

A Comparison Between a Thermal Town, Karlovy Vary, Which is Architecturally Structured with Its Natural Characteristics, and The Winter City Erzurum

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Abstract

In today's markets, concepts indicating abstract values like branding come in the first place among factors which form the values of the products perceived by the consumer. Tourism is a sector that plays a highly significant role in the development of the countries, yields economically big profits, and achieves growth every passing day. One of the most significant elements of tourism market is the branding effort of countries and cities.

The activities organized in cities (festivals, sports events etc.) and the symbols peculiar to cities (Eiffel Tower, the Statue of Liberty, Big Ben etc.) have major effects during the branding process. Many cities in the world are built in a way that their specific, natural characteristics and architectural structures can be integrated in a unique style, and thus their natural characteristics can be highlighted and a city brand can be created. Brought its natural thermal springs forward with its architecture, one of the branded cities is Karlovy Vary in Czech Republic. In this research, it is aimed to determine the effect of branded architecture of Karlovy Vary on tourism product consumers, and consumer expectations in shaping the architecture of Erzurum as a winter city.

For this purpose, a questionnaire was conducted on consumers who are interested in winter tourism. A snowball sampling method was used in determining the consumers to participate. According to the results of the research and in line with the effects of architecture in creating a city brand, various suggestions have been developed to increase the value of city brand by highlighting the winter tourism of Erzurum.

Keywords: A Brand City, Winter City Erzurum, Architectural Brand, Kano Model, Karlovy Vary

INTRODUCTION

In today's world, rivalry takes place through regions and cities. Within these places, rivalry occurs by means of consumers' perceptions, and thus a sustainable competitive advantage is provided [1]. As Anholt (2007) stated [2] "Even small villages have brand images in the eyes of people who have little information about them. A country which doesn't have a brand by any means can only be the one that no one has heard before."

There is not always a valid way to ensure national and urban economic growth. However, in this process, it is needed to carry out the required actions in a systematic method [3]. Within continuously increasing expectations, meeting these expectations of touristic consumers' is only possible by making a good local government plan and having a holistic perspective. In this sense, city branding means the use of information gained by brand strategy and communication in developing sites and cities. It is also viewed as a holistic and extensive process in which the proper sides of the city for branding and all characteristics of it are spread to the target audience [4]. In recent years, city branding has become a significant instrument for countries and regions to increase touristic mobility, investment and global competition in business fields on macro and micro scales [5]. Especially the increasing power of media, gradually decreasing travel costs, the spending power of consumers, similarities in terms of the services provided, and the interest of people in different cultures come into prominence in the use of this instrument [6].

The purpose of branding is to develop a positive approach for product/services corresponding to physical and psychological needs of consumers by the use of functional

and symbolic values [7]. When it comes to branding the cities, the historical, geographical, cultural and economic characteristics of the city come forward as important branding substructures. Cities that have historical background often use these characteristics in the introduction and city branding. All cities that have historical artifacts have a potential in this respect [1].

When treated as city branding, various phases can be followed in relation to developing strategies and processes. The first of these phases is doing strategic brand analysis. Forming brand identity comes in the second phase. How identity will be perceived by potential consumers and what the promises are going to be are focused subjects, especially in this phase. In the third phase, while identifying the difference of brand cities from other cities, the value suggestion that sets forth emotional differences besides the physical ones is presented. Placing the brand in the consumer mind, that is positioning, comes in the fourth phase. The last phase of the process is application. In this process, communication strategies will be maintained in order to ensure brand continuity, stick in the consumer mind, and not lose customers to new rivals [8].

Branding efforts should be strengthened with logos, symbols and slogans to represent the image and identity of the city in an appropriate and powerful way in the process in which strategy development, identity formation and positioning phases take place [9]. As the symbol used reminds the brand, connotations will be developed, familiarity will be increased and this effect will bring quality perception and brand loyalty in time [11].

City and destination branding process are different from other branding processes because of various reasons. This

difference causes the branding process to take longer time. The primary reasons revealing the structure of the process are heterogeneous active shared interests and the difficulty of reaching a wider target considering the market segments; not knowing which side of the city to highlight and the uncertainty of how to decide on that; the necessity of taking people's common view; the difficulty of determining loyalty and budget problems ([11], [12]).

Many different examples can be given to city marketing. Dubai is probably one of the most significant of these. The branding process of Dubai rests on twenty years of background. It was a port city where only locals maintained their lives by fishing. Since the early 20th century, it has started to be perceived as a magnificent city and a shopping center by coming to forefront with high quality products, high tax reductions, and a friendly environment[13].

Researches gather city branding efforts under three fields. These are developing products and services regarding cities, image building efforts and target market activities. However, some researchers state that image building efforts are regarded as a primary purpose due to mouth to mouth communication ([14], [15]).

The Characteristics and Architecture of Karlovy Vary

There are 12 main water springs and 300 small water springs that have different mineral characteristics, different temperatures and distinct CO₂. Water temperatures range from 30 degrees to 73, 6 degrees. It has a colonnaded architecture. The reason for this is to provide health service for tourists with the best conditions so that the effect of the weather can be minimized. The biggest one is the Mill Colonnade. There are 6 different water springs. The most powerful water spring of the city is also here. Thermal water is presented to people by means of fountains. There are 12 fountains that represent 12 water springs with different characteristics. Even differences are presented to customers in a symbolic way by the number of fountains. Tourists taste the water with ceramic and crystal cups produced specifically for the city. These cups are sold as souvenirs. Karlovy Vary is also the production place of world-famous Moser crystals and Becherovka, the traditional drink of Czech's. These products take place among important souvenirs that tourist coming from various countries take to their countries each year. There is also a historical wood market place in the city. Wooden relief paintings telling about the history of the city and various historical events are popular with the tourists as souvenirs. Each building and structure in Karlovy has a story. Also, all food and souvenirs have a symbol and story resting upon history. Many images are used showing the visitations of world-famous politicians, artists, national leaders, men of letters and many others. The use of historical characters such as Russian tsar Petro, Mozart and Atatürk makes the city much more attractive. International Karlovy Vary Film Festival that takes place every year is organized in this city. In July, many famous actors, actresses and directors come to the city and their films are released. Karlovy Vary has also hosted a lot of famous movies[16].

Colonnade architecture is dominant in the whole city. Because of its natural structure, terraced structuring in the construction of the city has formed tracking areas that appeal to tourists. Besides the modern comfort in the buildings, historical European texture has been maintained. This situation distinguishes the architecture of the city from similar places. The city center was shaped by the art movement

called Nouveau, that is 'New Art', which was effective in the 19th century. This art movement was integrated with architecture and the curves, floral decorations as well as the elegance of the buildings have become striking. Exaggerated baroque style ornaments and decorations made the city look like a cardboard city. In the new architecture too, this texture has been maintained. The city is very advantageous in terms of transportation. It has a connection with Praq, and there are other means of transportation in the city center as well.

The Purpose and Importance of the Research

The history of Erzurum dates back to 4000s B.C. Historical artifacts belonging to Seljuk and Ottoman Empires have survived until today in Erzurum where many civilizations lived throughout history. In addition, the fact that many historical worship houses have reached our day in several areas adds an extra importance to the city in terms of religious tourism. Atatürk University, one of the eight biggest universities in Turkey, has a significant role in the city regarding academic congress tourism. With its thermal facilities, historical artifacts and natural beauty, Erzurum has a central position in terms of cultural and sports tourism in the Eastern Anatolia Region. Erzurum is located on Palandöken mountainside and situated 1850 meters above the sea level. It has a continental climate. The highest hill of Palandöken mountain is the Ejder hill having an altitude of 3118 meters. Covered with snow for 150 days of the year, the longest ski-track in the mountain is 8 km. It is very suitable for skiing between December and May. The distance between Erzurum airport and Palandöken ski center is only 16 km, which is quite advantageous with regard to tourists' accessibility. Having these features, it has the most important place among the most attractive ski centers of the world in terms of winter tourism ([16], [17]). The Winter Universiade was held in Erzurum in 2011, and the city has been chosen to host European Youth Olympic Winter Festival (EYOWF) which is to take place in 2017.

In this study, it is aimed to determine what the primary elements are in positioning Erzurum as a winter city brand and highlighting it with its natural assets, and the architecture of cultural and historical values. Karlovy Vary, branded itself with natural thermal assets and architecture in the world, and Erzurum was compared. It was aimed to develop various suggestions for architectural structuring and determine the elements that can be used in architecture according to their priority for Erzurum to shine out with its architecture as well as being a branded winter city.

Materials and Method

In the research, a sample of Karlovy Vary city was used. To determine the elements of natural, cultural and historical values of Erzurum, 9 people that are knowledgeable about the history and life style of the city were interviewed in focus groups. As a result, 10 elements were identified. The questionnaires were conducted on expert groups by using Kano Model so that the elements could be classified according to the expectations of the respondents. In determining the sample, people who have comprehensive knowledge of the natural, historical and cultural values of Erzurum were chosen. For this purpose, a snowball sampling method was used. Knowledgeable people were reached and 101 people recommended by them were applied the questionnaire. While conducting the questionnaires, the respondents were given photos of Karlovy Vary to make a comparison.

Five-Level Kano Questionnaire

Understanding consumers’ demands, and needs and determining their differences are very important to manage these needs. Focusing on the customer is significant not only for meeting their needs, but also to understand these needs. Therefore, in this study the “Kano Model” which is used in classifying the consumer needs was made use. Kano Model is a model that is used to categorize the needs of the consumer. In classical models, it is considered that when the consumer demands are realized, the consumer will be satisfied, yet in a contrary condition there will be dissatisfaction. However, by Kano Model, satisfaction dimensions are determined by grading consumer demands [15]. Architectural structuring of Erzurum as a winter city was treated both as a tourism and a culture product. In Kano model, the features that a customer expects from a product are defined under three headings [16].

Basic/Must be Features (M): These features are the needs that are required to be on the product and which are assumed to be there anyway by customers. These features do not increase satisfaction, yet their deficiency affects satisfaction in a negative way.

Expected/One Dimensional Features (O): These are the answers received from a customer when s/he is asked. A customer expects basic performance from a product. When these requirements are fulfilled, it leads to customer happiness, otherwise it will cause dissatisfaction. Customer satisfaction increases in direct proportion to the degree of success. In other words, satisfaction level increases as the degree of fulfilling customer demands does.

Attractive Features (A): These features are the ones that satisfy the customer extremely. The customer is not in an expectation for these features, but doing what is necessary satisfies the customer. However, the product which does not have these features does not cause dissatisfaction. The correlation between customer satisfaction and the product success shows an increasing parabolic behavior. Although product success increases up to a value, customer satisfaction increases by a more vertical acceleration. This means that the product has satisfied the customer beyond expectations. Consequently, these features make the product different from the rival products. There are three more features in addition to the ones mentioned above which are as follows;

Indifferent Features (I): These features are not important for the customer. In other words, it makes no difference.

Reverse Features (R): Although these demands are desired product features by the customer, the very opposite features are also expected. The customer does not only demand these features, but also expects the opposite features to be provided.

Questionable Features (Q): In this type, either the question is misstated or the customer misunderstands, or an illogical answer is given.

The distribution of these features according to their place on the questionnaire form is given in Figure 1.

Quality Improvement Index

In a product or service development, developing strategies and making improvements for the quality by doing comparisons with the products of powerful rivals has primary importance. Therefore, it will provide great benefits to compare available consumer perception towards the product with the perception towards a strong rival product. While calculating quality improvement index (QI), the relative significance value for the expectation of the consumer regarding an element of the product is identified. Quality Improvement Index (QI) is calculated by finding out the difference between the consumer’s perception of value for the current situation of the product and the consumer’s perception of value for the product of a strong rival which is chosen for a comparison. After that this difference is multiplied with the relative significance value. Thus, the competitive capacity of the present product with the rival product is determined The Formula is as below;

$$\text{Quality Index (QI)} = \text{Relative Significance value} \times (\text{Present Product Value} - \text{Rival Product Value})$$

In this research, while calculating quality index, the current situation of Erzurum’s architecture was evaluated in positioning it as a winter city. To compare this evaluation, Karlovy Vary, positioned in the world with its architecture as a thermal city, was chosen as a rival product. It is aimed to obtain important guiding results for the strategic plan regarding the architecture of Erzurum as a winter city in the long run.

Customer requirements →		Dysfunctional (negative) question				
		I like	Must-be	Neutral	live with	dislike
Functional (Positive) question	I like	Q	A	A	A	O
	Must-be	R	I	I	I	M
	Neutral	R	I	I	I	M
	live with	R	I	I	I	M
	Dislike	R	R	R	R	Q

- A:** Exciting/Attractive Features
- M:** Basic Features
- R:** Reverse Features

- O:** Expected/One Dimensional Features
- Q:** Questionable Features
- I:** Indifferent Features

Figure 1. Five-Level Kano Model Classification (Berger et al., 1993).

Findings and Discussion

Table 1. Demographic Features of Respondents

Demographic Features		Frequency	Percent (%)
SEX	Female	35	34,7
	Male	66	65,3
Age	18-27	20	19,8
	28-37	35	34,7
	38-47	30	29,7
	48-57	16	15,8
Education	Primary	5	5.0
	Secondary	21	21.0
	University	40	39.6
	Graduate	35	34,7
Marital Status	Married	87	86,1
	Single	14	13.9
Occupation	Academician	35	34,7
	Worker	5	5,0
	Self Employee	40	39,6
	Housewives	6	5,9
	Student	10	9,8
	Retired	5	5,0
Income (TL)	0-2000	15	14.9
	2001-4000	20	19.8
	4001-6000	35	34.7
	6001+...	31	30.6
Total		101	100

In Table.1, the demographic features of the respondents are displayed. 65.3% of the respondents were male, 65% between the ages 28 and 37. Of those, 75% were graduates of university and graduate. 86.1% were married, 34.7% were academician, 39.6% were self employee. 34.7% of the respondents were in the income group of 4001-6000 TL, 30.6% 6001 TL and over.

Table 3. The Classification of the Requirements According to Kano Model

		Frequency		
		1	2	3
1	Traditional features based original architecture	A(70)	O(20)	M(11)
2	Winter city brand based architecture	I(70)	O(11)	A(10)
3	Historical Architecture (Seljuk Empire)	A(75)	I(16)	O(5)
4	Modern Architecture and Historical Architectural Integration	A(70)	O(15)	I(11)
5	Infrastructure Architecture	M(65)	O(36)	--
6	Use of Color in Sports	I(91)	O(5)	R(5)
7	The Use of Historical and Cultural People Symbol	A(80)	I(11)	O(5)
8	The use of double-headed eagle symbol	M(65)	O(21)	I(10)
9	Use of the symbol Geopolitical History Location (Silk Road)	R(65)	M(11)	A(10)
10	Use of The Symbol Strategic Role in the History of City (Erzurum Congress)	M(70)	O(15)	I(11)

To the results of frequency analysis carried out to determine the frequency of repetition, 10 out of 2 requirements were identified as indifferent requirements, 4 as attractive requirements, 3 as must be requirements and 1 as reverse requirement.

Following the first classification according to the most

In Table.2, the level of attention of the respondents with skiing are displayed. 80.1% of respondents were amateur, 5% were don't interest.

Table 2. Types of Respondents Towards Sky Behaviors

Status	Frequency	Percent
Professional	5	5.0
Amateur	81	80.1
I interest, but I don't	10	9.9
I don't interest	5	5.0

Kano Model Application

Frequency analysis was conducted in order to determine in which group the demands/requirements of respondents in the research. The most repeated requirement group for every requirement/demand is shown in Table 3.

frequently repeated responses, customer satisfaction coefficients were computed in order to determine the variables that were closer to must be/basic requirements and expected/one dimensional requirements. The formulas related to the computation of customer satisfaction coefficients were shown in Table 4 and Table 5.

Table 4. Calculation of Customer's Satisfaction Coefficients (CSC)

Customer's Satisfaction	$\frac{A + O}{A + O + I + M}$
Customer's Dissatisfaction	$\frac{O + M}{(-1) * (A + O + I + M)}$

Table 5. Total Customer's Satisfaction Coefficients (CSC)

Total CSC	$\frac{A + O}{A + O + I + M} + \frac{O + M}{(-1) * (A + O + I + M)} = \frac{A - M}{(A + O + I + M)}$
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By calculating the customer satisfaction coefficients, the variables with the negative coefficients have been identified in Table 6 as those requirements which are closer to one-dimensional requirements.

Table 6. The Requirements Which Are Closer to The Classification of One-Dimensional Requirements

	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total Customer's Satisfaction
5	M(65)	0,36	-1,00	-0,64
8	M(65)	0,26	-0,85	-0,59
10	M(70)	0,20	-0,84	-0,64

According to the results, the requirements identified as infrastructure architecture, the use of double-headed eagle symbol, use of the symbol strategic role in the history of city (Erzurum Congress etc.) were found to be closer to the classification of basic/expected requirements.

Table 7. Closer to Reverse Requirements

	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total Customer's Satisfaction
9	R(65)	0.15	-0.16	-0.01

As table 7, use of the symbol Geopolitical History Location (Silk Road) has been found out as closer to reverse requirements (Table 7). The variables the customer satisfaction coefficients of which were found positive and over 0.10 are accepted as the variables, which are closer to attractive requirements. These variables were shown in Table 8.

Table 8. Attractive Requirements

	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total Customer's Satisfaction
1	A(70)	0,89	-0,32	0,57
3	A(75)	0,88	-0,06	0,82
4	A(70)	0,89	-0,16	0,73
7	A(80)	0,84	-0,10	0,74

According to the results, the following requirements were classified as being closer to attractive requirements: Traditional features based original architecture, Historical Architecture (Seljuk Empire), Modern Architecture and Historical Architectural Integration, The Use of Historical and Cultural People Symbol.

Table 9. The Requirements Which Are Closer Both to Attractive Requirements and to One-Dimensional Requirements

	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total Customer's Satisfaction
2	I(70)	0,20	-0,11	0,09

The variables in this group show concern for both exciting requirements and basic/expected requirements. According to the results, Winter city brand based architecture is requirement included in this group. The x and y values obtained as a result of the transformation process carried out according to the Kano's transformation table was shown in Table 10 and 11. A transformation was applied to the requirements closer to basic/must be classification and expected/one dimensional requirements the importance levels of which were over 4.

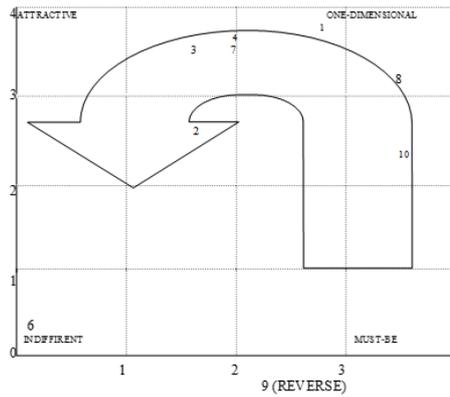
Table 10. Transformation Table

	I like	Must-be	Neutral	I live with	Dislike
Functional	4	2	0	-1	-2
Dysfunctional	-2	-1	0	2	4

Table 11. The x and Y Values of the Levels of Importance of the Requirements

	y Value	x Value	Importance Level	Standard Deviation
1	3,78	2,61	4,29	0,46
2	2,62	1,67	4,30	0,46
3	3,42	1,68	4,14	0,49
4	3,78	2,00	2,86	1,24
5	1,71	4,00	5,0	0,00
6	0,05	0,10	2,25	0,77
7	3,47	1,99	3,93	0,69
8	2,51	3,46	4,15	0,48
9	-0,18	2,02	2,97	1,33
10	2,28	3,56	4,73	0,46

According to the results obtained from the study, the customer requirements with an importance level of over 4.50 were as follow: Use of The Symbol Strategic Role in the History of City (Erzurum Congress). The position of the requirements according to “x” and “y” values were shown in Figure 3.

**Figure 3.** The positions of the requirements according to “x” and “y” values**Table 12.** Quality Index

Features		Importance Level	Satisfaction		Quality Index
			Our City Erzurum	Competitor' City Karlovy Vary	
1	Traditional features based original architecture	4,29	2,29	4,50	-2,21
2	Winter city brand based architecture	4,30	1,54	4,45	-2,91
3	Historical Architecture (Seljuk Empire)	4,14	1,99	4,34	-2,35
4	Modern Architecture and Historical Architectural Integration	2,86	2,01	4,42	-2,41
5	Infrastructure Architecture	5,00	2,04	4,00	-1,96
6	Use of Color in Sports	2,25	3,43	3,30	0,13
7	The Use of Historical and Cultural People Symbol	3,93	2,49	4,25	-1,76
8	The use of double-headed eagle symbol	4,15	2,94	3,50	-0,56
9	Use of the symbol Geopolitical History Location (Silk Road)	2,97	1,99	2,00	0,1
10	Use of The Symbol Strategic Role in the History of City (Erzurum Congress)	4,73	2,21	2,00	0,21
Total			2,30	3,68	-13,72

Mean general attitudes of the respondents towards Erzurum city' architecture for test-purposes were found to be 2.30. Mean attitude of respondents towards Karlovy Vary city' architecture was found to be 3.68. When the Erzurum were compared to Karlovy Vary, the sum of quality index was -13.72 scores lower.

When quality index values were considered, the features identified as use of color in sports, use of the symbol geopolitical history location (silk road), use of the symbol strategic role in the history of city (Erzurum Congress etc) were the positively distinguished ones. The features others variables were the negatively distinguished ones.

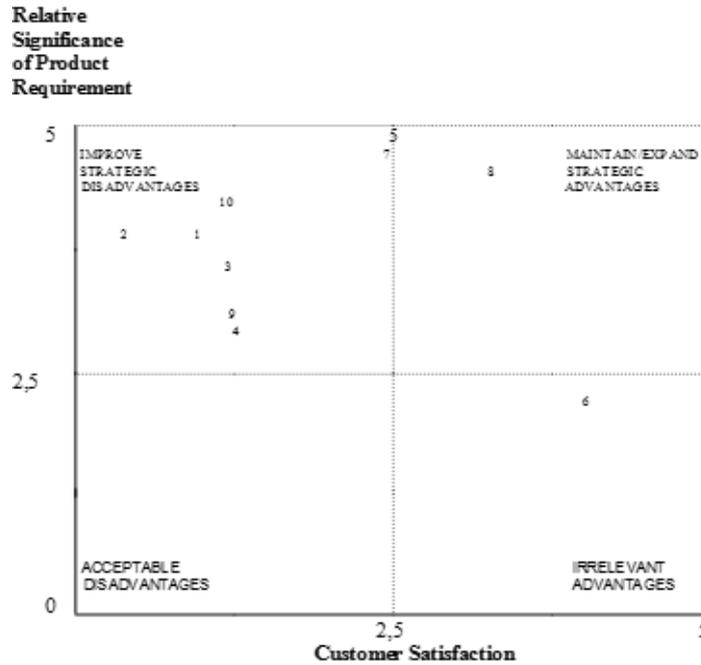


Figure 4. Quality Index

When the features belonging to city architecture were considered in terms of relative significance of city architecture requirement and consumer satisfaction, it was determined that The use of double-headed eagle symbol expand strategic advantage, Use of Color in Sports irrelevant advantages. All the other features improve strategic disadvantages. No feature in the study took place among acceptable disadvantages.

RESULTS AND SUGGESTIONS

In many countries of the world, architectures of branded cities are of capital importance besides their historical and cultural characteristics. There are structures which became integrated with the identity of the cities. The Eiffel Tower in Paris, the Statue of Liberty in New York, the Pisa Tower in Rome, the Jesus Sculpture in Rio De Janerio, the terraced city architecture in Karlovy Vary and the use of white color in architecture in Bodrum can be given as examples. In this research, it was tried to determine the prominent elements of the architecture of Erzurum in its branding as a winter city. In the light of the data gathered, the suggestions below were developed by making a comparison with Karlovy Vary. The infrastructure services of the city in architectural structuring take place in must-be necessities. Expert groups who participated in the research stated that before architectural structuring, it is really important to improve the infrastructure of the city. In the study, the only variable that comes out as a must-be is infrastructure services. Therefore, local authorities need to complete transportation, communication, energy, heating, water and sewage services for the infrastructure of the city. That Karlovy Vary, which was taken as a model city in the study, positioned all its architecture considering the natural structure, transportation and climate condition can be regarded as significant guides.

In the research, the highlight of traditional characteristics, double-headed eagle symbol, and Erzurum congress in the architecture of the city take place in expected/one dimensional requirements category. Thus, it can be seen that these three historical values of the city should be taken into consideration for architectural structuring. Non-use of aforementioned elements will cause dissatisfaction because of the quality of expected requirements group. In the comparison of similar elements in Karlovy Vary, it was seen that the city gave weight to symbols in its architecture which played an important role in the identity of the city.

It was seen that the respondents were indifferent (neutral) towards the use of blue-white in architecture which represent the city, especially in sports. This variable takes place in indifferent requirements category. The use or non-use of it does not have big importance in terms of satisfaction.

Historical Architecture (Seljuk Empire), Winter City Brand-Based Architecture, Modern Architecture and Historical Architectural Integration, the Use of the Symbol of Historical and Cultural People variables take place in attractive requirements group. Although it doesn't have a primary importance, it was determined that if used in architecture, it will provide high satisfaction. When compared with Karlovy Vary, historical characters like Atatürk and Dostoyevsky, the integration of historical texture and modern architecture, and an appropriate architecture for a thermal city were encountered variables. That similar variables were considered as attractive requirements for Erzurum as well as an expected result. Thus, these variables play a critical role for Erzurum to have a unique architecture that is special to its own structure.

The variable of the use of Geopolitical Historical Location (Silk Road) symbol take place in reverse requirements category. It was seen that the respondents were in conflict with respect to emphasizing the historical background of

Erzurum which had a strategic position on Silk Road. It is thought that the reason behind this stems from lack of awareness since this fact is not emphasized in Erzurum. Therefore, this variable was ignored.

In the research, the present situation of Karlovy Vary and Erzurum was compared and the quality index was calculated. According to the result, the elements of Color Use in Sports and the Use of the Symbol of Strategic Role in the History of the City (Erzurum Congress) in the present architecture of the city were found to be positive (ahead) with a slight difference compared to the similar elements of Karlovy Vary. However, the architecture of Karlovy Vary was found to be at a higher level in all other variables with important differences. Thus, it can be said that Erzurum needs a significant architectural structuring on which historical, cultural and natural characteristics will be emphasized in order to come to the forefront with its winter city identity. First infrastructure services should be completed. Together with the natural winter city structure of the city, historical and cultural values of the city should be highlighted in architecture. It is really important to make historical and cultural stories for each structure like Karlovy Vary, and symbolize these structures with historical characters and opinion leaders (Atatürk, Kazım Karabekir, Nene Hatun, Sümmani Baba, İbrahim Hakkı etc.). In the analyses regarding Karlovy Vary, it was determined that architectural structuring elaborated especially with these elements plays a very significant role in city branding. It is obvious that, an architectural structure which is integrated with the cultural and historical wealth of the city besides its winter city characteristic will form a unique identity in Erzurum, and help the city in becoming attractive in terms of tourism like it does in similar cities around the world.

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