



## Developing an international market entry strategy and tactical plan for the cultural tourism of Turkey in South Korea market

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### Abstract

Since international tourism market is more competitive and lucrative, most of countries want to give their emphasis on their marketing activities in order to increase their market share. This aim can be achieved either through the product diversification or penetrating new markets. In this regard, this paper primarily focuses on developing market entry strategy and tactical plan for cultural tourism of Turkey in South Korean market. After the justification of South Korean outbound tourism based on analysis of political, legal, economical, and technological factors, marketing strategy including segmentation, targeting, positioning, and marketing objectives are dealt with in this article. Then, a marketing mix based on 7P is suggested for Turkish cultural tourism. Finally, recommendations for Destination Marketing Organization of Turkey are suggested.

**Key words:** International marketing, Turkish cultural tourism, marketing strategy, marketing mix, Destination Marketing Organization.

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## **Türkiye kültürel turizmi için Güney Kore pazarında uluslararası pazar giriş stratejisi ve taktik plan geliştirilmesi**

### **Özet**

Uluslararası turizm pazarı çok daha fazla kazançlı ve rekabetçi olduğu için pek çok ülke pazar paylarını arttırmak için pazarlama faaliyetlerine ağırlık vermek istemektedirler. Bu amaç ürün çeşitlendirilmesi ya da yeni pazarlara giriş yoluyla elde edilebilir. Bu bağlamda bu makale esas olarak Türkiye kültürel turizmi için Güney Kore pazarında pazar giriş stratejisi ve taktik plan geliştirilmesini amaçlamıştır. Güney Kore pazarının politik, yasal, ekonomik ve teknolojik etmenler temelinde gerekçelendirilmesinin ardından segment/bölümlendirme, hedef pazar, pozisyon belirlenmesi ve pazar amaçları ele alınmaktadır. Daha sonra Türkiye kültürel turizmi için pazarlama karışımı 7P esas alınarak önerilmiştir. Nihayet, Türkiye destinasyon pazarlama organizasyonu için önerilere de yer verilmiştir.

**Anahtar kelimeler:** Uluslararası pazarlama, Türkiye kültürel turizmi, pazarlama stratejisi, pazarlama karışımı, destinasyon pazarlama organizasyonu.

## 1. Introduction

Marketing is related to meet customer's demand and needs conveniently with an effective communication. Every business needs a marketing plan in order to coordinate its marketing efforts especially in a new geographical area before entering there. The marketing planning process consists of analyzing marketing opportunities, selecting targeting markets, designing marketing strategies, developing marketing programs, and managing the marketing effort (Kotler et al. 2008; Kotler and Keller 2006; Johansson 2006; Doole and Lowe 2004). Strategic marketing implications involve in creating customer value. In this regard, every country which wants to enter new international tourism market needs to develop marketing strategy in order to be successful in that market.

In first part of this article, the possible international markets to be penetrated were emerged as South Korea (hereafter referred to as Korea) and Canada for cultural tourism of Turkey. This article primarily focuses on developing marketing strategy for Korean outbound tourism market based on political, economical, social and economical (PLEST) factors and suggesting a marketing mix for it.

The purpose of this paper is to examine market entry strategy and tactical plan for Turkish cultural tourism in the Korean outbound tourism market. This paper first gives a brief explanation about selection and justification of Korean outbound tourism market. It will then go on to developing market strategy which includes segmentation, targeting, positioning and market objectives following marketing mix is examined in the first year of entry for Korean tourism market. Finally, some recommendations are suggested for Destination Marketing Organization of Turkey and policy-makers.

## 2. Selection and Justification of Korean Market

The reasons of choosing Korean outbound tourism market instead of Canada market will be justified based on PLEST analysis.

From the *political perspectives*, Turkey has known by Koreans due to "her involvement in the Korean war in 1951" (Lippe 2000: 97). Hence, Turkey has a good political relationship with Korea since then which means that there is awareness in the minds of Koreans in relation to Turkey. Further, according to Breen (1999: 21), in Korea, most of the foreign countries are so little known; a single association with them can throw their

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image of in Koreans' mind. Several hotels in Korea, especially those near hot-springs resorts, have Turkish baths. They are the main association in the Korean awareness with the word 'Turkey'. In addition to political factors, as a *legal issue*, Korean citizens can travel internationally without any barrier.

With regard to *economical factors*, Korea has achieved dramatic economic growth over recent years which have been associated with the emergence of an affluent middle class (Kim 1997: 11). The rise in the affluent middle class has been the main contributing factor of outbound travel growth in Korea (Lim 2004: 478). Especially after the travel industry liberalization in 1989, Koreans have only had the opportunity to travel overseas (King and Choit 1999: 111). Korea's annual average Gross Domestic Product (GDP) growth in the period of 1996-2006 was 4.2 per cent (Organization for Economic Co-operation and Development-OECD- 2007: 14). Some more basic economic indicators of Korea are illustrated in Table 1: A-B.

Compared with the main countries in 2005, the Korea's GDP was ranked twelfth and in terms of per capita Gross National Product (GNI), it was ranked thirty in the world (Korea National Statistical Office-KNSO- 2007: 35-36).

**Table 1-A: Basic Economic Indicators of Korea**

	<i>GDP</i> <i>US\$ billion</i>	<i>GNP</i> <i>US\$ billion</i>	<i>Per capita GNP</i> <i>US\$</i>
1990	263.7	263.5	6,147
1995	517.3	515.5	11,432
2000	511.8	509.6	10,841
2001	482.0	481.1	10,162
2002	546.9	547.5	11,493
2003	608.0	608.6	12,717
2004	680.9	682.4	14,206
2005	791.3	790.1	16,413
2006	887.4	887.3	18,372

Source: KNSO 2007: 34

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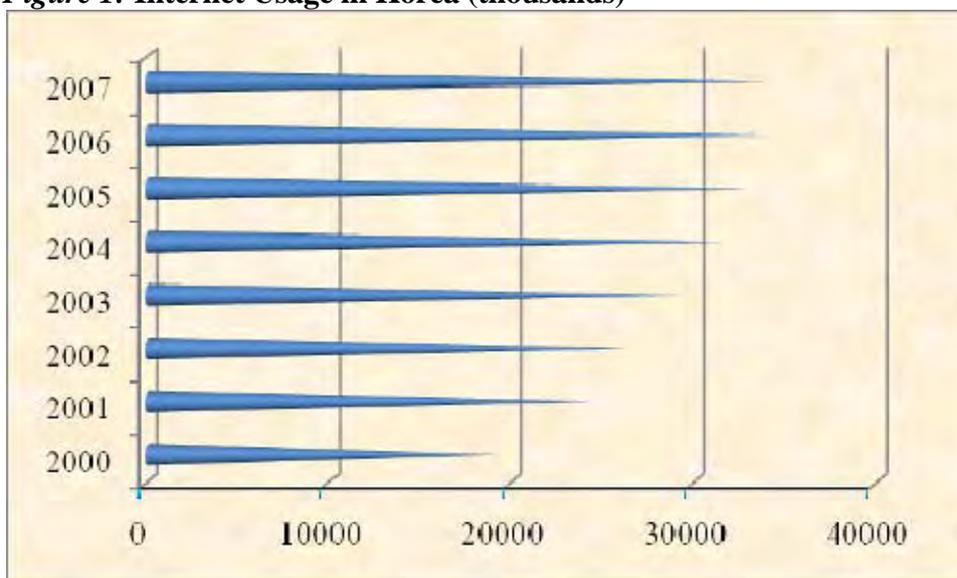
**Table 1-B: Basic Economic Indicators of Korea**

	2006	2007
<i>Private Consumption</i>	5.9%	6.5%
<i>Unemployment rate</i>	3.3%	3.1%
<i>Inflation rate</i>	2.9%	3.8%
<i>Per capita at current market prices, using current purchasing power parities</i>	23 400 USD	

Source: OECD 2007: 18

From the *technological* point of view, with the globalisation, especially cultural tourists have started to use new type of technologies such as Internet in order to get information about their possible holiday destination. According to a survey conducted by Ministry of Information & Communication of Korea (MICK) (MICK web site, 2008), the Internet usage rate of the Korean population ages over 6 reaches 76.3 per cent in 2007 (see Internet usage in Korea, Figure 1).

**Figure 1: Internet Usage in Korea (thousands)**



Source: NIDAK web site

As a *social factor*, education level of the country is an important factor because majority of the cultural tourists have higher education level. The enrolment ratios to elementary, middle and high schools in Korea were very high in 2006 (KNSO 2007: 107) (see Table 2).

**Table 2: Enrolment ratio in Korea**

<i>Year</i>	<i>Elementary schools enrolment ratio (%)</i>	<i>Middle schools enrolment ratio (%)</i>	<i>High schools enrolment ratio (%)</i>
1990	100.5	91.6	79.4
1995	98.2	93.5	82.9
2000	97.2	95.0	89.4
2001	97.5	96.1	89.8
2002	97.5	95.4	88.8
2003	98.5	93.5	90.5
2004	98.0	92.4	90.7
2005	98.8	94.3	92.2
2006	99.0	95.9	91.0

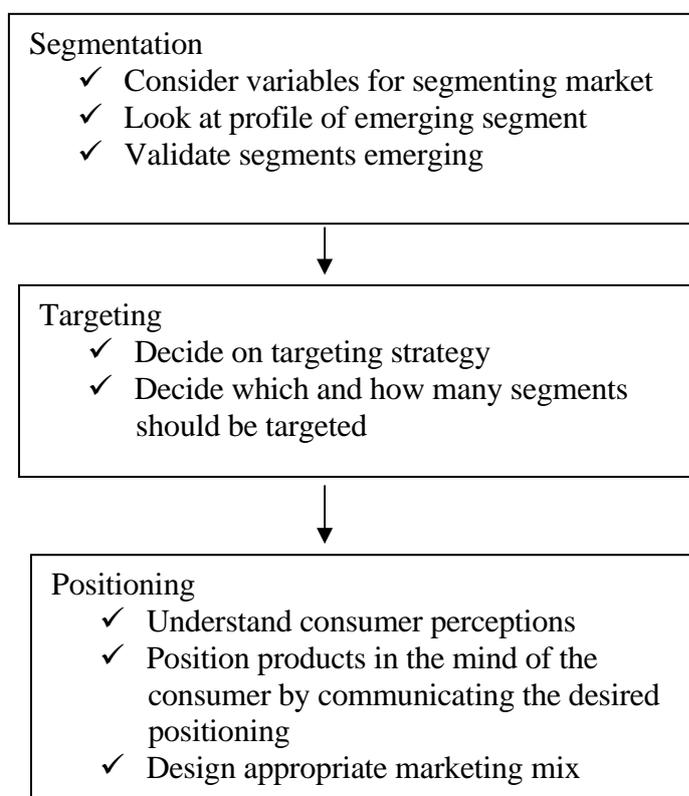
Source: KNSO 2007: 107

In summary, Korea and Turkey have a very good relationship since 1951 and further, there is no political and legal barrier between two countries. These factors indicate some awareness in the minds of Koreans towards Turkey. Korea economy has been achieved constant growth in especially recent years that has been reflected Korean outbound tourists' purchasing power. In terms of social factor, Korea has great high school enrolment ratio. Generally, these factors are the main reasons to entry and develop market strategy for cultural tourism of Turkey in the Korean outbound tourism market since cultural tourists are accepted as wealthy and educated people.

### **3. Market Strategy for Korean Market**

The essence of strategic marketing can be summed up by initials STP-segmentation, targeting, and positioning. This is illustrated in Figure 2. A few variables which are related to Korean outbound cultural tourists' needs should to be chosen. In this regard, market strategy will be analysed and evaluated in terms of geographic variables, demographic variables, and psychographic variables in order to identify the target market, positioning in Korea market, and to explain achievable market objectives.

**Figure 2: Basic Elements of Segmentation.**



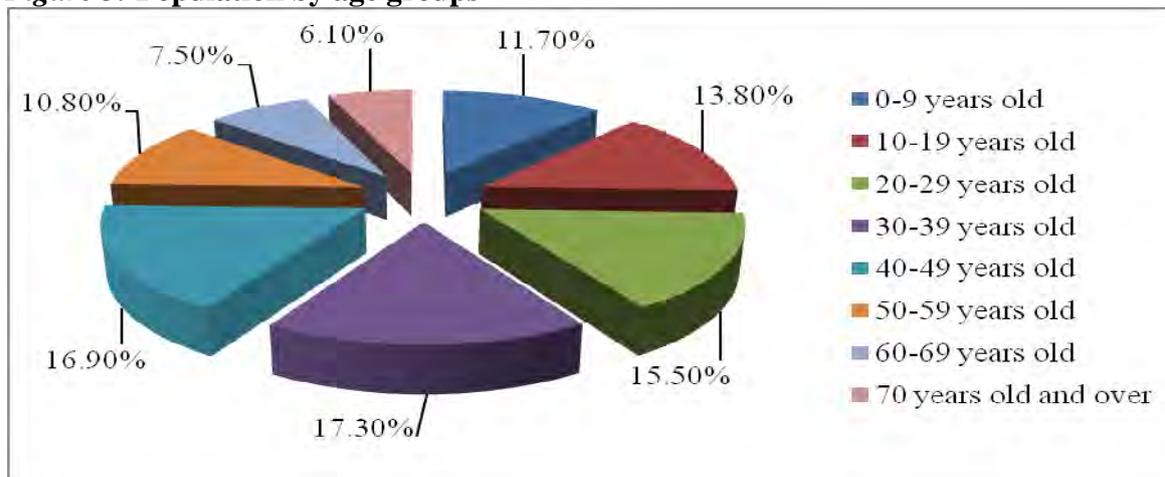
Source: Dibb et al. 2006: 226

### 3.1. Segmenting Korean Market

With regard to *geographic variables*, Korea is a peninsula, located in north-eastern Asia. It is located between China and Japan and its only land border is in the north with the Democratic People's Republic of Korea. The land is 99,600 km<sup>2</sup> (KNSO 2007: 2-3). Korea is divided in nine provinces in terms of administrative zones: Gyeonggi, Gagwon, South and North Chungcheong, South and North Jeolla, South and North Gyeongsang and Jeju. In addition to provinces, besides the capital Seoul, the country has six metropolitan cities: Busan, Daegu, Incheon, Gwangju, Daejeon, and Ulsan (KNSO 2007: 4).

In terms of *demographic variables*, Korea's population is 48,297 thousands as of 2006 and the percentage of female and male population in the country is similar with 50.2 and 49.8 per cent, respectively (KNSO 2007: 8). With regard to age groups, 30s and 40s are the major age groups in Korea (see Figure 3).

**Figure 3: Population by age groups**



Source: KNSO web site.

Korea is a highly urbanized country since majority of Korean people live in urban areas with a ratio of 87 per cent (KNSO 2007: 9).

In terms of population density, Korea ranks 13th in the world with 490 persons /km<sup>2</sup> (KNSO 2007: 9) whereas the population density of Seoul metropolitan city is 16 221 persons/km<sup>2</sup> (KNSO web site). Seoul, the capital of Korea, is also one of the most populous administrative districts in the Korea (see Table 3).

**Table 3: Population distribution by Administrative district**

<i>Administrative district</i>	<i>Population (million)</i>	<i>%</i>	<i>Administrative District</i>	<i>Population (million)</i>	<i>%</i>
Seoul	9.7	20.7	Gangwon-do	1.4	3.0
Buson	3.5	7.4	Chungcheongbuk-do	1.4	3.0
Daegu	2.4	5.2	Chungcheongnam-do	1.8	3.9
Incheon	2.5	5.3	Jeollabuk-do	1.7	3.7
Gwangju	1.4	3.0	Jeollanam-do	1.8	3.8
Daejeon	1.4	3.0	Gyeongsangbuk-do	2.5	5.5
Ulsan	1.0	2.2	Gyeongsangnam-do	3.0	6.4
Gyeonggi-do	10.4	22.1	Jeju-do	0.5	1.1

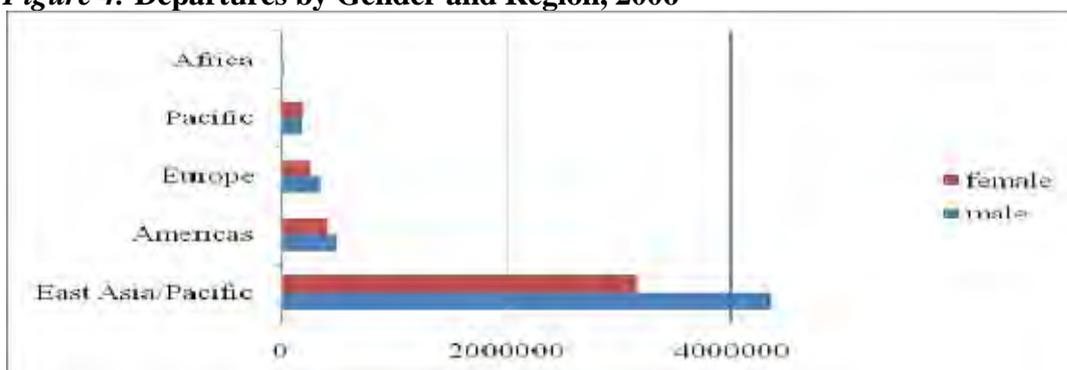
Source: KNSO web site.

In relation to *psychographic variables*, Koreans devote themselves to work and they dedicate themselves to family. They attribute to collective values and yet are probably the most individualistic of all East Asians. As Confucianists, they have a nature for relationship. They can be very sacrificial, yet realistic about their own needs. They are also conservative and materialistic (Breen 1999: 7).

### 3.2. Target Market

Airport was easily most preferred mode of travel by Korean outbound tourists. Seoul's Incheon airport was captured 77.49 per cent of all outbound movements in 2006 (Korea Tourism Organization-KTO- web site). Because of this reason, as one of highly populous and urbanized city of Korea, Seoul is very appropriate place to enter Korea market. Male traveller of Korean outbound tourists should be targeted rather than female travellers since more male travellers participate in overseas travel than female travellers with 57.30 and 42.70 per cent, respectively (KTO web site). Further, there were more male traveller who went to East Asia and the Pacific destinations which include Turkey based on KTO classification than female traveller (see Figure 4). It means that there is relatively more awareness in the minds of Korean male travellers about geographical region of Turkey.

**Figure 4: Departures by Gender and Region, 2006**

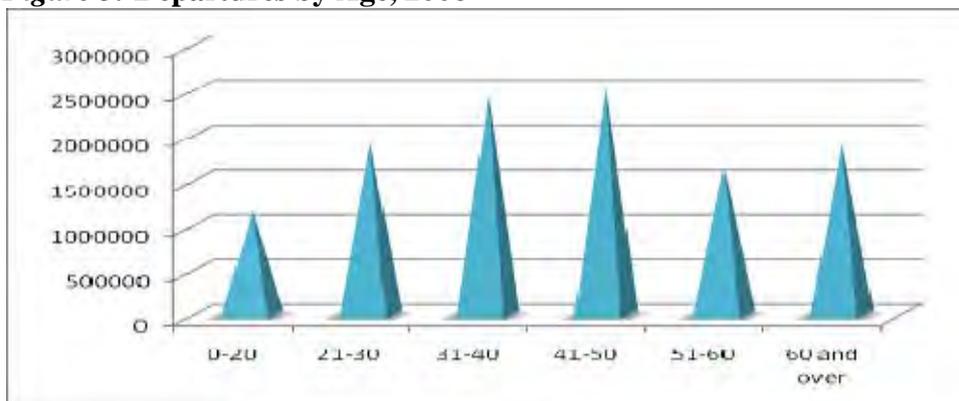


Source: KTO web site.

With regard to age groups, 31-40 and 41-50 age groups are taking the biggest share of trips, between them the 40s is the largest (see Figure 5). Tourism destination marketers should focus on 40s age group. This age group which is called aspirational lifestyle seekers represent 27 per cent of the Korean outbound travel market and they need and want to explore a better lifestyle for their family (Canada Tourism Commission-CTC- 2007: 29). DMO of Turkey should meet this segment's needs, wants, and expectations.

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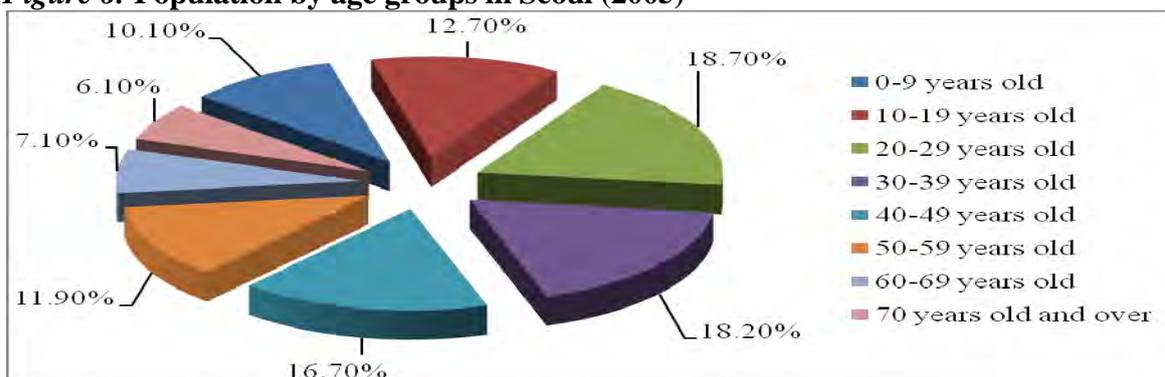
**Figure 5: Departures by Age, 2006**



Source: KTO web site

On the other hand, there is enough population to target this age group in Seoul since they are one of the major age groups in Seoul (see Figure 6).

**Figure 6: Population by age groups in Seoul (2005)**

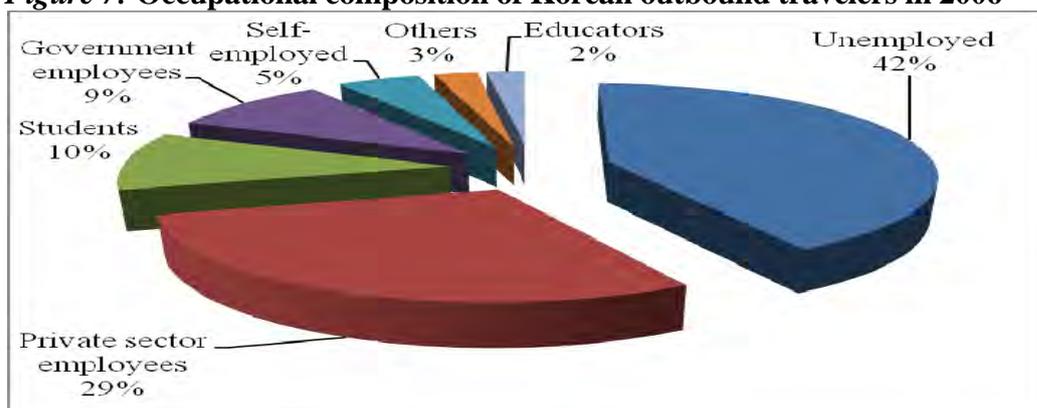


Source: KNSO web site.

A survey carried out by KNSO in 2006 (KNSO web site) showed positive relations between the level of education and the experience of overseas travel. Whereas 36 per cent of university or higher education graduates had once or more often visited a foreign country, this ratio is 11.50, 6.10, and 5.50 per cent for high school, elementary or lower, and middle school graduates, respectively. University or higher education graduates should be targeted as they travel more than others. On the other hand, a survey in 2006 showed that urban dwellers are more likely to travel abroad with a per cent of 14.50. However, only 6.20 per cent of urban residents experienced overseas tourism in 2006 (KNSO web site).

With regard to occupational composition of outbound travellers of the Korea, private sector employees are the second most travelled group after unemployed people (see Figure 7).

**Figure 7: Occupational composition of Korean outbound travelers in 2006**

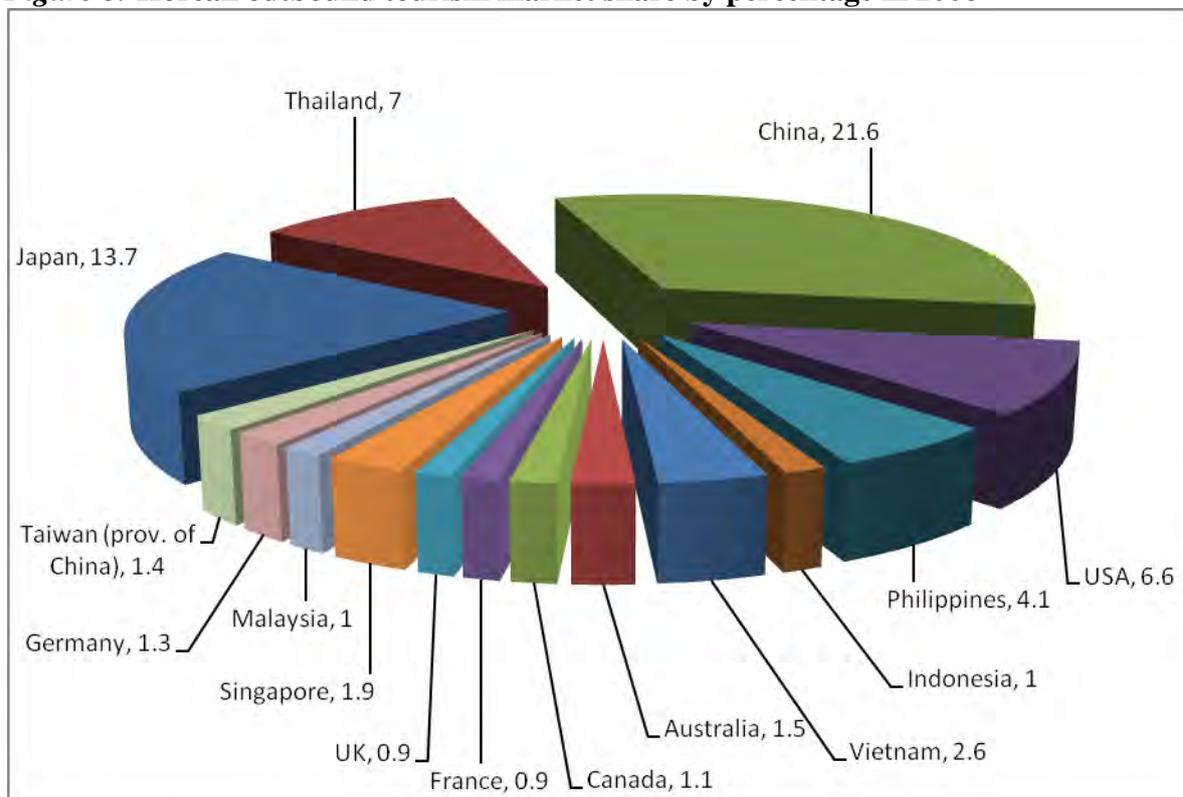


Source: KTO web site.

### 3.3. Positioning

Product positioning refers to “the activities undertaken by the marketer to communicate the features and the benefits of the product and the image of the brand to the actual and potential customers” (Johansson 2006: 371). In this regard, position of Turkish cultural tourism should be in prestige segment of the Korean outbound tourism market, with a differential advantage based on high quality image, to gain a competitive advantage. In terms of market share, Asia/Pacific countries are the most popular travel destination among Korean outbound tourists (see Figure 8). China, Japan and Thailand have the biggest market share in Korea market. Their origin has come from geographical proximity to the market, low travel cost, similar local architecture, and no communication problem. In addition to those countries, USA takes advantage of its well-known brand image which includes centre of western culture, adventure atmosphere, and provided a variety of choices in sightseeing.

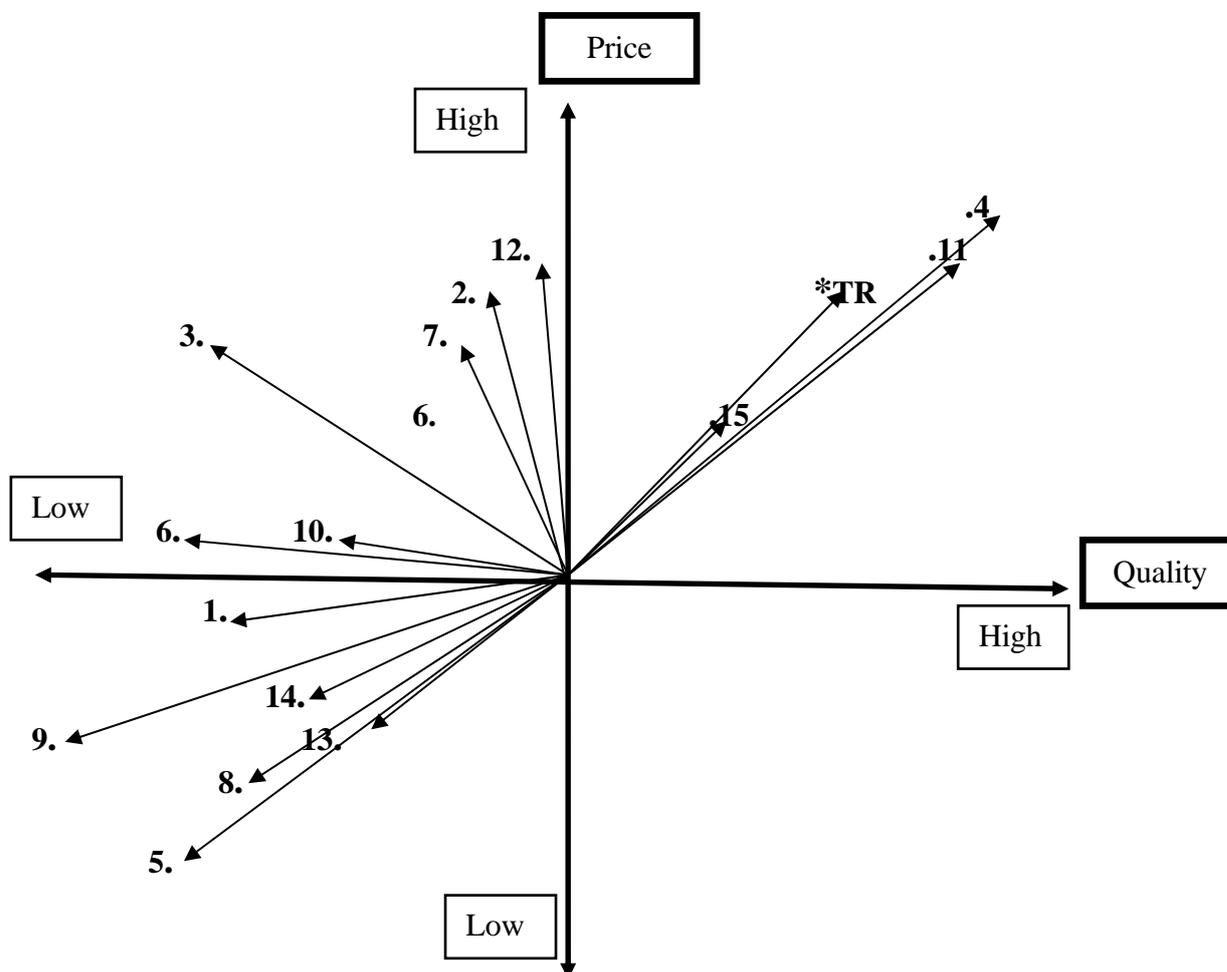
**Figure 8: Korean outbound tourism market share by percentage in 2006**



Source: KTO, online

A perceptual map “which is used by marketers to visually depict consumer perceptions and prioritizing of brands and their perceived attributes” can be applied (Wilson and Gilligan 2005: 248) to determine the position of a brand in the marketplace. Looking at the perceptual map (see Figure 9), it can be seen that there is lack of high quality cultural tourism product in Korean outbound tourism market. Cultural tourism of Turkey should be positioned in this area in order to meet Korean cultural tourists’ demands and needs by creating unique brand image in the minds of Korean potential outbound tourists. High quality cultural tourism product should be offered by decreasing cost of it.

**Figure 9: Perceptual mapping**



**Keys:**

TR- Turkey

1-Australia	4-France	7-Malaysia	10-Thailand	13-Finland
2-Canada	5-Israel	8-Singapore	11-USA	14-New Zealand
3-Egypt	6-Japan	9-Taiwan (Pr.of China)	12-Austria	15-China

### 3.4. Marketing Objectives

DMO of Turkey should aim to enter Korean outbound tourism market with Turkish cultural tourism product. The marketing objective should be capturing 2 per cent of market which is equal to 250 000 tourists. Turkish destination marketers should spend at least 3.3 US\$ per tourist because Turkey attracted 19.819.833 international tourists with 65 859 748 US\$ promotional budget in 2006 (MCT 2006: 135). It means that the promotional or advertisement budget should be at least 825.000 US\$ to achieve its objective in Korea

market. In addition to these objectives, it should also increase satisfaction level of Korean tourists because word of mouth still has an important factor to decide the travel in Korea.

#### **4. Developing Market Entry Strategy**

Since globalization is progressing in scale and scope, countries have taken a variety of measures to attract international visitors. For example, applying tourism information offices in foreign markets is one of the most universally used globalization strategies, and has been employed by nearly every business sectors as an engine for growth (Edgell 1995: 109). Especially, it has been critical to exporting great product volumes to markets with a need and readiness to pay (Hjalager 2007: 441-442).

During the last few decades, Turkey have also established publicly financed tourism information and promotion offices in the central or forthcoming market and it has four tourism information offices in East and South Asia which are in Russia, Japan, P.R. China, and India. As an overall expansion strategy for that region, DMO of Turkey should also apply opening overseas offices in order to contact directly with potential tourists and wholesalers of tourism sector such as tour operators in Korea. Further, potential tourists also may contact directly tourism marketing office that is operating in Korea. It also gives Turkish tourism destination marketers a competitive advantage since several countries are running their marketing offices in the Korea such as Australia, France, Canada, USA, Egypt, China etc. (WTO 2000: 34).

Tourism information offices can “push” the cultural tourism of Turkey toward the potential tourists through travel intermediaries such as tour operator or “pull” the potential tourists by reaching them directly and encouraging them to travel to Turkey (Formica and Littlefield 2000: 111).

#### **5. Marketing Mix Strategy in the First Year of Entry to Korea**

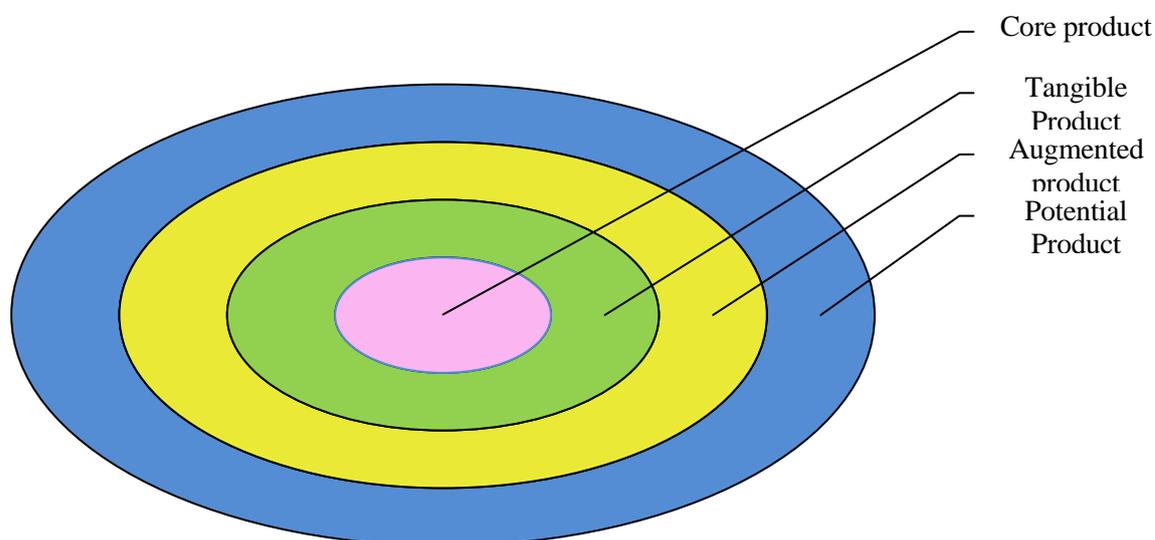
##### **5.1. Product:**

World Heritage sites should be offered to target segment of Korea because “universal application makes the concept of World Heritage exceptional” (UNESCO web site). Since Turkey’s World Heritage cultural assets have been spread throughout the country, “Historic Areas of Istanbul” which is included in World Heritage List should only be offered in order to respond potential Korean outbound cultural tourists’ demands and desires to travel. “With

its strategic geographical location on the Bosphorus between Asia and Europe continent, the Black Sea and the Mediterranean Sea, Istanbul has been connected with major political, religious and artistic events for more than 2,000 years. Its masterpieces include the ancient Hippodrome of Constantine, the 6th-century Hagia Sophia, and the 16th-century Suleymaniye Mosque” (MCT web site). Further, it has named as “2010 European Capital of Culture” that leads to increase its quality and reputation as a cultural centre all over the world.

Contenting tourists’ wants, needs, and desires for travel, feeling mentally and physically good by visiting “Historic Areas of Istanbul” are core product of Turkey (see the basic anatomy of a product in Figure 10). Visiting high quality cultural heritages of Istanbul is intangible product. Augmented product is a variety of factors: brand name as a 2010 European Cultural Capital, service in the restaurants and hotels, and characteristics of cultural properties. Before visiting the Istanbul, Korean outbound tourists need city map, brochures, CDs etc. These supports are termed augmented product. The potential product might be visiting museums in Istanbul.

**Figure 10: The four levels of product: core, actual, augmented and potential**



Source: Brassington and Pettitt 2006: 288

## 5.2.Price:

When determining price, Korean outbound tourists’ perception of price should be taken into account. It is commonly believed that price is directly correlated with quality perception

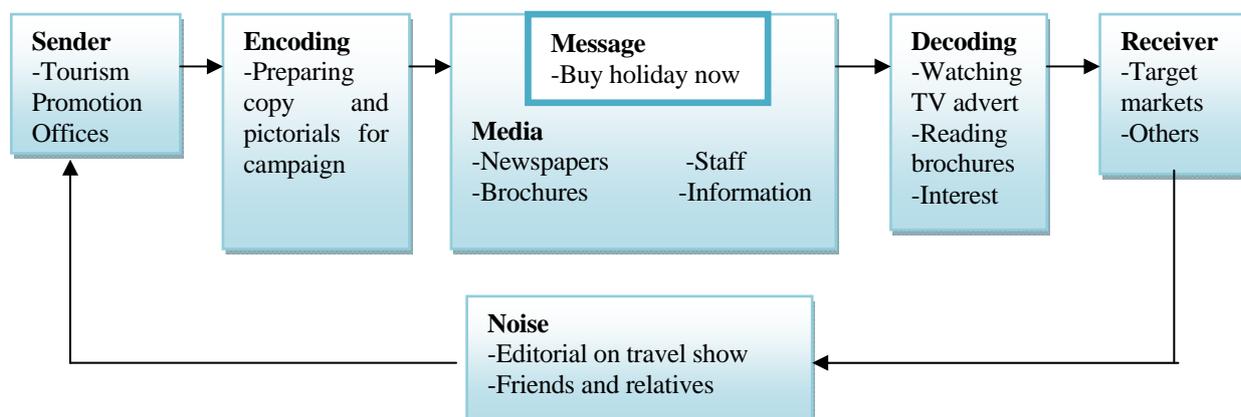
which means that high price product refers to its high quality. Implementing premium pricing should be decided since Istanbul has a reputation in terms of having rich cultural assets and it is a fashionable place to visit. Costs of production and distribution should also be aimed to reduce without decreasing quality in order to more willingly compete on price and to establish strong word of mouth marketing. This can be done by reducing cost of trips with less visa application fee, encouraging airlines or accommodation suppliers in terms of taxation. The pricing of cultural tourism of Turkey should be based on US\$ instead of local currency to avoid currency risk because US dollars is accepted widely as a current money unit in the tourism sector and it has less fluctuations than local currency.

### 5.3.Promotion

Promotional communication should aim to achieve a desired level of tourism demand by delivering the right messages through the right channels in order to entice potential Korean outbound tourists to visit heritage sites of Istanbul.

The most widely adopted generalized communication model comprises of four components: the sender, message, medium and receiver (see Figure 11). Foreign tourism information office shapes the major channel of communication between destinations and potential tourists. It carries out this role by developing advertising images, selecting illustrations for brochures and by collecting and disseminating information about Istanbul heritage sites destination to the potential customers.

**Figure 11: The principles and process of communication**



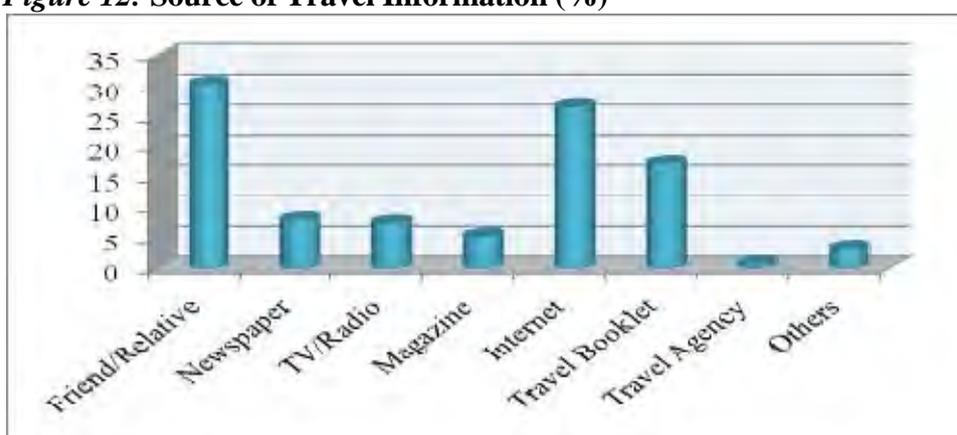
Source: Lumsdon 1999: 167

With regard to tourism marketing, AIDA (awareness, interest, desire, action) communication model is applicable. In this regard, the potential tourist becomes aware of Turkey after visiting Web site about it. He or she is encouraged to search information

through the information provided in the Internet: then, he or she is enticed to call tour operators without probably before asking friends and relatives. This leads to desire and action about Istanbul as a tourist destination.

According to a sample survey carried out by KTIR and JoongAng Ilbo newspaper jointly (see Figure 12) (as cited in WTO 2000: 33), during 1999 among citizens of Seoul, recommendation from friends or relatives was the most influential factor in deciding destination. Word-of-mouth still plays an important role in Korea, and it underlines the importance of visitor satisfaction. Because of this reason, current Korean tourists' satisfaction level should be increased through applying them to learn what they need and offer those services to them.

**Figure 12: Source of Travel Information (%)**

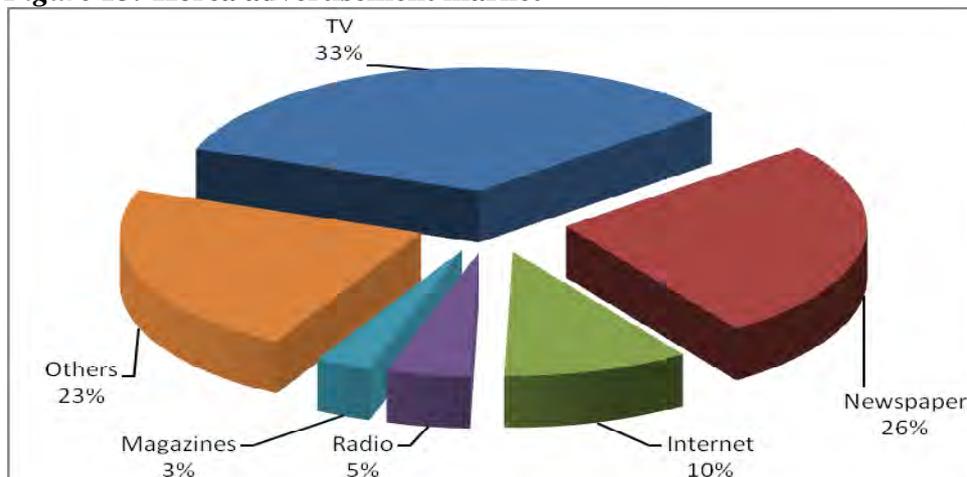


Source: KTRI (as cited in WTO 2000: 33)

Internet is the second most influential factor in deciding destination. According to NIDAK (2006: 33), segmentation by age group shows that those in their 40s have approximately 70 per cent online ratio (Korean Internet White Paper 2006: 33).

Applying Web site should be used efficiently to reach its target customers. The Web site should also be designed in Korean language to overcome communication problem. Internet advertisements are also applicable since they are more affordable than TV/Radio advertisements. Further, the Internet was the third largest advertising field in Korea after TV and Newspaper advertisements in 2004 (see Figure 13).

**Figure 13: Korea advertisement market**



Source: Asia Media News Daily web site.

Printed media such as a newspaper or magazines should also be employed since its literate rate was 97.4 per cent in 2004 (KNSO web site), newspapers are widely read throughout the Korea. The Chosun Ilno newspaper should be applied to convey promotional messages to Korean potential tourists because it was ranked 12th with 2,378 thousands circulation in the world (WAN web site). On the other hand, as part of public relations and publicity policy, Korean journalists should be invited to Istanbul to show the places and inform them. Finally, public relations activities should be carried out in tourism exhibitions and trade shows.

#### **5.4.Place**

A wide range of information and tourism offerings mainly should be conveyed to Korean outbound market through overseas tourism information office which will be located in Seoul. The place chosen for overseas offices should be near Turkish Embassy in Seoul since all MCT's foreign information offices work under the Turkish Embassy and further, potentials tourists may need some information from Embassy. On the other hand, nearness to Embassy will also reduce communication cost of office.

There is a direct flight between Seoul and Istanbul (Turkish Airline web site). Seoul has also good railway and transportation systems. In addition to tourism information office, Web site should also be used to access potential markets since majority of the Korean are online. Finally, contact with local a tour operator and a travel agency is also needed to reach and transmit its message to potential customers.

### **5.5. People**

The role of staff-customer interaction and service quality has become crucial to many organizations in the business of tourism. Bilingual personnel should be employed in Seoul tourism promotion offices to better communicate with local people. They should know about marketing and public relations. Those people should also be trained and improved skills to compete in terms of service provision in the Korean outbound market.

### **5.6. Physical Evidence**

The building of tourism information offices should reflect national architecture of Korean buildings since this creates cultural nearness in the minds of potential Korean outbound tourists. Tourism information desk or welcoming desk should be available in the tourism information office which will provide brochures, CDs, and booklets to potential tourists. There are also information facilities and/or video facilities should be in the office in order to show tourists to virtual museums and promotion films.

### **5.7. Process Management**

“Effective process management has proven to be a potentially powerful differentiator, since it relates to how customers are treated from the point of their first contact with the organization through to the last” (Wilson and Gilligan 2005: 534-535).

The processes of underlying service provision are very tangible to customer as it is a high staff-customer contact business. Thus, processes such as visa application, ticketing, hotel reception or travel agency booking systems are principally relevant. Information capturing systems such as quick response systems should be improved in order to adequately integrate processes for handling visitor enquiries and to encourage visitor to visit Istanbul. Further, ease of processing of documentations, processing of visitors on site and enhancement of retailing techniques enable Istanbul heritage sites to be more accessible and consumed with no difficulty. Values should be delivered through marketing mix to increase potentials Korean outbound cultural tourists’ awareness towards to Turkey and Istanbul and to increase its market share in tourism marketplace. All the other marketing mix process should be controlled and managed to take correct action after getting feedback.

## **6. Conclusions and Recommendations**

The aim of the report was to develop market entry strategy and tactical plan in the Korean outbound tourism market for cultural tourism of Turkey. As an overall expansion strategy in East and South Asia countries, DMO of Turkey should enter Korea market with its cultural tourism as a product since the political, legal, economical, social and technological factors are appropriate in there.

Seoul should be chosen for its entry city to Korea because of its high urbanization rate, population, density and its preferable position to travel internationally. The major findings of this paper suggest that after segmenting the total Korea outbound tourism market, the target market should be 40s male group in the Korean outbound market since they travel much than other groups and there is enough demand to target. The cultural tourism of Turkey should be positioned in prestige segment of Korea market by being differentiated based on quality in order to gain competitive advantage. Marketing objectives for the first year should be capturing 2 per cent of market with 825.000 US\$ advertisement budget. The international marketing entry strategy should be opening foreign tourism promotion office.

In relation to the marketing mix, "Historic Areas of Istanbul" should be offered Korean tourists to experience it. Premium pricing should be implemented on the one hand; cultural trip's costs should be decreased without lessening quality on the other. In addition to using Web site, Internet and newspaper advertisements, familiarity tours can also be applied as promotion tools. The place chosen for offices should be near Turkish Embassy in Seoul. Further, bilingual person should be employed there to overcome communication barrier to local people.

## **7. Identification of Limitation and Suggestion to be Improved It**

Majority of limitation are related to reaching the data. For example, Korean outbound tourists' perception of price and quality, university or higher education rate in the 40s, or newspapers' and magazines circulation and market shares, tour operators and travel agencies' places could not be reached. Another limitation is about updated data related to source of information in choosing destination. To overcome the limitations, general assumptions should be taken into account.

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