



SUSTAINABLE TOURISM STRATEGY TO POSITION ISTANBUL'S HISTORIC PENINSULA AS A WORLD-CLASS DESTINATION



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SPECIAL THANK YOU

Eminonu Municipality
Ministry of Culture and Tourism
Istanbul Chamber of Commerce
Armada Hotel
Sirkeci Group Hotels
Yasmak Sultan Hotel
UNWTO

VIP Tourism
TUREB
TURSAB
TUROB
Istanbul Foundation of Culture and Arts
Ciragan Palace Kempinski Hotel

LIST OF ACRONYMS

<A #>	Appendix #
BU	Bogazici University
ECOC	European Capital of Culture
EU-MED PACT Program	Local Authorities Partnership Programme in the Mediterranean
GWU	The George Washington University
ICCROM	International Centre for the Study of the Preservation and Restoration of Cultural Property
ICOMOS	International Council on Monuments and Sites
ICT	Information and Communication Technology
IDO	Istanbul Seabuses and Fast Ferries Inc.
IETT	General Directorate of Istanbul Electric, Tram, and Tunnel Establishments
IKSV	Istanbul Culture and Arts Foundation
MCT	Ministry of Culture and Tourism
NGO	Non-governmental organization
SERVQUAL	Service Quality Framework
SWOT	Strengths, Weaknesses, Opportunities, Threats
TTCI	The Travel and Tourism Competitiveness Index
TUREB	Federation of Tourist Guide Associations
TUOB	Touristic Hotels Association
TURSAB	Association of Turkish Travel Agencies
UNESCO	United Nations Educational, Scientific, and Cultural Organization
UNWTO	United Nations World Tourism Organization
WHC	UNESCO World Heritage Centre
YTL	Turkish Lira
TYD	Tourism Investors' Association

This publication presents a concise overview of the findings, analysis and recommendations of the GW/BU consulting team. Detailed documentation and supporting materials are available in the comprehensive set of appendices. This marking : **<A #>** used throughout the report, indicates sections covered in detail in the appendices. If you are viewing this report on a computer with internet access, click the **<A #>** to be directed to respective sections of the appendix.

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EXECUTIVE SUMMARY

This report provides a strategic plan to develop sustainable tourism in the historic peninsula of Istanbul and elevate the area to a world-class cultural-heritage tourism destination. The timing of this report is critical. Istanbul's historic areas may be at risk of being placed on United Nations Educational, Scientific, and Cultural Organization's (UNESCO) World Heritage in Danger List and the government is required to complete a World Heritage Management Plan by February 2008. At the same time, Istanbul will have the opportunity to promote its cultural heritage as a European Capital of Culture (ECOC) in 2010. This report provides strategies to form the foundation for the tourism management and visitor interpretation component of the required UNESCO report, as well as recommendations to enhance the visibility of Istanbul 2010.

In June 2007, a consulting group of sixteen students from The George Washington University (GWU) began collaboration with twelve students from Bogazici University (BU) to assess current tourism activities in Istanbul's historic peninsula in order to provide recommendations for future sustainable tourism development that enhances residents' quality of life, preserves the region's authentic fabric while safeguarding the unique historical and cultural assets.

The primary challenges faced by Istanbul's historic peninsula are visitor management, conservation of important historical and cultural resources, and weak public-private partnerships. Based on preliminary research and fieldwork, the consulting team proposes 18 priority actions, as well as additional recommendations framed according to the Tourism Congestion Management at Natural and Cultural Sites manual developed by the United Nations World Tourism Organization (UNWTO). Additionally, the creation of a Historic Peninsula Tourism Leadership Initiative is proposed as an implementation plan to link public and private tourism stakeholders in a forum that champions change in the community, and implements, evaluates and measures the success of the proposed action plans and recommendations.

By instituting the recommendations proposed in this report, the historic peninsula of Istanbul will preserve what makes its residents proud and elevate the area to a world-class cultural-heritage destination sought by visitors around the world.

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PURPOSE

Istanbul, Turkey, once known as the capital of capital cities, is one of the world's most fascinating cities. It is the only city in the world to straddle two continents, and the only city to serve as the capital during two successive empires: Roman and Ottoman. Istanbul has the perfect geographical location, cultural and natural resources for tourism, and it is easy to understand why international visitors are drawn to witness the colliding of cultures in the "center of the world." Today, Istanbul's challenge lies in its ability to embrace the increase in visitors with the preservation of its ancient mosques, palaces, and museums and the conservation of its surrounding natural beauty.

In 1985, sites on the historic peninsula of Istanbul were placed on UNESCO's World Heritage List in order to protect the unique cultural and historical assets spanning over 2700 years. Due to Turkey and Istanbul's rise in tourism popularity, the sites of the historic peninsula are experiencing increased pressures from the growing numbers of visitors, and are now at risk of being on UNESCO's World Heritage in Danger List. Istanbul is at a critical juncture as it faces the need to apply more sustainable approaches to the management of tourism and has a great opportunity to strengthen its image as a world-class cultural heritage destination by capitalizing on events like Istanbul 2010.

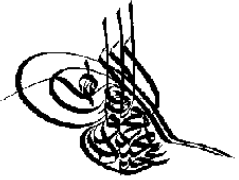
A joint consulting team, composed of students from GWU and BU, collaborated for an intensive consulting assignment in June 2007 to formulate a set of strategic guidelines that promote sustainable tourism in Istanbul's historic peninsula and elevate the city to a world class cultural-heritage tourism destination. The consulting assignment is part of the UNWTO TedQual Volunteers' Program. The primary objectives of the project were to:

- Create a common vision to assure the sustainability of Istanbul's historic peninsula
- Institute ideas that promote sustainable development and conservation on the historic peninsula
- Prioritize actions and create a sustainable management plan in preparation for the 2008 UNESCO deadline
- Outline implementation actions for Istanbul 2010 event

METHODOLOGY



PROJECT STAKEHOLDERS



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Petek Goker, Sirkeci Hotel Group

Kasim Zoto, Armada Hotel

Fuat Inci, Eminonu Municipality

Irfan Atalay, Greater Istanbul Municipality

Ismail Tasdemir, TUROB - Touristic Hotel Association

Riza Epikmen, TURSAB – Association of Turkish Travel Agencies

Serif Yenen, TUREB – Federation of Tourist Guide Associations

Mehmet Akkaya, IETT Eminonu Chief Manager

Rusen Baltaci, Cemberlitas Turkish Bath

Nilgun Oren, Istanbul 2010.org

Ayşe Erdoğan, Topkapi Palace Museum

Mehmet Ata Tansug, Armada Hotel

SITUATION ANALYSIS



WORLD HERITAGE MANAGEMENT PLAN

In 1985, the historic areas of Istanbul were added to the UNESCO World Heritage List of cultural sites. The chosen sites include: the Archaeological Park, the Suleymaniye Complex and its associated conservation area, the Zeyrek Mosque and its associated conservation area, and the Theodosian Land Walls. In recent years these and other valuable sites have been threatened by increased visitor flows and inadequate preservation efforts. A recent report prepared by a UNESCO team indicates that the historic areas of Istanbul may be placed on the World Heritage in Danger List if responsible agencies do not immediately demonstrate improved preservation efforts. Threats to the endangered World Heritage sites are both natural and man-induced, including inappropriate urban development, conservation activities violating international preservation standards, poor visitor flow management, and earthquakes, among others. In conjunction with ICOMOS, UNESCO recommended a set of corrective actions, including the development of a World Heritage Management Plan that should be implemented through a World Heritage Conservation Unit.

The UNESCO World Heritage status is associated with great benefits, such as pronounced worldwide visibility and access to specialized funds. Potential inclusion on the World Heritage in Danger List would jeopardize these benefits and would negatively impact Istanbul's image and the perceived value of its heritage sites both for local residents and visitors. Some of the recommendations proposed later in this report provide actionable ideas on how to address the threats identified by the UNESCO team.

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ISTANBUL 2010

Designed to "contribute to bringing the peoples of Europe together," the ECOC initiative was launched by the European Council of Ministers in 1985. Based on Istanbul's rich cultural heritage, and its well-stated interest in promoting culture among local residents and international visitors, the city was selected as one of the three ECOCs for 2010. This designation requires the city to plan and implement a program of events highlighting its cultural heritage for an entire year, and creates a unique opportunity for Istanbul to strengthen and promote its image of a world-class cultural heritage tourism destination. The preparations and events for Istanbul 2010 are an opportunity not only to attract more local and international visitors, but to mobilize the pride and support of local stakeholders, including artistic and creative circles, cultural organizations and institutions, educational entities and the general public. Other benefits include attracting new investments, improvement of infrastructure, and strengthening of networks and partnerships. Local stakeholders need to immediately begin planning and promoting Istanbul 2010 activities, in order to conduct a successful ECOC program with sustained benefits. This report proposes specific actions that can help generate public awareness and support, enhance promotion, and utilize alternative sources of funding in support of Istanbul 2010 events.

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SITUATION ANALYSIS

COMPETITIVE ANALYSIS

The Travel and Tourism Competitiveness Index (TTCI), recently published by the World Economic Forum, ranks Turkey 52nd among 124 countries. TTCI rankings are based on analysis of the relevant regulatory framework, business environment, and human, cultural and natural resources. In terms of tourism product and target markets, Turkey competes with other similar Mediterranean destinations. In this context, Istanbul is frequently viewed as a gateway to sun and sea destinations, attracting visitors for an average length of 2.3 days compared to the average of 6 – 7 days for coastal destinations. However, Istanbul is also ranked among the top city destinations in Europe and the world. Leading travel publications include Istanbul in their lists for Top Ten European City destinations, safest cities in Europe and top global destinations. The richness and vibrancy of the local culture, the combination of modernity and elements of ancient histories, the unique location spanning over two continents, and the praised local cuisine are all elements of Istanbul's great competitive advantage. Recommendations introduced later in this report focus on ways Istanbul can capitalize on its unique resources and improve its competitiveness on the global tourism map. <A IVc>

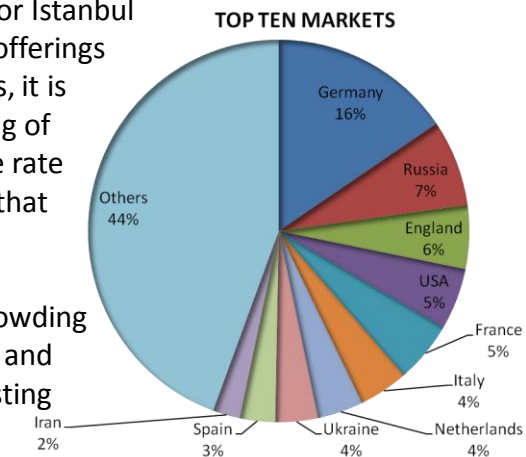
CURRENT VISITOR ANALYSIS

The current visitor analysis for Istanbul indicates an impressive growth in arrival numbers. Between 2000 and 2006 the number of international visitors to Istanbul has increased by 228%. Most visitors (89%) arriving to Istanbul are from European countries. The increasing penetration of low-cost airlines as well as cruise ships contribute to the growing arrival numbers. However, growing arrival numbers do not necessarily indicate increased benefits from tourism.

Given the short average length of stay for Istanbul (2.3 days) and limited tourism product offerings

targeting the different market segments, it is highly unlikely that the average spending of visitors has been increasing at the same rate as the number of arrivals. Data reveals that the numbers of visitors in museums throughout the city have not changed significantly in recent years. The overcrowding of a small number of tourist attractions and the limited visitation at many other existing or potential tourist sites indicate that there are opportunities for

increased length of stay and expenditures of current visitors. The small number of domestic visitors to heritage sites and tourist attractions show potential for growth within the domestic market as well. These facts indicate that improved market segmentation, enhanced marketing, better tourism product development and other techniques discussed later in the report can ensure sustainable growth of tourism in Istanbul and improved benefits for local businesses and communities. <A IVd>



SWOT ANALYSIS

HISTORIC AREAS OF ISTANBUL

STRENGTHS

- ◉ Increasing popularity of Istanbul as a tourism destination
- ◉ Diversity of cultural heritage tourism resources
- ◉ Stakeholder interest in improving the tourism product
- ◉ Hospitable resident population
- ◉ Extensive public transportation infrastructure
- ◉ Established tourism associations and networks (TUROB, TUREB)

WEAKNESSES

- ◉ Lack of a comprehensive heritage tourism management plan
- ◉ Congestion of automotive vehicles and pedestrian traffic
- ◉ Inconsistent coordination between public and private sectors
- ◉ Underdeveloped use of internet as marketing channel
- ◉ Lack of a clear, consistent approach to visitor interpretation
- ◉ Insufficient packaging of available tourism products

OPPORTUNITIES

- ◉ Support from UNESCO/ICOMOS
- ◉ Designation of ECOC for 2010
- ◉ Increasing demand for heritage tourism
- ◉ Increased market reach due to larger number of Internet users
- ◉ New public transportation initiatives
- ◉ ECOC designation may be used as a catalyst to generate new approaches to decision-making, planning and development

THREATS

- ◉ UNESCO Endangered List
- ◉ Increasingly competitive cultural tourism marketplace
- ◉ Historic buildings highly susceptible to vibrations from earthquakes, musical events, and mass transportation
- ◉ Negative safety perceptions of Turkey



VISION



POINTS OF PRIDE: *SHARING A VISION*

During a Strategy and Vision session held on 25 June 2007 the consulting team asked stakeholders to present their vision about the near future by sharing what aspects of the historic peninsula would make them proud five-years from now (in 2011). The responses related to improved sustainability and better preservation practices, modernization of attractions and enhancement of the visitor experience.

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A vision statement gives a broad, aspirational image of the future that an organization is aiming to achieve. Based on feedback from stakeholders and the consulting team's analysis of the current situation, a comprehensive five-year vision statement was formulated. This vision should guide stakeholders as they proceed to develop and implement successful sustainable tourism policies that will elevate Istanbul to a world-class cultural heritage tourism destination.

"By 2012, the historic peninsula of Istanbul will achieve improved local public and private partnerships that drive the historic peninsula of Istanbul to be a world-class cultural heritage tourism destination that promotes sustainable tourism, enhances the residents' quality of life, and preserves the authentic fabric and unique historical and cultural assets of an area sustained by high-quality service, practical infrastructure, efficient transportation, effective cultural/historical management plans, and innovative marketing."

SUCCESS INDICATORS

UNWTO recommends a series of indicators that can be used to monitor economical, socio-cultural and environmental impacts of tourism activities. Participants at the Vision and Strategy session on 25 June 2007 were asked to rank what they felt were the most important indicators in each category. The participants chose improved local employment opportunities and improved community income as their top two ranked indicators for economic impact. Maintained participation in tourism development and management and tourism as a catalyst for social or cultural change were chosen as the top two ranked indicators for socio-cultural impact, respectively. Finally, participants chose protection of critical ecosystems and improved quality of drinking water as their top two ranked indicators for environmental impact, respectively. This illustrates that the majority of stakeholders in the historic peninsula feel that these six indicators should be used to define their success toward sustainable tourism development and management in the area. All tourism actions undertaken in the historic peninsula should strive to achieve these six impacts at a minimum.

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FINDINGS and RECOMMENDATIONS

AN INTEGRATED APPROACH

Protection and conservation of cultural heritage sites are central goals underlying the recently presented by UNESCO report and will result in the long-term sustainability of the area. Visitor flow management is the primary method for reaching those goals. To effectively manage visitor flow, a destination needs to identify and involve stakeholders in all stages of the visitor experience. According to the framework proposed by UNWTO those stages are broken down by:

DEMAND MANAGEMENT

The businesses, individuals and systems that work to influence a potential visitor's decisions to travel to a particular destination.

Action Plan focus: Strategies for informing potential visitors about Istanbul and the experiences that it offers.

DESTINATION MANAGEMENT

The efforts that go into maximizing the visitor experience during their entire stay.

Action Plan focus: Strategies that help visitors to navigate the destination, be informed about options available for activities, entertainment and culture.

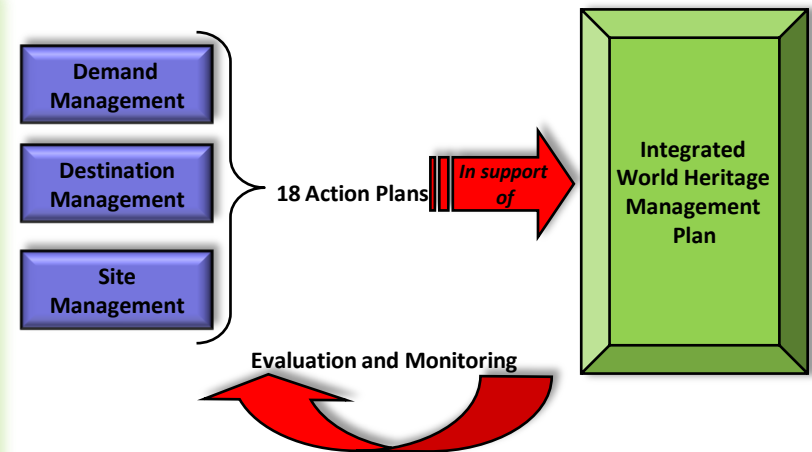
SITE MANAGEMENT

The work that goes into ensuring a high quality experience for the visitor at an individual attraction such as a museum, church or historical building.

Action Plan focus: Strategies that emphasize interpretation, service, and satisfaction of the visitor with a particular place.

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INTEGRATED APPROACH MODEL



ACTIONABLE RECOMMENDATIONS

In order to achieve the most effective impact on tourism practices while also enabling the historic peninsula of Istanbul to capitalize on the Istanbul 2010 event, the consulting team presents its recommendations in the form of a series of actionable plans. Each plan has underlying strategic goals that supports one of the three areas of the visitor experience as outlined in the UN WTO framework. The plans were prioritized to present ideas that are achievable in the near term. In the following pages, the high level goals, activities, costs and timelines are presented for each plan. Supporting detail and five-year financials can be found in the appendix.

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DEMAND MANAGEMENT

Demand management focuses on controlling the quantity and quality of visitors to a destination by influencing the decision of individual or group travelers in terms of travel timing, length of stay, and destination choice. Proper demand management strategies can reduce negative impacts on historic structures by diffusing the physical and environmental pressures associated with tourism congestion while spreading tourism revenues throughout the entire year.



DEMAND MANAGEMENT STAKEHOLDERS:

- Tourism promotion and marketing agencies
- Travel media and tourism guide publishers
- Natural and cultural heritage media
- Inbound and Outbound tour operators
- Travel agencies
- Internet (site and destination managers)

ACTION PLANS

Cultural Heritage Pride Program
Istanbul.com Website Optimization
Real Time Online Video
Best of Istanbul Photo Contest
National Contest – Redesign of Istanbul 2010 Website

CULTURAL HERITAGE PRIDE PROGRAM

The proposed Cultural Heritage Program is expected to impact the behavior and attitudes of local residents and tourists and is therefore classified as a demand management action. Currently, local residents of Istanbul seem to have a relatively low awareness of the cultural heritage of their city. The proposed Cultural Heritage Pride program will improve awareness and will instill pride in Istanbul's cultural heritage. This will help engage both local communities and visitors in preserving the cultural sites and traditional culture of Istanbul and its historic areas. The Cultural Heritage Pride program will include public education initiatives, local school projects, special events and others.

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GOALS	SUCCESS INDICATORS
Communication on the importance of cultural heritage among local communities	Increased knowledge and awareness of cultural heritage
Increased attendance at cultural events	Increased interest in the cultural heritage theme
Visitation of heritage sites throughout the year	Increased visitation numbers by domestic and international tourists

ACTIVITIES

Add heritage literature to existing and newly created brochures, signs, and websites targeting local public

Create committee to develop cultural festivals, special events, and performances

Develop cultural heritage curricula for local schools



Preliminary Total Cost: 180,000 YTL (1st year)

Possible Partners: Istanbul Metropolitan Municipality, MCT, IKSU, Les Arts Turcs, ICCROM, Ministry of National Education, TUREB, UNESCO, ADInteractive, History Foundation, Istanbul National Educational Management

Timeline: October 2007-December 2009

ISTANBUL.COM WEBSITE OPTIMIZATION

The proposed optimization of the Istanbul.com website is expected to impact the marketing and promotion of the historic peninsula and is therefore classified as a demand management action. Currently, Istanbul does not benefit from a single well-developed website that builds the image of the destination in a consistent and integrated manner. The proposed optimization of Istanbul.com will help capitalize on the growing popularity of the Internet as a destination marketing channel by enhancing the attractiveness and informational power of the current website. The Istanbul.com Website Optimization will include improvement of ability to search, enhancement of the design, and navigability, among others.

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GOALS	SUCCESS INDICATORS
Create one unifying website to promote tourism in Istanbul and the historic peninsula	Higher visitation and click rates
Position Istanbul as world-class cultural heritage destination	Positive feedback received through surveys
Strengthen internet traffic flow	No. 1 hit on search engine for Istanbul and historic peninsula

ACTIVITIES

Engage web-master to develop best web search strategy for making Istanbul.com the No. 1 hit in relevant searches

Improve website layout, design and navigability

Link third-party websites to Istanbul.com

Preliminary Total Cost: 31,000 YTL (5 years)

Possible Partners: MCT, Adinteractive, Yasmak Hotel marketing team, web design companies

Timeline: September 2007 - February 2008



“REAL-TIME” ONLINE VIDEO

The proposed Real-Life Online Video plan is expected to impact the perceptions and image of the historic peninsula and Istanbul and is therefore classified as a demand management action. The current perceptions of Turkey among potential international travelers to Istanbul are reserved and cautious due to the occasional negative media reports of security issues that have occurred in the past. The proposed installation of real-life video cameras will be an excellent way of showcasing the vibrancy of the historic peninsula and building positive perception and safe image among potential visitors. The Real-Life Video plan will include installation of real-time cameras at key areas throughout the historic peninsula, providing live feeds on Istanbul.com and other websites and others.

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GOALS	SUCCESS INDICATORS
Safe perception of Istanbul among visitors	Positive perceptions among potential visitors
Highlight real-time historical assets	Increased interest in monuments and sites
Increased tourism business opportunities for residents	Higher spending by visitors

Preliminary Total Cost: 21,780 YTL (5 years)

Possible Partners: Eminonu Municipality, Istanbul Metropolitan Authority, The MCT, police department, AdInteractive

Timeline: September 2007 - January 2008

ACTIVITIES

Select key areas for cameras and install them

Design a website window with the camera view

Obtain permission from local government authorities



BEST OF ISTANBUL PHOTO CONTEST

The “Best of Istanbul” Photo Contest is expected to enhance perceptions of Istanbul and the historic peninsula, as well as instill pride among local residents. It is therefore classified as a demand management action. Currently, Istanbul.com has a section dedicated to photographs taken by local residents as well as hotel postings, but the scope of photographs is not very wide and many of the images are of poor quality, which may detract from the overall image of Istanbul and its historic areas. The proposed photo contest will be an exciting opportunity to engage local residents and visitors in generating lively and diverse images that will raise awareness on the many sites and experiences that Istanbul can offer. The “Best of Istanbul” Photo Contest will include launching a communication campaign, establishing contest committee, engagement of corporate sponsors and others. **<A Vla>**

GOALS	SUCCESS INDICATORS
Portray an active and positive image of the historic peninsula	Favourable perception of the historic peninsula by tourists and increased hotel/tour bookings
Build the brand image and improve perceptions of the historic peninsula	Active local participation and media interest
Increase local pride in the historic peninsula and Istanbul through local participation	Improved perceptions among potential visitors

ACTIVITIES

- A photo contest lasting several months
- PR/advertising campaign to promote contest
- Implementation into website

Preliminary Total Cost: 14,050 YTL (5 years)

Possible Partners: Kodak, Nikon, Sony, Cannon, AdInteractive, Nokia

Timeline: August 2007 - January 2008



NATIONAL CONTEST

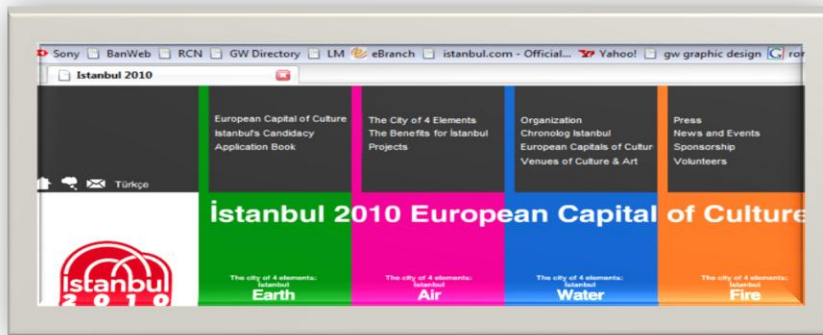
Re-design istanbul2010.org

The proposed National Contest "Redesign of Istanbul 2010 Website" is expected to raise awareness on Istanbul's designation as an ECOC in 2010 among residents and guests of the city, and is therefore classified as a demand management action. Currently, the preparations for this important event have attracted limited involvement among industry stakeholders and the public in general. The proposed contest will serve as a nation-wide campaign, raising the awareness on the importance of Istanbul's 2010 designation and will help generate creative ideas on using the Istanbul 2010 website to promote the important event among international audiences. The National Contest "Redesign of Istanbul 2010" Website will include nationwide promotion campaign, national public vote, themed special events and others. **<A Via>**

GOALS	SUCCESS INDICATORS
Increased regional and national community involvement	Increased partnerships with Turkish NGOs and community associations
Efficiently implemented major program with wide level participation on a limited budget	Increase of hits on revamped website
Cultural heritage conserved and protected	Increased positive responses to conserving historic sites from people

ACTIVITIES

- Launch promotion of the contest
- Hold national vote to determine the winner
- Publicize the contest through a four-month event featuring the four themes of Earth, Air, Water, and Fire



Preliminary Total Cost: 115,000 YTL (1st year)

Possible Partners: MCT, ECOC, radio and television stations, cell phone companies, event planners, web designers, community based organizations, volunteers

Timeline: September 2007-March 2008

DEMAND MANAGEMENT RECOMMENDATIONS

- Conduct market research to identify niche market segments and develop appropriate products to meet their needs
- Develop online interactive itinerary tool packaging to be offered via Istanbul.com
- Link Istanbul with tourist routes throughout Turkey and abroad via themed itineraries and specialty packages
- Benefit from the growing Scientific, Academic, Volunteer and Educational tourism market segment by offering relevant tourism products and packages
- Conduct a cost-benefit analysis of cruise-line tourism and develop relevant policies and regulations
- Integrate all online Istanbul tourism-related resources with Istanbul.com

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DESTINATION MANAGEMENT

UNWTO defines destinations as “places in which the visitor spends at least one overnight stay... and have physical and administrative boundaries defined by their regional context.” Destination management focuses on tourism-related activities within a particular geographical area. Destination management relies heavily on the coordination of various interests and the implementation of plans that affect a wide variety of stakeholders within a region. Public authorities are often responsible for task creation, though implementation may be diffused among NGO entities, the private sector, and the local community.



DESTINATION MANAGEMENT STAKEHOLDERS:

- Destination managers
- Local authorities
- Local tourism offices
- Outbound/Inbound tour operators
- Local tourism service suppliers
- The host community
- Transportation providers

ACTION PLANS

Istanbul 2010 Sponsorship and Merchandising Plan
Contest "Three Perfect Days in Istanbul"
Alternative Self-Guided Tour Routes
Tourist Transportation Guide
Signage Consistency
European Mobility Week 2008
Service Quality and Authenticity Certification
Program Training Opportunities for Employees
Customer Satisfaction Monitoring System

SPONSORSHIP and MERCHANDISING of ISTANBUL 2010



The Istanbul 2010 Sponsorship and Merchandising Plan is expected to engage a broader circle of stakeholders in the preparations for the Istanbul 2010 events and is therefore classified as a destination management action. Currently, the funding of Istanbul 2010 is entirely dependant on resources provided through the European Commission and on pending legislation. In addition, local stakeholders and private corporations are not aware of the importance of the 2010 event and are not engaged in its

**3 vakte kadar...
bir yolunuz var.**

daha önce tecrübe etmediğiniz kadar büyüklü,
farklılıkların yanyana keyifle yaşayabildiği,
pekçok uygarlığa ve kültüre evsahipliği yapmış,
bambaşka, uzak bir diyara...

preparations and promotion. The proposed sponsorship and merchandising program will allow the generation of additional funds and the engagement of a broader circle of stakeholders. The Istanbul 2010 Sponsorship and Merchandising will include a communication campaign, sponsorship campaign, engagement of local cultural institutions and others.

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GOALS	SUCCESS INDICATORS
International and local recognition of Istanbul as an ECOC	Increased number of visible promotional materials on local and international level
Engagement of a broader circle of local stakeholders	Increased number of tourist days spent in Eminonu
Increased funding sources and economic benefits	Increased share of total budget from private sources

ACTIVITIES
Design a communication strategy and marketing campaign
Launch a sponsorship campaign to identify private corporations interested in participating
Engage local museums and artists in creating a mobile Istanbul 2010 travelling exhibition to international tourism fairs in target markets

Preliminary Total Cost: 154,800 YTL (1st year)

Possible Partners: VISA, MasterCard, Mavi Jeans, Turkish Airlines, Turkcell, hotels

Timeline: September 2007 – February 2008

“Three Perfect Days in Istanbul” CONTEST

The "Three Perfect Days in Istanbul" contest is expected to generate new ideas to enhance the visitor experience at the destination level and is therefore classified as a destination management action. Currently, there is a lack of diversity in the nature of tourist itineraries; most guided tours include the few most popular attractions and are concentrated in the Sultanahmet area. This contributes to a very short average length of stay in Istanbul. The proposed contest will generate ideas for alternative itineraries, which engage tourists through deeper and more meaningful experiences and disperse visitors flow in and around the periphery of the historic peninsula. The Contest "Three Perfect Days in Istanbul" will include the forming of an organizing committee, contest for residents and tour operators, funded development of the winning itinerary and others.

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ThreePerfectDays

GOALS	SUCCESS INDICATORS
Increased local community involvement and pride for the historic peninsula	High number of residents participating in the contest
Increased interest among tour operators and guides for the promotion of alternative tourist routes	Increased number of alternative routes sold by tour operators
Increased awareness of Istanbul as a destination among potential visitors	Increased number of visitor arrivals and length of stay

ACTIVITIES
Form a organizing and contest committee
Contest for residents and for tour operators
Award funding the launch of the winning itinerary

Preliminary Total Cost: 52,500 YTL

Possible Partners: TUREB, TURSAB, MCT, Eminonu Municipality, Time Out Istanbul

Timeline: September 2007 – March 2008

ALTERNATIVE SELF – GUIDED TOUR ROUTES

The Alternative Self-Guided Tour Routes program is expected to enrich the visitor experience and contribute to the sustainable growth of the destination. Therefore, it is classified as a destination management action. Currently, there is a low level of awareness of all attractions in Istanbul and many visitors miss out on a large number of unique historic and cultural sites. The proposed Alternative Self-Guided Tour Routes program will disperse tourists away from concentrating solely on a few key sites and will diversify the tourist offerings available to visitors interested in longer stays. The Alternative Self-Guided Tour Routes program will include the forming of an alternative routes approval committee, development of a set of alternative routes, production of special tourist guides and others.

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GOALS	SUCCESS INDICATORS
An officially endorsed set of sustainable routes that align with the brand image of the historic peninsula	Production of orientation guide
Increased average length of stay	Increased number of nights for individual visitors and per travel party
Increased awareness of alternative attractions that disperse visitors within and around the historic peninsula	Increased number of visitors to alternative attractions

Preliminary Total Cost:

12,750 YTL (1ST year)

Possible Partners: TUREB, TURSAB, TUROB, MCT, Promat Press and Publishing

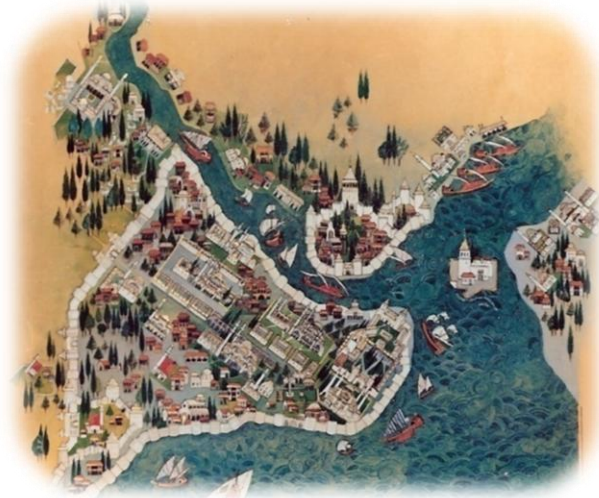
Timeline: September 2007 – March 2008

ACTIVITIES

Submit routes for review and approval by stakeholder committee including members of TUREB, TURSAB, TUROB and the MCT

Partner with Promat Press and Publishing to create a small, practical booklet containing basic historical interpretation that will serve as an overall orientation of the historic peninsula area

Market and distribute orientation guides to major information channels (tourist information offices, airport information desks, hotels, travel agencies, tour operators, bookshops, and newsstands)



TOURIST TRANSPORTATION GUIDE

The proposed Tourist Transportation Guide is expected to improve the effective use of Istanbul's well developed public transportation system and decrease traffic congestion in the historic peninsula. Therefore it is classified as a destination management action. Currently, there is a lack in the communicability of the available public transportation services and therefore most tourists rely on tourist buses or taxis, which contribute to traffic congestion around popular tourist sites. The proposed transportation guide will enable visitors to self-navigate throughout the city and decrease their contribution to the traffic congestion in the historic peninsula. The Tourist Transportation Guide plan will include the integrating of all relevant information, production of a transportation guide, distribution and others.

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GOALS	SUCCESS INDICATORS
Improve tourist's ability to self -navigate through the city	Increased use of public transportation in tourist ridership
Limit the negative impacts of tourist buses in the historic peninsula	Decreased number of tourist buses and taxis in the historic areas
Increased availability of updated transportation information	Number of guide books distributed

ACTIVITIES
Consolidate and update quarterly mass transit information and detailed routes
Design and print guide books
Distribute and market the availability of guide books

Preliminary Total Cost: 277,500

Possible Partners: IDO, IETT, Greater Istanbul Municipality

Timeline: September 2007 – December 2011



SIGNAGE CONSISTENCY

The Signage Consistency Program is expected to enhance the visitor experience by preserving the traditional feel of the historic peninsula and is therefore classified as a destination management action. Currently, many areas surrounding major sites suffer from visual pollution caused by inconsistent signage and business signs that are not connected to the local culture and traditions. The proposed signage program will introduce adopted signage standards that will emphasize a common theme and demonstrate the heritage of Istanbul. The Signage Consistency Program will include the involvement of local artisans through contests, adoption of standards for signage, introduction of incentive programs and others.

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GOALS	SUCCESS INDICATORS
Protect the visual integrity of historic neighbourhoods	Elimination of signs that detract from the character of the surrounding historic sites
Local participation in self-regulation of visual pollution within the historic peninsula	Increased number of community members that are proud of the aesthetic value of their community
Enforcement of aesthetic standards by municipal officials and embraced by private sector	Elimination of illegal signs within historic areas

ACTIVITIES

- Create specific sign ordinances for businesses surrounding historic sites emphasizing a common theme and demonstrating Turkish heritage and the character of Istanbul
- Involve local artisans in the renovation process by sponsoring a design contest
- Create an incentive/disincentive program to encourage compliance within a phased system approach

VISUAL POLLUTION



Preliminary Total Cost: 192,000 YTL (5 years)
Possible Partners: Eminonu Municipality, Les Art Turcs, Eminonu Platform
Timeline: September 2007 – December 2011

EUROPEAN MOBILITY WEEK

The proposed European Mobility Week 2008 program is expected to promote more sustainable transportation methods throughout the historic peninsula area and is therefore classified as a destination management action. Currently, traffic congestion in the historic areas is a major issue that hinders the optimization of an authentic and rich Turkish cultural experience. Most of the generated suggestions for traffic improvements require long-term planning and significant funding. The proposed European Mobility Week program will be a small step towards raising the awareness on alternative approaches to alleviating traffic congestion in the historic peninsula. The European Mobility Week 2008 program will include the establishment of a responsible committee, launching a pilot program for limiting traffic, raising awareness and others. **<A Vib>**

GOALS	SUCCESS INDICATORS
More responsible car-use attitude and behavior among Istanbul citizens	Improved automobile traffic flow
Increased sustainable modes of transport availability and promotion	Increased public transportation usage
Improved business and individual relationships and community pride	Stronger local contribution and participation

ACTIVITIES

- Create a European Mobility Week committee
- Develop programs and plan events for each day of the 2008 EMW
- Prepare a marketing plan for the 2008 EMW

Preliminary Total Cost: 26,000 YTL (2 years)

Possible Partners: IETT, Eminonu Municipality, and the Greater Istanbul Municipality, IDO, Metro, universities in Istanbul, MCT, Municipal Transport Authority of Istanbul, Istanbul Ulasim

Timeline: September 2007 – October 2008



SERVICE QUALITY and AUTHENTICITY

Certification Program for Service Providers

The proposed Service Quality and Authenticity Certification Program for Service Providers is expected to strengthen the consistency of high-quality service in the historic peninsula and is therefore classified as a destination management action. Currently, the quality of tourist services varies across the tourism industry. There are no standard quality programs for providers and tourists have no way of identifying the ones that offer high-quality and authentic service. The proposed certification program will introduce guidelines and recognition to restaurants, shops and other service providers that offer excellent services and authentic Turkish products. The Service Quality and Authenticity Certification Program for Service Providers will include the adopting of standard quality guidelines, raising awareness, implementing the certification program and others.

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GOALS	SUCCESS INDICATORS
Consistent standard of service quality among all tourism-related businesses in the historic peninsula	High percentage of businesses engaged in the certification program
Worldwide recognition of the authenticity and service quality brand	Increased visitor satisfaction and demand for certified service providers
Increased feeling of pride among business owners and employees in the high quality services and authenticity of their products	Increased number of successful applications for certification

ACTIVITIES

- Create an independent third-party entity to oversee quality service and authenticity monitoring
- Create an internationally recognized brand of service quality and authenticity
- Implement auditing and award of process of certifying businesses



Preliminary Total Cost: 257,800 YTL

Possible Partners: MCT, TurQuality, EU MED-PACT Program, NGOs

Timeline: September 2007 – December 2011; annual audits tax

TRAINING OPPORTUNITIES FOR EMPLOYEES

The proposed Training Opportunities for Employees program is expected to improve the capacity of the local tourism industry workforce to offer high-quality service and is therefore classified as a destination management action. Currently, professional training opportunities for employees in the tourism industry are available only if their employers offer such. There are no cross-industry training programs. The proposed program will use collaborative actions to enhance existing programs and to create training opportunities that will be beneficial to employees across the tourism industry. The Training Opportunities for Employees program will include the sharing of resources among industry organizations, development and introduction of industry training programs, involvement of educational institutions and others.

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GOALS	SUCCESS INDICATORS
Well-trained, knowledgeable employees at all levels across the tourism service industry	Increase in visitor satisfaction through dissemination of local knowledge and services provided; decrease in the number of errors
Improved quality of life for service industry workers	Increased share of residents who believe tourism is good for their community
Improved awareness of the service provider businesses for the importance of good capacity building programs	Increase in the budget businesses allocate for training

ACTIVITIES

- Create a board of representatives from key sectors in the tourism industry
- Encourage cross-sector training opportunities
- Utilize local academic and cultural institutions for training purposes and community outreach

Preliminary Total Cost: 6,800 YTL (5 years)

Possible Partners: MCT, Professional Organizations, TUROB, and TURSAB

Timeline: 2008; continuous programs



CUSTOMER SATISFACTION MONITORING SYSTEM

The proposed Customer Satisfaction Monitoring System is expected to contribute to increased service quality and enhanced customer experience across the historic peninsula. Therefore it is classified as a destination management action. Currently, there are very few mechanisms enabling tourism service providers to receive feedback from their current and past customers. The proposed customer satisfaction monitoring program will enable industry stakeholders to monitor satisfaction and correct identified gaps in the provided services. The Customer Satisfaction Monitoring System will include partnerships with universities in data collection, adoption of a sector-wide survey system, development of training programs and others.

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GOALS	SUCCESS INDICATORS
Application of monitoring tools to exceed and manage visitors' expectations	Improved and consistent quality of service across tourism sectors
Increased customer satisfaction and recognition of Istanbul as a destination with high-quality service	Increased satisfaction indicators and word-of-mouth
Adoption of service quality models that pinpoint strengths and weaknesses of individual service providers	Consistent recognition of service quality standard model

Preliminary Total Cost: 366,195 YTL (5 years)

Possible Partners: MCT, Professional Organizations, TUROB, and TURSAB

Timeline: 2008-2011, a continuous monitoring process



ACTIVITIES

Use internationally recognized surveys such as SERVQUAL or RATER

Develop a cross-sector survey to provide feedback to the various stakeholders in the tourism industry

Organize training sessions designed to explain the purpose of the survey and assist organizations' members with the implementation, monitoring and collection.

DESTINATION MANAGEMENT RECOMMENDATIONS



- Develop a Cultural Management Plan that introduces visitor management guidelines for all cultural heritage sites in the historic peninsula
- Create a program for generating alternative funds for site improvements throughout the historic peninsula
- Launch programs to minimize traffic congestion and transportation issues in the historic peninsula

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SITE MANAGEMENT

Site management focuses on activities such as flow management, marketing strategies, partnership development, and other processes that lead to positive impacts on visitor activities within the site as well as the sustainability of the site itself.



SITE MANAGEMENT STAKEHOLDERS:

- Site managers and traditional custodians
- Local professional tourist guides
- Retail and refreshment providers
- Istanbul Culture and Tourism Directorate
- Museums in the historic peninsula

ACTION PLANS

Museum Quality Improvement Program
Visitor Flow Management Strategy
Podcast Technology Interpretation Program
Fundraising for Renovation of Historic Buildings

MUSEUM QUALITY IMPROVEMENT PROGRAM

The Museum Quality Improvement Program is expected to improve the visitor experience at the site level both at popular and less popular attractions and is therefore classified as a site management action. Currently, less than 40% of international arrivals to Istanbul visit museums and numerous valuable sites suffer from lack of revenue due to minimal visitation. The proposed Museum Quality Improvement Program will promote less-visited museums throughout the historic peninsula and will improve the museum experience through exhibition improvement and interpretation. The Museum Quality Improvement Program will include enhanced promotion campaign, museum staff programs, interpretation programs and others.

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GOALS	SUCCESS INDICATORS
Increased awareness on all museums in historic peninsula	Increased visitation by local residents and tourists
High-quality interpretation of exhibition in all museums in the historic peninsula	Increased number of museums implementing professional interpretation programs
Enhanced visitor experience at museums in historic peninsula	Higher satisfaction level of visitors

ACTIVITIES

- Diversify promotion channels of museums to increase awareness on all museums in historic peninsula
- Empower museum curators to improve exhibition quality by creating new forms for interpretation of artifacts
- Make available information on exhibitions, museum collections, and additional museum facilities to be utilized by museum visitors

Preliminary Total Cost: 235,500 YTL (1st year)

Possible Partners: MCT, Greater Istanbul and Eminonu Municipalities, History Foundation, museum departments of a local universities, radio and tv stations, magazines (CondéNast Traveler, National Geographic), newspapers, AdInteractive web design

Timeline: August 2007-December 2010

VISITOR FLOW MANAGEMENT STRATEGY

The proposed Visitor Flow Management Strategy is expected to improve the visitor experience while limiting congestion and other negative impacts at the site level. Therefore it is classified as a site management action. Currently, many sites throughout the historic peninsula suffer from congested entry points, uneven visitor flow distribution and occasional unsatisfactory visitor experience. The proposed visitor flow management will streamline ticketing procedures, introduce paths to improve visitor flow and introduce orientation materials. The Visitor Flow Management Strategy will include introduction of new ticket distribution channels, development of orientation materials, introduction of path systems and others.

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GOALS	SUCCESS INDICATORS
Streamlined ticketing and site entry processes	Decreased site entry times
Lack of congestion at the sites' points of interest	Decreased exhibit overcrowding
Increased availability of maps/floor plans	Improved visitor orientation and experience

ACTIVITIES

Create a single ticket for all sections of each attraction, to be available for purchase on Istanbul.com, Biletix, and newspaper stands/kiosks

Develop set pathways through the exhibits giving special consideration to crowded points of interest

Create maps/floor plans for each site to be made visibly available at site entrances



Preliminary Total Cost: 80,390 YTL (1st Year)

Possible Partners: Biletix , Istanbul.com, Greater Istanbul Municipality, graphic designer/printer, fire department, MCT, and AdInteractive

Timeline: September 2007 – December 2011

PODCAST TECHNOLOGY INTERPRETATION PROGRAM

The Podcast Technology Interpretation Program is expected to enhance the on-site visitor experience of independent travelers and is therefore classified as a site management action. Currently, there are limited sources of interpretation for visitors who visit sites on their own. Interpretation on less popular sites is also often unavailable which prevents visitors from a meaningful experience. The proposed podcast interpretation program will provide improved interpretation for visitors thereby raising awareness of less-known sites and informing people about what they can do to help preserve those sites. The Podcast Technology Interpretation Program will include engaging local historians to generate interpretation material, adopt and promote the use of modern technology.

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GOALS	SUCCESS INDICATORS
Introduction of easily accessible audio interpretation available for downloading via the website and at tourist information offices	Established baseline for number of downloads of podcasts
Increased awareness of alternative attractions designed to disperse visitors within and around the historic peninsula	Increased number of visitors to alternative attractions
Rich, detailed interpretation available at many alternative attractions that allows for meaningful self-guided experiences	Established baseline for satisfaction of visitors and increase over time

ACTIVITIES

- Identify one or more key local historians and professional tourist guides to write script for each route
- Partner with Ballista Media to record audio files with local community leader or noteworthy individual for each route
- Promote availability of podcasts through information centres and online

Preliminary Total Cost: 26,400 YTL (1st Year)

Possible Partners: TUREB, TURSAB, MCT, Eminonu Municipality, Ballista Media, university Professors

Timeline: September 2007 - December 2008



FUNDRAISING

Renovation of Historic Buildings

The proposed Fundraising for Renovation of Historic Buildings Program is expected to improve the condition of many existing and potential sites throughout the historic peninsula and is therefore classified as a site management action. Currently, there are limited sources of funding for renovation of historic buildings, which leads to the deterioration of valuable cultural heritage sites and exclusion of potential attractions from the tourism map. The proposed fundraising program will help generate additional funds for enhancement of cultural heritage sites throughout the historic areas. The Fundraising for Renovation of Historic Buildings Program will include selection of priority projects, fundraising campaign, awareness campaign and others.

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GOALS	SUCCESS INDICATORS
Support for the restoration of cultural authenticity	Funds obtained and number of buildings restored
Diversification of tourist products	Funds obtained and number of buildings converted into tourist attractions
Built cultural heritage supported	Status on UNESCO's Heritage list retained

ACTIVITIES

Designate target buildings for restoration/reallocation/preservation using UNESCO process and existing land use plans

Design fundraising campaign

Conduct fund raising activities

Preliminary Total Cost: 23,650 YTL

Possible Partners: MCT, Greater Istanbul and Eminonu Municipalities , UNESCO, World Bank, European Union, European Construction Bank, Istanbul Chamber of Architects, CEKUL Foundation, preservation specialists, land use planners

Timeline: 2007 – 2010



SITE MANAGEMENT RECOMMENDATIONS



- Establish professional certification programs for service industry employees that incorporate a visitor satisfaction monitoring system
- Undertake a restoration program that reduces the visual pollution in the historic peninsula
- Implement a traveling museum that can later be used as a benchmark for the City Museum plans
- Enhance cultural interpretation through Information Communication Technologies (ICT)

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IMPLEMENTATION

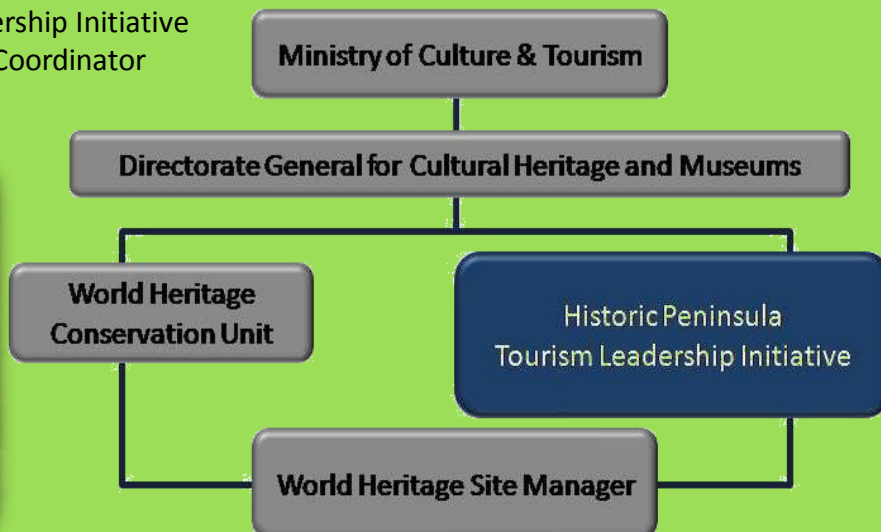
POTENTIAL SOURCES OF FUNDING

There exist a myriad of potential sources of public and private funding for tourism development that could be of use to projects in the historic peninsula of Istanbul. This report presents a starting point for government entities or private enterprises that are interested in securing funding from domestic and international sources for tourism development. Consideration should be made to utilize domestic sources, such as Efes Beverage Group, the CEKUL Foundation, and the Turkish Economic Development Foundation, before seeking international funding so as to promote long-term, “in house” financial viability of tourism projects.

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TOURISM LEADERSHIP INITIATIVE

The current organizational structure of World Heritage Conservation activities includes the MCT at the top, with the Directorate General for Cultural Heritage and Museums one level down. Our team reaffirms the suggestion of the ICOMOS/ UNESCO (WHC) 2006 report to create a specific World Heritage Conservation Unit under the Directorate General for Cultural Heritage and Museums as well as the appointment of a World Heritage Site Manager under the Conservation Unit. This structure integrates directly with the structure for the Historic Peninsula Tourism Leadership Initiative proposed by the consulting team. Ideally the World Heritage Site Coordinator would also be a member of the Tourism Leadership Initiative.



IMPLEMENTATION PLAN

HISTORIC PENINSULA TOURISM LEADERSHIP INITIATIVE

The 2006 ICOMOS/UNESCO joint report of the Historic Areas of Istanbul World Heritage Site indicates the need for clear management roles and well-coordinated monitoring responsibilities defined within the framework of the new World Heritage Management Plan. In this structure, site managers should develop a culture of collaboration with other stakeholders, including the inhabitants and local businesses of the historic peninsula to manage the conservation of the area. The GWU and BU consulting team recommends expanding the role of the Eminonu Platform into a historic peninsula Tourism Leadership Initiative program to serve as the representative local stakeholder group within the new management framework. The Tourism Leadership Initiative would be responsible for implementing and monitoring recommendations of this report as well as collaborating within the larger management framework to protect the integrity of the historic peninsula of Istanbul. While the Eminonu Platform is a notable first step toward an inclusive tourism organization in the historic peninsula, our team suggests that the Platform be built expanded to create a Tourism Leadership Initiative.

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FUTURE: GOALS

- Enhanced collaboration among all tourism stakeholders of the historic peninsula of Istanbul
- Improved economic, socio-cultural, and environmental sustainability
- Creation of a cooperative atmosphere that promotes better business practices and decreased government bureaucracy
- Equal participation by all stakeholders, including increased participation by community members
- Establishment of a recurrent cycle of productive and efficient meetings
- Increased financial viability of the Historic Peninsula Tourism Leadership Initiative

ACTIONS: ACTIVITY COMPONENTS

1. Historic Peninsula Tourism Leadership Initiative Kick-Off Event
2. Periodic Tourism Leadership Initiative Meetings
3. Tourism Leadership Initiative Forum

Resources: Eminonu Platform, UNESCO, MCT, Greater Istanbul, Eminonu, and Fatih Municipalities , Tourist Police , tourism business owners in Eminonu and Fatih, BU, and GWU

Potential Funding: UNESCO, MCT, European Construction Bank Efes Beverage Group, businesses within historic peninsula

ACTIVITY/ITEM	2007	2008	2009	2010	2011	Total
Historic Peninsula Tourism Leadership Initiative Kick-Off Event						636
Periodic Tourism Leadership Initiative Meetings						5,081
Tourism Leadership Initiative Forum						5,716
Total (YTL)	636	1,271	7,253	1,271	1,271	11,700

TIMELINE

ACTION NAME	ESTIMATED COST (in YTL)	2007	2008	2009	2010	2011
Cultural Heritage Pride Program	*180,000					
Istanbul.com Website Optimization	31,000					
"Real Time" Online Video	21,780					
Best of Istanbul Photo Contest	14,050					
National Contest: Re-design istanbul2010.org	*115,000					
Istanbul 2010 Sponsorship and Merchandising	*154,800					
Contest: "Three Perfect Days in Istanbul"	52,500					
Alternative Self Guided Tour Routes	*12,750					
Tourist Transportation Guide	277,500					
European Mobility Week	26,000					
Signage Consistency	192,000					
Service Quality and Authenticity: Certification Program for Service Providers	257,800					
Training Opportunities for Employees	6,800					
Customer Satisfaction Monitoring System	366,195					
Museum Quality Improvement Program	*235,500					
Visitor Flow Management Strategy	*80,390					
Podcast Technology Interpretation Program	*26,400					
Fundraising Renovation of Historic Buildings	23,650					
Historic Peninsula Tourism Leadership Initiative	11,700					
* First Year		TOTAL: 2,085,815				

CONCLUSION

For over 2700 years, Istanbul has been perceived as one of the world's premier cities. Its unique culture, history, geographic location, and natural marvels draw millions of tourists from across the globe each year. The tourism industry in Turkey and Istanbul is expected to continue growing with the advent of Istanbul 2010 ECOC events. As Istanbul plans to host additional visitors, the historic peninsula faces challenges in site conservation, visitor management, and collaboration between public-private stakeholders.

As once the capital of Roman and Ottoman Empires, Istanbul's historic treasures were included on the World Heritage List in 1985. Based on a UNESCO assessment in 2006, these sites are at risk of being included on the World Heritage in Danger List if a comprehensive World Heritage Management Plan is not completed by February 2008. In response to these challenges and the need for a sustainable tourism management and visitor interpretation plan, a consulting team composed of representatives from GWU and BU assessed current tourism activities in Istanbul's historic peninsula in order to provide recommendations for improved sustainable tourism management that enhances residents' quality of life, preserves the region's authentic fabric while safeguarding the unique historical and cultural assets to elevate the historic peninsula of Istanbul to a world-class destination.

The proposed 18 priority actions and other recommendations were aligned to the categories Demand Management, Destination Management and Site Management, which represent the framework provided by UNWTO. These recommendations focus on promoting Istanbul as a world-class cultural-heritage destination and utilizing innovative tools to market the destination, increase community participation and pride, and create a satisfying and authentic experience for visitors. Each priority action is backed by a comprehensive action plan that presents timelines for implementation, cost estimates and objectives.

An implementation plan is proposed that aligns with the recommendation made in the 2006 UNESCO report. The management framework is structured to promote collaboration and clear management roles and monitoring responsibilities between public and private stakeholders. A Historic Peninsula Tourism Leadership Initiative program is recommended to serve as the representative local stakeholder group within the new management framework, and would be responsible for implementing and monitoring recommendations of this report as well as collaborating within the larger management framework to protect the integrity of the historic peninsula of Istanbul.

NEXT STEPS

Immediate next steps recommended to implement these actions are to:

- Disseminate report in print and through websites
- Identify initiative champion
- Identify and contact support committee
- Identify sources of funding
- Establish a timeline
- Convene Historic Peninsula Tourism Leadership Council meeting to report on status of initiative implementation
- Work with Istanbul Vice-Governor's Office/WHF Steering Committee

A suite of action plans, recommendations, and tools are provided in the appendices of this report. These resources will assist stakeholders and other agencies to meet the requirements of the tourism management and visitor interpretation component of the required UNESCO World Heritage Management Plan, enhance the visibility of Istanbul 2010, and ultimately, preserve a rich quality of life for its residents and elevate the historic peninsula of Istanbul to a world-class cultural-heritage destination.



LIST OF APPENDCIES

I. TEAM BIOS

- a. The GWU Team
- b. The BU Team
- c. The Academic Advisory Team

II. EXECUTIVE SUMMARY

- a. English Version
- b. Turkish Version

III. METHODOLOGY

- a. Interview List

IV. SITUATION ANALYSIS

- a. UNESCO
- b. Istanbul 2010
- c. Competitive Analysis
- d. Visitor Analysis

V. VISIONING SESSION

- a. Points of Pride
- b. Sustainable Tourism Indicators

VI. FINDINGS AND RECOMMENDATIONS

- a. Demand Management
 - Cultural Heritage Pride Program
 - Istanbul.com Website Optimization
 - Real Time Online Video
 - Best of Istanbul Photo Contest
 - National Contest – redesign of Istanbul 2010 website
 - Additional Recommendations

b. Destination Management

- Istanbul 2010 Merchandising and Sponsorship
- “3 Perfect Days” in Istanbul Contest
- Alternative Self-Guided Tour Routes
- Tourist Friendly Transportation Guide
- Signage Consistency
- European Mobility Week
- Service Quality and Authenticity Certification Program
- Training Opportunities for Employees
- Customer Satisfaction Monitoring System
- Additional Recommendations

c. Site Management

- Museum Quality Improvement Program
- Visitor Flow Management
- Podcast Interpretation Program
- Fundraising for Historic Buildings
- Additional Recommendations

VII. IMPLEMENTATION

- a. Sources of Tourism Funding
- b. Implementation Plan - Historic Peninsula Tourism Leadership Initiative

VIII. Other Resources

To access the appendices online, visit:

<http://www.gwu.edu/~dmp/2007-Istanbul/Report/Appendix-Full.pdf>

