

THE IMPORTANCE OF COASTAL MARINAS IN CITY BRANDING: EVALUATION OF MUĞLA CITY IN TURKEY

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ABSTRACT

Branding can be simply defined as differentiation something from the same kind of products and services in marketing. In spatial terms, cities are the places where urban population lives. During the globalization wave, some cities became more attractive in countries for foreigners. The historical values, educational opportunities, flamboyant architecture and natural beauties of those cities are unique and attract foreign investment and make them international destinations. The main idea behind this development is successful branding of those cities.

Globalization transformed to a new era where local entities and values became well known objects in all over the world. This new concept called glocalization where small, simple assets save their historical and physical values and meantime attract many visitors besides its inhabitants from all around the world. The application of international relations concept to city images and planning brought the idea of city branding to academic literature. Brand improvement of cities enables local governors and businessman to have sustainable economic development and financial resources for new investments. The multiplier effect of those investments improves local development capacity of those provinces.

Coastal parts of Muğla city are recognized as an international travel destination around the world. It has more than half of the yacht marina capacity of Turkey. The demand for marinas in Muğla also increased in last decade. The special aura of this sector is related with the high segment customer profiles. The region has natural beauty, rich cultural and historical background and warm environment. These are the focal point for city branding in international arena.

In this chapter the evaluation of City branding of Muğla with special interest on Marinas will be explored. I will define and conceptualize brand cities and their potentials in international literature. After listing the marinas around Muğla region their capacities and superiorities will be compared to its rivals in Mediterranean basin. Finally how this service helps the branding process of Muğla will be analyzed.

Keywords: Coastal marinas, City branding, Tourism, Turkish tourism, touristic destinations, Marinas in Turkey, Marinas in Muğla

Jel Classification: L83, M31

ŞEHİR MARKALAŞTIRMASINDA MARİNALARIN ÖNEMİ: TÜRKİYE'DE MUĞLA ŞEHİRİ ÜZERİNE BİR DEĞERLENDİRME

ÖZET

Pazarlama terminolojisinde markalaştırma bir ürün veya hizmeti benzerlerinden ayırt etmek için kullanılan yöntemlerdir. Coğrafi anlamda yoğun insan yerleşimi olan şehirler küreselleşme dalgası ile yabancılar tarafından ziyaret edilen yerler haline gelmiştir. Tarihi değerler, eğitim olanakları, gösterişli mimari ve doğal güzellikler bu şehirleri benzersiz kılarak yurtdışından yatırım çekmelerine yol açmaktadır. Bu süreç şehir markalaştırmanın önemli bir etkisidir.

Küreselleşme yerel varlık ve değerlerin bütün Dünya tarafından bilinen bir obje olmasına yol açmıştır. Bu süreçte küçük, basit ve yerel varlıklar kendi tarihi ve doğal güzelliklerini korurken globalizasyon ile tüm Dünyadan birçok ziyaretçiyi kendilerine çekebilmektedirler. Bu IR teorisinin şehir planlama ve imajına katkısı akademik literatürde şehir markalaştırması olarak adlandırılmaktadır. Şehirlerin bir marka olarak geliştirilmesi yerel yönetici ve işadamlarının yeni yatırımlara yönelik finansal kaynak sağlamalarında da kolaylık sağlamaktadır. Bu yatırımların çarpan etkisi ise bu bölgelerin yerel kalkınma kapasitesini arttırıcı etki yapmaktadır.

Muğla ilinin kıyı bölgeleri Dünyaca ünlü bir turizm destinasyonu olması yanında ülkemizin yatırıma kapasitesinin yarısından fazlasına sahiptir. Yüksek gelir grubu müşterilere hizmet veren bu sektöre yönelik talep son on yıl içinde önemli oranda artmıştır. Bölgenin zengin tarihi ve arkeolojik yapısı, doğal güzellikleri ve ılıman iklimi bu sektörde uluslararası talebi de arttırmaktadır.

Bu çalışma Muğla şehir markalaştırılması sürecinde marinaların önemini anlatacaktır. İlk olarak akademik literatür çerçevesinde marka şehir kavramı Dünya örnekleri ile anlatılacak ve daha sonra Muğla bölgesindeki marinaların kapasitesi ve imkanları Akdeniz bölgesindeki rakipleri göz önüne alınarak açıklanacaktır. Final kısmında ise Muğla ili için marka şehir ürünü olarak marinalar değerlendirilecektir.

Anahtar Kelimeler: Kıyı Marinaları, Şehir Markalaştırması, Turizm, Türk Turizmi, Turistik Mekânlar, Türkiye Marinaları, Muğla Marinaları

Jel Kodları: L83, M31

INTRODUCTION

The American Marketing Association defines ‘brand’ as ‘a name, term, sign, symbol or design, or a combination of these, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors’. They also emphasize the distinctive character of the branded product which is the result of the positioning efforts in relation to competition and unique combination of attributes and values. Brands are either for product or service. In recent studies most well-known and best performing global brand names are Coca-Cola and KFC (Hankinson ve Cowking, 1993: 20).

Brand image is the current view of the customers about a brand. It can be defined as a unique bundle of associations within the minds of target customers. It signifies what the brand presently stands for. It is a set of beliefs held about a specific brand. In short, it is nothing but the consumers’ perception about the product. It is the manner in which a specific brand is positioned in the market. Brand image conveys emotional value and not just a mental image. Brand image is nothing but an organization’s character. It is an accumulation of contact and observation by people external to an organization.

1. Literature Review

Urbanization had its momentum especially after mid 1800’s. After two centuries in 21. Century, cities become utmost priority in planning in social life and economic infrastructure than countries. The definition and description of cities changed after the globalization that they are becoming global rather than nation state regions. Globalization has made it easier for newly developing cities to compete with older more established cities, simply because people can live and work almost anywhere now. The impact of September 11th and many disasters since this have forced people to look closer at quality of life (Pfeffkorn, 2005: 1).

The global known cities are mainly from developing countries since they do compete other regions by attracting foreign financial and economic assistance. The image building, marketing and branding of those cities is also a byproduct of global policies of developed world (Kaypak, 2013: 345). Thus city branding process sometimes solely based on the economic policies of transnational external global power vis a vis nation states. City development projects are based on specific dimensions. They must first be utilized, good and qualified applications. Cities would gain their own status and identity compared to global cities while preserving their common historic memory. All those dimensional instruments are directly related with city branding process. City branding is one of the main tools for cultural, political and commercial development of cities.

City branding refers to all the activities that are undergone with the purpose of turning a City from a location into a destination. "Successful branding", says Robert Jones, consultant director at international brand consultancy Wolff Olins, "can turn a city into a place where people want to live, work and visit". City branding is often confused with City marketing. The difference comes from the fact that marketing uses consumer wishes and needs as its guiding principle for the operations of an organization, whereas in the case of branding a chosen vision, mission and identity play that role. City branding refers to the application of branding techniques to geographical locations in the widest sense of the word

City branding creates a single brand for the city and extends it to all its offerings and interactions. From a customer point of view this creates a unique picture of the city at every level of interactions. This also helps in removing the need to present a case by case picture of the city for each of its offering to the customers. A city brand is its promise of value, a promise that needs to be kept. It is seen that the successful city brands marketed their history, quality of place, lifestyle, culture, diversity, and proactively formed cooperative partnerships between city municipalities and government in order to enhance their infrastructure (City Branding, 2016).

City branding contains the differentiation of cities from others for consumer consciousness and perception by correct messages. These cities can be categorized as global, national and regional branded cities. Regarding to the city potential its own brand image and value evaluated in strategic decision making process by local authorities. The image management concept managed by NGO's, local authorities, central government and private sector representatives. Positive and attractive image of cities are focal points for city branding. Image building of those cities have certain policies which we will review shortly. To search public and foreigners expectations, discovering correct logo and motto, Design and application of detailed brand image in both local and international level, public relations, advertisement and presentation.

2. City Brand Index

Researches have been done to evaluate the success of the city branding and to determine which cities rank highest in regards to the brand. Simon Anholt (2006) measured brands of 30 cities worldwide, whereas Jeremy Hildreth (2008) measured the strength of brands for 72 European cities. The basic idea behind the Anholt-GMI City Branding Index can be clarified by following graph.

Figure 1: City Brand Index Components



Anholt-GMI City Brands Index is based on a hexagon consisting of six components. The first component is ‘the presence’ which author describes as ‘city’s international status and standing’. The presence is about people’s awareness of existence of a city and the knowledge about its contribution to the world, basically meaning how much people know about a particular city.

Secondly, there is the factor called ‘the place’, which relates to the perceptions regarding physical aspects, such as the actual beauty of the city and its climate.

The third indicator used by Anholt to evaluate city brands is ‘the potential’, which considers ‘the economic and educational opportunities’ including possibilities of finding a job, doing business and getting higher education.

The image of the city offering exciting urban lifestyle is measured by the fourth component of the hexagon, which is called ‘the pulse’.

All these relate to both tourists and residents, measuring the attractiveness of the city as a place to visit and to live in. Anholt states, that ‘the people make the city’, and therefore he uses ‘the people’ component where the friendliness of inhabitants, the possibility of finding a community where one can easily fit in and the feeling of safety play an important role.

The final factor taken into consideration is ‘the prerequisites’. These consist of people’s perceptions of living in a particular city, finding affordable accommodation and the quality of different public amenities in that city (Raubo, 2010: 16).

The impact of high brand index creates high tourist accommodation and FDI flow to those cities. Empirical analyses reveal that there is a high correlation among brand strength, FDI level and touristic visits (Raubo, 2010: 35).

2. City Branding Elements

Cities are becoming quite decentralized in economic and social life especially in global aspects in today's world. Construction of strong and effective global networks for local cities is the essential part of city branding which in turn will improve regional life quality and welfare. Those semi decentralized cities are becoming driving force of economic, social and politic development of countries. Brand image activities of cities and countries comprise long term growth plan and development strategy. This process is not just a marketing phenomenon of brand image but also long term planning of cities identity formation, vision and mission determination. These all are covered under the umbrella of development of economic impacts of culture industry and tourism in both global and local networks. That means creation of physiologic and emotional connotation to local inhabitants and neighborhood. Branding process have to reliable, realistic and competitive strategic vision which must be backed, supported and enriched by effective global links. These links consists formation of strong discourse in internal and foreign policies and building a inclusive, sharing and representative cultural policy. There are four main elements of city branding (Ceran, 2013: 543).

1. Cultural heritage
2. Natural and environmental structure.
3. Original product
4. Local skills.

These all create the brand index of cities. Successful brand image must have at least one of the distinctive those distinctive features. Branding strategy would differ according to urban and rural cities with natural beauty. For urban cities there are three strategies

- 1) Branding through signature buildings, events, flagship projects etc.;
- 2) Branding through planning strategies, urban redevelopment, institutional and infrastructural support.
- 3) Branding through advertising, myths, slogans, logos etc. The first category is about advertising a city through spectacular buildings or events (Jansson, 2006: 16).

Almost all of the city brand elements are covered by the regional assets of Muğla city. Coastal marinas in Muğla Turkey have uniqueness with natural environment as original product. Promotion of that original product must have backed by strategic events of flagship projects. So in the following part of the study detailed information about the importance of this original product.

3. Coastal Marinas in Meditarnean Basin

First proper vehicles for sea transport were used in 4th BC in Nile River. In 14th AD Dutch sailors used small and fast boats to catch pirates and called them as hunter Jaght. The term transformed English as yacht when they did present a boat to British Emperor in 17th Century.(Eriş,2007,38) Yachting become very popular in 20th Century. Especially people from developed world enjoyed the new wave of travel and tourism. New technologies, increase in personal economic welfare created a new market for sailing tourism which in turn rises demand for marinas. Mediterranean coasts are very popular in global markets due to its natural beauty and proper climate.

Total yachts in Mediterranean basin 700.000 and it is expected to reach 1 million in coming years. The supply for those vehicles is around 500.000 in region. The capacity of marinas in countries is as follows. France 227.000, Spain 109.000, Italy 129.000, Croatia 16.000, Greece 7000 (Karancı, 2011: 8).



Figure 2: Yacht Berthing Capacities in Mediterranean Basin

Turkey has the capacity of 4% of whole marina demand in Mediterranean basin. The demand for marinas is highly related with geographical location and service quality. Thus there is a high potential for Turkish marinas attaining optimum service capacity for foreigners. German, British and French are the main users of Turkish marinas. As long as increase of demand from Mediterranean region of EU for Turkish marinas the number of marina capacity will increase in Turkey.

Table 1: Coastal Lengths and the Number of Marinas (Genç, 2006: 209)

	Mediterranean Countries	(no of marinas/coast length)*1000	capacity/nautical miles
1	Egypt (Mediterranean Coasts)	6	0
2	France(Mediterranean Coasts,	178	142
3	Greece	3	1
4	Israel	57	22
5	Italy	35	14
6	Slovenia	135	64
7	Tunisia	11	4
8	Turkey	11	4
9	Spain (Mediterranean Coasts,	113	57
10	Malta	56	13
11	Croatia	16	4
12	Lebanon	13	8
13	Syria	9	1
14	Serbia Montenegro	19	8
15	Libya	5	0
16	Algeria	7	0
17	Morocco(Mediterranean Coasts)	14	4
18	North Cyprus	13	1
19	South Cyprus	15	8

The capacity of marinas in developed countries is higher than developing countries due to the high GDP per capita in those countries. The significant number citizens of those countries do have their own sea vehicles. In turn the capacity is occupied by local yachts. In Turkish case this is totally different case.

Northern part of Turkey especially the city of Istanbul most of the marina capacity utilized by locals. In southern part of Turkey, the share of foreigners to local residents in berthing is higher due to the excess demand from foreign countries.

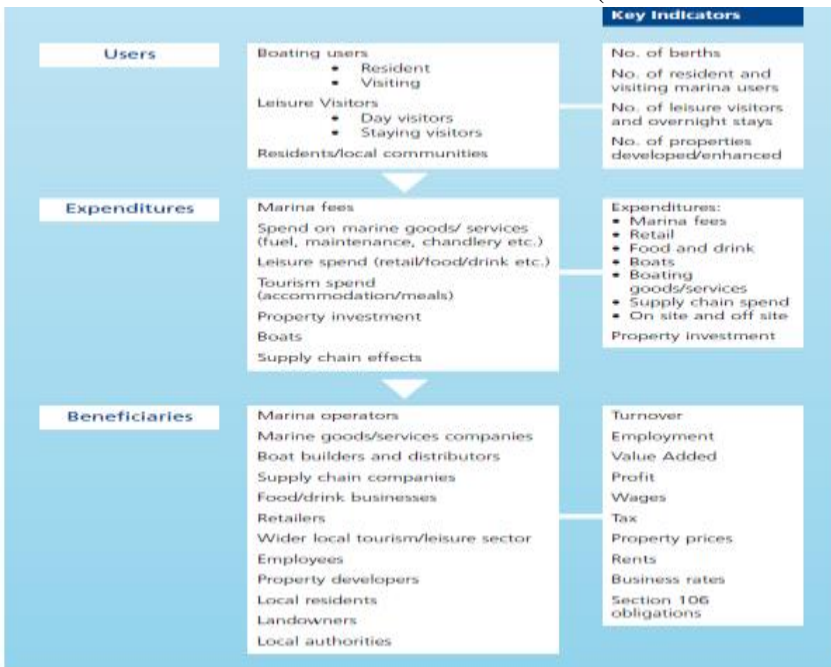
4. Marinas and Sustainable Development

Developing countries exceed to maintain scarce economic resources with

environment friendly labor intensive investments in order to reach high GDP participation. Coastal cities with high international profile are easy access strategy to sustainable development models.

The sustainable development is one of the main elements of development strategy in development path. Sustainable tourism requires environmental protection and social benefits for all segments of inhabitants. The tourism-related economic activities support local economic development and social benefits of cities. Marinas play a significant role in tourism, especially in resort and urban waterfront settings; therefore there is a strong case for adapting sustainable tourism principles (Blondi, 2014: 1). In British case they have an important role to play in local regeneration schemes, particularly as many of the areas in need of regeneration, for example in the larger cities in the UK, have run-down and disadvantaged areas alongside docks and estuaries. Building marinas in brownfield sites such as this can have multiple benefits by improving the local environment while providing marina and boatyard facilities away from more environmentally sensitive areas. Coastal Marinas can improve the image and appearance of the local area, making it a more desirable place to live, thereby increasing the demand for residential and commercial property in that area and increasing property prices (BMF, 2006: 26).

Table 2: Economical Benefits of Coastal Marinas (British Marine Federation)



From marina operators to local residents economically coastal marinas benefit a lot of people. The income generation process depends upon visitors expenditures under different products and services. Both multiplier and accelerator effects of new investments and demand increase as is quite high in this sector. Owing to those factors small coastal towns do generate high income level compared to other parts in developing countries.

5. Marinas in Turkey

Turkish marina tourism started in 1970s by Kuşadası, Bodrum and Kemer in southeast coastal towns in Aegean and Mediterranean region. Following years high external demand due to high profit and revenues from those marina investments increased the volume of this business. As seen from Table 1, marinas and berthing facilities in Turkey are mostly located at Aegean and Mediterranean Regions. There are no marinas or related facilities that are in operation in Eastern Mediterranean and Black Sea Coasts (Karancı, 2011: 1). The estimation of demand increase for coming years will induce potential for new berthing places in current and proposed marinas.

Table 3: Marinas in Turkey

		CAPACITY				
		SEA	LAND	TOTAL	% RATIO	LIFT (Ton)
	Marinaları ve Çekrek Yerleri					
1	Ataköy Marina, İstanbul	700	100	800	3,7%	45
2	West İstanbul Marina, İstanbul	600	350	950	4,4%	75
3	Güzelce Marina, İstanbul	250	100	350	1,6%	500
4	Setur Kalamış Marina, İstanbul	1.291	220	1.511	7,0%	75
5	Marintürk İstanbul City Port, İstanbul	752	70	822	3,8%	200
6	Atabay Marina, İstanbul	0	100	100	0,5%	30-150
7	Setur Yalova Marina	240	70	310	1,4%	100
8	Çanakkale Marina, Çanakkale	100	0	100	0,5%	
9	Bozcaada Marina, Çanakkale	30	0	30	0,1%	
10	Burhaniye limanı, Balıkesir	250	0	250	1,2%	
11	Setur Ayvalık Marina	220	70	290	1,3%	88
12	Foça Marina, İzmir	150	0	150	0,7%	
13	Levent Marina, İzmir	70	30	100	0,5%	Slipway 200
14	Setur Çeşme Marina	180	60	240	1,1%	80
15	C&N Çeşme Marina, Çeşme	373	80	453	2,1%	80
16	Port Alaçatı Marina, Çeşme	260	100	360	1,7%	100
17	Teos Marina, Sığacık	525	80	605	2,8%	75
18	Setur Kuşadası Marina, Kuşadası	457	140	597	2,8%	80

19	D-Marin Didim Marina, Didim	580	600	1.180	5,5%	400-75
20	Palmarina Yalıkavak, Bodrum	550	150	700	3,2%	100
21	D-Marin Turgutreis Marina, Bodrum	550	150	700	3,2%	100
23	Milta Bodrum Marina, Bodrum	425	35	460	2,1%	70
24	Bodrum Belediye limanı, Bodrum	220	0	220	1,0%	
25	Ağanlar Marina, Bodrum	30	300	330	1,5%	450-100-40
26	Yat Lift Çekek Yeri, Bodrum	0	400	400	1,9%	70-20
28	Ege Yat Çekek Yeri	0	15	15	0,1%	
30	Global Sailing Butik Marinette, Marmaris	30	0	30	0,1%	
31	Bozburun Limanı, Marmaris	10	0	10	0,0%	
32	Martı Marina, Marmaris	300	100	400	1,9%	60
33	Kumlubükü Yat Klübü, Marmaris	10	0	10	0,0%	-
34	Marmaris Netsel Marina, Marmaris	700	130	830	3,8%	100-15
35	Albatros Marina, Marmaris	44	150	194	0,9%	200-90-20
36	Yacht Hotel Club & Marina, Marmaris	32	0	32	0,1%	
38	Marmaris Yat Marin, Marmaris	650	1000	1.650	7,6%	330-70-60
39	My Marina Ekincik, Dalyan	48	0	48	0,2%	
40	Marintürk Göcek Exclusive, Göcek	96	0	96	0,4%	
41	Club Marina, Göcek	205	0	205	0,9%	
42	Marintürk Göcek Village Port, Göcek	215	300	515	2,4%	200, 75
43	Skopea Marina, Göcek	80	0	80	0,4%	
44	Göcek Belediye Marina, Göcek	150	0	150	0,7%	
45	D-Marin Göcek Marina, Göcek	380	150	530	2,5%	70
46	Fethiye Belediye Limanı, Fethiye	120	0	120	0,6%	
47	Ece Saray Marina, Fethiye	460	0	460	2,1%	
48	Kalkan Belediye Limanı, Kalkan	75	0	75	0,3%	
49	Setur Kaş Marina, Kaş	472	160	632	2,9%	100
50	Kaş Belediye Limanı, Kaş	100	0	100	0,5%	
51	Setur Finike Marina, Finike	350	150	500	2,3%	80
52	Kemer Türkiz Marina, Kemer	225	125	350	1,6%	60-20
53	Çelebi Marina, Antalya	235	300	535	2,5%	200-75-60
54	Kaleiçi Yat Limanı, Antalya	65	0	65	0,3%	
55	Alanya Marina, Alanya	287	160	447	2,1%	100
56	Mersin Marina, Mersin	500	500	1.000	4,6%	160
57	Karpaz Gate Marina, Kıbrıs	300	50	350	1,6%	300
58	Gemyat Delta Marina, Kıbrıs	90	90	180	0,8%	30-150sw
TOTAL		15.032	6.585	21.617	100,0%	

The marinas in Turkey owned and operated by private firms. More than half of the marina capacity is located in Aegean coastal city of Muğla. Berth capacity highly occupied by foreign yacht owners from different nationalities.

The SWOT analyses of Turkish marinas reveals following items as the strength of Turkey (Genç, 2006: 211).

Strengths

1. Out of the total of 8250 km, the coastal length of Turkey - 6545 km belongs to the Mediterranean, Marmara and Aegean. The spatial potential would easily create further capacities.
2. Turkey is an attractive country due to its natural beauties, historical cultural wealth, religious motifs and convenient climate located in the middle of a 350 million Europe with high life standards, a 200 million petroleum-rich Arab world on one side and a 250 million opening-out Russian Federation and Turkic countries on the other.
3. The East Mediterranean has still preserved its natural beauty. Conserved fresh, green and splendid bays attract sailors and yacht owners.
4. The Mediterranean and Aegean coasts are very attractive regions with their geographical structure, vegetation and the short navigational distance to the neighboring islands. Recent years the lifting of visa requirements for Greek islands promoted boat owners to include Turkish destinations on travel programs.
5. For the yachtsmen, the most important factors are geographic locations, climate and the wind regime. Thereafter comes the distance to the airport. In this respect, the locations of the marinas in Turkey are attractive to yachtsmen.
6. There are 12 blue-flagged marinas in Turkey. The marketing of the blue-flagged marinas represents an important competitive advantage having in view the increasing marine pollution worldwide.
7. In Turkey, there are 6 marinas which have received 5 golden anchor awards. The importance of this award is the fact that it awards international service quality.
8. Political and economic stability is key element for the demand for coastal marinas. In Turkey, people from many different nations, origins and religions are living together in peace and respect to each other. This is also an attractive feature for customer loyalty.
9. There is 24-hrs electricity, fresh water and mooring service in almost all the private marinas in Turkey which is an important feature that yachtsmen take into account when selecting marinas.

There are also drawbacks of Turkish marina sector which is underdeveloped. Thus main threats and weakness for marina tourism are as

follows:

1. Inefficient and lagged decision making process in public authorities. There are number of local and national public authorities dealing with the marinas regulation, monitoring and inspection. The increase in over regulation slows decision making process.
2. Lack of coordination among different parties and stakeholders creates inefficient service quality.
3. Environmental pollution. Nonfunctional savage treatment plants in some ports. There is high public awareness for the environmental impacts of marina investment in Turkey like all around the world. The impact of marinas on environmental hazardous pollution is increasing in Turkey. One of the studies on Gocek Bay indicates the increase in yachts reduces the sea water quality in region (Kalemdaroğlu, 2004: 4).
4. Shanty towns, poor instruction techniques are creating low level of housing and inefficient infrastructure for those marinas.
5. Nonexistence of cruise fleet. Even if Turkey is coastal country the share of maritime transportation is low in all means of transportation means. Local companies are very few in maritime sector which in turn very few fleet for touristic purposes.
6. Inefficient publicity and advertisement. Compared to western Mediterranean countries the Turkish marine sector is not too much advertised in European world. The Greek, Slovak and Croatian marinas are publically well known which attracts extra demand for those countries.
7. Poor cultural development and education in sea tourism. Coastal development project plays a crucial role in education local people for successful stakeholders in marine sector development.
8. Insufficient quality control for marina services. The demand for marinas is highly correlated with high world class service quality. Although there are number of 5 golden anchor award marinas most of the local marinas have insufficient quality due to the lack of global standart control measures.
9. The lack of experts on coastal and sea engineering. There are very few educational institutions on coastal management in Turkey.

6. Marinas in City Branding the Case of Muğla

Muğla is one of the most popular touristic destinations in Europe. It has longest coast line with 1100 km in Turkey. The surface area is 12914 square kilometers with a population of 830.000 inhabitants in whole province including small towns and villages. The length of coasts is even longer than some countries in region. It is located on shores of Mediterranean and Eagan seas in south eastern part of Turkey. The main economic activities are tourism, agriculture, forestry and marble quarries. It was the center of many civilizations including old Roman Empire. With its airports it has direct flying options to many destinations in world. Since late 1970's most of the coastal towns become well known in Europe as touristic destination. For rather a long period of time it was typical 3 S (sun, sea and sand) destinations for middle class families. The dominant weather is Mediterranean climate. There is a mountainous terrain and seashore with rich forestry.



Figure 3: The Map of Muğla

Muğla is one of the oldest cities of ancient Caria civilization. Following the Carians Egyptian, Assyrian and Scythians reigned here for period of time. In ancient times in Anatolia, the region between the Menderes (Meander) and Dalaman (Indus) rivers in the south was called Caria. The inhabitants were Carians and Leleges. In his Iliad, Homer describes the Carians as natives of Anatolia, defending their country against Greeks in joint campaigns in collaboration with the Trojans. The Hellenic colonization reached especially coastal parts Caria and region named from a commander Car who first invaded here in BC 3400.

The Greeks inhabited this coast for a long time building prominent cities, such as Knidos (at the end of the Datça Peninsula and Bodrum (Halicarnassos), as well as many smaller towns along the coast, on the Bodrum Peninsula and inland, including in the district of Fethiye the cities of Telmessos, Xanthos, Patara and Tlos. Eventually the coast was conquered by Persians who were in turn removed by Alexander the Great, bringing an end to the satrapy of Caria. (Muğla,2016)

Alexander the Great got those lands from Persian in BC 340 and appointed a satrap. After his leave for two centuries there was a clash till the Roman Empire. Pax Romania ended when the empire disintegrated where the city remained under the Byzantium empire in AD 395. Following Turkish migration from Central Asia to Anatolia Muğla reigned by Menteşe beg in AD 1284 to Turkish landlords.

The beys of Menteşe held the city until 1390 and this, the first Turkish state in the region, achieved a high level of cultural development, its buildings remaining to this day. The province also became a significant naval power, trading with the Aegean Islands, Crete and as far as Venice and Egypt. Turkish settlement during the Menteşe period usually took place through migrations along the Kütahya-Tavas axis

In 1390, Muğla was taken over by the Ottoman Empire. However, just twelve years later, Tamerlane and his forces defeated the Ottomans in the Battle of Ankara, and returned control of the region to its former rulers, the Menteşe Beys, as he did for other Anatolian beyliks. Muğla was brought back under Ottoman control by Sultan Mehmed II the Conqueror, in 1451. One of the most important events in the area during the Ottoman period was the well-recorded campaign of Süleyman the Magnificent against Rhodes, which was launched from Marmaris (Muğla, 2016).

In first chapter we outlined the main elements of city branding. Difference of cities from others highly related what city offers and will be offer in future. That is a kind of perception management to create a value for product i.e. the city. City branding is about deliberately creating, developing and demonstrating that value through appropriate ‘on brand’ actions, which consist of investments, physical and economic plans, attraction programs, events, communications (Gelder, 2008: 7). Generally city branding strategy starts from status quo of historic value of place and formation of new brand for new audiences. The path of shaping new image for city must be accompanied by all stakeholders in this process. The implementation of brand is crucial since we have to convince the internal policy makers and citizens in city. This is basically a creation of new image with old forms and current citizens. That can only

flourish by persuasion of people to lose their natural and conditioned inhibitions, where people are given the opportunity to see new initiatives through. The phenomena of transformation of cultural identity of cities are one of the key elements of branding. This is structural management of cultural identity in region. Southampton is one of the oldest coastal towns in UK and wished to challenge its image as Water City. The implementation of image started organizing an annual boat show. Then the stakeholders raise new innovative practices for the city image for branding. There are also many cities famous about their coastal marinas. In Mediterranean basin Croatian city of Dubrovnik, many Greek islands, Bari and Katakolon are globally well known places by yacht owners. Muğla has marinas in its coastal towns of Marmaris, Fethiye and Bodrum. There are 30 marinas in whole city with the 6111 berthing capacity. A dozen of those marinas approved and certified by ministry of tourism.

Main elements of city branding discussed in the beginning of the chapter. The marinas in Muğla city have a unique opportunity of original product with preserved natural beauty. There is an excess demand from yacht owners in western Mediterranean basin. In spite of other Mediterranean coastal cities acquaintance Muğla has a potential of brand city product of coastal marinas with its long shores, easy access of travel and mild weather conditions. These basic components would be derives of branding where they will inspire people to live, work and visit city by marinas as main elements.

Recent survey on possible opportunities for commercial identity of city brand for Muğla city has following remarks (Kaya ve Marangoz, 2014: 43). Authors agreed that city has strong brand identity according to its mission, vision, values, identity, characteristics and benefits. City has the second largest volume of tourism revenues in all over the country which makes the mission of the city highly depend upon the dominance of tourism sector. In order to develop and support this sector conventional tourism market and activities must be strategically transformed to new era.

The potential role of marinas is crucial due to its high income generation and sustainable development. This fulfills the new dimensions and horizons in city development vision with alternative paths such as tourism and renewable energy resources such as solar and wind energy.

Historical, cultural and natural resources are cities main values supporting commercial identity for both locals and visitors. These portfolios serve as the main destination place both in local and international level. Those values are also creating suitable investment potential for new business opportunities.

Some coastal towns are globally known destinations which is a unique chance for the parts of the city. The identity and characteristics of city are well known both globally and locally due to conventional tourism activities. There is a very efficient transportation network linked to all parts of main global cities with two international airports. This creates additional benefit for potential investors and visitors.

Cluster Analyses for International competitive power of Muğla Marinas reveals the positive strength for country. Marinas in Marmaris bay do provide home marina for long accommodations. Territorial assets are supporting those potential core dynamics.

The potential image and brand equity of destination brand city has following dimensions (Konecnik, 2007: 404).

Destination Awareness. Awareness implies that an image of the destination exists in the minds of potential tourists. Mostly it has been associated with a more realistic impression of a destination based on past experience. Muğla has long history of tourism in western world. Especially European Union citizens are very familiar coastal parts of Muğla. This is will create solid support for creation of city brand for western markets. The importance in Eastern markets is also increasing.

Destination Image. The concept has also been connected and analyzed within other disciplines, such as anthropology, geography, sociology, and semiotics. The most universally acknowledged is the acceptance of image's important role in tourists' destination behavior, specifically regarding the evaluation and selection process. The coastal territories of the city have very positive image due to natural beauties. The secular pattern of social life, tight economic and social ties with western culture and habits, easy access to Europe and western life style in city flourishes the image.

Destination Quality. This is empirical measurement of the concept. The overall evaluation of a destination is a combination of products, services, and experiences. In all these examples, quality is a vital element affecting consumer behavior. It is one of the main building blocks of city image. Moving from traditional low segment visitors to elite high segment visitors would achieved by improved marina capacity and its strong image. The high quality products and services are the essential elements of th brand city quality.

Destination Loyalty. Behavioral loyalty implies that previous experiential familiarity influences today's and tomorrow's tourism decisions, especially destination choice. In this way behavioral loyalty can be used as a reasonable or

good predictor of future destination choice. The positive relation between regularity of visits to destination and positive influence on peoples mind is very relevant. Especially yacht owners are much more loyal to destinations with respected image.

Based on the city's international status and standing and the familiarity/knowledge of the city globally, those marinas will be key element in branding. It also enrich the city's global contribution in science, culture, and governance. Its Mediterranean geographical location with easy access from main European cities would provide strong backup for harboring for long term stay for blue voyage seekers.

Exploring people's perceptions about the physical aspect of each city in terms of pleasantness of climate, cleanliness of environment and how attractive its buildings and parks are. Natural beauties are well known in almost all over the world. Especially Bodrum attracting many jet set with distinguished flamboyant luxury yachts. With perfect combination of product and people perceptions with a glimpse of local authorities support the place will have strong brand in world.

Determination perceive the basic qualities of the city; whether they are satisfactory, affordable and accommodating, as well as the standard of public amenities such as schools, hospitals, and transportation and sports facilities. The high score for human development index of Muğla creates charming atmosphere for both locals and foreigners to live. The quality of services in daily life and good weather conditions during whole year satisfy people for their demands.

The inhabitants of the city are warm and welcoming, it would be easy for visitors find and fit into a community that shares their language and culture and they would feel safe. Long traditional Mediterranean and Eagan culture in city harmonized with well-educated human capital with foreign language skills improves communication between locals and internationals.

If there are interesting things with which to fill free time and exciting the city is in regard to new things to discover. The main idea behind promotion worldwide city brand for city will be its coastal marinas. This will be supported by boat shows, fairs and any other relevant events. The professional organized and designed events bring full entertainment of yacht owners from different countries.

The economic and educational opportunities in the city are promising, such as high employment opportunities, rich business environment and

internationally recognized universities to pursue a higher education. Dynamic economic environment and easy access to international markets and cities makes city eligible for new investments on brand product ie. Marinas and its merchandise from all over the world.

CONCLUSION

Muğla is one of the famous and well known touristic destinations of Turkey with Istanbul and Antalya in world. For a long time period it is one of the eminent traditional touristic resorts for middle class European families. So income generation impacts of the sector in modest levels. In order to increase the welfare gains from the sector by revenue and profit maximization high value added new touristic products for high income segments must be introduced. The crucial point in that stage is creation of strong city brand image on this new product. This chapter discussed potential benefits of this policy an reached following conclusions.

The main advantages of branding Muğla as distinguished destination city are as follows:

The visitors differentiate the city from others. Potential gains from constructing an identity based on a product in our case coastal marinas and services easily differentiate our city from its rivals in nearby geographic locations.

Branding minimize the risks of poor knowledge about place for potential consumers ie visitors. Formation a strong particular city brand image in foreign countries especially in European cities creates excess demand for coastal activities for tourism industry.

All process is a symbol for quality. Quality improves welfare gains. Increase in golden anchor marinas would attract new comers for long term accommodation and settlements. Providing that comfortable secure living area for people would be achieved by branding coastal parts of Muğla.

City creates its own soul and identity. Identity is the soul of a destination for image. In marketing the advantages and superiorities of the city image creation for unique identity is the main determination of the destination. In our case identity leans on marinas, harbors and related natural beauties in city.

Branding city makes it easier to brand the original products of this destination. The impact of well-known marinas, its services, natural beaches and any other particular places in our case are original product and create a clear path for well-known image of product.

The all policy applications improve loyalty and create an emotional link between visitors and city. Marinas add an aura to the soul of the specific destination and yacht owners regularly visiting same destinations. Marinas in Muğla is quite unique that the foreign berthing is much higher than locals whereas in Europe locals are dominant. The correct branding of city of Muğla would improve that emotional link with proper marketing mechanisms.

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