SWOT Analysis of Safranbolu City in Terms of Tourism

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Abstract

Safranbolu is typical ottoman city with classical wooden houses, buildings and streets. With these characteristics Safranbolu located in world heritage list of UNESCO. Tourism is one of the most important activities in Safranbolu economy. Safranbolu is competing with its rivals to attract more visitors and earn more income from tourism. Though Safranbolu hosts many visitors, we can't say that it seizes the opportunity to use its potential. Most probably, if Safranbolu uses all of its potential city can host more visitors and earn more from tourism. Our aim is to reveal strong and weak sides of Safranbolu city, opportunities and threads in this competition. By this way, Safranbolu can activate its potential and get more profit from tourism. To this aim, we conducted a survey to owner and administrators of Safranbolu touristic enterprises and analyses the results. We revealed interesting results about Safranbolu Tourism sector.

Key Words: *SWOT analysis, Safranbolu Tourism, Cultural Heritage, Tourism Economics*

JEL classification: D47, L16, M20

Introduction

Over Safranbolu is one of the World Heritage sites that have been included on the list of UNESCO World Heritages. In 2015 UNESCO World Heritage list include 15 cities from Turkey. Safranbolu is an old ottoman city which reflects and demonstrates cultural identity. According to many, it has spiritual values of Ottoman times and reflects cultural values of Ottoman architecture. By the help of historical and cultural values, Tourism occupy important place in Safranbolu economy. The number of foreign visitors, who stayed in Safranbolu reached 43850 in 2013 (Yaman, 2015:85; STDB, 2014). At the same time number of domestic tourists are higher, the number of domestic tourists reached to 183700 in 2012 (Türker, 2013:123). Especially with this characteristic, Safranbolu separated from its rivals and provide different atmosphere to visitors. However Safranbolu is competing with many rivals that provide different facilities to tourists. Beyazıt, Amasya, Kastamonu and many others have similar cultural characteristics with Safranbolu. So, competition to attract visitors between these cities is remarkable for searchers. There can be seen many researches about Safranbolu tourism in literature (Yaman, 2015).

According to Structure-Conduct-Performance (SCP) analysts, Market structure is an important factor that has a direct influence on the firms' conduct and strategies. Addition to this, firms' conducts affect market performances. After all, because of feedback effects, market performance impacts firms' conduct. Naturally, market structure becomes the most important part of industrial organization (Türkkan, 2001:17). Market structure consists of Number of firms, concentration, barriers to entry and exit, vertical integration, cost structure.

One axis in which strategic approach develops is SWOT analyses according to SCP theories. SWOT analyze has been used frequently by many researchers and market analysts to study firms' conducts and strategies. It is one of the most respected and prevalent tools of strategic planning (Helms and Nixon, 2010:216). The aim of SWOT analyze is to diagnose main opportunities and threads which affects performances and key strengths and weakness of firms (Türkkan, 2001:18).

Literature Review

SCP Paradigm and SWOT Analysis

Market Structure Conduct Performance analysis was derived from the neo classical economic analysis of markets and developed by the Harvard school of thought (Shaik et.al, 2009:5). This paradigm is developed by studies of Edward Mason and Bain. In this paradigm that is dominant before 1960's in industrial organizations, market structure determines conducts of firms and conducts of firms determines performance of market (Türkkan, 2001:15). Structure of market is made of factors such as demand structure, technological level. Firms compete and determine their strategies by considering structure of market. Conduct includes marketing, product capacity, horizontal integration, internal efficiency, Research and Development (Qin and Wei, 2014:30). At the end performance of market is the result of firms' conduct. SCP Paradigm has led to the implementation of antitrust legislation (Shaik et.al, 2009:5). Today industrial economics include two different methods which are SCP analysis and strategical approach (Türkkan, 2001:15).

Strategical approach in industrial organizations followed two paths and first of them is SWOT analysis (Türkkan, 2001:17, Dilek and Kandemir, 2013). Strength Weakness Opportunities and Threats (SWOT) analysis is a frequent and popular tool for business marketing, industrial organization and strategical management scholars (Helms and Nixon, 2010:216). Its simplicity encourages its usage in developing competitive analysis (Stan and Nedelcu, 2015:187). SWOT analysis can be constructed easily and quickly to firms, organizations, countries or industries by searchers and managers. By the help of SWOT analysis; firms, organizations or destinations can develop strategies which put forward their strengths, overcome their weaknesses, evaluate opportunities and withstand threats in markets (Dilek and Kandemir, 2013; Arıöz and Yıldırım, 2012:184, Dyson, 2004:631-632, Türkkan, 2001:18). Therefore it is accepted as a starting point for strategic planning.

It has two parts which are internal and external analysis. In the first part searchers consider strength and weaknesses of organizations or firms. Internal analysis is about the factors under the control of firms such as employees, brands, products, capabilities, innovative capability, customer relationships, facilities and infrastructure, efficiency-effectiveness and flexibility, size-location and accommodation (Dyson, 2004:632, Dilek and Kandemir, 2013). The external part contains opportunities or threats that probably meet with organizations or firms. This part is located in political, economic, social, technological and competitive environment of firms (Dilek and Kandemir, 2013). Shortly, SWOT analysis provides searchers with a clear picture regarding the firm's current position by considering internal and external attributes (Zarb, 2015:415). SWOT Analysis gives managers, searchers and policy makers the opportunity to use sources to develop a dynamic relationship between economical actors (Türkkan, 2001:18). In literature we witness many researches that used SWOT analysis to identify internal and external factors which are important part of a decision making process (Helms and Nixon, 2010; Brooks et.al, 2014; Stan and Nedelcu, 2015; Valentin, 2001).

Tourism Sector, Black Sea Region and Safranbolu Tourism

Tourism is regarded as one of the most significant component of economic development and growth. Competition process lived in worldwide, can be seen between tourism destinations (Gürbüz, 2009:218). Academic searches confirms that Residents' perceptions about tourism is positive that sourced from improvement in employment facilities, creation in community development and increase in socio-cultural activities such as entertainment (Türker, 2013:115). SWOT analysis is frequently used in identifying internal and external factors of tourism sector (Durgun, 2007; Vladi, 2014, Özgen, 2010).

Destinations who care about expectations and needs of tourists, improve service quality will get success in this competition. Tourism sector has boomed by 1990's in Safranbolu (Türker, 2013:122). After 1990's many people has restored their old wooden houses to use it in tourism facilities. Small scale enterprises operated such as hotels, pensions, restaurants, cafes or souvenir shops in Safranbolu after mid 1990's. Tourism sector developed so that in 2012 totally 222.380 (both domestic and foreign) tourists visit Safranbolu (Türker, 2013:123). In 1995-2008 period overnight stays increased %471 (Karakaya and Akbulut, 2010:23). According to Gürbüz (2009), tourists were satisfied from attraction of Safranbolu, however they were not satisfied from entertainment facilities, vehicle parks etc.

Safranbolu and adjacent destinations are studied by many searchers in literature. Dilek and Kandemir (2013) made SWOT analysis of Kastamonu in tourism sector. According to this study hospitality of Kastamonu people and employees, natural beauties and history, adjacency to Safranbolu and Sinop, developed Turkish cuisine, tranquille conditions without terror or conflicts are strength for Kastamonu tourism sector. Lack of qualified person, reluctance of entrepreneurs, insufficient capital accumulation, imperfect advertisement and lack of firm experience are weaknesses of Kastamonu tourism sector.

Yaman (2015) studied environmental pollution perceived by foreign tourists who visited Safranbolu. He found that tourists generally mostly disturbed by billboards and air pollution in city. He suggested that standardization in billboards, regulations to prevent pollutions and regulations of traffic will have positive impact on perceptions of tourists.

Türker (2013) studied perceptions of residents about impacts of tourism. Safranbolu community accepts that tourism have economic benefits such as increase in employment facilities, business opportunities, touristic investment, standards of substructure. Tourism also has cultural and social benefits as well as economic benefits in Safranbolu.

Gürbüz (2009) investigates perceptions of the touristic products. As a result of this study tourists have the least like in entertainment facilities, night life and animations offered to children. Also tourists have enjoyed from landscape beauties, touristic attractiveness of city and touristic atmosphere. This investigation reveals the difference in the perception of touristic products according to demographic characteristics so that results will give opportunity to sustainable tourism in Safranbolu.

Kiper and Arslan (2007) studied the expectations of the local community and visitors in rural area of Safranbolu village. Most of visitors accept that they recommend Safranbolu Yörükköyü Village to their close relatives. Also there are lots of people who visit Safranbolu Yörükköyü Village annually.

Karakaya and Akbulut (2010) studied the applicability of corporate governance in the tourism enterprises in Safranbolu. This study reveals that firms which have poor corporate governance should improve themselves on public enlightenment and applications related to the employees.

Çelik (2007) investigates the tourism industry of Black sea region. Although Black Sea region has an important tourism potential, inadequacy of infrastructure and promotion is an important problem of tourism industry in Black sea region. The study suggests collaboration between other Black Sea region countries such as Bulgaria, Romania, and Ukraine etc. by the help of Black Sea Economic Cooperation (BSEC).

Saygın et.al (2015) studied residents' perceptions of positive and negative effects of tourism development in Safranbolu. The results are compatible to Türker (2013) so that residents generally expect positive impacts on economy. Their negative perceptions are unplanned urbanization, environmental pollution, crowdedness, noise pollution, traffic congestion, income inequality.

Research and Methodology

Research Goal

In this survey we aim to reveal strength and weakness of Safranbolu against its rivals, opportunities and threads it confront with. To this aim, a field survey using questionnaires was conducted.

Sample and Data Collection

The survey of this study is conducted on owner and managers of Safranbolu House (Konak) touristic enterprises that are competing in sector in October 2015. According to Tourism Authority of Safranbolu, 63 hotels and pensions are active in Safranbolu tourism and licensed by municipality of Safranbolu in 2013. We reached 63 enterprises by the help of information we get from Karabuk Provincial Culture and Tourism Directorate. However 57 of them accepted to participate in research and answered questions. Data obtained from those questionnaires were analyzed through computer statistical packet programs and results were shared in our study.

Analyses and Results

In first part of questionnaire we asked demographic questions about participants and their firms. Later we asked Strength, Weaknesses of Safranbolu against other cities and Opportunities- Threads which Safranbolu confront with. Results of first part are given in Table 1.

Table 1: First Part of Survey

Age	Frequency	Percent	Average Price of Bed	Frequency	Percent
18-35	17	0.298	0-50 TL	3	0.053
36-45	18	0.316	51-75 TL	29	0.509
46+	22	0.386	76+ TL	25	0.438
Total	57	1.000	Total	57	1.000
Age of Enterprise	Frequency	Percent	Number of Employees	Frequency	Percent
0-6	17	0.298	0-5	31	0.544
7-13	19	0.333	6-10	19	0.333
14+	21	0.369	11+	7	0.123
Total	57	1.000	Total	57	1.000
The Most Important Rival	Frequency	Percent	Bed Capacity	Frequency	Percent
Amasra	31	0.544	0-25	29	0.509
Kastamonu	20	0.350	26-50	20	0.350
Cide	2	0.035	51+	8	0.141
Kapadokya	1	0.018	Total	57	1.000
Amasya	3	0.053			
Total	57	1.000			
The Future of Safranbolu Tourism Sector	Frequency	Percent	Rate of Domestic Tourists	Frequency	Percent
will be improved	44	0.771	0-50	10	0.175
Stays the Same	7	0.123	51-65	17	0.298
Will be Dropped Back	3	0.053	66-80	24	0.421
Have no idea	3	0.053	81+	6	0.104
Total	57	1.000	Total	57	1.000
Owner/Manager	Frequency	Percent			
Owner	20	0.350			
Manager	37	0.650			
Total	57	1.000			

It is seen that most of the participants (approximately %38.6) are older than 46. Meanwhile approximately %31.6 of participants is between 18-35 ages and %29.8 of them is between 36-45 ages. The questionnaire was conducted only on managers and owners of enterprises. Meanwhile most of participants are managers of enterprises. Approximately %65 of participants is managers while %35 of them is owners. Age groups of enterprises' numbers are very close to each other. %36.9 of enterprises is older than 14 years while %29.8 of them is between 0-6 years and %33.3 of them are between 7-13 years old. Generally the enterprises are small family firms and because of that %54.4 of them has employ 5 or less number of workers. Enterprises that employ equal or more than 11 workers are only %12.3 of whole. With the same reason %50.9 of enterprises has less bed capacity than 25. One important result is that most of enterprises see Amasra as the strongest rival of Safranbolu while Kastamonu is in the second rank. Also enterprises generally optimistic about the future of Safranbolu Tourism sector with acceptable reasons which include historical and cultural atmosphere. %77.1 of participants thinks that Safranbolu tourism sector will be improved in the future. We can say that generally expectations are optimistic. Approximately half of enterprises sell their beds prices between 51 and 75 TL. Meanwhile most of others charge more than 76 TL. Generally, enterprises work for domestic tourists. %42.1 of enterprises has domestic tourists rate of 66-80.

Average Prices of Beds and Domestic Tourism

Safranbolu enterprises both work for domestic and foreign tourists. However rate of domestic tourists are higher. Participants declare that foreign tourists are coming from especially South Korea, Japan and China. Enterprises with high domestic tourist rate are selling their rooms with lower prices. Correlation between Domestic Tourist rate and prices of beds are significantly related (Pearson Correlation: -0.991; Sig:0.000). This result shows that enterprises are selling their beds to foreign tourists with higher prices and to domestic tourists with lower prices.

In our questionnaire we also ask participants to countries of visitors they hosted. The numbers and GDP Per Capita of quests are given in Table 2. All of enterprises have hosted quests from South Korea and most of them have hosted quests from Japan, China widespread. Yaman (2015:90) confirms that foreign tourists who visited Safranbolu in 2009-2011 periods is mostly came from South Korea, Japan and Australia.

Table 2. Countries of Visitors and GDP per Capita

Country of Visitors	Frequency	GDP Per Capita (2014)
South Korea	57	34355.7
Japan	54	36426.3
China	49	13216.5
Australia	45	43901.6
Germany	27	45615.8
USA	22	54629.5
France	19	38847.5
United Kingdom	17	39136.8
Turkey		19226.1

Source: GDP per Capita (current PPP,\$) is taken from
<http://data.worldbank.org/indicator/NY.GDP.PCAP.PP.CD> (Date:21.11.2015)

Tourism demand to countries shows some differences and characteristics according to other goods and services. The income elasticity of tourism demand is higher than most of other goods and services. The main criteria that determine tourism demand is disposable income per capita. Price of tourism is important especially for mid and lower income groups. The prices as well as the service quality plays important role on increasing tourism demand of destination. Song and Li (2008) emphasized that price is important factor and defined it as independent variable in tourism model. In Table 2, there are countries that sent most visitors to Safranbolu and their income per capita.

We preferred GDP per capita values which are based on PPP. In benchmarking of development levels between countries, Exchange rate can't be shown as reel value. Because consumption, that is changed into the same currency, contains both quantity of goods and differences between price levels of countries. However, benchmarking that include PPP (Purchasing Power Parity) provides reliable results because of removed price level differences (TUIK, 2008:1-6). Purchasing Power Parity is the proposition that when transactions converted to a common currency national price levels should be equal (Rogoff, 1996:647).The most important factor in occurring PPP is opportunity while looking from international good markets. In the core of PPP there exists the idea that reel exchange rate will approach constant value in long run. Until exchange rate approach to the constant value people will demand tourism. PPP is used in determining whether exchange rate is overrated in countries with high inflation rate. Also it is accepted as a key assumption of general equilibrium models of exchange rate determination (Karoglou and Morley, 2012). Shortly PPP values present more reliable results for studying economics.

As you can see quests' countries –except China- generally have higher GDP per Capita than Turkey.

Rivals of Safranbolu

Safranbolu is competing with other destinations to attract tourists and convince them to visit Safranbolu instead of others. In our questionnaire we ask participants to which destination is the most important and strongest rival of Safranbolu. The answers are given in Table 3.

Table 3. Most Important Rivals of Safranbolu

Rivals	Number	Percent
Amasra	25	0.595
Kastamonu	12	0.286
Cide	2	0.048
Amasya	2	0.048
Kapadokya	1	0.023
Total	42	1.000

According to most of participants, the most important rivals of Safranbolu are Amasra and Kastamonu. Both of them are located geographically closer to Safranbolu. Amasra is harbor town with colorful houses in narrow streets and historical atmosphere. Visitors also have opportunity to benefit from sea and sun in Amasra. Kastamonu is a city full of Ottoman and Seljuk architectures that gives visitors to live in cultural and historical times. In this competition Amasra has an advantage because it presents both sun-sea opportunities and old cultural historical atmosphere.

SWOT Analysis of Safranbolu

Safranbolu has to compete with rivals by considering strengths, weaknesses and facing with opportunities and threads. To determine strengths, weaknesses, opportunities and threads we asked thoughts to participants in questionnaire. The results are shared in Table 4.

Table 4: Strengths, Weaknesses, Opportunities, Threats

Strengths			Weaknesses		
Rich Historical and Cultural Values	55	0.965	Lack of Entertainment and Shopping Places	41	0.719
Geographical Location and Closeness to Main Markets	43	0.754	Lack of Qualified labor	38	0.667
Natural Structure and Beauties	38	0.667	Financial Problems	34	0.596
Subsidy and Supports of Public authorities.	26	0.456	Infrastructure of City	26	0.456
Fame of destination	24	0.421	Not being Center of Attraction for Entrepreneurs	25	0.438
Opportunities			Threats		
Potential for Alternative Tourism Types.	42	0.736	Political Problems of Neighbor Countries of Turkey	46	0.807
Having university in City	40	0.701	Attack of Rival Destinations	42	0.701
Political Stability in Turkey	36	0.631	Transportation Problems	21	0.368
Increased Interest for Nature, Historical and Cultural Tourism	31	0.543	Undevelopment of Black Sea Region	15	0.263
Attraction of Black Sea Region	23	0.403			
Image of Cities' Tourism	20	0.351			

Strengths of Safranbolu

Rich Historical and cultural Values: Safranbolu is one of the cities that are accepted as World Heritage site by UNESCO. Cultural and historical heritage is very important attractions for tourists and most quickly developing branches of the global tourism industry (Türker, 2013:116). Increasing number of international tourists has visited Safranbolu for historical and cultural reasons. Safranbolu introduced itself with unique examples of Ottoman-Turkish style wooden houses. Academic searches show that after sites gain world heritage status they had an increasing number of visitors (Türker, 2013:116). Cinci Han, Cinci Hamam, Köprülü Mehmet Paşa Mosque, Bazaar and Safranbolu Houses are touristic attractions of Safranbolu. Celikyay et.al (2010) declared that urban growth and economic development change and destroy historical

urban textures, so regeneration should be done to protect cultural and historical environment. After mid 1990's regeneration activities started to be done rapidly.

Geographical Location and Closeness to Main Markets: Safranbolu is located in Black Sea Region of Turkey and 64 km far away from the sea (Çelikyay et.al, 2010:1459). We can accept Istanbul and Ankara as main market for tourism. Safranbolu is 227 km far from Ankara and 410 km far from İstanbul. Especially visitors from Ankara can reach Safranbolu with 2 hours trip by a car. This is an important advantage for Safranbolu. Addition to this Safranbolu is very close to Karabuk (only 8 km away) so that residents who lived in Karabuk often waste their time in Safranbolu. Location of Safranbolu has another advantage of being close to other touristic destinations such as Kastamonu and Amasra. Tourists who come to Safranbolu also can go Kastamonu and Bartın by having an only one hour trip. Dilek and Kandemir (2013) argue that adjacency to Safranbolu and Sinop is strength of Kastamonu in tourism sector.

Natural Structure and Beauties: Bulak caves, Tokatlı canyon, Incekaya Aqueduct, Karabuk Forests are important attractions for tourists. Bulak caves that are located in 10 km north of Safranbolu, have interesting and fascinating stalactites and stalagmites. Another natural beauty is Tokatlı Canyon that can be watched from crystal terrace. Also Tokatlı canyon includes Incekaya aqueduct that was built in Byzantine times. It was used to deliver drinking water from Danaköy village spring. Some searches show that villages give tourists opportunity to enjoy in recreational facilities in rural areas of Safranbolu (Kiper and Aslan, 2007). Shortly Safranbolu have an advantage because of its' natural cultural landscape assets. Natural beauties are important factor that can be strength or weakness of a region (Dilek and Kandemir, 2013).

Subsidy and Supports of Public: The improvement of tourism sector in Safranbolu generated employment, increased tax and revenues, support investments. Because of these contributions to economics, public authorities give support to tourism in Safranbolu. Especially most of the restoration of Safranbolu Houses was achieved by the financial supports of Turkish public banks.

Fame of Destination: Safranbolu is known by its Ottoman- Turkish architectural houses and cultural values in Turkey. So its fame is very important in competition. Tourism communication generally has a meaning of building a destination brand and reposition of image and providing destination loyalty (Vladi, 2014:170). Safranbolu has been known by tourists since Documentary film "Safranbolu: Reflections of Time" of Süha Arın (Türker, 2013:122). Also the announcement of World Heritage Site status in 1994 made advertisement of Safranbolu.

Weaknesses

Lack of Entertainment and Shopping Places: After mid 1990's tourism sector in Safranbolu has improved and with this improvement many small scale restaurants, cafes, souvenir shops were opened. Shortly tourism improved quality of life increased entertainment facilities. However, these facilities are not enough to satisfy tourists. Safranköy is an only shopping center that is a good alternative to have good times for tourists. Gürbüz (2009) found that tourists are not very happy about entertainment facilities of Safranbolu.

Lack of Qualified Personnel: As in other industries tourism needs qualified personnel to get success in market. However, Karabuk is getting difficulty to have qualified personnel in tourism industry. Karabuk University Tourism Faculty accepted first students for tourism management department in 2013-2014 terms. It is hoped that tourism faculty will solve lack of qualified personnel problem. Lack of qualified personnel is also weakness and problem of other cities in Black Sea region (Dilek and Kandemir, 2013).

Financial Problems: Regeneration of Safranbolu houses and entering tourism market is expensive activities. Entrepreneurs need to be funded for their investments. Potential firms have difficulty in finding necessary funds from financial institutions. Also most of the Black Sea region provinces' entrepreneurs generally prefer to invest in İstanbul. The remaining of entrepreneurs has insufficient capital accumulation.

Infrastructure of City: Çelik (2007:172) found that infrastructure and promotion for tourism is inadequate in Black Sea Region. Tourism sector in Black Sea region is very new so municipality and public authorities are less experienced in tourism. Therefore infrastructure of city is not completed yet.

Not being Center of Attraction for Entrepreneurs: Entrepreneurs interest in having profits and for that reason they take risks. They estimated and calculated their expected profits to take risks. The new hotels, shops, restaurants and cafeterias are providing positive externalities to environment and other enterprises. For instance; new restaurant, shopping center or shops will attract more tourists and provide benefits to other firms. However Safranbolu and Karabuk entrepreneurs generally prefer to invest on İstanbul.

Opportunities

Potential for Alternative Tourism Types: Safranbolu is known by Ottoman- Turkish architecture and wooden houses. However Safranbolu has Yenice Forests, Bulak caves, Tokatlı canyon, Incekaya Aqueduct and other natural beauties. If needed investments are done, alternative tourism types can attract more tourists.

Having university in City: University of Karabuk that was established in 2007 has still 14 faculties, 4 institutes, 3 High schools and 7 vocational schools. In 2015 approximately 32.000 pupils are registered in University. Because of improvement in university, touristic enterprises such as cafeterias, restaurants, hotels etc. are finding customers easily. Also university will help in solving lack of qualified tourism personnel needed for Safranbolu Tourism.

Political Stability in Turkey: Stability is very important factor for consumer trust. If expectations about economy are positive consumers will be ready to spend for tourism facilities. Generally tourism demand is accepted as luxury needs; therefore income elasticity of tourism demand is higher. Economic crisis and instability generally affect tourism sector negatively.

Increased Interest for Nature, Historical and Cultural Tourism: Tourism trends are going from sun and sea tourism to cultural tourism. Tourists are increasingly interested in seeing historical and cultural places instead of having fun at sea and sun. These trends are advantage for Safranbolu that presents old Ottoman culture atmosphere to visitors.

Attraction of Black Sea Region: Black Sea Region of Turkey has impressive natural beauties including forests, mountains and canyons. As we mentioned above natural beauties, cultural and historical heritage is new attraction center for tourists.

Image of Cities' Tourism: Safranbolu has a touristic brand and known by its' Ottoman style wooden houses and architecture since it was included on list of UNESCO World Heritages.

Threats

Political Problems of Neighbor Countries of Turkey: Syria, Iraq, Ukraine, Greece have political instability in last years. Tourists want to visit and see touristic places that have no political problems. Conflicts in Syria and Iraq have negative impacts on Turkish tourism. So number of foreign tourists was affected negatively.

Attack of Rival Destinations: Kastamonu, Amasya and some other cities have similar characteristics and they want to take their share from tourism sector. To benefit from tourism economy they started to invest on tourism sector, regenerate their Ottoman Style wooden houses and set up cities infrastructure.

Transportation Problems: Black sea region has covered with mountains and big canyons so that using highways in transportation is hard. The nearest airport is in Kastamonu which is approximately one hour far by highways. So, the most effective alternative to visit Safranbolu is by highways.

Undevelopment of Black Sea Region: Tourism is new and developing industry in Black Sea region. Because of that reason both touristic enterprises and public authorities are less experienced. Lack of experience effected performance of enterprises negatively. Lack of firm experience is also problem of other provinces in Black sea Region (Dilek and Kandemir, 2013).

Conclusion

Safranbolu is well known famous city with Ottoman- Turkish wooden style houses and center of attraction for both domestic and foreign visitors. Tourism is one of the most important industries in Safranbolu economy. Therefore, competing with other destinations to attract tourists is very important for Safranbolu. It

has both strong sides and weak sides in this competition. Like other destinations it aims to use strong sides effectively, while to overcome weak sides. Environment also presents both opportunities and threats during it is competing with its' rivals. Safranbolu has to evaluate opportunities and withstand threats. In our study we revealed the strong and weak sides of Safranbolu and at the same time opportunities and threats Safranbolu meets by conducting questionnaire to touristic accommodation enterprises in Safranbolu. As a result of our study it is revealed that strengths of Safranbolu are rich cultural and historical values, Geographical Location and Closeness to Main Markets, Natural Structure and beauties, Subsidy and Supports of Public and fame of Safranbolu. Weaknesses of Safranbolu are Lack of Entertainment and Shopping Places, Lack of Qualified Personnel, Financial Problems, Infrastructure of City, Not being Center of Attraction for Entrepreneurs. Safranbolu meets opportunities such as Potential for Alternative Tourism Types, university, Political Stability in Turkey, Increased Interest for Nature, Historical and Cultural Tourism, Attraction of Black Sea Region, Image of Cities' Tourism. The threats are Political Problems of Neighbor Countries of Turkey, Attack of Rival Destinations, Transportation Problems, and Undevelopment of Black Sea Region. We hope that Safranbolu can improve tourism industry by evaluating these results.

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