

# Regional Development with Cooperative Marketing Strategy: A Case of Cukurova Region, Turkey

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Received: December 27, 2010 Accepted: February 10, 2011 doi:10.5539/ijbm.v6n6p98

## Abstract

In the globalized world, trade barriers between regions and countries are almost non-existent. The disadvantaged regions are negatively influenced from this situation. Therefore, the sources of regions have to be marketed. In the globalized markets, marketing gains particular importance in offering regional resources to in such a way that they can yield value-added and contribute to the development of the region. When the subject of marketing concerns a region, it is imperative to establish cooperation and harmony among the regional dynamics. Thus, the aim of this study is to illustrate how to increase the competitiveness of Cukurova Region of Turkey with the cooperation of the local dynamics. Based on the analyses of the secondary data obtained from the region, some findings will be determined on the subjects of harmony and cooperation between regional development and cooperative marketing in this paper.

**Keywords:** Regional development, Cooperative marketing, Cooperation, Cukurova region, Turkey

## 1. Introduction

Many cities of developed countries have been undergoing significant changes since 1970s (Luo & Shen, 2009: 52). Because neo-liberal applications that dominate our world, have left the cities alone with the problems that they cannot solve on their own. Along with this change, cities display the behaviour of solving their problems, not on their own but as a region, in cooperation with other cities (Heeg et al. 2003). At the same time, this situation requires cooperated and coordinated usage of the resources that these cities and regions have.

This concreteness that occurs in the fields of management, production and marketing, between the cities that are members of a particular region in developed western nations, can be observed as 'partnership', 'networks' and as some other regimes (Luo & Shen, 2009: 52). Cities' acting together in management, production and marketing or acting as a region in some other cases, appear to be a relatively new development method. However, this situation can be accepted as an indicator of that mandatory and insistent application preferred by central authorities is starting to lose their meaning.

Advantages of close cities' getting together around the most powerful and central one, have now started to be utilized and used more effectively. By being associated with the leadership of smaller close units, the central city is gaining the ability to centrally coordinate the resources of its own hinterland. Together with making central city a regional center and defending it, administrative annexation method is mostly used for solving the problems between cities or ending the frictions between administrative units (Zhang & Wu, 2006). Central city based administrative reinforcement gives way to metropolitanisation and this situation strengthens the central-local authorities for reaching a broader tax base to finance the infrastructure or banding together all the different resources that the country has, and helping to create a leverage effect for foreign investments (Vogel et al., 2010: 63). In this way, the cities and local authorities acting together are likely to have better financial resources, infrastructure, resource stock and the strength of attracting investors; and, they are likely to become more marketable and powerful in contrast with other cities and regions.

Existing competition can be very harmful to isolated cities. Therefore, for a long time, simultaneous activities which are aimed at developing a mechanism for cities to act together and be marketable, are conducted in various countries of the world (Vogel et al., 2010: 63). Here are the systems that exemplify the acting together of

some cities that are now more dependent on market circumstances and less dependent to the center due to the effect of globalization: “Leipzig and Nuremberg” cities of Germany (Heidenreich, 2005), “Atlantic Canadian Tourism Partnership” in Canada for tourism marketing (Reid et al., 2008); “The Murray River Region”(Jackson & Murphy, 2006) and “The Hunter Valley” (March & Wilkinson, 2009) in Australia for developing and marketing of tourism; “The Pearl River Delta Region” (Shen et al., 2002) and “The Yangtze River Delta (YRD) Region” (Luo & Shen, 2009), which had been started in China in 1996 for transportation, tourism and human resources management.

There are some regional partnerships that some cities and local governments of different countries create by coming together, while there are some regional cooperations -some of which are mentioned above- created by cities and small towns of a specific country. “Gulf Co-operation Council States” (Alhumoud et al., 2004) which is developed for waste management in Gulf and “The Northeast Asian Air Transport Network” (Oum & Lee, 2002) developed for air transportation, can be given as examples to the situation mentioned above.

As can be seen in the national and international examples above, cities and small towns of today’s world have started to act in regional cooperation with each other to gain enough output and accomplish their objectives in the fields of management, human resources, provision, production, advertisement and marketing; in tourism, energy, agriculture and industry sectors. This kind of manner has been observed for a long time, between industrial companies, especially in the fields of provision and marketing (Dieke & Karamustafa, 2000; Yılmaz et al., 2005; Girod & Rugman, 2005; Lancastre & Lages, 2006; Kajikawa et al., 2010; Felzensztein et al., 2010). However, regional cooperation of different cities and small towns is seen as a new and complicated issue.

Aim of this study is to suggest a road map that can help cooperated cities and small towns come together and perform a regional development by using ‘Cooperative Marketing Strategy’. While the subject is being examined and the model is being developed, the region that will be used as base is determined to be ‘Cukurova Region’ Turkey. The rationale for the choice of Cukurova Region is that it has received immigrants from relatively less developed regions, and because of this it is faced with serious problems of urbanization. In addition, the region is considered to be worth investigating due to the richness of its resources and the fact that it lacks harmony and cooperation among local dynamics.

Towards the aim of the study, a review of literature is conducted on the subjects of regional development, cooperation, cooperative marketing and Cukurova Region. In this paper, a study conducted by Heeg et al. (2003) is accepted as a very important contribution in related literature is used as a guideline on the subject of performing a regional development with cooperative marketing strategy and developing a model for Cukurova Region.

A study conducted by Heeg et al. (2003) dealing with some theoretical issues aimed at providing the metropolitan cooperation in Europe, is accepted as a very important contribution to cooperation between cities; hence, to regional development works (Luo & Shen, 2009: 53). Heeg et al. (2003) handled metropolitan cooperation as urban networks and after analyzing the existing cooperative efforts in Europe; they proved that metropolitan cooperation shows three types of focus: (1) cooperation dominated by state in state-oriented regulation mode, (2) cooperation dominated by private sectors in market-oriented regulation mode, and (3) cooperation located between the continuum of the above two kinds of cooperation. Besides, they defined three types of territorial cooperation: (1) territorially disintegrated networks, (2) territorially integrated cooperation and (3) cooperation between two or more individual cities in the same large region. In addition to this, according to Heeg et al. (2003), there are three types of thematic cooperation in European Union (EU): (1) exchange of information, (2) joint obligations and (3) cooperation in market-regulated specialization fields.

It is considered that while the study of Heeg et al., (2003) highly explain the lowdown of interurban cooperation; they do not provide enough explanation about some important concerns in developing a partnership, such as how the cooperation mechanism process will be shaped or who the actors will be (Luo & Shen, 2009: 53). Except this procedural problem, the question of ‘Why are some cooperative efforts successful and why not the others?’ should be answered. And for answering this question, first, we should answer such questions as ‘To what extent are interurban cooperation models applicable in other regions?’ (e.g. in China, in Middle East), ‘In what aspects can cities cooperate with each other? According to which factors should the member cities and participants be chosen? In addition to these, three cooperative efforts can be observed in a region in terms of ‘applicability in different regions’: (1) hierarchical partnership, (2) spontaneous partnership and (3) hybrid partnership. Hierarchical partnership is an effort to form a cooperation that is imposed by upper levels of the government on the lower levels, by force. Most cooperative efforts in the world have started in that way. Contrary to this, spontaneous partnership is a spontaneous city form, which is shaped according to mutual interest and needs.

Some applications such as ‘two different regions’ shaping a common form, different cities’ coming together in a region and acting as one city’ are the examples of spontaneous partnership. And hybrid partnership is positioned between hierarchical partnership and spontaneous partnership. This type of partnership starts with government’s leading and goes on with close relationships between partner cities (Luo & Shen, 2009:53). Determinants of each partnership type are shown briefly in Table 1. According to these determinants, it will be explained to what extent the cities of Cukurova Region are open to cooperative marketing strategy, regarding developmental, promotional, coordinational, resource-based and strategic matters.

#### **Insert Table 1 Here**

This study is composed of four sections. The first is the introduction part. In this section, a detailed review is conducted; and cooperative marketing correlations are examined in terms of regional development and cooperation requirements between cities and little towns in the region. Section two reveals the basic information and theoretical connections regarding the subjects of partnership, regional development, and cooperative marketing. In the third section, detailed information about Cukurova Region is given. Also in this section, economic and social features that make Cukurova a region are presented; and some explanation about the cities and small towns in the region is provided. In addition, a road model suggestion for revealing how Cukurova Region can develop with cooperation and cooperative marketing strategy is given. In the conclusion part, regional development, cooperation, cooperative marketing and information about Cukurova Region are summarized and requirements of the road model suggested for Cukurova Region is explained in detail. Also in this section, limitations of the study are put forward and some inferences about the application are discussed.

## **2. Partnership, Regional Development and Cooperative Marketing**

The concept of “partnership” is defined as organizational and institutional alliances between various organizations. It is also used in the related literature as connected with organizational and physical restatement of cities and regions. (e.g. Lagendjik & Cornford, 2000; Medeiros de Araujo & Bramwell, 2002; Pearce et al., 2005; Benneworth & Hospers, 2007; Sotarauta, 2009; Whitford, 2009). The word ‘coalition’ is also used for the term of ‘partnership’ in this literature (Kitajima, 1998: 26). Due to its broad meaning, the concept of partnership also depicts the cooperation between cities (Elander, 2002; Mbodj, 2002). Inter-urban cooperation is a strategical partnership (Luo & Shen, 2009: 53). Thus, it has been stated before that partnership concept can be broadened to the regional scale and especially to inter-urban cooperation.

When the issue is handled regarding regional development, cities’ developing cooperative working models, sealing alliances and cooperation is seen as an appropriate regional development strategy; and as mentioned in detail in the previous section, it finds an application area. Because, as long as a country does not develop a strategy for cooperative usage of its resources, it will be too far from finding a way for development. Besides, according to a definition, “regional development is all kinds of rational approaches aimed at strategical regional economic planning that should start with putting local resources and their development facilities into good use in the light of an existing situation analysis, relating them with the competitive advantages that other countries want to have” (Harmaakorpi & Uotila, 2006: 780).

To provide a regional development, it is necessary to establish meaningful units of cities and small towns that compose the region; or, establish some regions by putting together cities and small towns that are independent but able to use their resources effectively together, with a visionary approach. Harmaakorpi and Uotila (2006) state that competitiveness of a region should be renewed by time, for sustainable competitiveness; and, this depends on the appropriate use of the region’s own resources. It is expected from cities and small towns of a region to put forward a visionary capability for making their region developed by using their resource stocks effectively. All shareholders of the region should absolutely create a vision to remove the negations that prevent development.

It is necessary to focus on creating a local organizational structure for creating the vision, taking inventory of resources of the region, deciding on the most appropriate and effective use of these resources, deciding on the most suitable target groups and trying to reach them. This structure is a necessary mechanism in some cases to make use of positive agglomeration economy. It makes regional experting obligatory that the resources enable the region develop and positive agglomeration economy is in short supply. Which global demands the region should satisfy is very important to decide how the potential resources are going to be used (Harmaakorpi & Uotila, 2006: 780). Thus, one of the most important activities of this structure should be the activities such as leading the region resources to production, ensuring cooperative production and target-driven cooperative marketing facilities which are going to contribute highly to development of the region (Hewett & Bearden, 2001).

Cooperation requires at least two stakeholders to be in an active sharing relation and cooperation to bring success in this way (Morgan & Hunt, 1994: 26). The benefit shareholders are going to get mutually is only possible when they act in cooperation. For this, cooperation defines similar or complementary coordinated activities that are practiced by the shareholders who are connected to each other for making mutual benefits or achieving a common goal in requested time (Andersen & Narus, 1990).

Considering the explanation so far in terms of regional development, Cooperative Marketing can be defined as a marketing strategy that cities and towns (Yavuz, 2008: 82) that are close and can cooperate with each other, developed by combining their resources, using them together and making a commitment about sharing the cost, (Dieke & Karamustafa, 2000: 469) as predicated on mutual benefits for being able to cope with not only external pressure and difficulties they have to face in a marketing system, but also with limited resource stock and environmental uncertainty. In this study, Cukurova Region is handled as an example of regional development with cooperative marketing strategy.

### **3. Cukurova Region and Cooperative Marketing Strategy**

In this section, detailed information about Cukurova Region containing its economic, social, administrative features is given. Also in this section, a road model is suggested aimed at showing how Cukurova Region can be developed with the help of cooperation and cooperative marketing strategy.

#### *3.1 Cukurova Region*

Cukurova Region, a delta mostly formed by Seyhan and Ceyhan rivers at the south coast of Turkey, incorporates small towns and cities that have a lot of resources for regional development (See Figure 1). However, these cities and small towns can not make good use of their resources, not even for their own development. In fact, the cities of the region have enough population density, manpower and the substructure that can bring success in the sectors of agriculture, trade, industry, tourism, technology and education. This situation can be understood from the vision studies made for each city. So, the idea of which solution should be not based on cities, but based on the region, comes forward. For this reason, Cukurova Region seems to be a suitable region for cooperation and cooperative marketing activities.

#### **Insert Figure 1 Here**

Due to its specific features such as wide farmlands, streams, temperate climate, land and sea transportation, and its being a closed basin, Cukurova Region has been an inviting city since the Stone Age (Unal & Girginer, 2007). Cukurova Region, which has social variety, commercial mobility and geopolitical importance, as a result of its affluent natural resources, convenient temperature and strategic position, has been a popular region which people have preferred to live in since ancient times (Yavuz & Girginer, 2005: 435). This extraordinary region has also been a bridge between Mesopotamia world, Middle East and Eagean Region. Not only that, it created its own culture and moved it to other countries, founded dependent states, put its language into writing since ancient times, and became one of the rare regions in which a lot of developments and inventions are made in the subjects of religion, philosophy, medicine and pharmacy (Unal & Girginer, 2007). This richness of the region is reflected to its cities. Thus, Mersin, Adana, Osmaniye and Hatay are monuments that reflect the pecuniary and non-pecuniary richness of the region. These cities give the message that show the region is still maintaining its importance, being an important growth model and is able to upgrade (Yavuz, 2008: 955).

Adana, settlement history of which goes back till 6500 B.C, is a marshy and fertile geographical place which has incorporated with ten different civilizations (Unal & Girginer, 2007). Adana city takes place in junction point of Anatolia geography (Yavuz, 2009: 79). As a result of its strategical position, taking place in junction point of transportation systems, its population diversity, and hosting the representations of national and international commercial, military and artistic foundations; Adana is the center city of Cukurova Region. According to 2009 population census results, Adana has reached to 2,062,226 inhabitants. 69,8% of the population live in urban area and other 30, 2% live in the country. It is the fifth most populous city of Turkey (after Istanbul, Ankara, İzmir and Bursa). Adana has an important position for being an energy passageway with BOTAS, BTC (Baku-Tbilisi-Ceyhan Pipe Line). The project of the biggest shipyard of Europe is implemented on the coasts of Yumurtalik. The most promoted sectors of today's Adana are health, energy, modern agriculture and tourism (Yavuz, 2008: 956). Governorship, metropolitan municipality, provincial municipalities, university and a lot of non-governmental organizations have an impact on the city. Adana is under the influence of Cukurova Development Agency. Adana is a metropolis city in which stakeholders can not easily come together and have an agreement on the subject of development.

Mersin is one of the cities that have very important resources and comparative advantages. According to 2009 census results, with its 1,640,888 million population, Mersin is the 8<sup>th</sup> biggest city of Turkey. 57.64% of its employment is in agriculture, 7.93% in industry and 9.33% in commerce. Rate of literacy is higher than rate of literacy of Turkey, with 89.2%. Mersin's exportation in 2007 was 2,8 billion \$ and importation was 6 billion \$. While investments to agriculture are rising, investments to tourism are falling, and public investment does not respond to health, transportation and social problems caused by high migration rate. The city has a very important and invaluable tourism potential. Six places of Mersin are named as 'tourism center' by The Ministry of Culture and Tourism of the Republic of Turkey. Mersin's food and drink exportation comprises 12% of Turkey's exportation in this area. The other sector of Mersin is strategic logistics. Due to Mersin's strategic location between Europe and Middle East, existence of free zone, Mersin Harbour; transportation and logistics are important sectors in the area (Mersin Governorship, 2008). Governorship, metropolitan municipality, provincial municipalities, university and a lot of non-governmental organizations have an impact on the city. Mersin is also under the influence of Cukurova Development Agency. Mersin is a city in which stakeholders can easily come together and have an agreement on the subject of development in contrast with Adana.

The population of Hatay was 1,448,418 in 2009 which is composed of 47,5% urban population and 52.1% country population. Hatay is one of the places in which international transportation is diverse and the gates of our country that opens up to Middle East (border with Syria) and it is an important trade and tourism center. A lot of families from Middle East spend their summer holidays in Hatay. St. Pierre Church which has been considered as the second church of Christianity since 1963 is in Hatay and it is the second pilgrimage place for Christians. Hatay is also one of the few places that contain a lot of land forms. It is suggested that tourism, trade and agriculture will take an important place in the future of Hatay (Yavuz, 2008: 957). Hatay is a city in which all the divine religions are represented and all the communities live together. Governorship, metropolitan municipality, provincial municipalities, university, health tourism investments and a lot of non-governmental organizations have an impact on the city. Even if there are some quarrels on some subjects, coming together of stakeholders on certain cases is possible.

Osmaniye's population is 471,804 according to 2009 census. Rate of literacy is 81% in the city. Retreatment in agriculture of Cukurova made Osmaniye's economy shrink. However, Osmaniye which is located on the south end of Cukurova is a quite suitable region for agriculture, farming and forestry. Because of the fact that agricultural production is so popular, industrial development of the city is slow. Osmaniye's economy is unable to go beyond small scale industry. Along with this, while Adana makes its regional center features developed, its industry flows away to Mersin and Hatay. With this, Osmaniye's stock and manpower's flowing to Adana is going on, simultaneously (DPT, 2000). It can be mentioned that today's the most prominent sectors are agriculture and industry (Yavuz, 2008: 956). It seems that no problem will occur in stakeholders' coming together on basic subjects.

### *3.2 Cooperative Marketing Model Suggestion for Cukurova Region*

In this section, tendencies suitable for cooperative marketing strategy which are thought to be in Cukurova Region are explained by Heeg et al. (2003) on the basis of cooperative effort prototypes. In the evaluations, meeting and working experiences which the researcher joined within the scope of university-industry cooperation are made use of. It is thought that performing such a study for developing a road model suggestion can be directive and create well-supported bases with a search method that can be used according to its methodology.

As mentioned in the previous sections, Heeg et al (2003) comes up with three cooperative effort types which can be seen in a region in terms of 'applicability in different regions': (1) hierarchical partnership, (2) spontaneous partnership and (3) hybrid partnership. Along with this, it's possible to talk about five different sub-marketing functions: These are the functions related to developmental, promotional, coordinational, resource-based and strategic marketing. A cooperative marketing approach which can be applicable in Cukurova Region is to be presented, considering which cooperative strategy type in this region is close to. By doing this, matters that can obstacle cooperative efforts of regional development will be determined roughly, and a road model for regional development will be suggested.

In Table 2, determinants of each cooperative type and cooperative marketing strategy sub-functions are intercrossed. A relation between a cooperative effort determinant and a cooperative marketing strategy sub-function is marked with an 'X'. The number of determinants on each column and the number of validated relations are determined. The number of validated relations should be considered to determine which type of cooperative effort is used in the region concerning a sub-marketing function. According to this, Hierarchical

Partnership which has 3 of 7 validated relations, is a cooperative effort type that is dominant in 'developmental' sub-function. Respectively, in 'promotional', Hybrid partnership; in 'coordination', Hierarchical partnership; in 'resource-based', Hybrid Partnership; and in 'strategic', Hierarchical partnership seems dominant.

#### Insert Table 2 Here

In Table 3, some examples are given about cooperative strategy type corresponding to each cooperative marketing sub-function, partners that will have an effect on functions and proceeding of partners. With the help of this table, actions to be taken for each cooperative marketing strategy to be successful in preferred cooperative effort type can be modelled.

#### Insert Table 3 Here

#### 4. Conclusion

Aim of this study is to suggest a road map that can help cooperated cities and small towns come together and perform a regional development by using 'Cooperative Marketing Strategy'. For this, a study conducted by Heeg et al. (2003) dealing with theoretical subjects about providing a metropolitan cooperation in Europe, which is thought to make a significant scientific contribution to regional development works, is taken as a guideline. In this study, an attempt is made to develop a road model for Cukurova Region by intercrossing three cooperative efforts (hierarchical partnership, spontaneous partnership and hybrid partnership) with five cooperative strategy sub-functions (developmental, promotional, coordination, resource-based and strategic).

In conclusion, some inferences about which cooperative efforts the local partners should use for regional development are made. According to this, it is understood that "hierarchical partnership" is in use for "developmental", "coordination", "strategic"; and "hybrid partnership" is in use for "promotional" and "resource-based". More clearly, it seems that a government oriented decision making mechanism is driven on the subjects of production, coordination and strategical issues. Similarly, a decision making mechanism, which is, at first, government oriented but then proceeding within the partners, is also mentioned.

In terms of regional development, if the existing cooperative efforts are considered insufficient, it should also be thought how these efforts can provide more effective results. But, if existing cooperative efforts are not sufficient, first, a suitable cooperative effort should be decided and then, how to develop this effort should be thought about. In order to decide which cooperative efforts are suitable and which are not, the field work of which is well-scheduled should be conducted.

Along with a good review of literature carried out in the study, an important study is taken as a guide for presenting an understandable framework of a model. This method has created an advantage for the better understandability of the subject, and for the suggested model being open to further improvement as the study proceeds. It certainly increases the partiality of the study. This situation comes forward as a natural constraint of the study. In addition, while Heeg et al. (2003) is being taken as a guide and is attempted to be developed, some data about the region is needed. While normally a scientific research method should be applied and the data should be acquired; in this study, test data is restricted by the experiential information the researcher had in the studies of university- industry cooperation. As this situation may be a limitation of the study, it seems that a scientific method for getting information should be conducted with the attendance of some related experts, such as 'delfi', in the future study.

As mentioned above, despite a good review of literature, some significant constraints of the study occur. Along with this, the study is innovative and is thought to serve as a model for the future studies. The model suggestion developed gives some information about how the cooperation efforts are and how they should be. The cities and small towns that are thought to come together for applying a cooperative marketing strategy can decide which model to apply with the help of a model similar to this. Also, they can have a fore-sight of where the problems can occur in the application phase. It is considered that, the study can be a model suggestion for Cukurova Region and other cities and small towns that have the potential to create a region. Along with this, it is certain that this road model can be reinforced by applying the suggestions about overcoming the constraints.

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Table 1. Determinants of Different Partnership Types

	<b>Hierarchical partnership</b>	<b>Spontaneous partnership</b>	<b>Hybrid partnership</b>
<b>Determinants of partnership types</b>	The provincial government's original intentions	Exchange of information	The port-based cooperation
	The plan-making – the lack of interactions among coordinated cities	Thematic cooperation	Local governments' working groups on the construction of the region (local)
	Keen fight for local interests	Tourism cooperation – developmental and promotional partnership	
	The unsuccessful implementation of the local plan and reasons	Transportation cooperation – coordination partnership	
		Human resource cooperation – resource-based partnership	
		Attempts to establish a common market (strategic partnership)	

**Source:** Luo, X. & Shen, J. (2009). A study on inter-city cooperation in the Yangtze river delta region, China. *Habitat International*, 33, 52-62.



Table 2. Mechanisms and Partnership Types for Cukurova Region

Mechanism	Determinants of Partnership	Developmental	Promotional	Coordination	Resource-base	Strategic
Hierarchical	The provincial government's original intentions	X		X		X
	The plan-making, the lack of interactions among coordinated cities	X	X	X	X	X
	The unsuccessful implementation of the local plan and reasons	X		X	X	X
Spontaneous	Exchange of information					
	Thematic cooperation					
	Tourism cooperation – developmental and promotional partnership	X	X	X	X	X
	Transportation cooperation – coordination partnership					
	Human resource cooperation – resource-based partnership	X				
	Attempts to establish a common market (strategic partnership)					
Hybrid	The port-based cooperation	X	X	X	X	
	Local governments' working groups on the construction of the region	X	X	X	X	X
	<b>Total</b>	<b>7</b>	<b>4</b>	<b>6</b>	<b>5</b>	<b>5</b>

Table 3. Cooperative Marketing Strategy Model for Regional Development

Partnership Type in Cooperative Marketing	Mechanism	Aims	Partners	Actions	Examples
<b>Developmental</b>	Hierarchical	Joint development for mutual benefits	Local authorities, private sectors, academic elites	Joint agreement	Tourism cooperation
<b>Promotional</b>	Hybrid	Joint place marketing, joint promotion of growth and investment, image building	Local authorities	Joint promotional brochures and promotional meetings	Tourism promotion, promotion of investment
<b>Coordination</b>	Hierarchical	Improving service, provision and accessibilities	NGOs-sponsored, Authority-led	Joint agreement, infrastructure coordination, streamlining relevant policies etc.	Transportation cooperation, infrastructure coordination.
<b>Resource-based</b>	Hybrid	Resource sharing (human and natural)	Authorities	Joint agreement	Education cooperation, human resource, port cooperation
<b>Strategic</b>	Hierarchical	Strengthening competitiveness and alleviating inter-city competition	Authorities	Formulating broad strategies and cooperation intention	Common market, standardizing policies of investment

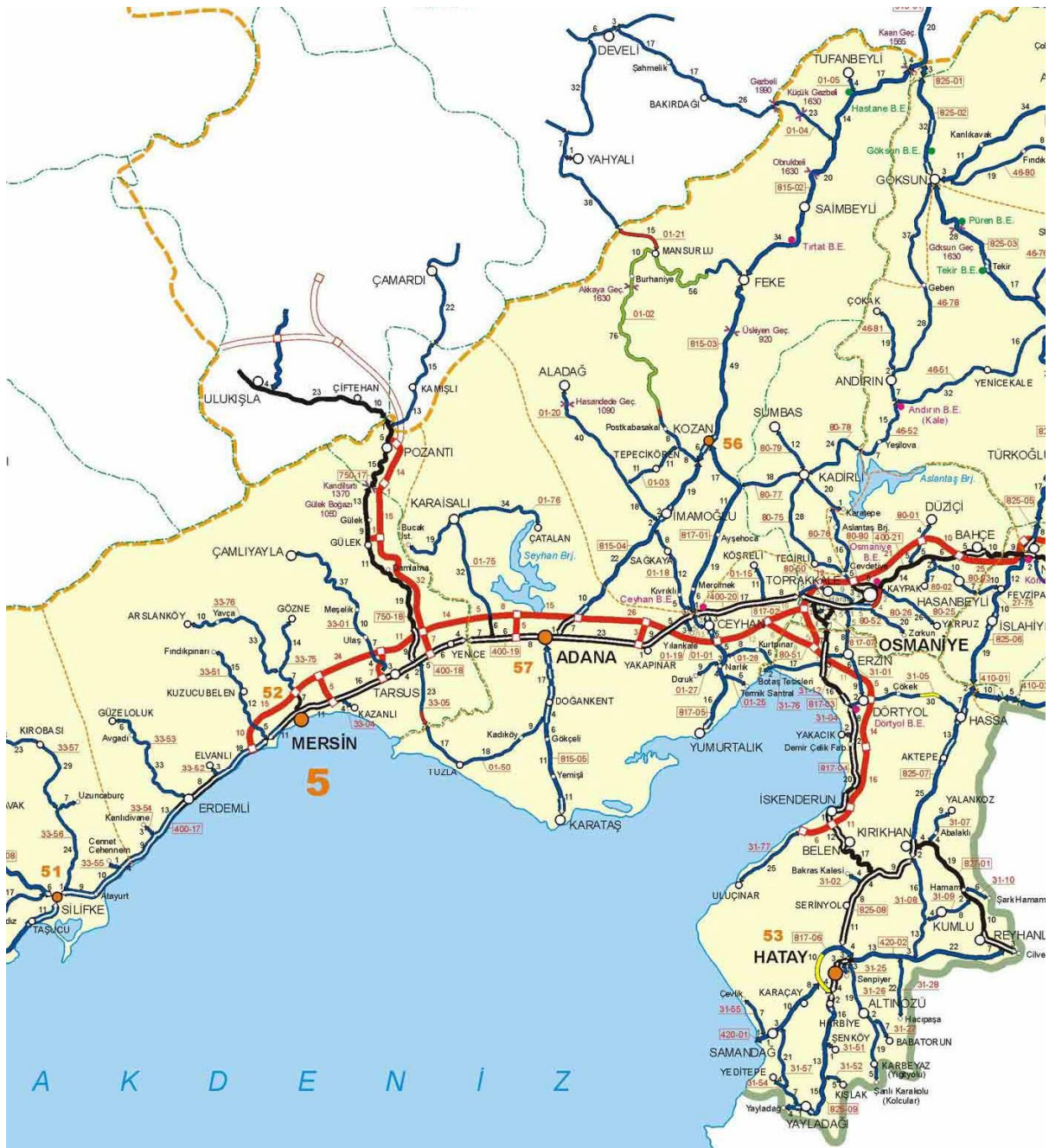


Figure 1. Map of Cukurova Region

**Source:** Türkiye Destani. (2010). *Map of Cukurova Region*. URL:<http://turkiye-haritasi.turkiyedestani.com/bolge/harita/b5.jpg>, [Accessed 07.07.2010].