under the list, heritage assets should protect their authenticity. They also have to complete required documentation and prepare conservation plans for their sustainable development during contemporary use (UNESCO, 1972).

The Declaration of Amsterdam (Amsterdam, 1975) suggested the integrated conservation idea. It was stated that architectural conservation should not be thought as an extra. It is a natural phase in urban planning operations. For historic places in other words, conservation should be understood as a usual process, which is integrated in all aspects of urban and rural life. Following that financial issues behind the conservation plans and policies were highlighted as an inseparable fragment of the process and should be held with a holistic approach. Suggestions and recommendations about providing financial support for conservation plans were assigned. The document also remarked the mutual benefits of all parties. It was stated that a sustainable funding system should be set up by dominion. For this aim, that dominion should foster related local parties to put some capital for initiating the system. So; conserved heritage places would have higher value bringing higher

demand which means more income. If such places could provide enough income, their financing system works autonomously. This suggestion in the document shows us a search for a sustainable financial system, which should have participatory process and provide benefit for society. These contemplations may be related with very early and allusive intentions of place branding for historic places (ICOMOS, 1975).

Recommendation Concerning the Safeguarding and Contemporary Role of Historic Areas (Nairobi, 1976) declared vital importance of safeguarding historic areas because of being source of our capital in terms of culture. The document also explained that conservation of heritage places fosters our development in essence and principles, measures and recommendations for conservation method were listed through it (UNESCO, 1976).

Washington Charter (Washington, 1987) concerned historic urban areas which are under threat physically or socially as direct result of industrialization. In other words, urban development changes the form of life and its physical environment. This fast changing procedure usually destroys fragile heritage. So, the charter seeks to promote principles and methods drawn by previous documents for current situations in urban life. Here, document also stressed that protection and conservation of historic towns and urban areas is necessary as well as development and adaptation to modernity. Therefore, it should be stated that changes coming with technological and political developments require an evolution in conservation codes for historic towns and urban areas (ICOMOS, 1987).

The Burra Charter Process

Sequence of investigations, decisions and actions

| IDENTIFY PLACE AND ASSOCIATIONS |
| Secure the place and make it safe |

↓

| GATHER AND RECORD INFORMATION ABOUT THE PLACE |
| SUFFICIENT TO UNDERSTAND SIGNIFICANCE |
| Documentary   Oral   Physical |

↓

| ASSESS SIGNIFICANCE |

↓

| PREPARE A STATEMENT OF SIGNIFICANCE |

↓

| IDENTIFY OBLIGATIONS ARISING FROM SIGNIFICANCE |

↓

| GATHER INFORMATION ABOUT OTHER FACTORS |
| AFFECTING THE FUTURE OF THE PLACE |
| Owner/manager's needs and resources |
| External factors   Physical condition |

↓

| DEVELOP POLICY |
| Identify options |
| Consider options and test their impact on significance |

↓

| PREPARE A STATEMENT OF POLICY |

↓

| MANAGE PLACE IN ACCORDANCE WITH POLICY |
| Develop strategies |
| Implement strategies through a management plan |
| Record place prior to any change |

↓

| MONITOR AND REVIEW |

Understand Significance

Develop Policy

Manage

Further research and consultation may be necessary — Parts of it may need to be repeated — The whole process is iterative

Figure 2-27: Conservation Management Process According to the Burra Charter *(ICOMOS, 1999)*

The Burra Charter (Burra, 1999) designates the basic rules for parties of heritage conservation. The document defines conservation principles, generates processes from them and finally talks on practice, which directly related with application. Hereunder, Article 6.1 says that catching the meaning of the cultural asset; namely, the significance is the very first requirement for conservation. Then, strategies based on this understanding will be built up. After all, administration would work if it observes all the earlier stages. This is a wise strategy commonly held until today. Statement of significance of place should be base for all in practice. That is why it is the first step and all following phases must mind out. Moreover, involvement of the people having varied relations with the place was also emphasized in the charter. The meanings and values assigned by that group are precious so that their participation could guide the process through right direction. Together with all points stated, document announced The Burra Charter Process (Figure 2-27: Conservation Management Process According to the Burra Charter) in a flowchart showing sequence of all requirements. Apart from these, there is no reference for place branding but conservation process announced within the charter has serious overlapping areas with it (ICOMOS, 1999).

International Cultural Tourism Charter (Managing tourism at Places of Heritage Significance, Mexico, 1999) declared that our inheritance from earlier ages lightens our improvement today. In addition, it said significance of place should be expressed so the information coming from it should be transferred to the inhabitants and visitors. For that matter, domestic and international tourism is given as a primary mean to achieve the objective. If tourism is managed successfully, many benefits are brought for host communities, so it also renders motivation for safeguarding their heritage and cultural practices. Charter assured that tourism is able to bring economic gains, which will be helpful to conserve the heritage. This help may be directly funding the conservation practices, increasing awareness of the community by teaching or promoting accurate policies. Furthermore, a sustainable tourism industry could be

possible with the involvement and co-operation of all related parties who are *"local and/or indigenous community representatives, conservationists, tourism operators, property owners, policy makers, those preparing national development plans and site managers"*. Then, charter defined six main principles:

1. *"Since domestic and international tourism among the foremost vehicles for cultural exchange, conservation should provide responsible and well managed opportunities for members of the host community and visitors to experience and understand that community's heritage and culture at first hand."*

2. *"The relationship between Heritage Places and Tourism is dynamic and may involve conflicting values. It should be managed in a sustainable way for present and future generations."*

3. *"Conservation and Tourism Planning for Heritage Places should ensure that the Visitor Experience will be worthwhile, satisfying and enjoyable.*

4. *Host communities and indigenous people should be involved in planning of conservation and tourism."*

5. *"Tourism and conservation activities should benefit the host community."*

6. *"Tourism promotion programmes should protect and enhance Natural and Cultural Heritage characteristics."*

To sum up, understanding the significance of place is essence of tourism activities for heritage places in order to be sustainable rather than destructive. Participation of community and all other decision-maker bodies is an inalterable necessity for sustainability also. All given definitions and principles in the charter may also be taken as a guide of place branding for heritage places because the leading industry in place branding is tourism (ICOMOS, 1999).

The ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites (Quebec, 2008) was written because of newly developed interpretive technologies and change in communication relates with new economic strategies for marketing. Charter noted that to foster public awareness and communities' perceptions on their heritage places is essential part of the site management. Therefore, public communication methods have evolved so much that need for new principles for interpretation and presentation arose. Document gives principles and recommendations on the issue. It did not mention about place branding explicitly but confirmed the existence of *"new economic strategies for the marketing and management of cultural heritage sites"* (ICOMOS, 2008).

The ICOMOS Charter on Cultural Routes (Quebec, 2008) determined a new concept as a heritage asset, which called "Cultural Route". This charter explained definition and significance of cultural routes and their conservation. The main objectives of the charter were establishing main principles and criteria for research on cultural routes. Setting the basic guidelines for conservation of cultural routes was intended. Moreover, document defined main elements composing a cultural route and different types of them. It is shown that cultural routes had been stated as significant heritage assets representing accumulated history and traditions, which need to be protected (ICOMOS, 2008).

The Paris Declaration (Paris, 2011) stressed the importance of heritage as a driver of development as it was given in earlier documents also. The attrition effect of globalization on societies' tangible and intangible heritage was manifested as the main threat. So; document aimed to control and detect how much globalization has affected heritage places and their locals as starting point. Then, required actions will be searched according to findings. While searching for possible actions, tourism and

economics became two main concerns. It is obvious that authorities were in search of ways to use tourism industry and economic strategies to good account for conservation of cultural heritage (ICOMOS, 2011).

The Valletta Principles (for the Safeguarding and Management of Historic Cities, Towns and Urban Areas, Valetta, 2011) updated the approaches and considerations, which were given in The Washington Charter (ICOMOS, 1987) and Nairobi Recommendations (UNESCO, 1976). This document stressed that change with globalization causes segregation and social rootlessness, which requires reinforcing inherited identity in order to counteract. As the main point, the nature of the change must be recognized so that adaptation of historic places to contemporary life could be realized. Proposals for this adaptation within the document were elaborated more in detail than previous ones, particularly for conservation and management plans. Their process was defined as; conservation project is needed as first and it should be consolidated with management strategies. Then a constant monitoring only provides to get true efficiency. By this way, important specifications about management plan have been done. An effective management plan must:

1. "determine the cultural values;"
2. "identify stakeholders and their values;"
3. "identify potential conflicts;"
4. "determine conservation targets;"
5. "determine legal, financial, administrative and technical methods and tools;"
6. "understand strengths, weaknesses, opportunities and threats,"
7. "define suitable strategies, deadlines for the work and specific actions."

Therefore, management plan acts as the extension of conservation plan. They are in an inseparable association. It was underlined that all process must be based on coherent economic and social development policies and good organization amongst

all stakeholders. In still this document, nothing directly about place branding was noticed, but the concerns and needs given is close to place branding notion (ICOMOS, 2011).

Recommendation on the Historic Urban Landscape (Paris, 2011) adopted a new approach for preservation and continuation of historic urban areas. The Historic Urban Landscape (HUL) notion initially emerged in **Vienna Memorandum** (UNESCO, 2005). This landscape approach presents a holistic view covering all elements of urban life such as physical assets with their association with each other, their spatial extend, surrounding natural environment and socio-cultural aspects. (Further explained in Article 9) Because of the rapid and uncontrolled urbanization and its adverse outcomes, urban heritage conservation and policies took a serious attention worldwide in order to prevent this. Basically, urban conservation strategies should penetrate into urban planning. The principles of the conservation plan and management should be taken into consideration for development targets also. Many economic processes offer important benefits for improving quality of life. If different aspects combined in historic urban landscape approach supervised well, it guarantees the welfare of the community. By this way, it also contributes to the conservation and rise in community's sense of ownership. Economically prized functions have the power to initiate this vicious cycle. Therefore, HUL approach gives a chance to associate heritage conservation and contemporary global economic challenges in a beneficial state for today and future communities. Place branding and its growing literature could be thought on that perspective to provide it as a tool for conservation of Historic Urban Landscapes (UNESCO, 2011).

Sustainable Development Goals (New York, 2015) were set by United Nations General Assembly as the 2030 Agenda for fifteen years. These goals aim to protect

people, planet and provide equal prosperity for all. For this purpose, UN determined seventeen goals and one hundred sixty nine targets in the agenda (United Nations, 2015). The Goal 11 is making cities and human settlements inclusive, safe, resilient and sustainable. One of the targets to realize this goal is strengthening efforts to protect and safeguard the world's cultural and natural heritage (United Nations, 2018). Therefore, it proves that conservation of heritage places is a requirement for sustainable development.

In general perspective, international documents declares that heritage is the key factor for development. Understanding the meaning, assessing the values of it, searching appropriate ways to maintain its existence, learning through this process and adapting the ways according to contemporary challenges are main requirements to go further. A good interpretation and identification are always on the first step. As the common point, the documents stressed the importance of proper adaptation of heritage places to contemporary life. Change is within the nature of the life and our heritage needs to overcome its challenges with the aid of our effort. Moreover; during 90s, tourism industry has extended considerably. Cultural tourism constitutes a great part of this extension. That has brought important economic advantages for the community so that cultural tourism trend spread over the world. The interest has risen drastically and marketing instruments have started to be applied also. So; it has posed a threat for historic places with excessive use and consumption. International Cultural Tourism Charter arose in that context in order to define principles for sustainable tourism at places of heritage significance (ICOMOS, 1999). In the other hand, it is possible to find a pursuit to align economic practices with conservation and management plans in a sustainable way for both within investigated international documents. Authorities have been searching for methods providing economic growth, which would be supportive for conservation plans. Since, economic practices are nonignorable part of our urban life just as conservation of our heritage.

Place branding has not been mentioned in conservation charters or other documents officially yet until today. However, its objectives and means of application coincide with the codes of conservation somehow which we can deduce from above investigated documents. Place branding may be a way for adaptation of heritage places to contemporary life's flow but if it could be performed in an appropriate manner. Therefore, it is obvious that there is a need to examine and present main principles and guidelines for place branding at heritage places.

2.8.   Assessment on Possible Implications of Place Branding Concept on Heritage Places

Place branding and conservation of heritage places may have many contradictory values. Despite many overlapping ideas, these two are still in crash in terms of several other aspects. The main discontent is that branding is not able to aim conservation so that economic concerns may endanger the values of place in social and cultural points. Together with this, there is a serious potential to use economic methods in the aim of providing stronger context for conservation plans. So; some dilemmas emerge due to these crashing areas.

First of all, place branding may switch into place making. In some cases, places are tried to be transformed into desired templates. Branding strategies are set according to decision makers' personal demands. When these demands contradict with existing reality and needs of the places, process starts to force them to change. This causes creation of artificial places for imaginary users. For heritage places, that kind of situation means the loss of their authenticity. The actual identity of the places, which make them heritage, would be destroyed. That obviously goes against conservation principles and it is an unacceptable consequence in terms of conservation of heritage places.

Secondly, main objective of the place branding process should be determined and compromised at the beginning. Such an extensive and long-term practice has broad impact area. Place branding starts in administrative units namely government and reaches to local authorities, institutions, companies, tradesmen, each inhabitant and visitor. So; will the strategies be executed to sell or to promote the place itself? That may become a contradictory situation to be faced. Selling the place could not be an aim for heritage places but there is a threat to go this direction in sole marketing attitude. Economic concerns alone are not advantageous for urban context. Historic or culturally important places have high economic value but a sustainable way to both make revenues and promote the existence of heritage must be found. Therefore, the aim would be to observe the benefit of place rather than individual stakeholders primarily.

Thirdly, place consumption may be another serious problem caused by branding strategies for heritage places. Especially tourism development plays a great part in place branding. When tourism activity rises and overburdens the place, it starts to consume it. This consumption could be usage of natural sources that locals usually benefit from, destruction of social environment, unbalancing economic relations, changing physical environment or threatening performance of traditions. Any actions causing disarrangement of places' authenticity could be counted as consumption. In short, branding activity should fit the natural pace of life. In order to be applicable in heritage places, any branding strategy must not consume values of the place.

Fourthly, beneficiaries of the proposed treatment usually tend to be confused. For whom, heritage places are trying to be brands? This confusion usually arises if tourism is the main subject. Urban areas where an existing community maintains their life accept a challenge by trying to foster tourism. Because visitors are taken as the major audiences and their expectations and needs are held primarily. In this case, a danger arises about being disadvantage of locals. That could be also serious consideration for regeneration and renewal projects. Changes may displace existing community while

trying to promote. These cases are needed to be evaluated according to conservation codes for heritage places. Therefore, all potentially affected parties should be taken part of the branding process. All shareholders should be involved in decision-making processes.

Moreover, it is widely accepted that heritage places have become place brands and this situation has considerable effects on their conservation and development capacities. Tourism has also its role on that situation. UNESCO's World Heritage List represent a significant example in this matter. Inscribing heritage sites under the list has started to brand them unintentionally and provided benefit for their competitiveness. There are lots of discussion about effects of the list on conservation and development capabilities of such heritage places (Cuccia, Guccio, & Rizzo, 2015). These works may contribute to literature of place branding at heritage places as well. There is need for developments on this area. Still it is clear that, place branding should be thought as the part of place management. Its process should be started from policy-making stage. According to these findings, corporate branding concept seems to be most appropriate notion for adapting to place branding. Corporate branding notion need to be examined well in place branding literature. Additionally, cases shows that if place branding is implemented through identity of place and become participatory and multidimensional process, it succeeds both for marketing and conservation perspectives.

To sum up; all the aspects have potentials to lead place branding process either in positive or negative directions. The issue should be searching for the constructive way to utilize available methods. Place branding looks like being on this junction for heritage places. Some supportive and potential advantages of place branding coincide with the ideas explained in International Conservation Charters and other documents. To gain its advantageous outcomes for conservation purposes, place branding strategies have to be applied with respect to the framework defined in related documents.

CHAPTER 3

PLACE BRANDING OF HERITAGE PLACES IN TURKEY: ASSESSING THE BRANDING IMPLEMENTATIONS AND THEIR IMPACTS ON HERITAGE VALUES

3.1.   Place Branding Concept in Turkey; Emergence and Development of the Idea

Place branding practice and literature in Turkey have not been growing parallel to the world. After World War II, especially in Europe there was a serious effort to rebuild demolished urban environment and economic recovery. Place branding literature emerged and sprawled after that indirectly. Turkey had not been involved in the war, but was influenced by its outcomes. Tourism was one of them. In 50s, tourism industry got a great advancement all over the world. It was a quite good practice, which provides income in a short time span for the post-war period. European countries had rebuilt their urban areas, which provide an important infrastructure and potential for new uses. Therefore, they had turned these revitalization projects into an advantage by this rising tourism industry. Branding these urban areas became the focus of that tourism effort. Architectural heritage had also contributed to tourism industry meanwhile. Urban areas tried to differentiate themselves by indicating historical identities. European countries have highlighted their historic city centers for tourism and conservation of these areas has gotten more attention. Place branding literature

and practice have developed during these changes(seen in Figure 3-1: Timeline of Place Branding as Consequence of Tourism Development in Turkey (prepared by the author). Then, it also has been associated with different purposes other than tourism. On the other hand, in Turkey, by the 2000s, place branding has not been talked about directly. In order to understand the origin of place branding concept in Turkey, it is beneficial to probe development of tourism industry and its progress as a driving force in economy.

Tourism started to gain importance during 60s in the country. There was a demand for visiting Turkey from foreign countries. There was not enough transportation or accommodation facility to meet the needs of tourists. Then, building required infrastructure and advertising activities started to appear as crowning touch. Turkey was a newly developing country at that time span. As national intentions, enhancing the social welfare and equity and discovering potentials for economic growth were in the first string. Inherently tourism became important subject, which resembles the process of Europe in principle.

There were regulations to organize and develop tourism industry in Turkey. Tourism Establishments Promotion Law[31] in 1950 and Tourism Industry Promotion Law[32] in 1953 are the preliminary attempts. These were defining the way of government support for building and operating tourism facilities. Because private sector was not adequate for such investments singly at that time. Government guidance and economic support was needed for the first developments. Due to their scope, these regulations could not be sufficient and more specialized legal framework and institutions were needed. After that time, it is possible to determine an intense effort to develop tourism industry.

---

[31] 5647 sayılı Turizm Müesseselerini Teşvik Kanunu
[32] 6086 sayılı Turizm Endüstrisini Teşvik Kanunu

2023

2014- 2018
10.FYDP / Sustainable tourism standarts were set
Conservation of cultural heritage is important
both in national and international level
Historic urban areas would be cultural centers

2011 — Ministry of Development established
(previously SPO)

2007- 2013
2007 — Turkey's City Brands targets set for 2023 ——— 9.FYDP / In tourism industry, need for raising quality
2006 — Development Agencies established
2005 — Field Management became mandatory
Cultural tourism need to be developed
Setting local and regional development
management plans became important

2003 — Ministry of Culture and Tourism established
General Directorate of Promotion established under ministry

2001- 2005
Turkish Association of Historic Towns ——— 8.FYDP / In tourism industry, instead of raising quantities
2000 — established
1999 — European Association of Historic
Towns and Regions established
incentives will be used to increase quality
Conservation of local values and searching for
possible marketing models for them

1996- 2000
7.FYDP / Global changes and competition environment
require new strategies in national level
More local, less central decisions are needed

1990- 1994
1990 — ÇEKÜL established ——— 6.FYDP / Significance of having a common strategy for
1989 — Tourism Bank closed
all action areas; tourism, promotion,
conservation of cultural heritage and planning
Creating a national brand image

1985- 1989
1985 — Promotion Fund established ——— 5.FYDP / Increasing tourism investments and revenue
Integration of tourism strategies and
1983 — Law No 2863 Cultural and Natural Heritage
Conservation Act
Law No 2873 National Parks Act
1982 — Law No 2634 Tourism Support Act
Tourism Development Fund
conservation strategies for natural and cultural
sites used for touristic purposes
A national culture policy is needed

1979- 1983
4.FYDP / Conservation of cultural heritage is inadequate
Required legislative, organizational and
economic actions would be executed

European Architectural Heritage Year
1975 — Zeyrek District / Ortahisar in Cappadocia /
Marina in Antalya Citadel / Safranbolu introduced 1973- 1977 3.FYDP / Increasing tourism investments and revenue
1973 — Law No 1710 Historic Monuments Act
Primary regions; Mediterranean, Göreme,
Uludağ, South Aegean, Marmara
1971 — Ministry of Culture established
Investments for infrastructure, transportation
and accomodation
Ministry of Tourism responsible
for development plans
1968- 1972
2.FYDP / Increasing tourism investments and revenue
More comphrehensive advertising
Primary regions; Marmara, Aegean and Antalya
Ministry of Tourism and Promotion established
Regulations for conservation is needed
FYDPs started 1963- 1967
1963 — 1.FYDP / Social equity and economic welfare
1962
Tourism has the leading role
Realising investments for tourism
1960 — SPO State Planning Organization established
(accomodation facilities, advertising,
1959 — Request for UN Assistance
producing souvenirs)

1955 — Tourism Bank established

Figure 3-1: Timeline of Place Branding as Consequence of Tourism Development in Turkey

(prepared by the author)

Tourism Bank was established in 1955. It is an important institution for the industry because of its duties. According to Law no 7470[33], duties of Turkish Government Tourism Bank was determined. Mainly it would operate as a bank for tourism related establishments. It aimed providing financial operations like giving incentives or issuing credits for private companies in tourism industry. It also aimed establishing, operating and leasing touristic facilities directly. In other words, it makes constructions and rents. Moreover, operating transportation facilities for tourism and building their required infrastructure was duty of Tourism Bank. Its support also involves making alliances with foreign investors in order to provide additional capacity for the industry. That might be establishing tourism agencies, which would work in both national and international context. Even it was a bank, the associated duties contained implementation and controlling the actions in tourism. It was apparent that more managerial institutions would be needed in near future. Besides, promotional activities were also assigned for Tourism Bank. Building and operating social facilities in conservation sites and national parks were other duties of th institution. Souvenirs were part of promotional strategy. It was aimed to set communication with tourists by objects, which are memorial of their visits. Organizing production and distribution of these souvenirs by museum shops were also among duties of Tourism Bank in 50s. Therefore, it is right to say Tourism Bank was the first organization, which define required actions and take responsibilities for implementation in tourism activities.

After that, establishing State Planning Organization[34] was a significant act in 1960. It could be dedicated that national development targets required more holistic approach. Decisions taken specifically in various areas should be evaluated in larger scale and regulated for national intents. Law No 91[35]defined duties of Planning Organization. Firstly, SPO would work depending on prime ministry. Its primary aim was guiding

---

[33] 7470 sayılı Türkiye Cumhuriyeti Turizm Bankası Kanunu
[34] Devlet Planlama Teşkiltaı
[35] 91 sayılı Devlet Planlama Teşkilatının Kurulması Hakkında Kanun

government for making policies and setting targets for social, cultural and economic development. For that, it should be an institution, which gather information from various governmental units and evaluate all data together. It also has mission to provide coordination between ministries and other governmental institutions related with social, cultural and economic policies. Additionally, making comment about setting up institutions considered necessary and deciding on their duties were other tasks for SPO. Apart from these, State Planning Organization mainly aimed to prepare plans of government. Turkey decided to start making development plans in order to set national targets formally. Until that time, intentions were given under different types of documents but they were not organized and not easy to control their progress. These development plans would cover indicated time spans according to needs. By this way, government could designate main targets and employ related bodies to realize. Therefore, establishing working groups for realization of policies and monitoring implementation of the plans were under SPO's responsibility.

SPO started making development plans for five-year time intervals. In 1963, Turkey began planned period in terms of national development strategy. First FYDP went into operation. As the first development plan, it aims to secure social justice and extend welfare by clearing foreign dept. In order to realize that, potential arising from tourism was pointed as important. Various investments for tourism industry were required. These were building accommodation facilities, producing souvenirs, general advertising and organizing local festivals for certain dates. Advertising implies making presentations about Turkey on abroad. In addition, establishing tourism development boards for urban areas was intended. These boards would make plans for tourism development in local scale, arrange incentives and monitor processes (DPT, 1963).

There is another important institution related with the issue, Ministry of Tourism and Promotion[36] was established in 1963. Its establishment, duties, management structure

---

[36] Turizm ve Tanıtma Bakanlığı

and financial affairs were indicated in Law No 265[37]. Ministry was charged to put effort to make tourism a productive industry for the country. Building, operating, controlling or promoting tourism activities were all duties of the ministry. Additionally, promotion of Turkish national identity in order to contribute tourism was one of the main tasks of the ministry. For that aim, it might employ local institutions under its own guidance. Furthermore, Ministry of Tourism and Promotion started to contribute for preparing FYDPs in 1971 together with SPO.

Second FYDP covers 1968-1972 periods. Improving tourism industry's capacity and its revenues were primary targets. Advertising, introduction activities were considered in detail also. Institutions that would plan and control these issues were indicated in order to be consistent and reliable. Marmara, Aegean and Antalya Regions were decided to be first tourism development areas. Besides, importance of culture was highlighted in this second plan. Protection of natural, historic and archaeological values was stated as a requirement. Areas around touristic regions had top priority officially (DPT, 1968).

At the same time, Ministry of Culture was established in 1971. The primary consideration of the ministry was education. It had been an office under Ministry of Education before becoming an independent institution. Cultural assets, their detection, listing and conservation were also tasks of ministry. Nevertheless, these issues had not been associated with tourism yet.

Third FYDP covering 1973-1977 periods draws apart previous ones. This plan evaluated what had been done up to that time and made comparison with international arena about tourism. This is positive to improve the work but the comparison titles were only quantitative. Collected data is about number of touristic facilities, total bed amounts, number of tourists and revenues. That kind of information probably would not be sufficient in order to decide national level strategies. We cannot find

---

[37] 265 sayılı Turizm ve Tanıtma Bakanlığı Kanunu

information about preferences of tourists or conditions of heritage places Apart from this evaluation, Mediterranean Region, Göreme, Uludağ, Aegean Region and partially Marmara Region were indicated prior places for physical planning. Scope of this planning would be infrastructure investments such as building airports, roads, ports, water and electric distribution systems. Moreover, conservation of all types of cultural assets was indicated as important complementary work for national strategies. Investigation and indication of national cultural assets both tangible and intangible were set as target (DPT, 1973).

Additionally, investments for establishing national parks were underlined in third FYDP. Natural assets, which have rare and unique values were tried to be defined as national park. A legal framework and administrative units for that issue are in the scope of future targets. This national park model was adopted from United States of America. There was a central management institution for parks, which works for defining general regulations and planning and supervised each single unit. Each park also had its administration to take decisions and implement plans directly on the site. That was appreciated and found serviceable. In 1983, National Parks Act[38] was issued with Law No 2873. Its aim was indicating codes of conservation on sites with natural value. The act defines which institutions are responsible, what are the main targets, how decision process will occur in details. National parks were thought as part of promotional work, because they would serve much for tourism as well.

1975 as European Architectural Heritage Year had been important advancement for place branding concept in Turkey indirectly. It gave chance to introduce Turkey's some pilot architectural historic assets' conservation projects such as Zeyrek District in İstanbul, Bosporus in İstanbul, Ortahisar a historic settlement in Cappadocia, Side a historic village by the Mediterranean Sea, Marina area in Antalya citadel and Safranbolu town in an international cultural organization. Each project represented different methodologies to achieve integrated conservation understanding. This

---

[38] 2873 sayılı Milli Parklar Kanunu

became also a promotional work for cultural assets of country. It aimed to raise awareness on conservation within country and abroad, and then achieved it partially (Özgönül, 2015). In the following years, considerable effort to provide complete legislative framework and institutional organization have been high issues for government. European Architectural Heritage Year campaign stepped up development on conservation and its integrated process with strategic planning. Indirectly, these advancements contributed the relation between heritage places and their use for tourism industry together with national promotion targets.

Forth FYDP covering 1979-1983 periods is significant in terms of raising awareness on conservation. In this plan, cultural assets and works for their conservation, maintenance and their existence within contemporary life were underlined. These works were accepted as main cultural concerns that not enough effort had been given. In addition, the problem was defined that institutions performing these works could not operate coordinately. Therefore, it was decided that new legal, organizational and financial regulations had been required (DPT, 1979).

Tourism industry still was primary concern to promote and grow. Tourism Support Act[39] was issued with Law No 2634 in 1982. The act aimed to provide required dynamic organization and operation for the industry. It covers determination of tourism areas and services, their development principles, incentives for tourism investments and businesses and supervision of all these. Together with this act consecration of sites for tourism, public investments, pricing strategies, information sharing, incentives, credits and tax exemptions were indicated for tourism industry. By this act, Tourism Development Fund[40] was decided to be established. That fund would be used for financing the indicated incentives by the means of Tourism Bank.

---

[39] 2634 sayılı Turizmi Teşvik Kanunu
[40] Turizmi Geliştirme Fonu

In the following year,1983, Cultural and Natural Heritage Conservation Act[41] was issued with Law No 2863. This act was the first comprehensive legislation for defining principles about conservation of all cultural and natural heritage assets according to international documents. Turkey became a party of UNESCO's World Heritage Convention so that it was a requirement to provide related legislation accordingly. Because Historic Monuments Act[42] had not provided enough information no longer. Basic definitions were given and conservation responsible institutions were indicated explicitly at this time. Required actions for archeological sites, movable heritage assets, urban areas and natural sites were all defined. Nevertheless, there was no clue about promotion activity for heritage places directly yet in this document.

Promotion was stated as significant target repeatedly in development plans. Although there was no statement about branding, marketing tactics were in use apparently. In that purpose, Promotion Fund of the Turkish Prime Ministry[43] was established in 1985 with Law No 3230[44]. The aim of the fund is getting economic source for the institutions that promote country in national and international arena, conserving, promoting Turkish cultural heritage and orienting world public opinion in the direction of our country's interests. There would be a committee for deciding promotion strategies. The members of that committee would be representatives of Ministry of Culture, Ministry of Tourism, Ministry of Foreign Affairs, Directorate General of Press and Information and Turkish Radio and Television Corporation. According to related law's preamble, recent developments in the world have brought new standards for international relations. Existence of a country relates with conservation of national cultural values as well as military and economic power. Therefore, promotion activities of our country in international arena are vital in this context. All cultural values should be interpreted and introduced properly. It is obvious

---

[41] 2863 sayılı Kültür ve Tabiat Varlıklarını Koruma Kanunu
[42] 1720 sayılı Eski Eserler Kanunu
[43] TC Başbakanlık Tanıtma Fonu
[44] Tanıtma Fonu Teşkili ile 11/7/1939 Tarihli ve 3670 Sayılı Milli Piyango Teşkiline Dair Kanunun 4 üncü Maddesine Bir Bent Eklenmesi Hakkında Kanun

that there was a marketing intention and need for structuring a national brand image in Turkey when it came to 80s. In addition, this brand image was related with cultural identity. Depending on that understanding, attention paid for the conservation of cultural heritage accelerated.

Fifth FYDP covering 1985-1989 periods improved the targets set in previous one. This time, tourism strategies and regulation for conservation of cultural assets was need to be integrated. That connection was addressed for the first time in an official document. The touristic purpose use of natural and cultural places required also legal connection (DPT, 1985).

Fifth development plan proves also rise in heritage tourism. In the beginning of the planned period, only coastal areas were in consideration as valuable lands for tourism. Then cultural tourism had favored by the time. Orientation turned into nature and heritage sites as well. People wished to visit places, which represent historic, cultural or natural unique values due to public awareness. Historic city centers, which were mostly abandoned, have become valuable lands for new investment. Many projects aiming their revitalization and reuse started to be implemented. Firstly, historic centers of coastal towns were influenced by this interest. After a while, these projects have become more extensive and many towns and villages started to experience some transformations. Main approach was providing touristic accommodation in the historic centers.

Another interest that has risen was taking stand in UNESCO's World Heritage List during 80s. Until 1985, there had been no heritage place from Turkey in the list. Göreme National Park and the Rock Sites of Cappadocia was the first listed heritage asset of Turkey in 1985. Then the issue has gained attention and conservation plans of the heritage places got more significance. Because the list concerned conservation and monitoring efforts for the sites as well as their authenticity and cultural value. As a continuation of rising effort and awareness with 1975 European Architectural Heritage Year campaigns, seven heritage places were issued in the list during 80s. It has been

a promotional issue also. Listed places gave chance to take advantage for national promotion strategies and became part of national brand image. Today there are eighteen heritage assets issued in UNESCO's list until the end of 2018.

Foundation for the Protection and Promotion of the Environment and Cultural Heritage[45] (ÇEKÜL) was established in 1990. It is a NGO aiming to raise awareness about cultural identity and shared cultural heritage. ÇEKÜL was established by a number of intellectual people, who were from different disciplines. They and their professional counterparts started to put volunteer effort for expressing significance of our heritage on development. Many conservation projects initiated for historic town or city centers, archeological sites and natural sites. Foundation mainly aimed to build communication networks between government, local authorities, inhabitants and investors for conservation projects in order to create sustainable mean of conservation. By doing these works, ÇEKÜL also used promotion activities. Pioneering projects of the foundation has become brands in this scope.

Sixth FYDP covering 1990-1994 periods may be thought as s milestone for voicing branding strategies. It was said that a transition to free market model occurred. Economic structure would be more global and competitive. The document did not use 'branding' term directly but decided to use its tools. We can trace that within decisions about advertising works. It was talked that an image should be created for the country. This image had to be representing cultural values, which connect society's past and future. In addition, this image should be maintained during all international relations. For realizing the targets and defining true actions, investigation to determine Turkey's present image in other countries was noted. That entire program matches with the plan used for branding of commercial products. Although the program indeed aimed to increase tourism capacity for economic concern, giving serious attention for cultural values was important advancement. Because all internationally accepted codes and movements for conservation was being searched and public awareness rose owing to

---

[45] Çevre ve Kültür Değerlerini Koruma ve Tanıtma Vakfı

this. For culture, sixth FYDP noted that cultural and natural heritage must be protected by respecting cultural landscape principles. A holistic approach was being in demand for conserving our cultural landscape. Moreover, private sector could make and realize restoration and reuse projects for heritage places under the control of public institutions. Until 90s, conservation and restoration of heritage places had been on public sector's responsibility only. Conservation and restoration works obtained an economic value in the market by this private sector decision (DPT, 1990).

Seventh FYDP covering 1996-2000 periods also underlined requirement for national conformance to new and highly competitive economic environment in the world. This was thought as necessity to catch the era. Developments in tourism were evaluated. Quantitative data was rising as desired, but some qualitative inadequacies were detected. We can see an assessment for qualitative capacity of tourism sector for the first time in this document. In addition, it was noted that tourism had been held only for coastal areas. Not being varied was declared as a problem. As another point, central authorities had taken decisions by that time. For the regions where tourism activity was intense, local governments and habitants should be encouraged to involve in decision-making and executive processes according to plan. Therefore, respecting local realities during tourism development would preserve place's identity more accurately (DPT, 1996).

Concurrently, European Association of Historic Towns and Regions was established in 1999. This association aimed to construct a network and provide cooperation between historic towns, cities and regions through Europe. Member states would share their good practices in order to promote management of historic urban areas. One year later, in 2000, Turkish Association of Historic Towns was established an it became a member of European Association of Historic Towns and Regions in 2001. Turkish Association has kept same intentions with international counterpart through cities and local authorities in Turkey. The aim was information sharing and increasing conservation capacity of Turkish historic urban cities.

Eighth FYDP covering 2001-2005 periods decided to change tourism development strategy slightly. Plans from 60s until that time, had made a strict effort to raise capacities of the touristic facilities. Now it was decided that incentives would be spend for promotional works and improving quality of the facilities instead. On the other side, promotion got great importance during last twenty years. Targets about the issue could not be reached that new regulations were needed. It was stated that public and private sectors could not operate in the same program. Desired image, which derived from cultural identity, could not be built. So, related boards and promotion fund would be reconstructed due to demands. For cultural policy, local tangible and intangible heritage would be conserved. Maintaining intangible local values and marketing them were aimed (DPT, 2001).

Tourism and Culture were associated formally and Ministry of Culture and Tourism[46] established in 2003. Until that time, tourism and culture were directed by their own ministries separately but the relation between them became prevalent and they were joined. New ministry naturally became responsible for promotion. General Directorate of Promotion[47] was established also under the ministry. This union proves connection between development of tourism and conservation as well. Recognition on touristic value of the heritage places fostered development of conservation practices. That was favorable part of the connection. However, it might be disadvantageous at the same time. Culture is not an asset serving for tourism. Therefore, this understanding could turn into a threat for heritage. Cultural heritage is significant because of conducting identity. Cultural assets need to be preserved in order to keep their historic value, promote cultural richness of society and development for future.

Ninth FYDP covering 2007-2013 periods was still emphasizing needs for reforming promotional strategies. That shows objectives about national brand image had not been realized yet. Besides, cultural tourism was noted to have potential in 90s. It had

---

[46] TC Kültür ve Turizm Bakanlığı
[47] TC Kültür ve Turizm Bakanlığı Tanıtma Genel Müdürlüğü

not been promoted efficiently. That issue is also another point that recent plans have repeated. Turkey has lots of heritage places which are getting high demand to be visited. Tourism development of the country stressed on coastal areas a lot and cultural tourism strategies could not been developed enough. Problem was recognized quite late. That is why serious effort is needed to arrange all related parties as we have seen in the plans. Globalization has motivated smaller units like towns and regions to compete by the help of their local dynamics. It was discovered that local values could be used as opportunity for new development models. For that reason, a convenient local management system, which integrates all the parties, is necessary. To realize this; development agencies were established in 2006 with Law No 5449[48]. New laws for Provincial Special Administrations, Metropolitan Municipalities and Local Administrative Unions were introduced. Authorization of all local units was broadened. Common purpose of these advancements was providing suitable environment for sustainable regional development. In addition; the number of local tourism destinations which are successfully conserving their cultural identity should be increased according to plan (DPT, 2006).

After ninth plan, SPO was closed and Ministry of Development[49] was established in 2011 (which would be closed and turned into Directorate of Strategy and Budget[50] in 2018).

Tenth FYDP covering 2014-2018 periods emphasized cultural tourism notion, sustainability and promotion management. As the previous four development plans, national promotion took a high significance. This attitude had already been accepted as a must globally. National brand images provide additional value and power for modern countries. Turkey set target to monitor dynamic market structures and changing tendencies of tourists to be able to represent its brand image accurately. As the example for usage of culture in promotional activities, cinema industry would be

---

[48] 5449 sayılı Kalkınma Ajanslarının Kuruluşu, Koordinasyonu ve Görevleri Hakkında Kanun
[49] TC Kalkınma Bakanlığı
[50] TC Cumhurbaşkanlığı Strateji ve Bütçe Başkanlığı

promoted. It was stated that Turkish Cinema would be an international brand. Incentives would be provided for the productions, which contain cultural elements. Traditional ceremonies, cultural values or important historical personages would be told in films, serials and documents, which will take place in international cultural organizations. Other than these, sustainability in tourism gained importance. It was realized that excessive tourist flow started to consume local values of the regions. Socio-cultural and natural problems of tourism were discussed to be resolved. The public institutions in 2008 set some standards for sustainability. Accommodation facilities started to be licensed so that more private services would be encouraged for the notion. Lastly, a significant decision was declared about historic neighborhoods within urban areas in this plan. These parts of the cities would be conserved with respect to the Historic Urban Landscape approach and transformed into culture and art centers of the cities as a new function (TC Kalkınma Bakanlığı, 2013).

3.2. Place Branding Practices at Heritage Places in Turkey

Today place branding of heritage places is widely used in Turkey for different scales and contexts. Most of them are still aiming to increase tourism capacity and revenues solely. However, heritage tourism has become prevalent despite the beginning of development period. Public organization has not been developed enough but requirements were stated in legal documents. Related institutions are reorganizing their management system and their statements of the mission based on new studies in the subject continuously.

Moreover, many place branding intentions could be listed in Turkey, which could be grouped by the classification method given in Figure 2-6: Proposed Classification of Trends in Place Branding Trends

Table 3-1: *Examples of Place & Geographical Common Identity in Turkey*
(prepared by the author)

Neighborhood	Town - City	Region	Nation	Cultural Route
Kordon - İzmir	Beypazarı	Cappadocia	-	Silk Road
Çankaya - Ankara	Mardin	Prince Islands	-	Orient Express
Bebek - İstanbul	Safranbolu	Aegean Coasts	-	Lycian Way
Kandilli - İstanbul	Eskişehir	Mediterranean Coasts	-	

Table 3-2: *Examples of Place & Product Correlation in Turkey (prepared by the author)*

Geographical Nomenclature	Product Place Co-Branding
Black Sea Region (Tea)	Denizli – Weaving
Alaçatı (Gum mastic)	Çukurova – Citrus fruit industry
Bozcaada (Wine)	

Table 3-3: *Examples of Place, Nature & Culture (Lifestyle) in Turkey*
(prepared by the author)

Destination	Culture-Entertainment	Networks as Lifestyle
Bodrum	Ot Festivali - Alaçatı	Seferihisar CittaSlow
Uludağ	Altın Portakal Film Festivali - Antalya	Gaziantep UNESCO'Creative Cities Network
Göreme	Şeb-I Arus – Konya	

Table 3-4: *Examples of Place & Interventions in Turkey (prepared by the author)*

Place Regeneration	Place Renewal
Fener&Balat Districts - İstanbul	Hamamönü - Ankara
Odunpazarı - Eskişehir	Altınköy - Ankara
Kaleiçi - Antalya	

3.2.1. Place Branding in Turkey as Neighborhood Practice

Turkey has many neighborhoods from different cities, which are well-known by all community. Kordon in İzmir, Çankaya in Ankara, Bebek and Beyoğlu in İstanbul can exemplify that.

Kordon is the name of waterfront in Alsancak, İzmir. It is a boulevard between Cumhuriyet Square and İzmir Port. The area is main recreational open space of the neighborhood and representative image of city as well. It has been prestigious art, culture and entertainment center of the city from very early times. Today there is a large green belt through the space, where both inhabitants and visitors would like to spend their leisure time.

Figure 3-2: An Historic Image of Kordon, İzmir[51]

Figure 3-3: Current View from Kordon, İzmir[52]

---

[51] Image Retrieved in January 1, 2019 from http://www.apikam.org.tr/fotograf-galerisi
[52] Image Retrieved in January 1, 2019 from http://www.apikam.org.tr/fotograf-galerisi

Çankaya is another well-known, branded, neighborhood, which is located in Ankara. It is potently bounded with republican period of Turkey. Intense construction work was undergone at that period and many governmental landmarks of Turkish Republic take place there such as Turkish Grand National Assembly, ministries and presidential palace. In the modern literature, Çankaya was told as the place, where modern cultural activities would be held. Almost all foreign embassies were built within the neighborhood so that place also represented national image for international affairs in a level. Today its image is still same. There are many other newly created neighborhoods in Ankara as a metropolitan urban space. Nevertheless, Çankaya holds its brand image as modernist, international and culturally valuable place.

Figure 3-4: Aerial View of Bebek[53]

Moreover, İstanbul has many districts, which are place brands with their historic urban characteristics. Bebek and Kandilli could be named as neighborhood brands as they

---

[53] Image Retrieved in January 1, 2019 from https://istanbulclues.com/istanbul-bebek-area-bosphorus/

are very old housing districts. From the late Ottoman period they both have been prestigious lands to build mansions and waterside residences by high income families. There are many historic houses, which were built by relatives of Ottoman sultans or important officials of the empire. Both districts are still residential areas having high land values in today's life conditions. Bebek has become also entertainment location with its galleries and cafes as much as its coastline. However, there are many new multi-story apartments, which may destroy urban fabric of the place. Because of having socio-cultural, architectural and historic values these neighborhoods should be conserved and maintained with their existing characteristic.

Figure 3-5: A Representative Image of Kandilli District of İstanbul[54]

---

[54] Image Retrieved in January 1, 2019 from http://www.istanbul.gov.tr/en/info-istanbul/news/quarters-of-istanbul-kandilli

3.2.2. Place Branding in Turkey as Town – City Scale Practice

Many cities have adopted branding targets in Turkey during past two decades. Some far reached their targets while some just intended to do so. Safranbolu is one of the important town-scale place brands of Turkey, which has not been targeted that. Safranbolu is a town located in Black Sea Region. Its timber framed structured housing blocks provide valuable authenticity. Town maintains its traditional lifestyle. Moreover, awareness to conserve these values is quite high so that UNESCO listed it as World Heritage in 1994. That development brought a great reputation for the town and number of visitors has grown gradually hereupon. Safranbolu became a place brand with its authentic architectural fabric.

Figure 3-6: A Silhouette from City of Safranbolu[55]

---

[55] Image Retrieved in January 1, 2019 from https://hometurkey.com/en/gallery

Figure 3-7: A Representative Photograph showing City of Safranbolu[56]

Eskişehir is another city brand example of Turkey. It became a great industrial town during early republican period. Due to its logistic and geographical advantages, huge production facilities for various products were built in the city. When it came to the 90s, some of them has become part of the urban fabric and closed. Educational institutions have increased their capacity and required more infrastructure. Therefore, changes in urban, social and economic conditions enforced the city for some renovations. Local agencies such as municipality, chamber of commerce and chamber of industry all put their effort for that renovation. Therefore, Eskişehir has become a city brand with socially liable policies.

Apart from these cases, Turkey has other city brands from different regions with their distinctive historic, cultural, architectural and natural features. They may be exemplified with İstanbul, Ankara, İzmir, Antalya, Kayseri, Hatay or Mardin.

---

[56] Image Retrieved in January 1, 2019 from https://mapio.net/pic/p-63680469/

Figure 3-8: Aerial View from Porsuk River[57]

Figure 3-9: Aerial View of City of Mardin[58]

---

[57] Image Retrieved in January 1, 2019 from https://hometurkey.com/en/gallery
[58] Image Retrieved in January 1, 2019 from https://hometurkey.com/en/gallery

3.2.3. Place Branding in Turkey as Region Scale Practice

National planning documents considered and stated on regional development strategies for many times. Some regions like Cappadocia differ from many other places due to its natural earth formations, cave houses, open-air museum, underground cities and local earthenware products. The region has a long history and architectural remains also. Tourist visit the place during all the year independent from season, which is a desired state for a touristic place. Accommodations, which are placed inside natural caves, promise solitary an interesting experience. Fairy chimneys are another distinctive characteristic features of the region. They are natural formations, which are formed by air circulations in very long times. It is possible to view them from hills or from a hot-air balloon.

Figure 3-10: An Aerial View from Cappadocia from Balloon[59]

Cappadocia is also familiar with its products special to the region. There is high quality clay soil in specific parts of the region that pottery has been a local artistry. Studios of pottery artist get attention of tourists and they mostly try to produce objects from clay. In addition wine production is another specialty of Cappadocia. There are many wineries producing local wines in various types.

Aegean and Mediterranean Coasts are other regional brands for Turkey. Summer tourism is main target for the brands. Not only Turkish people but also tourist from all over the World wish to spend their summer holidays there. They both has very long coastline area. Along with this line, there are many villages and towns having bays, beaches and well-preserved ancient civilizations' remaining as well as natural parks.
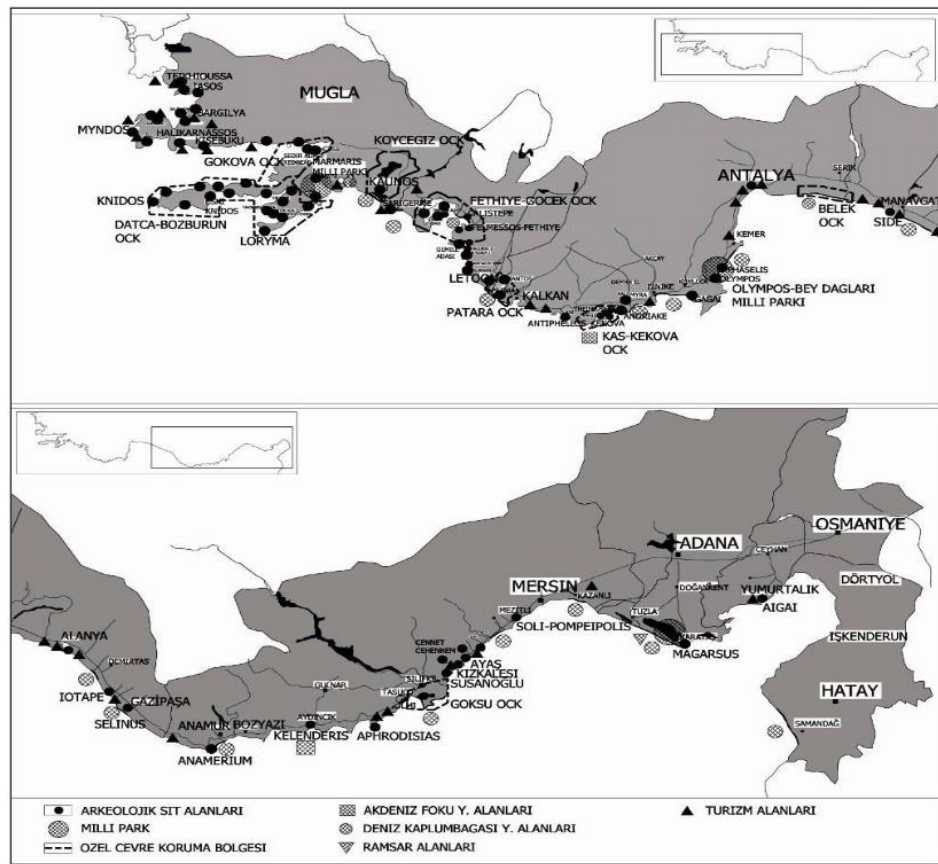
Figure 3-11: Conservation and Tourism Areas in Mediterranean Region *(Naycı, 2009, p. 97)*

3.2.4. Place Branding in Turkey as Nation Scale Practice

According to the development plans, it could be understood that creating a nation brand for Turkey is a target for government in last forty years. That intention was grounded in tourism industry development targets. In order to increase tourism capacity, it was noted that, country needs to be more recognizable. Traditions, historic and natural beauties of the country should be presented to foreign people who do not know Turkey or has not been in Turkey before. It was also discovered that this aim could be possible by maintaining and using cultural values on promotions. Therefore, conservation of cultural heritage and promotion of the country's image were associated in that level during 80s.

Figure 3-12: Official Logo of Turkey[60]

The target has been same for years but responsible bodies have changed on promotion issue. However, last decade could be thought as the most deliberate phase. More organized and consistent work has been conducted. Still, the overall vision of the works should be broadened to embrace all values of the country rather than pointing at tourism.

---

[60] Image Retrieved in January 3, 2019 from http://www.tanitma.gov.tr/

3.2.5. Place Branding in Turkey as Cultural Route Practice

Cultural routes have been accepted as defined heritage assets by international authorities. Silk Road comes on the very first raw for this scale. Because it is the greatest defined cultural route within the world by composing of thirty tree countries today. Turkey takes part on it as well. There are many historic caravanserais, khans and tombs on the route, which are dating back to Seljuk and Ottoman Periods. According to UNESCO's Silk Road Program, all parties of it come together and work in coherence to conserve and promote its shared values. Within the scope of this program, marketing and promotion is also indicated as a focus to enhance its brand image.
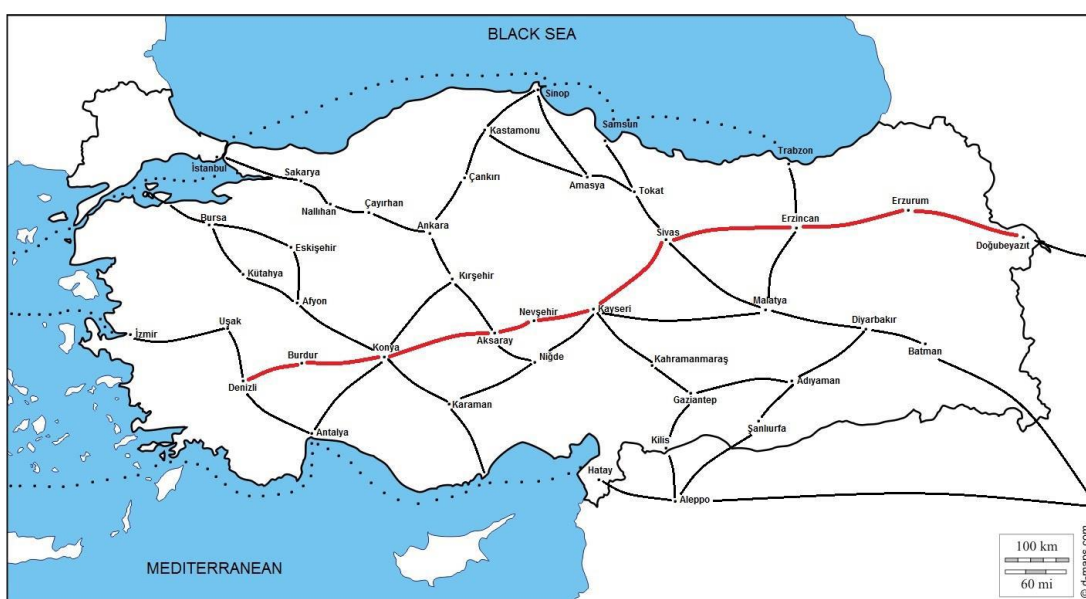
Figure 3-13: Map Showing Part of the Silk Road in Turkey

Orient Express in Turkey is also another brand for cultural route scale. It is a railroad, which passes through Anatolia from the east to the middle. The path of this railroad coincides with Silk Road, which gives chance to experience places belong to that great

cultural network by the mean of a transportation plan. Therefore, these two promote each other also.
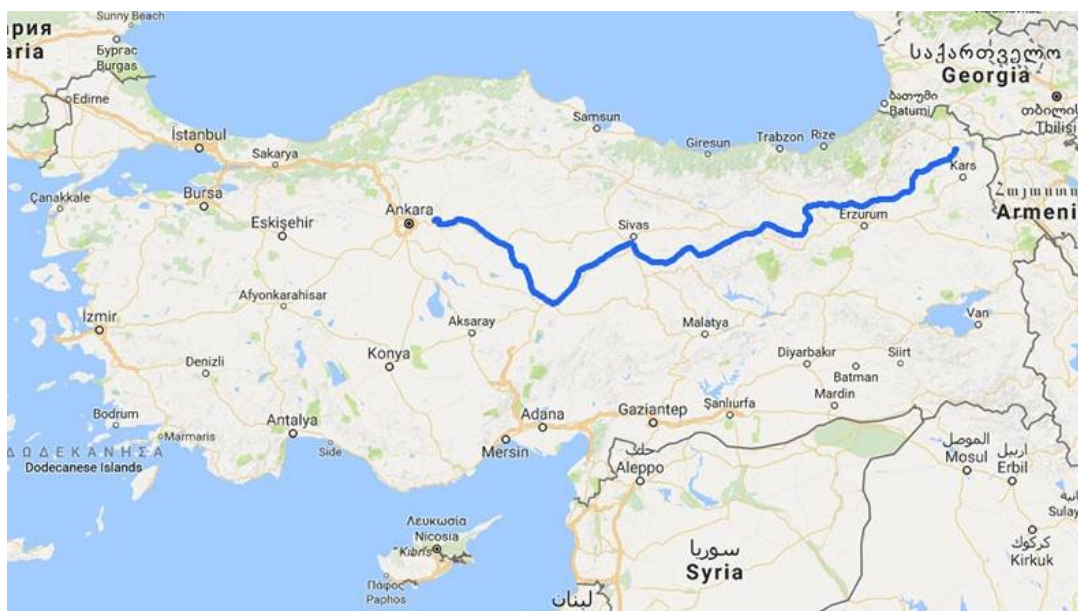
Figure 3-14: Map Showing Route of Orient Express[61]

Lycian Way is a designated walking path going through settlement of ancient Lycia civilization to experience their remaining. Today it starts in Fethiye and ends in Antalya taking 540km long. Walking all the path takes approximately thirty days. It promises to visitors an adventurous way to see and experience almost 10 ancient cities and remains of their ancient roads as well as nature of the region. This designated path is a good practice for representation of the area. At the same time, it is a marketing way. The path itself has become a place brand by the help of that organization.

---

[61] Image Retrieved in January 3, 2019 from https://www.rotasenin.com/dogu-ekspresi

Figure 3-15: Map Showing Route of Lycian Way[62]

3.2.6. Place Branding in Turkey as Geographical Nomenclature Practice

Black Sea Region is the main actor for tea production. These two aspects are strongly linked. If there is a black tea brand of Turkey, people surely know that the product was cultivated in one of the villages of Black Sea Region. This is an absolute example of place branding with a product as geographical nomenclature. For promotional media of tea product, views from the region, traditional rituals, local costumes or special speaking accent of local people are used. Additionally, it is quite common to see such features on the packages of Turkish tea in the markets. This relation gives chance to promote each party to create strong brand image by using shared attributions.

Alaçatı is also an example of geographical nomenclature for gum mastic production. In essence, Chios, which is a Greek island close to İzmir, is famous with producing gum mastic. Alaçatı is within the same region and same production is common there.

As a local product, gum mastic is used for making jams, cookies or adding it to all desserts is a habit to the place. Therefore, Alaçatı and gum mastic become a brand together. Buying something related with the product is always on the list of visitors.

Figure 3-16: A Photograph Showing Tea Production in Black Sea Region[63]

Bozcaada represents place branding effort as a geographical nomenclature as well. Grapes of the island and wine production is taken as a part of its culture. Bozcaada wines have a benefit in the market due to the significance of the place. Local festivals or other events foster the relation of product and place. International wine tasting festivals, grape harvesting organizations both marketing product and introduce the place with its other cultural values to the people. Therefore, Bozcaada local authorities and its wineries promote a shared brand by that way.

---

[63] Image Retrieved in January 5, 2019 from https://www.gettyimages.com/detail/photo/tea-plantations-trabzon-province-pontic-high-res-stock-photography/1001018178

Figure 3-17: Logo of Bozcaada's Promotional Website[64]

3.2.7. Place Branding in Turkey as Product-Place Co-branding Practice

Denizli with its textile industry is a good example of product-place co-branding. Weaving has been part of Denizli's image for long years. In Turkey, if a textile product is originated in Denizli, it means that the product is high quality. For example, people travelling near; visit the city for buying towels, sheets, loincloth or similar products. Textiles for Turkish Bath ceremony are specifically marketed to foreign countries.

Figure 3-18: A Representative Image Showing A Man Working on A Loom[65]

---

[64] Image retrieved in January 5, 2019 from http://www.gobozcaada.com/viniculture-winery.html
[65] Image Retrieved in January 5, 2019 from http://denizliliyim.com/buldan-bezi/

Especially Buldan, which is a district of Denizli, is famous with its local weave type. The preliminary industrial investments both in Republican and Ottoman periods made the place specialized in subject so that this positive image provide extra trust for today. Place and its textile products are branded together.

Another instance for product-place co-branding in Turkey is Çukurova with citrus fruit production. Çukurova is a region covering Mersin, Adana, Hatay and Osmaniye cities. The productivity of the earth in the region is widely known. Especially citrus fruits are produced and exported intensely. Products of the region are in good quality. Thee is an international festival held in Mersin in order to introduce products, increase their brand equity, strengthen the product-place correlation and make a common activity in which inhabitants contribute.

Figure 3-19: Logo of Mersin Citrus Fruit Festival for 2018[66]

---

[66] Image Retrieved in January 5, 2019 from https://www.mersinnarenciyefestivali.com/tr/

3.2.8. Place Branding in Turkey as Destination Branding Practice

Figure 3-20: An Illustration Made by an Artist for Bodrum[67]

---

[67] Image Retrieved in January 5, 2019 from https://kursatunsal.com/bodrum-map

Bodrum has been one of very first place brands of Turkey as a summer destination. Coastal areas had been invested and promotional media had been used much during 80s. It became a place brand with its bays and nightlife firstly because promotion works focus on these features only. Bodrum has an important ancient city and remains of it. Even there had been one of the Seven Wonders of the World, before it was demolished. Apart from its history, architectural fabric of Bodrum was unique with its cubic white painted and flat roofed residents. In other words, place's actual identity should have significant part in brand image in order to give accurate messages. Its demographic structure, economic capacity and architectural features have undergone serious changes until it became a destination brand. Its transformation from a small village of fishers to a great vacation city requires much analysis but it is obvious that Bodrum is a place brand as a destination.

Uludağ is another destination brand in Turkey for skiing. It is a great mountain located within the borders of Bursa. The nature of the mountain makes it an ideal place for winter sports. Facilities offered are also strengthen its value. Because of being a destination, there are various types of accommodation or sports training opportunities organized in order to host more visitors. Uludağ is the first place, which comes people's mind for skiing in Turkey, which shows that it is a valuable brand.

Göreme is a destination for people from all over the world. For cultural tourism, it has a great significance. Many attractions in the region take attention of different target groups. Open-air museums have lots of heritage assets. Valleys give chance to make trekking activities. People may taste local products in many different types of restaurant with sightseeing opportunity. Vistas that the nature presents offer a valuable environment for artist. Apart from these, its central location in the middle of Anatolia makes it easily accessible. Therefore, it become also a weekend destination for people living around the region. By its all features, Göreme is an invaluable destination brand for Turkey.

3.2.9. Place Branding in Turkey as Culture & Entertainment Practice

Some places are branded by hosting a special event bounded with the place. Herb Festival (Ot Festivali) in Alaçatı could be an example of that. Festival is for presenting to visitors nature of the place and herbs growing in Alaçatı. Local people use the herbs for various way of cooking and this has shaped place's culinary culture. Variety of herbs is also quite broad. Although it is an invested festival and held until 2010, place has succeed to be a brand with this cultural event. National and international participants interested in place visit Alaçatı for this event each year.

Figure 3-21: Logo Used for Alaçatı Herb Festival[68]

International Antalya Film Festival[69] has already become a cult for Turkey. It is an international annually organized event. The festival aims to create a platform where cultural communication advances. It also aims to promote "*Antalya internationally as a film-friendly city*". During the event, it creates a productive environment for the professionals of film industry. At the same time, inhabitants find chance to experience a well-rounded cultural organization. Festival has become brand as culture and entertainment practice associated with the place.

---

[68] Image Retrieved in January 5, 2019 from http://www.cesme.bel.tr/haber/9-alacati-ot-festivali-programi
[69] Antalya Altın Portakal Film Festivali

Figure 3-22: Official Logo of 55th International Antalya Film Festival[70]

Şeb-i Aruz (reunion night) is death anniversary of Mevlana. Traditional ceremony held in Konya in 17 December each year. Commemorating events take ten-day period and cultural discipline of Mevlana is introduced. A special ceremony of whirling dervishes called is so interesting for visitors. Mevlana is a very significant cultural value for Konya. Its literature and life-long precepts have high intangible heritage value and should be maintained. Seb-i Aruz is an international cultural event so that many people visit Konya only for ceremonies in an exact time. The historic places of the city also are visited. By this way, Konya promotes its existing values.

Figure 3-23: A Representative Image Showing Whirling Dervishes[71]

---

[70] Image Retrieved in January 5, 2019 from http://antalyaff.com/en/
[71] Image Retrieved in January 5, 2019 from https://www.mevlana.com/seb-i-arus/

3.2.10. Place Branding in Turkey as Network Branding Practice

Cittaslow is a successful network for places with similar characteristics to maintain and promote them. Turkey also get involved in this organization. By the end of 2018, there have been fifteen slow cities in Turkey. The first Cittaslow, Seferihisar may be the best representative of this movement for Turkey. It is a district of İzmir in the south. Seferihisar is a well-preserved heritage place due to the archeological and natural sites around it. It preserves authentic local products, traditions and lifestyle still. These features have made the district a place brand together with the conservation projects of Cittaslow network.

Figure 3-24: An Aerial View of Seferihisar (Sığacık)[72]

Gaziantep is another instance for place branding by a network. UNESCO designated it as one of Creative Cities of Gastronomy in 2015. City's gastronomy history is dated

---

[72] Image Retrieved in January 4, 2019 from https://cittaslowturkiye.org/cittaslow-seferihisar/

back until the Iron Age. Culinary has become heading sector for local economy today. Workshops organized to promote culture and promotional media works have made a great contribution for reaching current state. For setting up and sustaining membership of the network, municipality, chamber of commerce, chamber of industry and professionals from academy carry out a collaborated work. This is a significant point for sustainable place branding for heritage places.

Figure 3-25: Representative Images for Gastronomy of Gaziantep[73]

3.2.11. Place Branding in Turkey as Place Regeneration Practice

Fener and Balat districts are well-known historic residential areas in Istanbul, Turkey. Their authentic urban fabric consists of houses, monumental buildings, ancient remains and its social structure, which is distinct from other parts of the city. Area has taken attention with its very old built environment and many conservation projects have been prepared and applied in different periods. These districts did not aim to be

---

[73] Image Retrieved in January 5, 2019 from https://en.unesco.org/creative-cities/gaziantep

a brand specifically but the interventions implemented there brought out this result. We all have a shared brand image in our minds for the area.

Figure 3-26: Sample Photographs from Fener&Balat streets a[74]/b[75]/c/d[76]

The life before interventions was a bit different in district. It had been a neighborhood, where daily social activities performed on streets. Children were playing all together out on streets, which is not possible to view in newly developed areas. After restoration project, ownership of the properties changed. New inhabitants moved instead of old families. Art galleries and cafes were set up and people started to come

---

[74] Image Retrieved in March 18, 2018 from http://www.hurriyet.com.tr/seyahat/istanbulda-dizilerin-vazgecilmez-adresi-balat-40739008
[75] Image Retrieved in March 18, 2018 from https://www.fotografcisiyim.com/cekim-mekanlari/balat/
[76] Image Retrieved in March 18, 2018 from
http://yenibirseylerlazimdostlar.blogspot.com.tr/2015/11/fener-balat-hatt.html

for taking photos. District is also preferred as background for specific movies because of its indigenous character. Moreover, people visit there mostly if they wish exploring historic pattern of the city. There are many small and quiet cafes for visitors. Therefore, by being very old and preserved historic area of the city and representing important cultural value, Fener&Balat Districts became a specific place brand within Istanbul.

Odunpazarı is a district of Eskişehir. It is an urban conservation site with residential blocks and social complexes from Ottoman period. Due to bad conditions of the structures, area had been abandoned mostly. By the attempts of local government, restoration project was prepared and implemented in order to maintain cultural significance of the neighborhood for whole city. After that renovation, Odunpazarı has become a cultural center with galleries and museums. Residential use of the area does not maintain. It has turn into a touristic center for visitors. Together with this regeneration, Odunpazarı became a place brand.

Figure 3-27: A Representative Photograph Showing Odunpazarı[77]

Kaleiçi (Inner citadel) and the Port in Antalya were undergone a similar process with Odunpazarı. It was a very early project initiated in 1979. Kaleiçi had been almost an abandoned place. Historic residents served as rental rooms for low-income groups and

---

[77] Image Retrieved in July 2, 2017 from http://www.odunpazari.bel.tr/Galeri.aspx

structures were mostly neglected. However, historic significance of the neighborhood was so high that it was a multi-layered area holding many cultural values. Restoration and renovation projects had been prepared. Many conservation professionals taken part in the process and most of the structures were conserved successfully. Many had new functions like museum and galleries. Almost all the others turned into small hotels for tourists. Therefore, Kaleiçi saved with its historic remaining and became a place brand both for locals and tourists. Nevertheless, it has been no longer resident for the locals. Its social structure was completely changed.

Figure 3-28: Photograph Showing Kaleiçi District and the Port Area[78]

3.2.12. Place Branding in Turkey as Place Renewal Practice

Urban renewal is another intervention which aims to create place brands in the end. Hamamönü in Ankara may be taken as instance for the issue. It was a historic neighborhood which is a residential area dated back to ninetieth century. However, it had become completely neglected area in 2000s and local government initiate a renewal project. The aim was restoring the structures, providing spaces with sufficient modern installations for daily life and renting to small businesses. Therefore, Hamamönü became a place for leisure time mostly for students. Moreover, restored mansions started to be rent as halls for small organizations. In a short time span, the

---

[78] Taken by the author in March 03, 2018

neighborhood has been very popular and many people visit in their daily life. European Commission also awarded Hamamönü as European Destinations of Excellence (EDEN) in 2011. It is not wrong to say that Hamamönü has become a place brand as the consequence of its renewal.

Figure 3-29: A View from a Street at Hamamönü[79]

Altınköy in Ankara is an invented historic place. It was built newly as a village and aimed to represent the spatial organization, building types, daily rituals and activities of a classical Turkish village. Some timber-framed houses were relocated from a village in Black Sea Region to Altınköy. The mayor of the district wished to build an open-air museum to express life going on a traditional village where local production and rituals are maintained. Then, he realized this project in Altınköy. Place has become a brand especially for educational purposes.

---

[79] Image Retrieved in January 5, 2019 from https://hometurkey.com/en/destinations/hamamonu

3.3. Discussion and Assessment of the Implementations in Turkey

Although literature has not developed enough, place branding is implemented widely in Turkey. Cultural diversity due to a long history gives opportunity to differentiate many places among their competitors easily. That situation has been detected in both literature and implementation. Nevertheless, wishes to implement it directly without required background cause some problems. Conservation awareness of the society has been raised recently as well. However, there is still problematic issues in the association of these two areas in Turkey. They individually make advances but place branding at heritage places require integration and further development on overlapping issues specifically as well.

Place branding concept in Turkey had started with tourism industry unintentionally. Culturally significant places tried to be used as image of touristic facilities in order to differentiate them among tourism market. However, this was not a reliable approach for conservation area. Serving for tourism strategies may be a feature to get benefit but it could not be primary factor for cultural strategies. It could be understood that conservation ideas were firstly shaped by needs of tourism industry in Turkey. Then, there has been a growing awareness about cultural heritage and its conservation. Nevertheless, discussions about the wrong relation between tourism and culture have been still continuing. Tourism, which uses branding much, poses a threat for heritage places, for some cases in Turkey, with excessive capacities. It damages values and authenticity of heritage places.

Promotion is another notion, which has been started with tourism as well in Turkey. All the intentions, voiced in formal documents, had been for promoting tourism industry. Heritage places had become natural images used for these promotion works. By this way, place branding and heritage places of touristic regions have gotten in relation organically. It could be seen that touristic facilities made use of photos or illustrations of specific heritage places of their regions on their own advertisements. Then, this method has started to be used by government also. This time relation with

cultural identity and place branding has been discovered. It was stated that identity of Turkish nation and different touristic regions should be given by means of promotional works. Nevertheless, need for understanding shared identity of whole has been skipped. An intense research and documentation work was initiated but interpretation phase of all collected data stayed as missing part in national strategies. Due to this deficient, cultural studies could not support promotion. Gap between conservation and promotion (branding in future) has started to be created.

Until 2000s promotion has not been voiced as branding places. All the communication tactics of marketing discipline had been used for towns, regions and nation but the lack of a holistic approach cause some rupture and obviously poses an obstacle for success. We can see that same branding intentions were voiced in development plans repetitively in the same level, which means targets could not be achieved. Especially when it came to last thirty years, related institutions and their strategies have been changed a lot. This situation has deepened the primary deficiencies and problems. Branding policies have become so intense that it has started to threaten heritage places in some cases.

Moreover, it is beneficial to examine some cases from different periods. As the consequences of tourism strategies designated in 70s, some places got a high reputation, which should be studied for place branding literature in Turkey. Cases, which may be taken as pioneers of place branding in Turkey, are almost unconscious branding attempts. These could be listed as Bodrum, Antalya, Kuşadası, Safranbolu and Cappadocia. Bodrum, Antalya and Kuşadası became place brands for summer holiday and entertainment. After being summer destinations, their cultural places have gotten importance also. Conservation plans started to be prepared in this phase but these places were under serious economic pressure and instant changes. Because of that, all conservation plan decisions could not be applied appropriately. Additionally, Safranbolu and Cappadocia were other pioneering place brands, which become brands with their cultural identity. They had performed successful conservation management

programs and branding campaigns were initiated as extension of these. For these cases, monitoring and control of the policies may be thought as lacking point. Today, there are some discussions about excessive tourism capacity of both places, which threatening their cultural values. Possibly, demarketing could be thought as preventive strategy for conservation point of view. Later on, Beypazarı, Eskişehir and Seferihisar could be stated as completely conscious place branding campaigns in 2000s. Cases could be extended by time and scope for Turkey. Nevertheless, it could be deducted from given investigation that the common problem about place branding at heritage places in Turkey is lack of a holistic understanding on their cultural significance.

The official vision of General Directorate of Promotion covers solely tourism industry still today. It aims to take more share from international tourism market and targeted groups are only foreign people planning to have a summer vacation in Turkey. However, tourism is not the only source or operation of the country. Additionally, tourism should not be the main reason to preserve heritage places. Nation brand is the primary issue on which a serious and comprehensive work is required. A general approach need to be adopted in order to understand national identity right. Then strategies would be depend on that identity. In this sense, nation brand could be an umbrella brand, which guides Turkey's cultural strategies appropriately. If related institutions had gotten this background information and developed sub strategies accordingly, development plans for culture and promotion would be more accurate.

To sum up, place branding concept started to be thought with tourism. Then, place branding at heritage places came up with awareness about UNESCO Word Heritage List firstly in Turkey. After that, labeling heritage places just for being place brands has started a problematic issue for conservation. This problem has been extending due to the lack of studies on place branding conducted by conservation discipline. Branding heritage places is an accepted concept today so that government, locals and investors are all willing to perform interventions to benefit from. Conservation authorities should be involved in these processes to tell required principles.

CHAPTER 4

DEFINING A COMMON GROUND FOR MARKETING AND CONSERVATION:
PLACE BRANDING AT HERITAGE PLACES

There is a need for defining guidelines of the branding in heritage places. All cases show us today; historic places, because of their uniqueness and high value, are subjected to various types of marketing operations. Particularly urban areas are firstly effected places. Two separate areas should work together for such applications. In order to utilize marketing strategies as an advantageous tool, common goals are needed to be identified with conservation discipline. Both areas have their unique processes guided with their own principles while they have shared benefits also. These benefits enable us to run separate processes encouragingly together. For this aim, marketing and conservation plans are superimposed in this chapter of the thesis and their commonalities are aimed to be discovered. Their overlapping parts will define a common ground. In the shed of that common ground, it is possible to determine guiding principles and criteria, which will form the specialized form of branding operation for heritage places. After then, an assessment method is proposed to measure the success of such applications. Because; essential points to evaluate the probable gap between the goals and results are needed to be determined. Lastly, marketing and

conservation are different disciples rooted from discrete ideas. So; undesired outcomes are within the bounds of possibility if branding of historic urban landscapes is not operated with the guidance of conservation principles. Dilemmas emerging from confounding parts of these two processes are discussed in that scope.

4.1. An Investigation on Correspondences of Marketing Plan for Economic Products and Conservation Plan for Heritage Places

Marketing literature stated that places are marketable assets. Successful promotion strategies for places were conducted. It is sure that a special attitude should be defined for them differently from standard economic products. Heritage places are more exceptional which requires custom work. In order to be able to describe this work, we need to superpose marketing plan and conservation plan and detect their correspondences. They have some essential parts in this regard.

First of all, the process defined in Burra Charter is taken as the standard ideal process for the conservation of places having cultural significance (ICOMOS, 1999). This plan tells that understanding the place and stating the significance of place is the first step. Then, guidelines stem from this significance should be decided as the second step. Lastly, place would be managed depending on the guidelines. Moreover, this process is repeatable. Time or changes experienced may require repeating or extending any step. On the other side, standard ideal marketing process for economic goods is defined by Kotler and Keller (2016, p. 70). According to their plan; deciding on business mission is the first step. Then, market analysis should be done. This consists of very comprehensive research and analysis, which will show the rational objectives that, could be set for business. And so, designing action program is the third step. As last, realization comes. Controlling actions and restoring the faults is also part of the last step. For the case of failure, a contingency plan may be executed. There is a considerable correspondence between the plans. They can be listed in five main lines.

Both plans' preliminary works could be taken firstly. Each plan proposes a survey in quite beginning. In marketing plan, market's structure, product features, customers and competitive environment are searched on. Here, it is tried to be understood what are opportunities or threats and what are strengths or weaknesses. While in conservation plan, all values assigned to place are searched in order to get significance of the place. This means understanding the identity of the place, which makes it a cultural asset. A specialized research program may be prepared based on requirements of the case. This could be in various formats. All types of existing information are needed to be studied. Therefore, making a deep and comprehensive research whose method may differ according to the case is mutual between two plans. Moreover, some overlapping information may be found in these distinct surveys. In such probable state, two parties need to conduct that phase together.

Moreover, an assessment step after the survey is common for both plans. Collected information should be regulated and formatted to make deductions. Interpretation of that formatted information is quite important for following steps in both plans. Because some decision are made on the basis of this interpretation. This step of one plan also affects the other. So, it is obvious that this assessment could be a breaking point for common process. In other words, representing the obligations which are coming from significance of place in conservation plan is restricting marketing plan's objectives. Two parts strictly bounded each other here.

COMMON ASPECTS

- Both are long-run processes
- Both should be natural part of managerial program
- Both should be multidisciplinary
- Both are flexible processes
- Both have intangibility in it
- Decisions must be based on assessed data of survey
- Setting right objectives is crucial
- All process after statement of objective must be planned in accordance with same target
- Assessment method is needed

COMMON PROCESS

- Investigation, detailed survey comes first
- Survey consists of multiple data which are in various formats

- Identification of major objectives is important
- Objectives are set according to data assessments (created or existing identity)

- Principles are set for implementation

- Further management plan is needed for implementation phase in itself

- Monitoring is must
- Process can go back to any former phase if needed

MARKETING PROCESS

BUSINESS MISSION

EXTERNAL ENVIRONMENT
Opportunities / Threats

INTERNAL ENVIRONMENT
Strengths / Weaknesses

Capturing marketing insights
Understanding market structure
Collecting information

GOAL FORMULATION
Developing objectives that are specific with respect to magnitude and time

STRATEGY FORMULATION
Strategy for achieving the objectives

PROGRAM FORMULATION

IMPLEMENTATION
Finance / Connecting with customers / Building strong brands / Creating, Delivering and Communicating Value

FEEDBACK AND CONTROL
Contingency Planning

CONSERVATION MANAGEMENT PROCESS

The whole process is iterative. Parts of it may need to be repeated. Future research and consultation may be necessary

IDENTIFY PLACE AND ASSOCIATIONS
Secure the place and make it safe

GATHER AND RECORD INFORMATION ABOUT THE PLACE SUFFICIENT TO UNDERSTAND SIGNIFICANCE
Documentary Oral Physical

ASSESS SIGNIFICANCE

PREPARE A STATEMENT OF SIGNIFICANCE

IDENTIFY OBLIGATIONS ARISING FROM SIGNIFICANCE

GATHER INFORMATION ABOUT OTHER FACTORS AFFECTING THE FUTURE OF THE PLACE
Owner/manager's needs and resources
External factors / Physical condition

DEVELOP POLICY
Identify options
Consider options and test their impact on significance

PREPARE A STATEMENT OF POLICY

MANAGE PLACE IN ACCORDANCE WITH POLICY
Develop strategies
Implement strategies through a management plan
Record place prior to any change

MONITOR AND REVIEW

Understand Significance
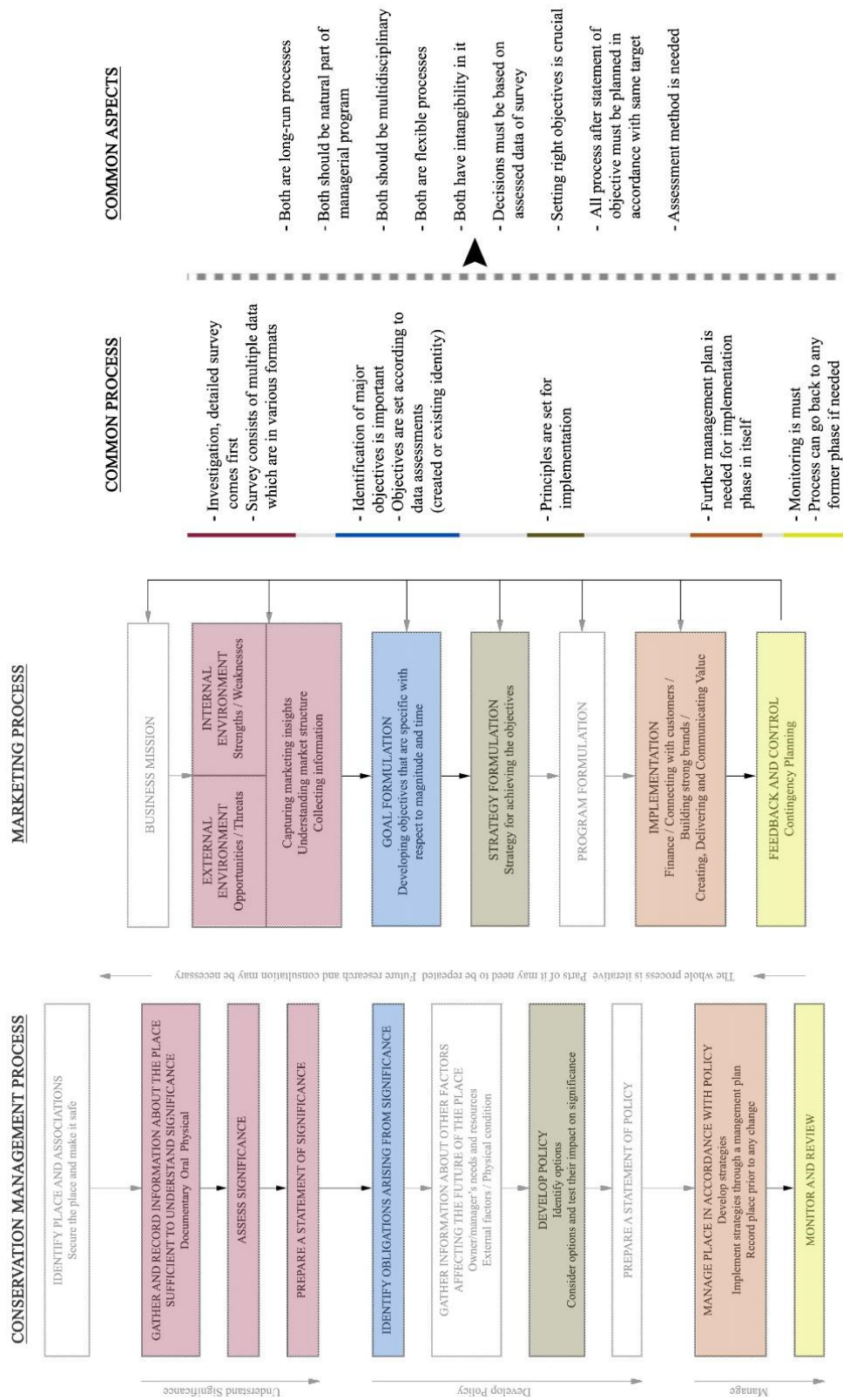
Develop Policy

Manage

136

Figure 4-1: Superposition of Marketing and Conservation Processes (prepared by the author)

Another correspondence is defining strategies. After determination of the major objectives, planning the way how objectives will be achieved is required. Both plans indicate this step. Preliminary decisions are taken in upper scale. Methodology is indicated in both areas. They may be independent in terms of methodology from each other but should be checked not to confound in any level.

Afterward, realization of the strategies is another common step for both marketing and conservation. The sequence of this step in the flow and requirement for a specialized plan in itself are the major shared features. Implementations of marketing program and conservation work have distinct labors within. Nevertheless, they should be conducted in coordination. Constant dialog between different parties is a must. Distinct labors belong to different disciplines may be related and ones results may affect another by its time or scope. So; these realization steps of both are interdependent.

Finally, monitoring can be listed as the last notable correspondence of two plans. In both; taking feedbacks and making reviews about consequences of implementations are quite important. Predictions may not be correct. Controlling is always involved as an integral part of the plans in such complexity. Assessment methods of marketing and conservation plans are separate. Although each can be assessed only independently, their outcomes may affect each other at the same time. This situation requires an overall assessment method, which is applicable for common process.

This shows that marketing and conservation have similar outlines in terms of their work organizations. Their general methods are consistent with each other. Each discipline examines the subject matter in detail first. Then they build their strategies and further decisions on the examinations. After all, they both necessitate controlling and correcting works that have done. Also, they both call for a flexible work plan adaptive to the uniqueness of the case. Owing to these correspondences, it is possible to define a common ground for both areas.

4.2. Defining a Common Process for Marketing and Conservation of Heritage Places

Place branding at heritage places requires an integrated work plan. It must put together ideal processes of marketing and conservation. This is possible by virtue of their overlapping parts indicated under previous title. Two processes coincide in considerably critical points, which direct overall implementation such as identifying objectives and developing policies. In order to define an integrated common process, it is needed to study each action step in more detail.

Both are complex processes having multistage actions. These stages have lots of subsidiary works also. It is not possible to eliminate one or another. They all are parts of a whole and indivisible. Proposed integrated process should cover all with right sequence in this respect. It is important that steps of the process must relate in right scope and timing. Preliminary ideas may be shaped independently in the very beginning and survey analysis start. These preliminary ideas in marketing mission should be aware of challenges arising from working in a cultural heritage place. Beginning from this step, all the process should be conducted in full coordination and profession.

Then, surveying in both areas should start. Place's all recorded data should be collected in order to understand its history, changes and past associations. Data may be a written source, photos, drawings as well as interviews with its users. Place's existing situation is then surveyed on site and resources. All research is analyzed to understand identity of the place and its dynamics. The significance of place is constitution of these all. At the same time, market analysis should be conducted. The scope, size and shares of the market, customer profile, segmentation and their predictable preferences are basic subject matters. Competitive environment of selected market and potential rivals should be designated. Swot analysis sum up this work. True reading of the collected data is critical. Thus; surveys on both areas may be preceded separately but they need relate at some points and support each other.

Information sharing and collaborative work gives chance for deeper and more comprehensive knowledge. As a dynamic entity, place can only be understood by multi-directional investigation.

Afterwards, setting objectives comes in the process. This step should be common for all parties. Objectives have to cover expectations of conservation and marketing at the same time. Related bodies or people need carry out the phase together. Decisions have to be based on significance of place. Values conducting the significance should not be altered or wiped out. Economic objectives must be managed accordingly and support the significance of place by strengthening its capacity of competition.

Next, policies, which are for realizing the objectives, are developed. This step is also mutual as previous. Principles are upper scale decisions, which will guide implementation phases and should have a holistic approach. That is to say, this step requires public regulation. Governmental agencies with professional advice should decide on policies. Decisions not properly managed may cause situations in which one area affects other negatively. They have to pursue benefits of place, public sector, private sector, inhabitants, visitors and all other related bodies at the same time.

After developing the policies, it comes to implement them. This step differs in marketing and conservation areas. Institutions that will work for implementation of the policies also differ. However, each has to prepare a further management plan specific to the discipline. For conservation; this includes deciding on more detailed strategies. Management plan, conservation projects, further surveys on site or within documents, gathering work team for implementation are some other subsidiary works in this step. For marketing; preparing a program and timetable is the case. Marketing program includes building strong brands, creating and distributing the value, building communication channels, development on the existing and pricing. These may be multiplied according to the requirements of the case. In addition, implementation step may take long time. Places are living organisms that have a balance among the dynamics. It is not right to make sudden and alterative interventions rather than

securing against a serious threat. All the previous work is out rightly for understanding and exploring the correct way of intervention, which will help to maintain balance.

Lastly, monitoring and assessing the success of the applications is must. Conservation should not be limited in an exact time. It should be an ongoing process according to decided principles. Some cases require repetition on a defined frequency while some just need controlling. In some cases, assessment results require to go back any previous step in the process. This may happen in case of any change in surrounding conditions as well. Marketing is also same. Application can go back to any former phase and repeat any work within the plan according to overall assessment. Therefore, branding at heritage places necessitates controlling and getting feedback. A specialized assessment method for evaluation should be defined for place branding at heritage places.

To sum up; proposed process of place branding at heritage places is integration of independent marketing and conservation plans. It follows each pre-defined step but their relations were redefined. Besides, there are lots of professionals from various disciplines who should work in coordination during joint process. Public and private sectors should also cooperate. Marketing and conservation implementations progress concurrently and their actions are interrelated. Each phase in proposed process, independent from being mutual or separate in detail, has to be held by taking all other phases in hand.
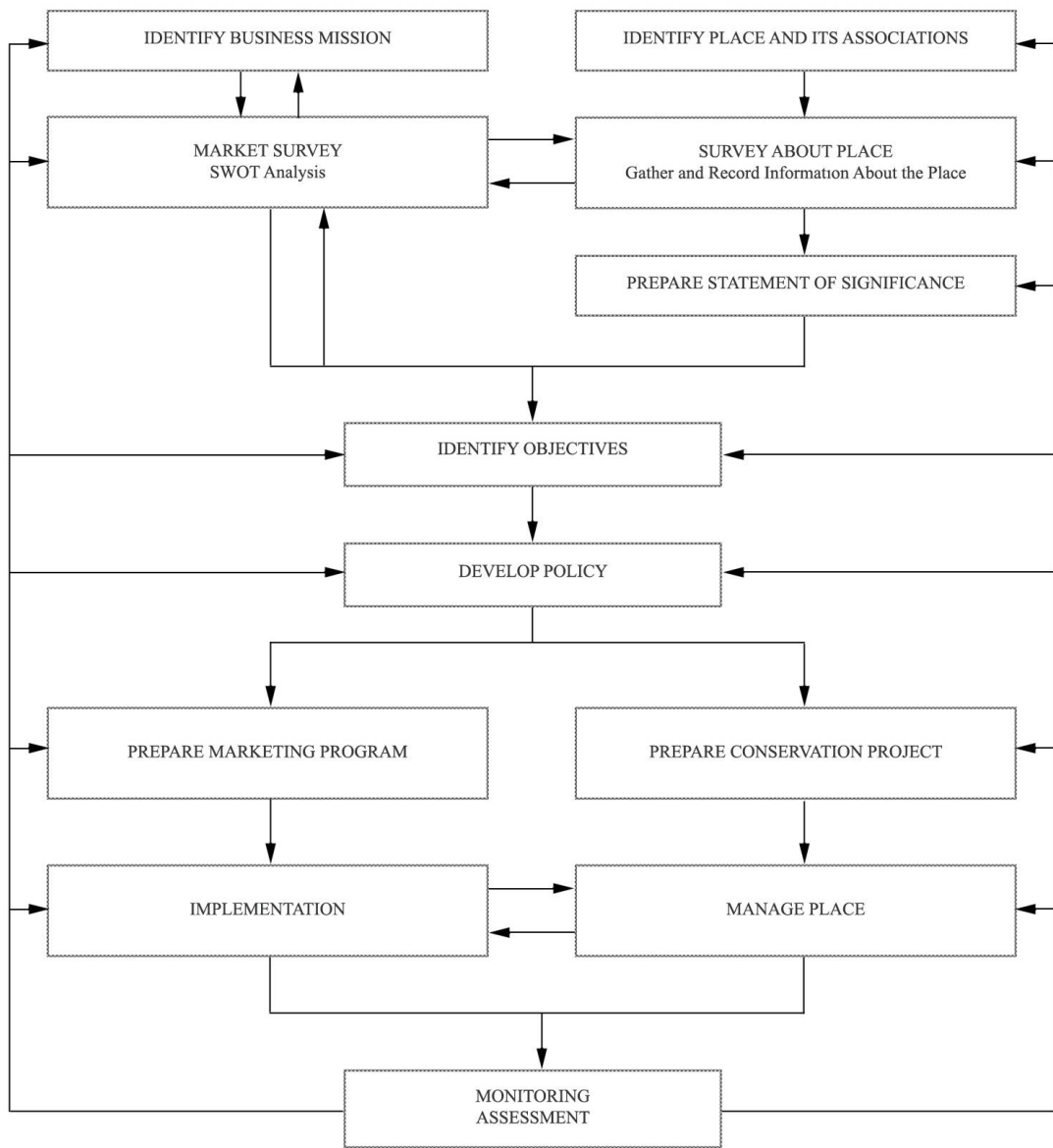
Figure 4-2: Proposal for Conservation and Marketing Process of Historic Urban Landscapes

(prepared by the author)

4.3. Defining Common Principles and Criteria for Marketing and Conservation of Heritage Places

Place branding at heritage places is possible owing to many shared principles between marketing and conservation as well as shared processes. The main aspects of both areas are mostly overlapping so that it provides ability to become brands for heritage places. Mainly this notion should be thought as an administrative understanding. It is a management approach.

First of all, both are long-run processes based on policies which all parties agree on. It takes time to experience the results. Interventions are large scale and progressive. They also could be repetitive and transforming by time. This requires a wise foresight and knowledge. Furthermore, because of being long-run process it needs to be directed by public units. Policies will be inclusive and should be implemented consistently in order to achieve target. In other words, it should be complete and continuous. Public and private collaboration is important. Hence, under the guidance of public units, private sector and individuals should chose to act with parallel approaches by their own benefits.

Further, both processes are flexible and adaptive to subject case, which makes the work unique to a place. As this study tired to define standard process of place branding at heritage places, it is just a model to be taken as a guide. This model has to be adapted along with place's characteristics. It means that each unique case creates its own unique place branding process as well. The process may extend, become more detailed, tighten, reiterate or be simplified depending on the requirements. Studying on a dynamic cultural asset always forces to draw new challenges.

In addition, both have intangible values in principle. Conservation is not just a physical application. Traditions, habits, knowledge and their accumulation as cultural heritage create non-physical but perceivable value. Consciousness for conservation is mainly based on that value so that physical performance follows as a consequence. Therefore,

relation between people and heritage should be built as essential point in this sense. In other part, marketing also tries to build relation, a kid of bound between product and consumer. Corporate branding cares about that part more. It directly relates corporation, its employees and consumers socially. Corporation's sensibility on human rights, social relations, natural or cultural issues become important. The product does not matter anymore. Trust in corporate identity starts to guide preferences. For that reason, intangibility represents significant common shared aspect.

Besides, both areas require being multidisciplinary. Management of a place is a well-rounded work. It covers numerous different subjects under a holistic view. In this sense, Historic Urban Landscape approach should be adopted. According to that, a place has lots of attributes. All cultural, natural and human resources of the place should be examined and organized in balance in order to develop. These resources are subjects of separate sciences. Professions from each need to participate in place branding process. They work together, deduce shared comments and decide on general strategies. So; a multidisciplinary working environment is a must.

Moreover, both have to be participatory processes. Apart from professions, people from different social groups should have part in place branding process. Scientific committees always plan and lead such developments. They may come from public institutions or universities mainly. Beside this, politicians, representatives of non-governmental organizations, stakeholders of small or large-scale businesses, probable investors, inhabitants, visitors, creative class, students all need to get involved. Their contribution for survey and decision phases is crucial in order to draw a place-driven, sustainable management system. These all stakeholders are bodies who will apply strategic decisions in practice. Proposed branding policies have to be convenient for each group's needs and expectations because of this reason. Therefore, all stakeholders have to get into a partnership. Surely, this partnership must fulfill some requirements. Foremost it should have a shared vision. Then, trust is another necessity,

which provide a sensitive and viable environment. Additionally, responsibilities should be shared in this partnership. Lastly, setting a strong communication between stakeholders makes it effective.

As another common aspect, decisions have to be based on data of survey, not top-down judgments allowed arising from personal expectations. Place branding is a specific approach for management. So, it must respect place's realities to be able to achieve designated targets. Surveys in both marketing and conservation aim to understand existing values and relations. This is the core of common process also, all after stages base on the data assessed here. This means that objectives have to derive from significance of place. Strategies try to find ways to use advantage of place's identity in order to differentiate place among its rivals. Accordingly, top-down branding strategies are condemned to fail. It also endangers unique values of the place.

Eventually, need for an assessment method is common in both processes. So many different applications are directed in highly complex plan. There could be mistakes or deficiencies. In addition, conditions may change and additional works may be required depending on time. In case of such situation, the process goes back to any phase, redo, repeat, add something or omit it.

As a result, place branding at heritage places should respect common aspects of marketing and conservation. Based on these aspects, main principles could be defined. Place branding for heritage places has to;

- Be a policy covering 5-10 years period (time interval should be indicated according to place's characteristics)
- Base on place's identity
- Preserve this identity throughout the process
- Monitor if place's identity preserved or not
- Adopt multidisciplinary and inclusive approach
- Become a participatory process

4.4. A Proposal for an Assessment Method for Implementations of Place Branding Tool at Heritage Places

It is needed to measure success of new implementations. This is applicable also for places. All planned interventions should be checked if it goes according to foresights and achieves the target or not. In scientific approach decisions within process are made on the analysis but still there could be error margin due to environmental conditions, unpredictable situations or misunderstandings during implementation which are only visible if it occurs. In addition, measure of success may be needed only for outperforming. For that aim there should be an assessment method for place branding.

To assess the success of place branding implementation at a heritage place, specific success factors have to be indicated. These factors should be stable and unchangeable matters for overall process so that they give chance to measure new inputs. First of all, obligations arising from place's significance hold primary importance. Significance of a heritage place is main departure point for branding by providing a strong brand image for differentiation. That is why preservation of this significance comes first for marketing point of view as well. Along with this acceptance, a two-step method is proposed to assess place banding processes for heritage places.

First step of the method covers to inspect changes experienced in place. The way of this inspection is repeating the survey phase of the conservation plan and juxtaposing before and after data. By doing that, it is possible to recognize any change, which could be in physical existence, spiritual understanding or awareness on cultural significance. Changes may be in different qualifications. It is not posing a problem if the change is originated in plan decisions. If not, it has to be questioned. All the values of the place need to be reexamined. Any loss on features, which are indicated as value, poses a problem. Such state means that a failure is matter in terms of conservation and action is needed for recovery. The identity of the place consisting of values is basic asset which could be a success factor. Each defined value also becomes success factor naturally. Therefore, identity of place has to be conserved. It should be checked in

order to understand, if the identity remains, it is in danger or lost. The implementation could be stated as successful in the case of maintaining place's identity properly.

Second step of the method is coming after verification of conservation state of place's identity. By providing this state of conservation, it should be indicated if place achieved also marketing objectives or not. So, objectives of marketing should be checked. If the economic flow provides ability of funding place's conservation expenses by itself, it is a success in terms of economic growth. Related quantitative data has to be controlled if the welfare of the place increased. If this is achieved also, the overall process can be stated as successful in the end of second step.

Therefore, conservation state of the place comes first in assessment of place branding implementations at heritage places. Primarily conservation status should be evaluated, because any loss in heritage values is irreversible. Then, marketing achievements will be measured.

4.5. A Discussion and Dilemmas on Implementations of Place Branding Tool at Heritage Places

It is obvious that place branding could be a tool for conservation process of heritage places if it is implemented in an appropriate manner which requires vast knowledge and experience. The identity of the place should be guiding for overall process. On the other hand, confounding parts still cause dilemmas. It is a long run and detailed process that lots of different attitudes are needed for evaluation. All defined phases and principles are equally important for the process of implementation. That is because; absence of any will break it and cause inquiry. Various inquiries may become matter of discussion in that point.

4.5.1. Place Making or Place Branding?

Branding create values in order to build a brand image in customers' minds. In case of a new product, marketers should create a value from scratch. They try to bind it to certain situations, feelings, activities or places. On the contrary, value is coming from place's identity for place branding. Place is valuable asset in that case so that marketing process should orient itself according to place. Unlike products, it is not an option to make interventions on place for marketing purposes. Interventions on the place can only be a subject of conservation discipline and marketing may use their outcomes.

Main objective of place branding is utilizing the methods that marketing developed for the benefit of place. So, it is not an accepted application if the place is affected negatively. Ignoring the place's identity and significance may lead whole process in wrong direction like making new places. Historic places get involved in the scope of marketing due to their unique and distinctive values. Keeping these values should be a shared objective for both areas. Therefore, any place making effort should be evaluated as failure so that preventive actions are required.

'Newly created historic places' are undesired outcomes of false branding application. In terms of conservation principles, it poses many problems. Firstly, non-existing history is built. This means transferring false information to the next generations by architectural way, which is not ethical. In addition, destroying the existing heritage is another problem. This is not accepted situation in terms of international conservation charters. It may require also law enforcement depending on the content. Lastly, such a situation could damage public awareness about cultural heritage and conservation of it.

4.5.2. Is It To Sell or To Promote the Place?

Economic power of a place provide ability for protecting its heritage assets by itself. Conservation activities in today's conditions have serious budgets because professional staff, material, time and research are required. Branding promises better economic conditions for heritage places by their own resources. Nevertheless, balance between cultural and economic benefits should be evaluated well. The limits of marketing is critical for places. Because there is danger to turn into selling the place with highly economic anticipation.

Not having a complete literature may cause misunderstandings in practice for this issue. The change in the nature of marketing, which occurred during 60s, should be read correctly. Society and its human needs became a point in equation together with social marketing concept. Heritage places aim to promote quality of their services by branding. They do not aim directly making profit. By promoting the welfare of a place in public sector, it gives chance to its habitants making profit in private businesses, so better life conditions. Therefore, place marketing should be a non-profit management plan for public institutions.

As another point of view, economic benefit should be provided for place and whole society rather than a specific class. High land values of heritage places may bring problems for ownership together with branding. Especially, regeneration or renewal projects tend to change ownerships by increasing expenses and forcing existing inhabitants to leave. In other words, investors may become new landowners unintentionally. These probable consequences should be thought and planned from the beginning. Conservation actions may secure social justice in such cases so that its principles should be privileged stance for better balance.

4.5.3. For Whom Place Branding at Heritage Places work?

Social structure is an important and inseparable component of a place according to HUL approach adapted by UNESCO. Policies should maintain and support social structure. As places work like organism, any change in its social environment may affect built landscape or other intangible values as well. Because of that reason, participatory process for decision-making phase of place branding is one of the principles. Needs and expectations of locals represents also needs of that place. Components of the place could constitute statement of significance positively only if they are all together in coherence.

Local community should be necessarily on the part that benefits in case of place branding. In some cases, tourism purpose may dominate all the decisions. Place start to be planned according to tourists. Homes of locals are even turned into tourist accommodations without any restriction when new ones are not enough. Then local community can not meet their needs. All the facilities become insufficient. This does not provide benefit in long time span. If local community abandon place, significance will perish. Then tourism interest will decrease also due to corruption. Most probably, this causes disused abandoned lands, which are not valuable for marketing as well. Rural areas are subjected to such negative forces more intensely. Their economic capability is not as large as cities. Therefore, they are more fragile due to globalization.

4.5.4. Is It Consumption or Conservation of the Place?

Consumption of place is another probability of failure due to non-specialized branding programs. Any application exceeding the limits of a place starts to consume it. Consumption may be physical destructions, empowerment, forcing to change or incompatible additions. It could occur in various means but all damages values of the place. An ideal place branding implementation should base on place's identity and foster it while providing economic achievement.

All decisions on place branding strategies have to be designated according to obligations arising from significance of place. The very first principle of the integrated application is that. Because values of place are basic reference to initiate both conservation and branding implementations. But it still has risk to consume place if any other principle is not taken into consideration during process. Especially touristic purpose of use at heritage places should be considered in this context in detail. Such cases show that control parameters are not sufficient. General tendency is building excessive number of facilities so that it affects social and economic balance of the place negatively. As another issue, product- place correlations for place branding and marketing local productions may pose similar danger. Excessive level of production may not benefit local people. Rather it may turn it into a disadvantage. These type of excessive demands may danger motivation of local people to perform traditions.

In this context, maybe demarketing could be thought as an important tool to control process. As stated before, demarketing is a tool that used to control marketing operations in direction of desired outcomes. Legal regulations by the public authority defining the framework of the marketing operations may be used as demarketing mechanism in place branding in required conditions. Therefore, designated objectives for integrated process should be always guiding principle in implementation.

4.6.   Concluding Remarks

This thesis work attempts to relate conservation and branding processes of heritage places as it should be. In theoretical framework, there are many overlapping principles and criteria, which are shared by both areas. These were also highlighted in studies from various disciples as indicated in Chapter 2 of the thesis. They all examine place branding concept but very few conducts site analysis showing how it is practiced and what are the consequences affecting conservation process of the place. Besides, place branding literature is not complete and enough for explaining all current cases. Especially conservation discipline needs to study place branding concept deeply in order to understand its dynamics, potentials and threats for heritage places.

More research is necessary in near future for development in place branding concept and implementations at heritage places. It is obvious that branding of heritage places should be guided by shared conservation policies. The statement of significance could be the only source for any further idea. Place branding concept should be based on place identity. This identity may come from its cultural value, economic dynamics and physical environment or the balance of all. In any case, identity is the main capital for marketers as well as conservation specialists. All interventions at heritage places must preserve the identity including place branding.

Works for place branding at heritage places should be stressed on association between corporate identity and place identity in order to create more accurate place branding process. Corporate branding with its brand dimensions is the most suitable model to adopt for places. It comprises of many different associations by a holistic approach. Places also need such integrated understanding in order to interpret their significance. Branding for places could not be only a promotional activity but it should be considered as a management approach.

Place branding, as a management approach requires strategic planning. All pros and cons should be indicated. Strategies for eliminating threats and for promoting

potentials need to be evaluated well before any implementation. For realizing these, an integrated and balanced approach is needed. Historic Urban Landscapes concept ,adopted by UNESCO, defines the most appropriate manner. It accepts urban areas as a whole with all physical environment and socio-cultural dynamics. Studies proved that branding for heritage places could only achieve its support for conservation by this way.

Apart from defining general principles of the concept, place branding needs detailed investigation on cases and assessment of their feedbacks. This study did not aim to define certain process of place branding implementation at heritage places. A thematic outline for the process was given in the scope of this thesis work for the aim of discovering commonalities between marketing and conservation. All given stages needs their own further plans also in detail. However, further investigation must be done to define process that is more accurate and detailed.

It is suggested that further studies would stress on each place branding trends, given in proposed classification in Chapter 2, in more detail. Works also should investigate each case's conservation processes. Then, evaluation for integrated process of branding and conservation could be possible to do. This may provide required data for making more accurate discussions. For this aim, data collection of the case studies is another important issue. Documents related with place branding implementations should be collected in a related databases. While this study, it was discovered that almost no records were kept about place branding implementations in Turkey. This poses an obstacle for developing literature.

Progress in literature; nomenclature and definition of the ideal process still core objectives of the place branding disciple especially for heritage places. Turkey needs a bit more effort in order to reorganize its institutions and their work distribution for reaching the targets. Integrated approach still could not be employed for policy-making and implementation of place branding notion.

Demarketing is important concept for place branding at heritage places. It was stated that demarketing is used to control whole marketing program in the limits of initial objectives. This is what place branding at heritage places needs in order to strike the balance between economic and cultural expectations. Therefore, definition of demarketing for places and its strategies should be examined and developed for conservation of heritage places.

To conclude the discussion, place branding at heritage places must be rooted from identity, respectful for statement of significance, processed in multidisciplinary approach and self-controlling mechanism. All disciples related with the issue should develop its literature in itself then it could be worked as interdisciplinary concept. Studies conducted in place branding could be more accurate in both theory and practice by this way.

REFERENCES

Achrol, R. S., & Kotler, P. (2012). Frontiers of the Marketing Paradigm in the Third Millennium. *Journal of the Academy of Marketing Science*, 35-52.

Albrechts, L. (2004). Strategic (spatial) Planning Reexamined. *Environment and Planning B: Planning and Design, 31*, 743-758.

Albrechts, L., Healey, P., & Kunzmann, K. (2003). Strategic Spatial Planning and Regional Governance in Europe. *APA Journal, 69*(2), 113-129.

Anderson, J. R. (1983). *The Architecture of Cognition.* Cambridge, MA: Harvard University Press.

Anholt, S. (2002). Nation Branding: A continuing theme. *Journal of Brand Management, 10*(1), 59-60.

Anholt, S. (2007). *Competitive identity: The new brand management for nations, cities and regions.* Basingstoke, United Kingdom: Palgrave Macmillan.

Ashworth, G. J., & Voogd, H. (1990). *Selling the City: Marketing Approaches in Public Sector Urban Planning.* London: Belhaven Press.

Ashworth, G., & Kavaratzis, M. (2007). Beyond the logo: Brand management for cities. *Brand Management, 16*(8), 520-531.

Bagaeen, S. (2007). Brand Dubai: The Instant City; or the Instantly Recognizable City. *International Planning Studies, 12*(2), 173-197.

Balmer, J. M. (2002). Of Identities Lost and Found. *International Studies of Management and Organisation, 32*(3), 10-27.

Balmer, J. M., & Gray, E. R. (2003). Corporate brands: what are they? What of them? *European Journal of Marketing, 37*(7/8), 972-997.

Bellini, N., Loffredo, A., & Pasquinelli, C. (2010). Managing Otherness: the political economy of place images in the case of Tuscany. In G. Ashworth, & M. Kavaratzis (Eds.), *Towards Effective Place Brand Management Branding European Cities and Regions* (pp. 89-115). Cheltenham: Edward Elgar Publishing Limited.

Burgess, J. A. (1982). Selling Places: Environmental Images for the Executive . *Regional Studies, 16*(1), 1-17.

Cittaslow. (2017, November). Cittaslow List. Orvieto.

Cittaslow, T. I. (2017, May 12). Cittaslow International Charter. Orvieto.

Coca-Stefaniak, J. A., Parker, C., Quin, S., Rinaldi, R., & Byrom, J. (2009). Town centre management models: A European perspective. *Cities, 26*(2), 74-80.

Cuccia, T., Guccio, C., & Rizzo, I. (2015). The effects of UNESCO World Heritage List inscription on tourism destinations performance in Italian regions. *Economic Modelling, 53*, 494-508.

Dinnie, K. (Ed.). (2008). *Nation Branding Concepts, Issues, Practice.* Oxford, Great Britain: Elsevier.

Dinnie, K. (Ed.). (2011). *City Branding Theory and Cases.* Chippenham and Eastbourne, Great Britain: Pelgrave Macmillan.

DPT. (1963). *Kalkınma Planı (Birinci Beş Yıl) 1963-1967.* Ankara.

DPT. (1968). *İkinci Beş Yıllık Kalkınma Planı 1968-1972.* Ankara.

DPT. (1973). *Üçüncü Beş Yıllık Kalkınma Planı 1973-1977.* Ankara.

DPT. (1979). *Dördüncü Beş Yıllık Kalkınma Planı 1979-1983.* Ankara.

DPT. (1985). *Beşinci Beş Yıllık Kalkınma Planı 1985-1989.* Ankara.

DPT. (1990). *Altıncı Beş Yıllık Kalkınma Planı 1990-1994.* Ankara.

DPT. (1996). *Yedinci Beş Yıllık Kalkınma Planı 1996-2000.* Ankara.

DPT. (2001). *Uzun Vadeli Strateji ve Sekizinci Beş Yıllık Kalkınma Planı 2001-2005.* Ankara.

DPT. (2006). *Dokuzuncu Kalkınma Planı 2007-2013.* Ankara.

Edingshaus, E. (2007). The Munich Oktoberfest : generator and vehicle of Bavarian identity (master's thesis). Christchurch, New Zealand: University of Canterbury.

Evans, G. (2003). Hard-Branding the cultural city-from Prado to Prada. *International Journal of Urban and Regional Research, 27*(2), 417-440.

Fedai, R. (2016). Devlet Planlama Teşkilatı'ndan Kalkınma Bakanlığı'na: Planlama Anlayışında Yaşanan Değişim. *The Journal of Social Science, 3*(9), 410-422.

Florida, R. L. (2004). *The rise of the creative class : and how it's transforming work, leisure, community and everyday life.* New York, NY: Basic Books.

Gallagher, J. (2010). *Reimagining Detroit Opportunities for Redefining an American City.* Detroit, United States of America: Wayne State University Press.

Gelder, S. v. (2011). City Brand Partnerships. In K. Dinnie (Ed.), *City Branding Theory and Cases* (pp. 36-44). Chippenham and Eastbourne, Great Britian: Pelgrave Macmillan.

Gilmore, F. (2002). A country--can it be repositioned? Spain--the success story of country branding. *Journal of Brand Management, 9*(4/5), 281-293.

Gold, J. R., & Ward, S. V. (Eds.). (1994). *Place Promotion The Use of Publicity and Marketing to Sell Towns and Regions.* Chichester, West Sussex,England: John Wiley & Sons.

Greenberg, M. (2003). The limits of branding: the World Trade Center, fiscal crisis and the marketing of recovery. *International Journal of Urban and Regional Research, 27*(2), 386-416.

Grzelak-Kostulska, E., Hołowiecka, B., & Kwiatkowski, G. (2011). Cittaslow International Network: An Example of a Globalization Idea? In P. Mácha, & T. Drobík (Ed.), *Paper presented at The Scale of Globalization. Think Globally, Act Locally, Change Individually in the 21st Century* (pp. 186-192). Ostrava: Department of Human Geography and Regional Development. Faculty of Science. University of Ostrava.

Gundlach, G. T. (2007). The American Marketing Association's 2004 Definition of Marketing: Perspectives on Its Implications for Scholarship and the Role and Responsibility of Marketing in Society. *Journal of Public Policy & Marketing*, 243-250.

Hall, P. A. (2010). The Regeneration of Urban Empty Space / Detroit. *(master's thesis)*. Cincinnati OH, United States of America: University of Cincinnati.

Hankinson, G. (2001, November). Location Branding: A Study of the Branding Practices of 12 English Cities. *Brand Management, 9*(2), 127-142.

Hankinson, G. (2004). Relational Network Brands: Towards a Conceptual Model of Place Brands. *Journal of Vacation Marketing, 10*(2), 109-121.

Hankinson, G. (2007). The management of destination brands: Five guiding principles based on recent developments in corporate branding theory. *Journal of Brand Management, 14*(3), 240-254.

Hanna, S., & Rowley, J. (2007). An analysis of terminology use in place branding. *Place Branding and Public Diplomacy, 4*(1), 61-75.

Hannigan, J. (2004). Boom towns and cool cities: the perils and prospects of developing a distinctive urban brand in a global economy. *Leverhulme International Symposium: The Resurgent City.* London School of Economics.

Healey, P., Khakee, A., Motte, A., & Needham, B. (1999). European Developments in Strategic Spatial Planning. *European Planning Studies, 7*(3), 339-355.

Holloway, L., & Hubbard, P. (2001). *People and Place: The Extraordinary Geographies of Everyday Life.* Harlow: Pearson Education Limited.

Hospers, G.-J. (2015). The Dutch quest for a nation brand. In K. Dinnie (Ed.), *Nation Branding: Concepts, Issues, Practice* (Second Edition ed., pp. 181-184). New York, NY: Routledge.

Hunt, S. D. (1976, July). The Nature and Scope of Marketing. *Journal of Marketing, 40*, 17-28.

ICOMOS. (1964). The International Charter for the Conservation and Restoration of Monuments and Sites (The Venice Charter). Venice.

ICOMOS. (1975). The Declaration of Amsterdam. Amsterdam.

ICOMOS. (1981). The Burra Charter (The Australia ICOMOS Charter for Places of Cultural Significance). Burra.

ICOMOS. (1987). Charter fot the Conservation of Historic Towns and Urban Areas (Washington Charter). Washington.

ICOMOS. (1999). *INTERNATIONAL CULTURAL TOURISM CHARTER Managing Tourism at Places of Heritage Significance.* Mexico: ICOMOS.

ICOMOS. (2008). The ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites. Quebec.

ICOMOS. (2008). The ICOMOS Charter on Cultural Routes. Quebec.

ICOMOS. (2011). The Paris Declaration On heritage as a driver of development. Paris.

ICOMOS. (2011). The Valletta Principles for the Safeguarding and Management of Historic Cities, Towns and Urban Areas. Valletta.

Kavaratzis, M. (2004). From city marketing to city branding: Towards a theoretical framework for developing city brands. *Place Branding, 1*(1), 58-73.

Kavaratzis, M., & Ashworth, G. (2010). Place branding: where do we stand? In G. Ashworth, & M. Kavaratzis (Eds.), *Towards Effective Place Brand Management Branding European Cities and Regions* (pp. 1-14). Cheltenham: Edward Elgar Publishing Limited.

Kavaratzis, M., & Ashworth, G. J. (2006, November 11). City Branding: An Effective assertion of identity or a transitory marketing trick? *Place Branding, 2*(3), 183-194.

Kerr, G. (2006). From destination brand to location brand. *Journal of Brand Management, 13*(4-5), 276-283.

Kotler, P. H. (1991). *Marketing Management: Analysis, Planning, Implementation, and Control.* Englewood Cliffs, NJ: Prentice-Hall.

Kotler, P., & Armstrong, G. (2015). *Principles of Marketing* (16 ed.). Boston, United States of America: Pearson.

Kotler, P., & Gertner, D. (2002). Country as brand, products, and beyond: A place marketing and brand management perspective. *Journal of Brand Management, 9*(4/5), 249-261.

Kotler, P., & Keller, K. L. (2016). *Marketing Management* (15th ed.). Essex, England: Pearson Education Limited.

Kotler, P., & Levy, S. J. (1971). Demarketing, yes, demarketing. *Harvard Business Review, 49*, 74-80.

Kotler, P., & Zaltman, G. (1971, July). Social Marketing: An Approach to Planned Social Change. *Journal of Marketing, 35*(3), 3-12.

Medway, D., Warnaby, G., & Dharni, S. (2011). Demarketing places: Rationales and strategies. *Journal of Marketing Management, 27*(1-2), 124-142.

Misiura, S. (2006). *Heritage Marketing.* Burlington: Elsevier Ltd.

Morgan, N., Pritchard, A., & Pride, R. (Eds.). (2004). *Destination Branding: Creating the Unique Destination Proposition* (2nd ed. ed.). Oxford: Elsevier Butterworth-Heinemann.

Morgan, N., Pritchard, A., & Pride, R. (Eds.). (2011). *Destination Brands Managing Place Reputation* (Third Edition ed.). Oxford, Great Britain: Elsevier.

Naycı, N. (2009). Kıyı Alanlarında Kitle Turizmi: Türkiye'de Kalkınma Planları Bağlamında Kıyıların Kıyıların Dönüşümü ve Tarihi Doğal Çevreler. *Muğla Üniversitesi Sosyal Bilimler Enstitüsü Dergisi, 22*, 81-100.

Newswire, P. (2018, January 30). Paris Continues its Reign as Highest-Rated City – GfK Data. Nuremberg, Germany: PR Newswire.

OECD. (2016). Italy. In *OECD Tourism Trends and Policies 2016.* Paris: OECD Publishing.

Özgönül, N. (2015). Turkish Involvement in the 1975 European Heritage Year Campaign and Its Impacts on Heritage Conservation in Turkey. In I. Austria, M. Falser, & W. Lipp (Eds.), *A Future for Our Past The 40th anniversary of European Architectural Heritage Year (1975-2015)* (pp. 332-345). Berlin: hendrik Bäßler verlag.

Papadopoulos, N., & Heslop, K. (2002). Country equity and country branding: Problems and prospects. *Journal of Brand Management, 9*(4/5), 294-314.

Politiek, M. (2012). *The Anholt-Gfk Roper Nation Brands Index Sm 2011: Key Results for Holland.* The Hague, Netherlands: Netherlands Board of Tourism & Conventions.

Rainisto, S. K. (2003). Success factors of place marketing: a study of place marketing practices in Northern Europe and the United States. *PhD Thesis*. Helsinki University of Technology, Dept. of Industrial Engineering and Management, Institute of Strategy and International Business.

Rowley, J., & Hanna, S. (2008). An analysis of terminology use in place branding. *Place Branding and Public Diplomacy, 4*(1), 61-75.

Ryan, J., & Silvanto, S. (2009). The World Heritage List: The making and management of a brand. *Place Branding and Public Diplomacy, 5*(4), 290-300.

Shirvani Dastgerdi, A., & De Luca, G. (2018). The riddles of historic urban quarters inscription on the UNESCO world heritage list. *International Journal of Architectural Research, 12*(1), 152-163.

Simoes, C., & Dibb, S. (2001). Rethinking the brand concept: new brand orientation. *Corporate Communications, 6*(4), 217-224.

Skinner, H. (2008). The emergence and development of place marketing's confused identity. *Journal of Marketing Management, 24*(9-10), 915-928.

Slow Food, A. (1989). Slow Food Manifesto.

Tasci, A. D., & Kozak, M. (2006). Destination brands vs destination images: Do we know what we mean? *Journal of Vacation Marketing, 12*(4), 299-317.

TC Kalkınma Bakanlığı. (2013). *Dokuzuncu Kalkınma Planı 2014-2018.* Ankara.

Trueman, M. (2001). *Bradford in the premier league? : a multidisciplinary approach to branding and re-positioning a city, Working paper series no: 01/04.* Bradford: Bradford : Bradford University School of Management.

Trueman, M. M., Cornelius, N., & Killingbeck-Widdup, A. J. (2007). Urban corridors and the lost city: Overcoming negative perceptions to reposition city brands. *Journal of Brand Management, 15*(1), 20-31.

Trueman, M., Klemm, M., & Giroud, A. (2004). Can a city communicate? Bradford as a corporate brand. *Corporate Communications: An International Journal, 9*(4), 317-330.

UNESCO. (1972). Convention Concerning the Protection of the World Cultural and Natural Heritage. Paris.

UNESCO. (1976). Recommendation concerning the Safeguarding and Contemporary Role of Historic Areas. Nairobi.

UNESCO. (2005). VIENNA MEMORANDUM on World Heritage and Contemporary Architecture – Managing the Historic Urban Landscape. Vienna.

UNESCO. (2011). Recommendation on the Historic Urban Landscape. Paris.

United Nations. (2015). Transforming our world: the 2030 Agenda for Sustainable Development. New York.

United Nations. (2018). *DG 11 Synthesis Report 2018: Tracking progress towards Inclusive, Safe, Resilient and Sustainable Cities and Human Settlements.* Nairobi.

van Ham, P. (2001). The Rise of the Brand State: The Postmodern Politics of Image and Reputation. *Foreign Affairs, 80*(5), 2-6.

Voogd, H., & Ashworth, G. (1994). Marketing and Place Promotion. In J. G. Ward, *Place Promotion: The Use of Publicity and Marketing to Sell Towns and Regions.* Chichester: Wiley.

Wyer, R. S., & Srull, T. K. (1989). Person Memory and Judgement. *Psychological Review, 96*(1), 58-83.

Yencken, D. (1988). The Creative City. *Meanjin, 47*(4), 597-608.