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# The Determination of City Marketing Strategies with SWOT Analysis: A Case Study of Uşak Province

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## Abstract

The purpose of this study is to determine the current situation of city marketing of Uşak province and to determine the advantages and disadvantages of Uşak province related to the city marketing. It is also aimed to determine the goals and strategies of the Uşak province within the scope of city marketing. The SWOT analysis in the study attempted to determine the strengths and weaknesses, opportunities and threats of the Uşak province. In the study, academicians, local managers, and marketing specialists have been interviewed and have been made the SWOT analysis of the city. As a result of the SWOT analysis, a number of solution proposals that are thought to be effective for city marketing of Uşak province have been presented. Some of the suggestions of this work are effectively introducing Ulubey canyons, Banaz geothermal resources and Karun treasures, use of social media and other promotional organs.

**Keywords:** City Marketing, Strategy, SWOT Analysis, Uşak Province.

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## 1. INTRODUCTION

Human needs and wants have been changing due to the impact of economic, cultural developments and globalization in recent years. Depending on this situation, the borders between countries are being lifted and the circulation of people between countries is becoming easier. As a result of this situation, countries and cities have entered a race to attract more tourists and investors. As a result of this race, cities have gained more importance in the economic and cultural developments of the countries. This intense competition in cities has revealed concepts such as city marketing and city branding. These concepts, which first appeared in the 1970s, are still being discussed in the literature and contribute to the development of strategies for cities to fight against their competitors. There are historical and cultural values that every city can use for marketing. These values, which cities have, need to be marketed with a holistic view (Gümüş, 2016: 300).

They now use marketing in cities to use their resources more effectively, create livable spaces, and turn them into centers of attraction. Being marketable for the city means increasing the number of visitors to the city, encouraging investment demands and finding solutions to the problems of residents in the city (Deffner et al., 2005: 1; Altunbaş, 2007: 156).

Nowadays marketing understanding a sole destination of a single country is now left to the understanding of marketing of regions and cities and in this case countries have an important





place in marketing strategy in terms of tourism. Therefore, the marketing of cities within the scope of destination marketing constitutes a subject which needs to be examined in detail in important and different directions (Giritlioğlu and Avçıkurt, 2010: 76).

In this study, it has been aimed to determine advantages and disadvantages of city marketing of Uşak. As a result of the SWOT Analysis, the strengths, weaknesses, threats and opportunities related to city marketing of Uşak have been determined. In the second part of the study, information on marketing and city marketing has been given. In the third part, information about the method and scope of the research has been given. In the fourth chapter, the findings of the analysis have been presented. The study is completed with the conclusion, which is the fifth and final part.

## **2. CITY MARKETING**

The concept of city marketing is generally expressed as the adaptation of traditional marketing model to city marketing. City marketing is defined as efforts to show a city like you and why you like it to others. In the other words, it is defined as a collection of efforts to increase the economic and social functions of the city in the direction of the demands of the target groups and to increase the attractiveness of the city (Gümüş, 2016: 301).

Tourist marketing of cities is an activity that causes economic, political and social changes in a city and develops in the operational environments of cities. Today, with city marketing, cities are rapidly increasing their attractiveness, making their mobile resources and their investments a source of attraction for visitors and visitors (Giritlioğlu and Avçıkurt, 2010: 76-77).

City marketing is the promotion of the city as a whole by using marketing methods and approaches and increasing the preference of the target audience (Akçi ve Uluişik, 2016: 355). City is the city itself with all its features that will be the subject of marketing in city marketing. The main purpose here is to create a new value increase in the city and ultimately to increase the city's level of prosperity. That is why the subject is actually "human" in city marketing. Thereupon, city marketing tries to increase preference of people by making it a center of city attraction. The way to do this is to be a brand (Kestane, Ateş and Kestane, 2017: 284).

It is possible to find out many studies have been made on city marketing in the literature (Kavaratzis and Ashworth, 2005; Altunbaş, 2007; Özdemir and Karaca, 2009; Giritlioğlu and Avçıkurt, 2010; Gülmez, Babür and Yirik, 2012; Yılmaz, Karaman and Karaman, 2013; Zhou and Wang, 2014; Cop and Akpınar, 2014; Gümüş, 2016; Gril, Galkin and Bibik, 2016; Kestane, Ateş and Kestane, 2017).

It is possible to find out a number of studies where the SWOT analysis is used for different purposes (Güngör and Arslan, 2004; Yumuk and İnan, 2005; Paliwal, 2006; Nikolaou and Evangelinos, 2010; Ommani, 2011; Savran and Demirbaş, 2012; Aröz and Yıldırım, 2012; Rimmer et al., 2013; Vladi, 2014; Özan, et al., 2015; Çelik, 2016; Seki and Biler, 2016; Bozkurt and Altuntaş, 2017; Acar, Avcı and Erat, 2017).

## **3. METHOD**

A SWOT analysis has been conducted to determine the advantages and disadvantages of city marketing in Uşak in line with the aim of the study. Uşak province constitutes the scope of the research. The SWOT analysis has been conducted using interviews with experts (academician,





local managers and people with marketing knowledge) and secondary sources. SWOT analysis is a widely used method.

SWOT analysis is a method used to analyze the internal state of any organization or business and the external factors that affect it. SWOT analysis helps the business to determine the strategy taking into account the internal and external factors of it (İnan, 2008: 22; Çoban ve Karakaya, 2010; 347). As a result of SWOT analysis, organizations have the ability to analyze both their current situation and their potential future situation (Toksoy, Yenigün and Şen, 2009: 12-18).

In this study, the advantages and disadvantages of the SWOT analysis have been determined and some suggestions have been developed. SWOT analysis has useful information in determining the strategies needed for cities to effectively reach their marketing goals.

## 4. FINDINGS

SWOT analysis for determining marketing strategy of Uşak province has been given in four main section; strengths, weaknesses, opportunities and threats.

### 4.1. Strengths

- A sugar factory in Uşak,
- The fact that the center of the province is small and massive,
- Uşak university in the city,
- Government grants and incentives,
- Uşak is close to cities in the Aegean region,
- Agricultural areas in the city,
- 3 organized industrial zones of the city,
- Historical Uşak's rugs,
- Recognition of Usak blanket worldwide,
- Finding rich medicinal and aromatic plants in natural environment,
- To find suitable areas for cultural tourism,

### 4.2. Weaknesses

- Inadequacy of accommodation centers,
- Errors made in city planning,
- Incorrect urban transformation,
- Inadequate infrastructure,
- Inadequacy of the attraction center,
- The low income level of the people,
- Destruction of forests and agricultural lands,
- Inadequacy of social and cultural activities,
- Lack of marketing, branding and promotion,
- Continuation of migration from rural areas to the city,

### 4.3. Opportunities

- Areas far from the city center are suitable for organic farming,
- Public relations and publicity departments at Usak University,
- Contributing to the promotion of the city by universities and other institutions,
- Karun treasures in Uşak,



- Geothermal water resources in the Banaz district,
- The fact that Uşak is close to Murat Mountain,
- Local delicacies, especially the “ Tarhana” unique to Usak,
- Usak is the recycling textile product center,
- Diversity of animal and agricultural products,
- Ulubey canyons are the world's second largest canyon,

#### 4.4. Threats

- Threatening the environment of the organized industrial zone wastes located in the city center,
- Air pollution due to non-use of the environmental road,
- High air pollution,
- Widespread use of agricultural pesticides,
- Global and economic risks,
- Possible terrorist incidents throughout the country,
- Natural disasters,
- Increase in the inflation,
- Increased levels of unemployment,
- Increase in crime rates,
- Worldwide political problems,
- Inadequacy of alternative energy sources,
- International migration,
- Local actors do not pay enough attention to tourism,
- Insufficient budget for city marketing and promotion,

#### 5. CONCLUSION

SWOT analysis in the study has two important benefits. The first is that the current situation of Uşak province has been determined. The second is to make a prediction about how the situation of Uşak will be in the future and to make some suggestions. As a result of the SWOT analysis, the solution suggested to be effective for city marketing of Uşak is given below.

- In order to reduce air pollution in the city center, it is necessary to use alternative energy sources, to use public transportation vehicles, to activate waste and environmental management policies and to educate people about environmental awareness.
- It is necessary for the local administrators to cooperate with the university and other institutions in promoting and marketing and organizing alternative tourism activities.
- Trainings should be organized for the public to gain entrepreneurship and job skills.
- The development of cooperation with people living abroad and the organization of national and international festivals are required.
- The need for financing for city marketing needs to be met by providing projects to national and international grant institutions.
- Businesses operating for the marketing of the city should be supported.
- The number and quality of the accommodation businesses need to be increased.
- Cultural and social activities must be carried out in rural areas to prevent migration and services in the city center must be delivered to the villages.
- There must be some positive discrimination for the people living in the villages.
- Radio, TV and newspapers in the region should be able to make city marketing more effective.
- It is necessary to be used the social media more effectively.



- Active use of the environment road must be ensured,
- The use of pesticides should be controlled.
- Ulubey canyon and Banaz geothermal water resources should be effectively marketed and promoted worldwide.
- Making the promotion of Karun treasure more is needed.
- Increase of green areas, increase of the number of parks is required.
- Cinema, shopping center and other social facilities need to be increased.
- Departments related to tourism should be opened in the university,
- The city must be introduced by performing interviews with famous artists, athletes and academicians.
- It is necessary to examining marketing strategies applied in world famous cities such as London, Paris, Prague and apply them in Uşak.
- Environment and waste management activities need to be realized more effectively.

There are a limited number of studies conducted on SWOT analysis of Uşak province in the literature. This study on SWOT analysis of Uşak city marketing differs from other studies in this respect. This study may be a guide for future research on this subject. SWOT analysis of the districts or other regions in the future can be considered as another work issue.

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