

# COMMON FACTORS IN THE SWOT ANALYSES OF METROPOLITAN MUNICIPALITIES IN TURKEY

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## ABSTRACT

*The aim of this paper is to determine the most common factors in the SWOT analyses of the metropolitan municipalities. Firstly, strategic management is introduced, and legislative developments related to the strategic management in Turkish Public Administration are summarized in the literature review. In the methodology section, strengths, weaknesses, opportunities and threats (SWOT) which have been included in the strategic plans of metropolitan municipalities. Most common factors in the SWOT analyses have been determined with the frequencies by means of content analysis. According to the findings, the most common factors in the strength evaluations of the metropolitan municipalities are strong technological substructure, cultural and social activities, and cooperation with other institutions, professional information and expertise, susceptibility to innovation and developments, and influential investments in transportation. The most common factors in the weakness evaluations are problems in human resource management, inadequacy in financial resources, training requirements for the personnel, and problems in coordination with regional units of municipalities, and expansion in responsibility area. The most common factors in the opportunity evaluations are cooperation with universities, tourism potential, national and international projects, agriculture and stockbreeding projects, and social and sportive activities. The most common factors in the threat evaluations are immigration problems, natural disasters, service provision problems due to the expansion of the metropolitan municipality area, irregular settlements, rapid increase in population, and environmental pollution.*

**Keywords:** Metropolitan Municipality, Public Administration, Strategic Management, SWOT Analysis, Turkish Public Administration.

## INTRODUCTION

Many organizations including public organizations have started to apply strategic management in the second half of 20<sup>th</sup> century. Twentieth Century was a period in which a fast transformation went through in many aspects. Private and public organizations had to adapt themselves to meet the changing demands of customers and citizens. As one of the primary factors of strategic management is that it includes determination of strengths, weaknesses, opportunities and threats of organizations. Therefore it is expected that the strategic management approach contributes to determine the conditions and priorities of an organization and apply activities focused on the preferences more efficiently and control over the implementation and results of the activities specified.

## LITERATURE REVIEW

### Strategic Management and SWOT Analysis

Strategic management is defined as the aggregation of managerial decisions and activities to guide the long-term performance of an organization (Hunger and Wheelen, 2007: 2). In addition, strategic management analyzes the goals of which an organization aims to reach, and the process for success (Barry, 1986: 10). Generally, strategic management is a process which is used for strategic issues in ordinary management process consisting of planning, organization, execution, coordination and control phases. However, strategic management process is described as a two-dimension flow process, and the order of phases in the process is adopted in the literature of strategy (Alpkan, 2000: 6).

According to Bryson and Alston (2004: 3), strategic planning is defined as a disciplined work to determine what an organization is and what and why it does, and also to make main decisions and carry out activities as a guide. Strategic planning is the long-term plans made by top-managers in order to reach the positions determined in the goals and missions of an organization. Therefore, it is the cluster of decisions to affect the long-term success of an organization (Eren, 2005: 4).

Strategic management can be defined also as a tool for an organization to reach its goals by developing effective strategies, and planning, implementation and control of these strategies. In other words, strategic management is a discourse field which analyzes what an organization should do and what kind of strategies it should apply in order to survive within a competitive environment. Therefore, the main purpose of strategic management is to determine and apply strategies, and control the outcomes. However, strategic planning is used for determination of organizational strategies by means of SWOT analysis which means analyzing the strengths and weaknesses of an organization, and the opportunities and threats in its environment (SWOT Analysis).

The most important phase in strategic management is to perform SWOT analysis which is a situational evaluation of the internal and external parts of an organization. First of all, strengths and weaknesses of organization are determined by means of internal evaluation. Later, threats and opportunities in the market are stated by carrying out external evaluation. According to Carysforth and Neeld (2004), SWOT is a technique for comparing or matching an organization's internal strengths and weaknesses with opportunities and threats found in the external environment. It is a useful strategic planning tool for evaluating the strengths, weaknesses, opportunities and threats involved in a project or in a business.

## Development of Strategic Management Approach in Turkish Public Administration

Strategic management approach have become compulsory for Turkish Public Administration with the Public Financial Management and Control Act 5018 in 2003. Strategic plan, as a reflection of strategic management approach, is defined in the Act as a plan which includes short and long term aims, main principles and policies, targets and priorities, performance criteria of the public organizations, the methods and resource distribution to reach these requirements. The act has imposed some responsibilities on public organizations in terms of strategic planning such as determination of mission and vision statements, strategic aims and measurable targets, conduct performance evaluations in the line of predetermined aims and indications, preparation of strategic plan, and attribution of budgets on strategic plans, annual aims and performance indications in order to provide public services in preferable quality and level. Also, the act has authorized the State Planning Agency (DPT) to determine the methods and principles of strategic planning process for public organizations. DPT has prepared a Strategic Planning Guide in 2003 to help and direct the strategic planning process in the public organizations. This guide presents a general framework for strategic planning process and the scope and content of the strategic plans. According to the guide, main purposes of strategic planning are to (i) provide financial discipline in macro-level, (ii) distribute the resources according to strategic priorities, (iii) control the efficient use of resources and (iv) develop the accountability (DPT, 2003:2).

Strategic planning approach is included also in the Metropolitan Municipality Act, 5216 in 2004 and the Municipality Act, 5393 in 2005 and the Provincial Special Administration Act, 5302 in 2005. Later in 26 May 2006, a regulation has been issued in relation to implementation of strategic planning in public organizations. In the regulation, a schedule has been determined for public organizations to prepare strategic plans.

## Implementation of Strategic Planning in the Municipalities of Turkey

Municipalities have come to the forefront in terms of public-service provision because of some causes such as the increase in the urban population, constantly-increasing and changing social demands and emerging of subsidiarity principle. Accordingly, municipalities have tried their best to take advantage of new management approaches (Azakli, 2002:418; Yuksel, 2002:36; Oztop, 2007:107). One of these approaches is strategic planning. Strategic planning is considered important in terms of determination of service priorities and resources, efficient use of resources, and minimization of costs for a specific period (Yuksel, 2002:32). These aims have been reflected on the recent legislations and regulations. The Metropolitan Municipality Act, 5216

includes the preparation of strategic plan as one of the tasks of metropolitan municipalities. The act also requires mayors to manage municipalities according to strategic plans. The Municipality Act 5393 requires strategic plan to be prepared and followed by mayors after being discussed and approved in the municipal council. The act 5393 has required municipalities to determine and perform their activities with respect to their strategic plans. Today, the municipalities have prepared and applied their third-period strategic plans since 2006.

## METHODOLOGY

### Research Goal

In this paper, it has been aimed that the SWOT analyses of the metropolitan municipalities stated in the Strategic Plans are reviewed and common factors are determined. Determination of the most common strengths, weaknesses, opportunities and threats of the metropolitan municipalities is considered important for authorities to develop common solutions to these problems.

### Sample and Data Collection

The strategic plans which include the strengths, weaknesses, opportunities and threats of the metropolitan municipalities in Turkey constitute population of this research. Although there are 30 metropolitan municipalities in Turkey, only 26 strategic plans have been obtained since 4 metropolitan municipalities have not prepared or published their strategic plans. Therefore, scope of this research is limited to 26 strategic plans. The data used in this research have been obtained from the strategic plans of the metropolitan municipalities. Names of the Metropolitan Municipalities and periods of the strategic plans are listed in Table1.

**Table 1. List of the Strategic Plans**

No	Metropolitan Municipality	Strategic Plan Period
1	ADANA	2015-2019
2	ANKARA	2015-2019
3	ANTALYA	2015-2019
4	AYDIN	2015-2019
5	BALIKESIR	2015-2019
6	BURSA	2015-2019
7	DENIZLI	2015-2019
8	DIYARBAKIR	Non Available
9	ERZURUM	Non Available
10	ESKISEHIR	2015-2019
11	GAZIANTEP	2015-2019
12	HATAY	2012-2016
13	ISTANBUL	2015-2019
14	IZMIR	2015-2019
15	KAHRAMANMARAS	2015-2019
16	KAYSERI	2015-2019
17	KOCAELI	2015-2019
18	KONYA	2015-2019
19	MALATYA	2015-2019
20	MANISA	2015-2019
21	MARDIN	Non Available
22	MERSİN	2015-2019
23	MUGLA	2015-2019
24	ORDU	2015-2019
25	SAKARYA	2015-2019
26	SAMSUN	2015-2019
27	SANLIURFA	2012-2016
28	TEKIRDAG	2015-2019
29	TRABZON	2015-2019
30	VAN	Non Available

The SWOT analyses of the metropolitan municipalities have been reviewed with the content analysis. Strategic plans of the metropolitan municipalities have been reviewed in terms of four sections (strengths, weaknesses, opportunities and threats). The factors in the SWOT analyses have been selected in a way to enable various inferences and enlighten the research. Accordingly, inconsistent words have been avoided not to break the integrity of research. Content analysis has been used as qualitative research method to analyze the common factors in the SWOT analyses and determine their frequencies. The purpose to use the content analysis is to reach the concepts and relations in order to explain data collected (Demirci and Koseli, 2009:339). Content analysis is a collection and analysis technique for text content (Neuman, 2006:466). In this research, a categorical division process has been carried out. Some headings have been determined to create categorical groups. Then coding process has been carried out. The texts in the sample have been read and the common factors have been collected according to the headings determined. Coding process has been accomplished by using MS Office Excel program. Factors repeated in the SWOT analysis have been collected. However, the factors which were repeated less than five times in all SWOT analyses have been ignored in order not to expand the tables (Table 2-5) more than required. While collecting the factors, frequency analysis technique has been used.

## Analyses and Results

According to the Table 2, there are many common factors in strength evaluations of the metropolitan municipalities such as strong and technological substructure, cultural and social activities, cooperation with other institutions, professional information and expertise, susceptibility to innovations and developments, influential investments on transportation, highly motivated and experienced personnel, institutional structure, strong communication, disposal facility, sensitivity to citizen demands, participative management, master development plan, natural resources, sufficient and balanced budget, vehicles and equipment owned by municipality, historical and cultural heritage, qualified members in municipal councils, service to the handicapped, public relations, urban transformation, conference and fair organizations, political determination and willpower, strategic management, strong coordination among departments, institutional culture, equal and fair poor relief organizations, sport facilities, Quality Management System, internal control standards and financial control applications.

It appears in Table 3, the most common factors in the weakness evaluations are problems in human resource management issues, insufficiency in national and international financial resources, training requirements of personnel, coordination problems with district municipal units, expansion of responsibility area, e-municipality and information technology requirements, transportation and parking lot requirement, problems in coordination and communication with local departments of central government, problems in institutionalization, insufficient health and social facilities, problems in legislation regarding service provision, problems in urban transformation, insufficient parks, insufficient disaster management system and facilities, geographical and city information system requirement, excessive paperwork, problems in strategic plan application, and monitoring/evaluation process.

Table 4 indicates that the most common factors in the opportunity evaluations are existence and cooperation with universities, summer/winter and culture tourism, national and international financing projects, potential in agriculture and stockbreeding, social, cultural and sportive activities, geopolitical position, increase in responsibility and jurisdiction area, historical and natural beauties in environment, easy transportation, historical and cultural heritage, urban transportation, existence of Non-Governmental Organizations, marine transportation, developed industry and trade, recyclable energy resources, health institutions, domestic and foreign investors, airports, mining and natural resources, brand identity of city, environmental sensitivity, climatic and natural advantage, young population, and coordination with central government.

According to Table 5, the most common factors in the threat evaluations are immigration problems, natural disasters, service difficulties due to the expansion of activity area, irregular settlements, rapid increase in population, high unemployment rate, environmental pollution, disobey to traffic rules, construction on agricultural areas, abundance of personal vehicles, climatic changes, shortage in water resources, low rate of citizen sensitivity to environmental issues, insufficient parking areas, coordination problems with other substructure agencies, geographical problems, expansion of responsibility area of municipalities, high rates in crimes, income differences among districts, low income level, increase in service provision cost, frequent

## CONCLUSION

In this paper, it is aimed to determine the most common factors in the SWOT analyses of metropolitan municipalities in Turkey by reviewing their strategic plans which have been prepared by them for the period between 2015 and 2019. Strategic planning is used by the municipalities in Turkey for determination of organizational strategies by means of SWOT analysis which means analyzing the strengths and weaknesses of an organization, and the opportunities and threats in its environment since it was determined as an obligation for the municipalities after 2006. The SWOT analyses which have been reviewed reflect that the common factors in the present situations of metropolitan municipalities.

According to the findings, the most common factors in the strength evaluations in the SWOT analyses indicate that most of the metropolitan municipalities have strong technological substructures, institutional structure, and cooperate with other institutions. However, there are also some weaknesses such as human resource issues, insufficiency in financial resources, and training requirements of the personnel. The most common factors in the opportunity evaluations are cooperation with universities, tourism, financing projects, agriculture and stockbreeding projects. The most common threats are immigration problems, natural disasters, and expansion of responsibility area, irregular settlements, and rapid increase in population.

In conclusion, the findings indicate that the metropolitan municipalities have been able to determine their present situations by identifying their strengths, weaknesses, opportunities and threats with SWOT analysis which is one of the most important phases in implementation of strategic management.

This paper is important in terms of determination of common factors in the SWOT analyses of metropolitan municipalities in Turkey. For subsequent studies, it is recommended to research whether the factors stated in SWOT analyses, especially weaknesses and threats, are taken into account while determining strategic goals and activities of the metropolitan municipalities.

**Table 2. The Most Common Strengths of the Metropolitan Municipalities**

<i>Metropolitan Municipalities</i>	Strong Technological Substructure	Cultural and Social Activities	Cooperation with other Institutions	Professional knowledge and Experience	Susceptibility to Innovations and Developments	Influent Investments on Transportation	Highly Motivated and Experienced Personnel	Institutional Structure	Strong Communication	Disposal Facility	Sensitivity to Citizen Demands	Participative Management	Master Development Plan	Natural Resources	Sufficient and balanced Budget	Vehicle and Machine Park	Historical and Cultural Values	Qualified Members of Municipal Council	Service to the Handicapped	Public Relations	Urban Transformation	Conferences and Fairs	Political Determination and Willpower	Strategic Management Principles	Strong Coordination among Departments	Institutional Culture	Equal and Fair Poor Relief Applications	Sport Facilities	Quality Management System	Internal Control Standards & Financial Control Applications
Adana	+			+						+																				
Ankara	+	+	+	+	+	+	+	+	+		+	+	+		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
Antalya	+	+	+	+		+	+		+		+	+	+				+		+			+	+	+	+	+	+	+	+	+
Aydin	+	+		+						+				+																+
Balikesir		+	+				+	+	+	+		+											+							
Bursa	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
Denizli	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
Eskisehir		+		+	+	+	+		+							+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
G. Antep		+	+				+		+			+				+								+						
Hatay	+	+	+								+	+												+			+			
Istanbul	+	+	+	+	+	+		+		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
Izmir		+	+	+	+	+	+	+			+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
K.Maras	+				+	+	+	+	+	+		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
Kayseri	+		+	+	+	+	+	+	+	+		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
Kocaeli	+	+				+			+					+			+					+	+				+	+		+
Konya	+	+	+	+	+	+	+	+	+	+		+	+		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
Malatya	+			+	+	+	+	+	+	+		+										+			+	+	+	+	+	+
Manisa	+	+					+	+	+	+	+	+			+	+						+	+					+		+
Mersin		+	+	+	+					+		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
Mugla	+		+	+	+		+		+		+				+			+	+	+	+		+							
Ordu	+	+	+	+	+		+																+			+				
Sakarya	+	+	+		+	+	+	+	+											+	+									
Samsun	+	+		+	+	+	+	+	+	+		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
S. Urfa	+				+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
Tekirdag	+	+	+		+	+		+		+				+							+								+	
Trabzon	+		+	+			+						+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
<b>f</b>	<b>21</b>	<b>18</b>	<b>17</b>	<b>16</b>	<b>14</b>	<b>14</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>12</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	

**Table 3. The Most Common Weaknesses of the Metropolitan Municipalities**

<i>Metropolitan Municipalities</i>	Human Resource Management Problems	Insufficiency in National & International Resources	Training Requirements of the personnel	Coordination Problems among the Units of Municipalities	Expansion in Municipal Responsibility Area	e-Municipality & Technology Requirement	Transportation and Parking Lot Requirement	Coordination & Communication with Local Departments	Problems in Institutionalization	Insufficient Municipal Buildings	Environmental Pollution and Disposal Management	Insufficient and Obsolete Vehicles/Equipment	Missing in Master Plans	Archive Requirement	Urbanity and Environmental Conscience	Insufficient Capacity in Institutionalization	Insufficient Health and Social Facilities	Legislation Problems in relation to Services	Problems in Urban Transformation	Insufficient Parks	Disaster Management System and Facilities	Geographical and City Information System Req.	Excessive Paperwork	Problems in Strategic Plans & Monitoring/ Evaluation		
Adana	+	+		+	+	+	+					+	+	+	+							+				
Ankara	+	+			+										+								+			
Antalya		+			+					+			+											+		
Aydin	+	+	+			+			+																	
Balikesir	+	+			+	+						+														
Bursa	+	+			+	+	+	+			+					+	+	+	+	+	+		+			
Denizli	+			+	+	+				+		+					+	+								
Eskisehir	+	+			+			+		+								+								
G. Antep		+	+			+	+	+	+							+						+		+		
Hatay	+	+	+	+				+	+						+										+	
Istanbul		+	+			+	+	+			+				+		+	+			+	+				
Izmir						+	+			+																
K. Maras	+	+	+	+		+	+	+	+		+					+						+	+			
Kayseri	+	+	+	+	+		+	+	+		+	+		+												
Kocaeli						+	+							+	+											
Konya	+		+				+	+								+										
Malatya		+	+	+	+							+														
Manisa	+	+		+	+	+				+	+	+							+							
Mersin	+		+	+	+	+	+	+	+	+	+	+	+	+		+	+	+	+	+	+		+	+		
Mugla	+		+	+	+		+		+	+		+												+		
Ordu	+	+	+	+	+		+		+																	
Sakarya	+	+	+	+				+	+	+				+			+		+	+						
Samsun	+		+	+			+	+	+	+	+							+	+		+					
S. Urfa	+		+	+		+		+	+	+	+		+		+			+				+				
Tekirdag	+		+	+	+	+		+	+	+		+	+								+	+				
Trabzon	+	+	+	+	+	+	+	+	+	+	+	+	+	+		+				+	+	+	+	+	+	
<b>f</b>	<b>20</b>	<b>17</b>	<b>16</b>	<b>15</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>11</b>	<b>11</b>	<b>9</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>		

Table 4. The Most Common Opportunities of the Metropolitan Municipalities

<i>Metropolitan Municipalities</i>	Cooperation with Universities	Summer/Winter & Culture Tourism	National & International Financing Projects	Potential in Agriculture and Stockbreeding	Social, Cultural and Sportive Activities	Geopolitical Position	Increase in Responsibility Area	Historical and Natural Beauties	Easy Transportation	Conscious Citizen	Historical and Cultural Heritage	Urban Transportation	Existence of Non-Government Organizations	Marine Transportation	Developed Industry & Trade	Recyclable Energy Resources	Health Institutions	Domestic and Foreign Investors	Airports	Natural Resources	Brand Identity of Cities	Environmental Sensitivity	Climatic and Natural Advantage	Young & Dynamic Population	Coordination with Central Government
Adana	+	+		+	+						+				+	+			+						
Ankara	+	+	+			+	+			+			+		+		+	+						+	+
Antalya	+	+		+	+			+			+			+	+		+		+	+			+		
Aydin	+	+		+			+	+		+						+	+			+					
Balikesir	+	+	+			+	+	+	+		+			+	+	+	+		+	+					
Bursa		+		+			+	+		+		+								+	+		+	+	
Denizli		+	+	+	+	+	+	+		+	+	+			+		+	+		+	+	+			+
Eskisehir	+	+	+		+	+				+			+												
G. Antep	+	+	+	+	+					+	+	+			+		+							+	
Hatay	+	+	+		+	+	+			+	+					+									
Istanbul	+	+			+	+		+	+	+	+	+	+	+	+	+	+	+			+	+			+
Izmir	+		+							+			+					+			+	+		+	
K.Maras	+	+	+	+			+		+											+			+		
Kayseri	+	+	+			+	+	+	+	+	+	+	+			+	+	+				+	+	+	+
Kocaeli	+		+		+			+	+	+				+								+			
Konya				+	+		+											+							
Malatya			+		+	+	+	+				+				+						+			
Manisa	+	+	+	+	+	+	+	+	+						+					+	+		+		
Mersin	+	+	+	+	+	+	+	+			+	+	+			+			+		+		+	+	
Mugla	+	+		+	+		+	+	+	+	+		+	+		+			+		+		+		
Ordu		+		+	+	+			+										+						
Sakarya	+	+	+	+	+	+	+	+	+		+	+	+	+											+
Samsun	+	+		+	+				+	+			+	+	+			+				+		+	+
S. Urfa	+		+			+			+	+	+		+		+						+			+	
Tekirdag	+	+	+	+		+	+		+			+		+				+	+		+				
Trabzon	+	+			+	+		+	+		+	+		+			+		+						
<b>f</b>	<b>21</b>	<b>21</b>	<b>16</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>14</b>	<b>14</b>	<b>13</b>	<b>13</b>	<b>12</b>	<b>10</b>	<b>10</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>

<i>Metropolitan Municipalities</i>	Immigration Problem	Natural Disasters	Service Difficulties due to Expansion of Responsibility Area	Irregular Settlements	Rapid Increase in Population	High Unemployment Rate	Environmental Pollution due to Industrialization	Low rate of Traffic Conscience	Construction on Agricultural Area	Abundance of Personal Vehicles	Climatic Changes	Shortage in Water Resources	Low Rate of Citizen Sensitivity to Environmental Issues	Insufficient Parking Lots	Coordination Problem with other Substructure Agencies	Geographical Problems	Expansion of Responsibility Area	High rate of Crimes	Income Differences among Districts	Low Income Level	Increase in Service Provision Cost	Frequent Changes in Legislation	Authority Distribution Problems among Government Agencies	Low Rate of Conscience in Urbanity
Adana	+					+		+					+						+					
Ankara	+	+	+	+	+					+		+	+	+			+		+		+	+		
Antalya	+			+	+					+														
Aydin	+	+							+				+		+									+
Balikesir						+			+	+		+	+	+										
Bursa	+	+	+	+	+		+					+	+	+	+		+					+	+	
Denizli	+	+	+	+	+		+	+	+	+		+		+			+						+	+
Eskisehir	+		+	+	+		+			+	+			+	+		+		+	+	+	+	+	
G. Antep	+		+	+	+			+					+	+				+		+	+	+	+	+
Hatay		+	+	+	+			+							+	+							+	+
Istanbul	+	+	+	+	+			+			+	+		+	+		+	+				+	+	+
Izmir	+	+	+			+	+	+					+	+									+	+
K. Maras		+		+	+					+				+			+							+
Kayseri	+	+	+		+	+	+	+			+						+	+	+					
Kocaeli	+	+					+				+									+				
Konya			+								+	+					+	+			+			
Malatya	+	+	+		+					+						+	+					+		
Manisa	+	+	+	+		+								+		+				+			+	+
Mersin	+		+	+		+	+	+	+				+				+	+	+	+	+	+		+
Mugla	+	+	+			+	+		+		+					+		+						
Ordu	+															+	+		+		+			
Sakarya		+					+	+	+			+			+					+	+			
Samsun	+	+	+	+		+	+		+		+							+	+	+				+
Sanliurfa	+			+	+	+			+	+		+		+	+								+	
Tekirdag	+	+		+	+	+		+				+						+						
Trabzon	+	+		+		+	+	+			+					+								
<b>f</b>	<b>21</b>	<b>17</b>	<b>15</b>	<b>14</b>	<b>13</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

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