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Developing international market entry strategies for cultural tourism of Turkey

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Abstract
The aims of this paper are to examine potential international markets for culture tourism of Turkey and to determine a mode of entry strategy for it. The structure of this paper includes screening, identification, and selection stage based on applied various analysis, techniques, methods, and statistics. The major findings here suggest that South Korea and Canada are two possible foreign markets to penetrate. After deeply analysis of South Korea and Canada outbound tourism market, opening overseas tourism promotion office and applying agency are recommended as an appropriate mode of entry strategy for them, respectively. In this regard, practical implications are also mentioned for Destination Marketing Organization of Turkey.
Key words: Turkish culture tourism, mode of entry strategy, international marketing, PLEST Analysis, Product Life Cycle

Türkiye kültür turizmi için uluslararası pazar giriş stratejisi geliştirilmesi

Özet
Bu çalışma Türkiye kültürel turizmi için olası uluslararası pazar araştırmasını ve buna yönelik pazar giriş yöntemi belirlemeyi amaçlamıştır. Değişik analiz, teknik, yöntem ve istatistikler ışığı altında geliştirilen tarama, tespit veya belirleme ve seçim aşamaları bu çalışmanın çatısını oluşturmaktadır. Çalışma bulguları Güney Kore ve Kanada pazarlarını giriş için olası iki önemli pazar olarak göstermektedir. Güney Kore ve Kanada dışa götürücü turizm pazarlarının derinlemesine analizlerini takiben bunlar için sırasıyla denizaşırı turizm tanıtım ofisi ve acente yaklaşımı uygun pazar giriş yöntemi olarak değerlendirilmiştir. Bu bağlamda Türkiye'deki turizm destinasyon organizasyonu için pratik uygulamalar da önerilmiştir.
Anahtar sözcükler: Türkiye kültürel turizmi, pazar giriş yöntemi, uluslararası pazarlama, PLEST analizi, ürün yaşam eğrisi.

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1. Introduction

An international product or a multinational firm competes in more than one marketplace. With the globalization process, countries which want to attract more international tourists have increasingly been faced with the undertaking of managing range of product-markets that also includes foreign markets. With reference to Johansson (2006: 99), one company or a country wants to enter a foreign market in order to "take advantage of market potential by expanding there and to learn from customers and competitors in a leading market". It may also be part of its geographical overall expansion strategy in the region. Mode of entry strategy is crucial since it affects the covering the new market and later medium and long term decision.

The existing literature suggest that the development of market entry strategy can involve three stages: screening stage, identification stage and selection stage (Cavusgil 1981; Kumar and Joachimsthaler 1994). According to Doole and Lowe (2004: 7), early considerations should be given social, cultural, legal, economic, political, and technological (PLEST) dimensions to examine the various aspects and trends in international marketing environment. In identification stage, various statistical data such as population, market size, intensity of competition, and height of barriers can be applied to determine the appropriate regions or countries for foreign market entry strategy. This process leads to the elimination of other countries and emerging of possible candidates to develop market entry strategies such as exporting, licensing, strategic alliance, and wholly-owned subsidiary.

The aims of this paper are to search an international market for entry and to analyse entry mode strategies for the cultural tourism of Turkey. In this regard, it begins by examining of current home position of Turkish cultural tourism and international potentials for cultural tourism. It will then go on to selection criteria which includes Gross Domestic Product (GDP) based on Purchasing-Power Parity (PPP) per capita, internet usage, education level, and travel expenditures of countries. Finally, it is found that Canada and South Korea (hereafter referred to as Korea) are two potential market entry candidates for cultural tourism of Turkey. After analysis of these two markets, practical implications are highlighted for policy-makers and Destination Marketing Organization (DMO) of Turkey in this paper.

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2. Current Home Position of the Turkish Cultural Tourism

Cultural tourism includes many activities that change from one destination to another. For example, whereas music and dance events are important for cultural tourism in Bali (Dunbar-Hall, 2001), indigenous culture and heritage art centre for the tourism of Australia (Simons, 2000). On the other hand, the most popular cultural attractions in Finland are museums, festivals (Kantanen and Tikkanen, 2006: 100), churches and theme parks (Honkanen, 2002: 378). Additionally, cultural tourism includes “performances such as plays music, dance performed in theatres or concert halls” (Hughes 2002: 166) or visiting historical sites.

Many civilisations were established in Turkey and they left many cultural assets there; however, majority of Turkish cultural assets had enhanced by Byzantiums, Seljuks, and Ottomans. United Nations Educational Scientific and Cultural Organization (UNESCO) Cultural Heritage List inscribed 7 cultural properties of Turkey (UNESCO 2007: 2). Based on Ministry of Culture and Tourism (MCT) data (MCT web site), Turkey has 68.095 registered cultural assets: 19.512 of them are in Istanbul and hence, Istanbul has been accepted as a culture capital of Europe for 2010. Most of the cultural assets which have been found through the excavation are displayed in 175 museums (Turkish Statistical Institute-TUIK- web site) throughout the country. Number of visitors to museums, ruins, and historical sites in 2006 is total 16.086.050 that 8.362.830 of them are international tourists. Turkey has also 112 theatre halls. Number of attendances to opera and ballet halls’ performance in 2005-2006 seasons is total 245.448 that 155.908 of them are foreigners (TUIK web site).

Based on WTO data (WTO web site), as one of the world top tourism destinations, in 2007, Turkey is ranked 9th and 10th in terms of international tourism arrivals and tourism revenues, respectively. On the other hand, according to TUIK data (TUIK web site), cultural tourism’s current market share changed between 5.2 per cent and 8.1 per cent in the 2001-2006 periods.

Generally, it can be said that despite not having huge market share in the Turkish tourism market, the cultural tourism of Turkey has potential to attract international tourists with its product varieties.

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3. Analysis of Potential International Markets

The phenomenon of tourism was shaped after 1950. It was also discussed as one of the instruments of economic development following the World War II (Cooper, 1997: 261). Nowadays, due to fast improvement in transportation and communication technologies, world has become smaller which means that people have started to travel farther destination. Increasing income and greater leisure time have also contributed to this process. Development in social, cultural, and economic area has changed the expectation and desire for different types of tourism and these changes lead to emerging new tourism types such as cultural tourism which is called special interest tourism (Mabulla 2000: 221).

Based on WTO statistics (WTO 2008: 1), international tourist arrivals grew by an estimated 6 per cent to reach 900 million in 2007. WTO also estimates that cultural tourism accounts for 37 per cent of all tourist tours and demand is growing by 15 per cent per annum (as cited in Richards, 1996).

In summary, since cultural tourism is accepted one of the fastest developing alternative tourism types in the world, it has potential to be promoted in international tourism market.

4. Screening Criteria

Tourists want to travel for several reasons in order to meet their needs, expectations, and desires. While some of these reasons are related to destination attributions such as cultural and natural attractions of a destination which is called pull factors, other reasons are related to motivational factors of tourists such as escape from daily routine and experience new culture that is called push factors. Cultural values of a specific community to be experienced can be considered as a pull factor which is mainly related to natural attractiveness of a destination. With reference to Kaufman and Scantlebury (2007: 215), lots of things have caused the increased in cultural tourism. Some of the reasons include:

> "*the ageing baby boomers, the use of internet and other information technology, the increase in weekend travel and an increasing interest in vacation packages*".

In addition to that, the motive for cultural tourism is mostly related to people's increasing level of income, education level and the saturation with mass tourism which is called sea, sun and sand tourism. According to Holcomb (as cited in Hughes, 2002), cultural tourists are generally known as usually well educated, prosperous, and broadly travelled. Their interests include experiencing new culture or seeing what the heritages are either at the museums or in the historical sites. After knowing culture tourists' characteristics, it can be said that the need of cultural tourism can be considered at the last stage of Maslow's hierarchy of needs since only after satisfying physiological, safety, social and esteem needs, tourists can meet self-actualization needs which include cultural tourism.

5. Development and Justification of a Short List of Countries

When cultural tourists' features are took into consideration, the first selection criteria should be related to economical factor which is directly linked with people's purchasing power since economic power of a person is the main factor for joining cultural tours. GDP based on PPP is a basic indicator to understand the potential tourists' purchasing power. After eliminating the countries which MCT has tourism information offices in 36 countries all over the world (MCT web site), based on data prepared by International Monetary Fund (IMF), there are 19 countries which have more than 20.000 US$ GDP based on PPP in 2006 (see Table 1).

Table 1: **GDP based on PPP per capita GDP (US$)**

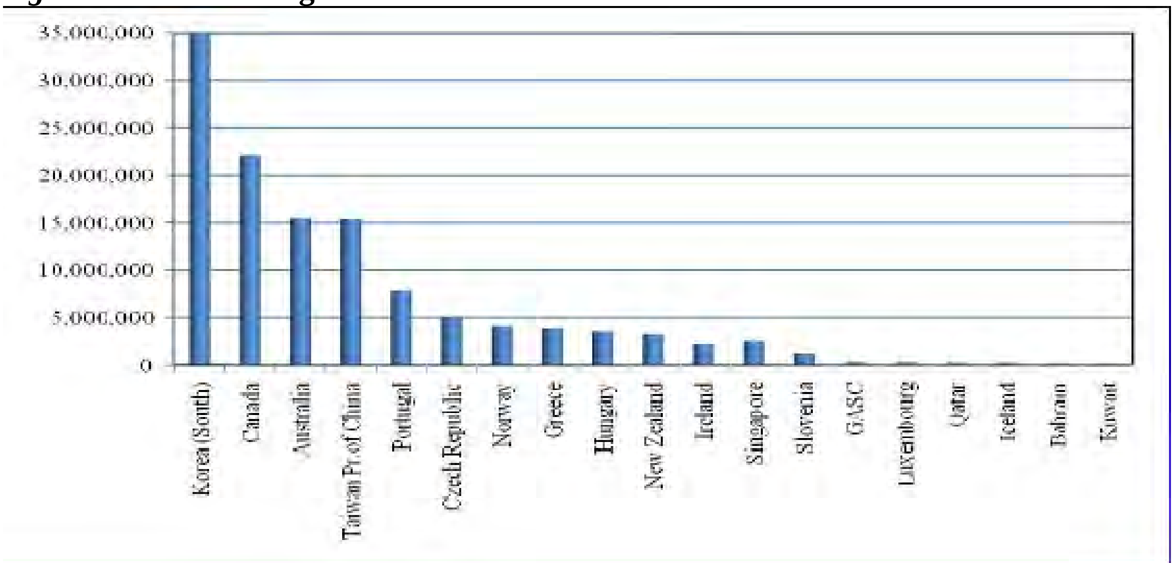
Country	*2005*	*2006*	*2007**
Australia	31,566*	33,036*	34,943
Bahrain	22,112	24,066	25,851
Canada	33,838	35,513	36,983
The Greek Administration of Southern Cyprus	28,356	29,870	31,521
Czech Republic	21,395	23,399	25,345
Greece	30,731	33,004*	35,166
Hungary	18,673	20,047	21,040
Iceland	38,877	40,112	41,680
Ireland	41,992	44,675	47,168
Korea	22,310	24,084	25,839
Kuwait	19,960	20,886*	21,418
Luxembourg	75,176	81,510	87,399
New Zealand	24,942	25,874	26,994
Norway	42,383	44,648*	47,097
Portugal	21,997	22,936*	23,866
Qatar	33,872	36,631	38,671
Singapore	30,601	33,471	36,285
Slovenia	22,609	24,570	26,576
Taiwan Province of China	28,551	30,687	32,489

*IMF estimation

Source: IMF, 2007

Technological factors help potential tourists to reach some information for their probable tourist destination places since Internet is widely used by cultural tourists to get travel information about their probable holiday destination places. Internet usages of 19 countries which are listed in Table 1 are illustrated in Figure 1. In spite of having highest GDP, Kuwait, Bahrain, Iceland, Qatar, Luxemburg, The Greek Administration of Southern Cyprus (GASC), Slovenia, Singapore, and Ireland's people does not commonly use Internet. GASC has also barrier to entry for Turkish cultural tourism because she has not been recognized as an independent country by Turkey due to some political debate between them. Because of these reasons, those countries are eliminated as potential entry candidates for Turkish cultural tourism.

Figure 1: **Internet Usage**



Source: Internet World Statistics web site.

Every people can be seen as a potential tourist to attend the mass tourism: however, to join the cultural tourism, potential tourists need to know some basic information about the type of tourism which they want to experience it. This directly related to people's education level. Social factors such as education level can help Turkish DMO to determine the potential entry candidate market.

Based on OECD data (see Table 2), countries which have the lowest upper secondary or higher graduation level of 25-64 years olds are Greece and Portugal with 56.2 per cent and 25.2 per cent, respectively. Czech Republic (12.3%), Portugal (12.5%), Greece (14.7%), Hungary (16.6%) and New Zealand (17.6%) have the lowest tertiary type of "A" attainment rate of 25-64 years. Czech Republic also has the lowest first-time tertiary-type "A" (ISCED

5A) graduation rate. These countries cannot be chosen as a potential entry candidate to promote cultural tourism because they have not many well educated people who want to experience cultural tourism.

Table 2: Education level

	Student performance on the combined reading, scientific and mathematical literacy scales, mean score, 2003			**% educational attainment of adult population and current graduation rates**				**Index of earning differentials, tertiary- type A to upper-secondary (25- 64 years old)[1]**		**% unemployment ratio at tertiary- type A attainment level (25- 64 years old)[1 2]**	
	Reading	Maths	Science	Upper secondary or higher, 25- 64 year- olds	Current upper secondary graduation rate	Tertiary- type A attainment, 25- 64 year- olds	First- time tertiary- type A (ISCED 5A) graduation rate	Women	Men	Women	Men
Australia	525	524	525	64.1	..	21.9	46.4	158	151	2.9	2.7
Canada	527	532	518	84.3	..	22.2	..	175	170	4.8	4.6
Czech Republic[3]	488	516	523	89.1	86.5	***12.3***	***19.7***	163	195	1.8	2.1
Greece	472	444	481.	***56.2***	..	***14.7***	..	..	..	9.5	4.7
Hungary	481	490	503.	75.4	86.1	***16.6***	28.8	191	254	2.4	1.5
Korea	534	542	538	74.4	96.1	22.0	..	201	138	2.5	2.7
New Zealand	521	523	520	77.6	74.6	***17.6***	48.4	150	148	2.8	2.5
Norway	499	495	484	88.3	99.9	29.5	45.4	130	129	2.1	2.8
Portugal[3]	477	466	467	***25.2***	..	***12.5***	32.8	..	..	4.4	4.5
Taiwan Province of China	..	..	..	..	..	..	..	..	..	..	..

Source: OECD 2007: 50-51

1-Tertiary type A includes ISCED level 5A leading to a BA, Masters or equivalent degree, and advanced research programs (ISCED 6).

2- Number of 25 to 64-years olds who are unemployed as a percentage of labor force.

3-Tertiary-type A attainment includes all types of tertiary level degrees.

.. Not available or not applicable

To measure the one country's contribution to international tourism, her tourism expenditures should be taken into account. If her tourism expenditure is high, she is one of the potential entry countries to entry for cultural tourism of Turkey.

Based on WTO data (2007: 10), Canada and Korea are comparatively top international tourism spenders in 2006 (see Table 3A) with a market share of 2.8 and 2.5 per cent, respectively while Australia, Norway, and Taiwan (Province of China) have 1.6, 1.3, and 1.3 per cent market share, respectively (see Table 3B). Further, the market size (population) of Australia, Norway, and Taiwan (Province of China) are lesser than Canada and Korea. Taiwan (Province of China) also has not been accepted as an independent country by Turkey. Due to these reasons, Australia, Norway, and Taiwan (Province of China) are eliminated as potential entry candidates for cultural tourism of Turkey.

Table 3A: **International Tourism Spenders**

Rank	*International Tourism Expenditure (US$, billion)*		*Market Share (%)*	*Population (million)*
	2005	2006*	2006*	2006
World	676	733	100	6,526
1-Canada	18.2	20.5	2.8	33
2-Korea, Republic of	15.4	18.2	2.5	49

Source: WTO 2007: 10

Table 3B: **International Tourism Spenders**

Rank	*International Tourism Expenditure (US$, billion)*		*Market Share (%)*	*Population (million)*
	2003	2004*	2004*	2004
World	533	633	100	6,377
3-Australia	7.2	10.3	1.6	20
4-Norway	6.7	8.4	1.3	5
5-Taiwan, Pr .of China	6.5	8.2	1.3	23

Source: WTO web site.

In summary, throughout the selection process 17 out of 19 potential entry candidate countries have been eliminated and there are only two countries left to examine for market entry strategy: Canada and Korea.

6. Potential market entry strategies for Canada and Korea

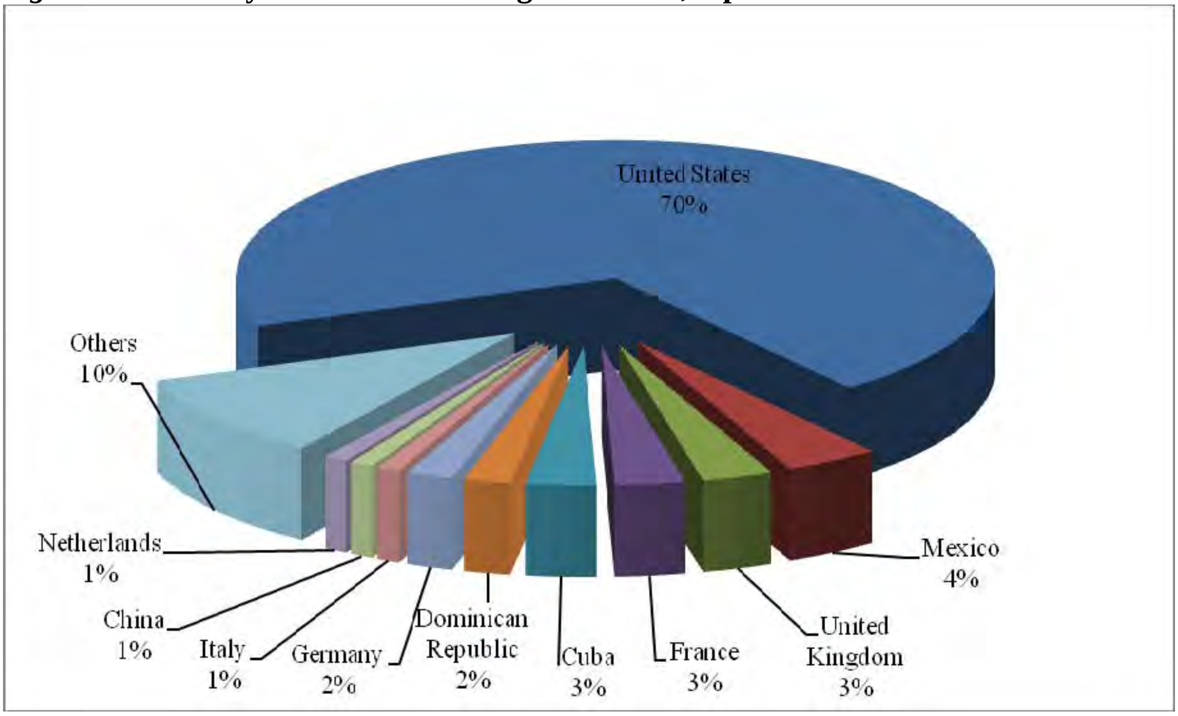
6.1.Market Entry Strategy for Canada:

When determining entry strategy for Canada market, barriers to entry, competitor analysis, and perceptual map method are used.

Despite having potential to entry, Canadian outbound tourism market has three fundamental barriers for cultural tourism of Turkey. Firstly, there is a lack of information and awareness about Turkey as a holiday destination place in the minds of Canadians since Turkish cultural tourism is also not well-known by potential Canadian tourists. Secondly, Turkey’s image is based on sun, sand, and sea (3S) tourism in the world. Because of this reason, majority of tourist tours to Turkey are related to mass tourism. Thirdly, as an overseas country, Canada is not near the Turkey from the geographical point of view. This barrier is important in terms of travelling distance that causes to the increase of the vacation cost and time.

On the other hand, there is severe competition in the Canadian outbound tourism market. Turkey's main competitors for Canadian travelers are American continent countries such as United States of America (USA), Mexico and European countries such as United Kingdom (UK), France, and Germany (see Figure 2). USA has the biggest market share in Canadian outbound tourism. In 2006, 70 per cent of Canadian tourists went to USA for their vacation because there is no barrier between two countries with regard to language and culture. In addition to USA, Mexico and Cuba also take advantage of geographical proximity to Canada. In terms of overseas popular holiday destination places, UK, France, and Germany are the main actors in the Canada outbound tourism market. These European countries offer different types of cultural products to Canadian travelers because European brand image focuses on history and old culture.

***Figure 2*: Travel by Canadians to foreign countries, top ten countries visited in 2006**

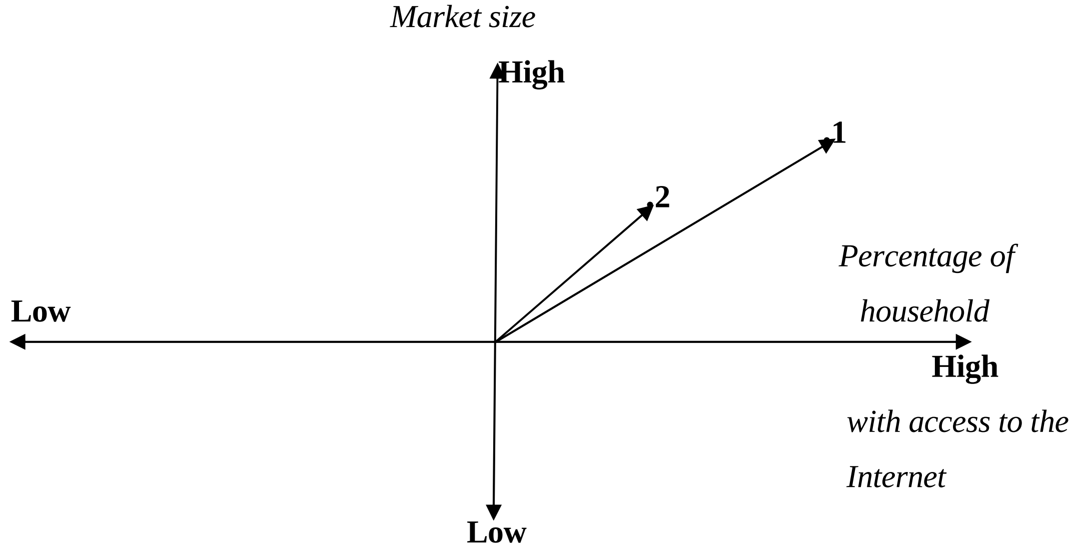


Source: Canada National Statistical Agency web site [online].

As a third analyzing tool for Canada market, perceptual map is used. It shows consumers' perceptions and prioritizing of brands and their perceived attributes (Wilson and Gilligan 2005: 248). Figure 3 illustrates that Canada has larger market size of 32,271 thousands and higher percentage of house hold with access to the Internet with 59.2 per cent than Korea which has 48,294 thousands market size and 92.7 per cent Internet access ratio (OECD 2007: 38-40 and WTO web site).

Keys: 1-Korea, 2-Canada

Figure 3: **Perceptual map in terms of population, percentage of household with access to the Internet**



While long term interest rate is similar in Korea and Canada with 4.6 and 4.06 per cent, respectively, Korea has lower unemployment rate of 3.97 per cent than that of Canada which is 6.76 per cent (see Figure 4) (OECD 2007: 34-36).

Figure 4: **Perceptual map in terms of long term interest rate and unemployment rate**

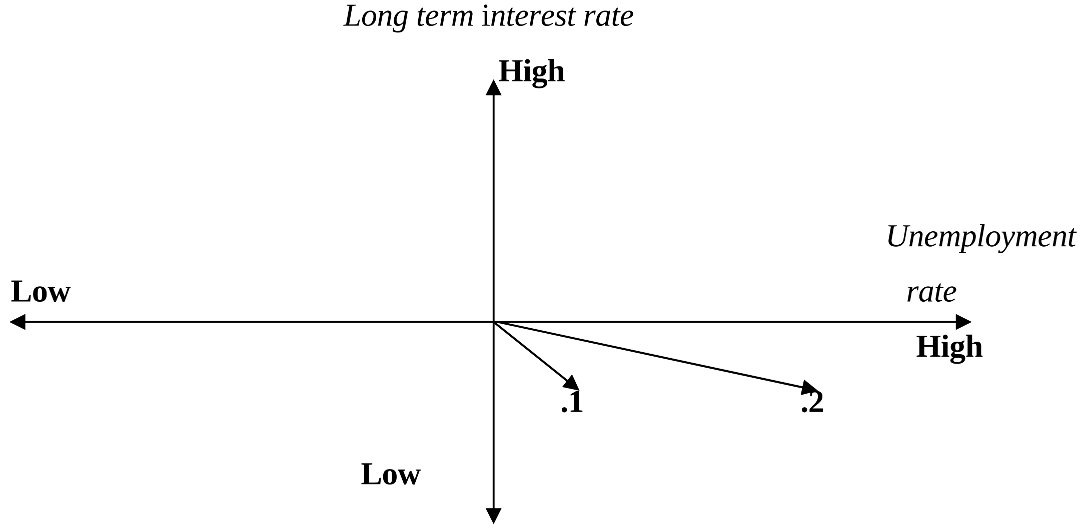


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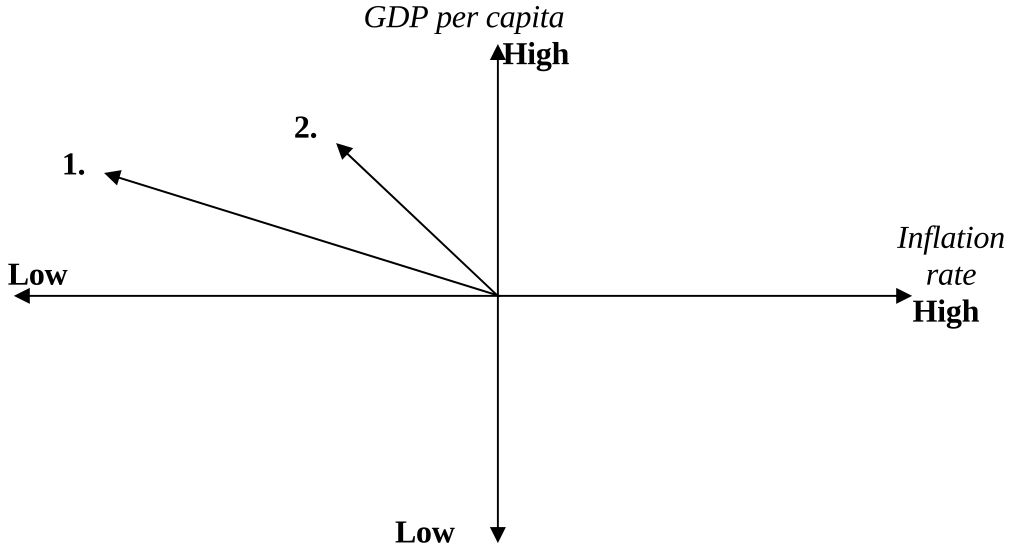
Figure 5 illustrates that GDP per capita and inflation rate of Canada which are 34,057 US$ and 3.217 per cent, respectively are higher than that of Korea which are 22,098 US$ and -0.44 per cent, respectively (OECD 2007: 12). With reference to Median (1984: 174), "inflation have a negative impact on the demand of tourism product" because higher inflation leads to decrease people's purchasing power.

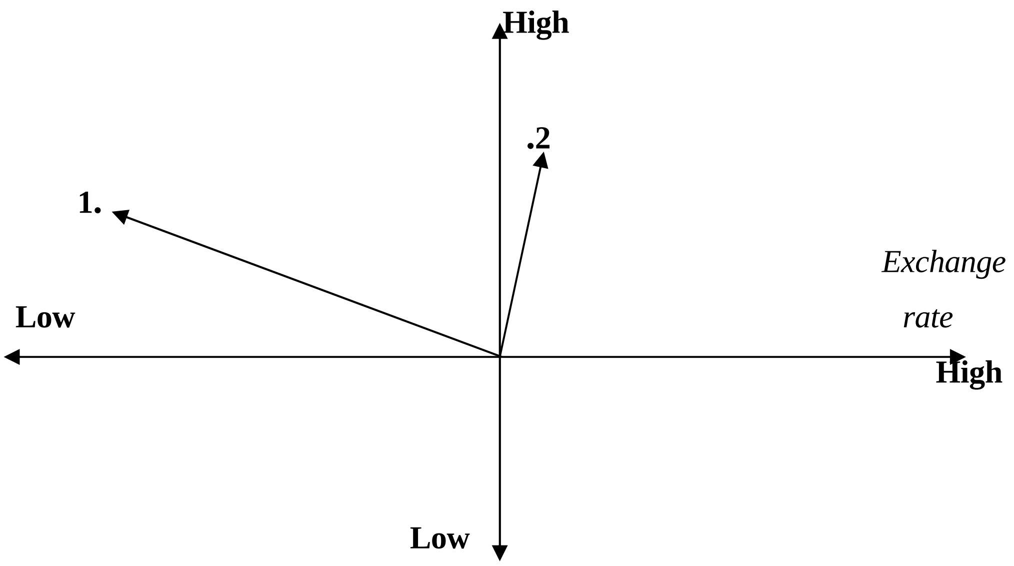
***Figure 5:* Perceptual map in terms of GDP per capita and Inflation (GDP deflator)**



In terms of tourism expenditure, Canadian outbound tourists spend more money (18.7 million US$) than that of Korean international tourists (18.7 million US$) during their holiday (see Figure 6) (WTO 2007: 10). On the other hand, Turkish cultural tourism is relatively expensive for Korean tourists than Canadian tourists because one Canadian Dollar (CAD) has higher value than one Korean Won (KRW) against Turkish New Lira (TRL). While 1 CAD is equal to 1.22943 TRL (Turkish Central Bank web site), 1 KRW is equivalent to 0.001316 TRL (RatesFX web site). In terms of convertibility, there is no barrier for CAD; however, KRW has partially convertible which means that tourists can only sell KRW in line with central bank regulations.

Figure 6: **Perceptual map in terms of tourism expenditure and exchange rate**

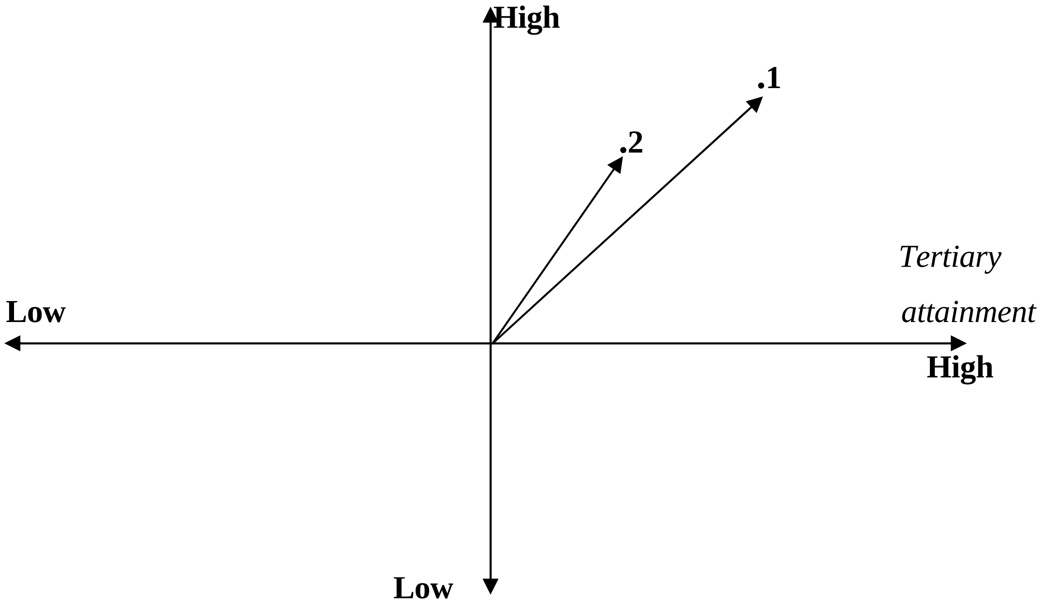
Tourism expenditures



As illustrated in Figure 7, total expenditures on educational institutions for all levels of education (7.5348 US$) and tertiary attainment for age groups 25-64 (44.081%) in Korea are higher than Canada (5.9326 US$ and 30.4746, respectively) (OECD 2007: 50-52).

Figure 7: **Perceptual map in terms of total expenditures on educational institutions for all levels of education and tertiary attainment for age groups, 25-64**

Educational expenditures-A



In summary, in spite of lack of information and awareness about Turkish cultural tourism in Canada, Canadian outbound tourists have relatively higher income level and tourism expenditure. However, there is high competition in that market due to dominance of American and European countries there.

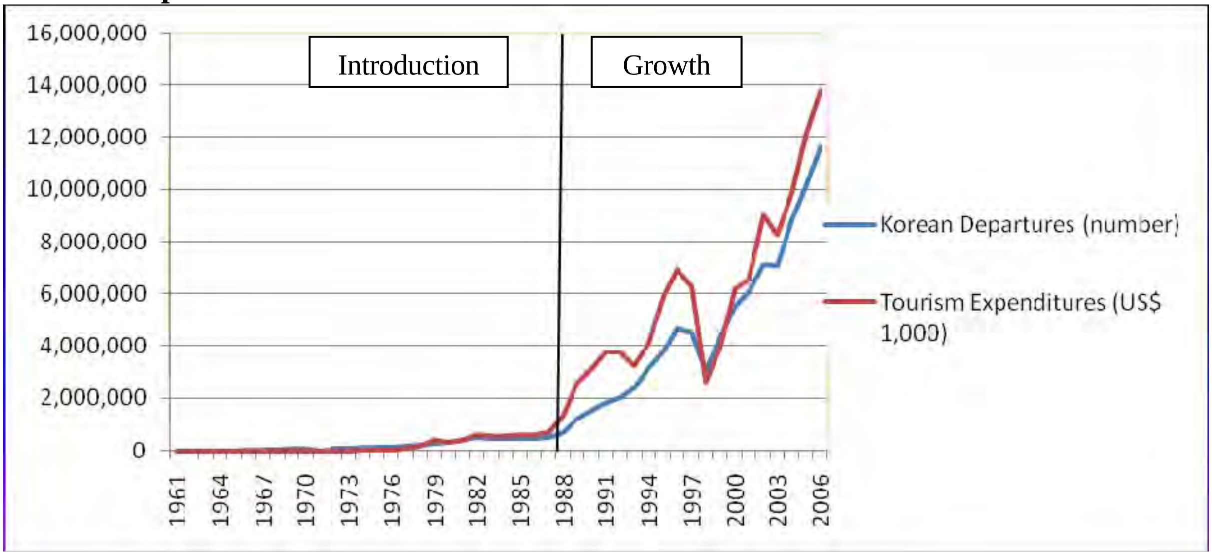
Conclusively, when entering the outbound tourism of Canada market, as one of the direct exporting methods (Johansson 2006: 127), an agency should be applied by DMO of Turkey. Agency should have an experience in the outbound tourism market of Canada and have little information about potential of cultural tourism in Turkey. Agency may communicate with local tourists better than Turkish destination marketers in order to learn their choices. Working with an agent brings country low risk advantage because MCT or DMO of Turkey does not need to take ownership of the building for tourism information office and office materials. Further, the agent has market information such industry structure, segmentation of the market, and potential tourists' expectations.

6.2. Market Entry Strategy for Korea:

When Korea outbound tourism market is examined, PLC, Porter's 5 forces, and market segmentation methods are employed.

Figure 8 illustrates that Korean departures and tourism expenditures has showed quick increase since 1999 "after the lessening of Korean government's boundaries on outbound tourism" (Kim 1997: 11). The PLC of Korean outbound tourism is at the growth stage. With reference to Jeannet and Hennessey (2004: 454), when the product has been completely developed and larger buyers has turned out to be involved, volume will boost considerably at this stage. However, there is still *new entry of competitors* to the Korean market because many countries are attracted by the opportunities. Turkish destination marketers should take advantage of this situation by entering that market. In terms of *bargaining power of suppliers*, the cultural tourism of Turkey offers many cultural activities such as visiting museums, and historical sites to entice Korean tourists. As one of the world top tourism destinations (WTO, 2007), due to Turkey's experience in the international tourism market for more than two decades, she can offer better service to meet Korean cultural tourists' demand within changing conditions than its competitors. With regard to *bargaining power of* *customer*, cultural tourism has a low customer loyalty because international tourists can substitute it easily without any cost. DMO of Turkey should offer high quality cultural product by differentiating it because instead of cultural tourism, internationals tourists may choose other alternative tourism types such as faith tourism which is called *threat of substitute product*. To avoid this, Turkish destination marketers should understand the desired cultural tourism products and meet potential tourists' expectations.

Figure 8: **PLC of Korean Outbound Tourism in terms of Korean Departures and Tourism Expenditures**

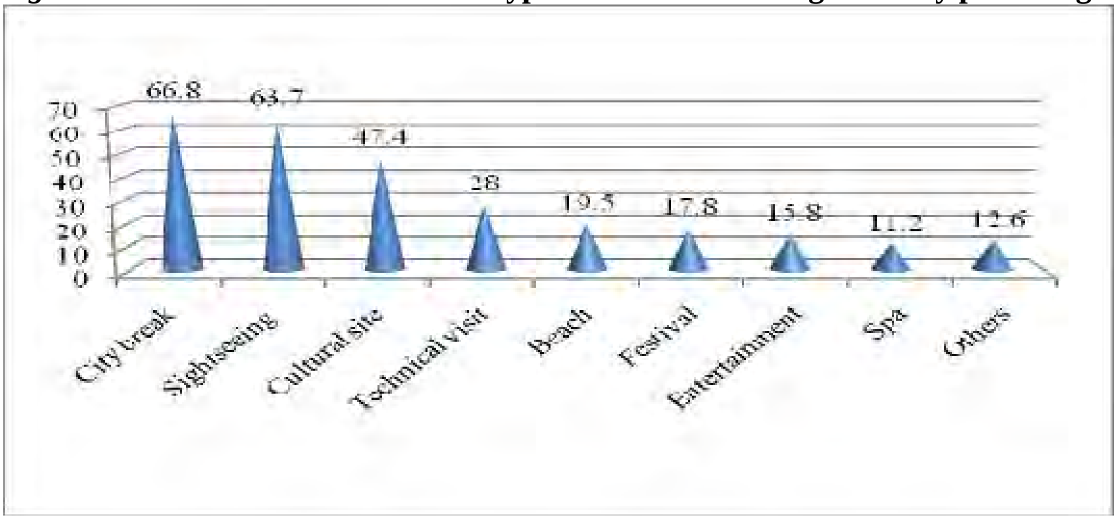


Source: Korea Tourism Organization web site.

A survey carried out jointly by Korea Tourism Research Institute (KTRI) and JoongAng IIbo newspaper among Internet users who plan summer vacation in overseas reveals that 20.1 per cent of Korean outbound tourists prefer visit to cultural sites while this ratio is 19.8, 16.9, 11.1, 9.6, and 8.6 per cent, for city holiday, natural scenery sightseeing, rest, visiting family and friends, and beach, respectively (as cited in WTO 2000: 18).

Another survey which was done by Korean National Tourism Office (KNTO) (as cited in WTO 2000: 18) reveals that visit to cultural sites is the one of the most common activities for Korean traveler when they are outside the country (see Figure 9).

Figure 9: **Korean outbound tourists' types of activities during travel by percentage**



Source: KNTO survey 1999 as cited in WTO 2000: 18

In addition to those surveys, Canadian Tourism Commission's (CTC) quantitative survey (2006: 18-20) results provide a clear Korean market segmentation based on benefits sought. Firstly, *Inspirational Lifestyle Seekers* represent 27 per cent of the Korean travel market. They have a propensity to be older (age 40+) with children at home. This segment wants to explore a better way of life for their family (CTC 2006: 18). Visiting a World Heritage site in Turkey likely satisfy their desire to travel. Secondly, to attract *Wellness Seekers* (22 per cent), quality of environment, nice accommodation, and sufficient infrastructure which includes easy accessibility are very important (Honggang, 2003: 182) because this segment desires to travel to experience a safe, relaxing, clean and healthy environment. In addition to experience cultural tourism, staying in 5 star hotels and experiencing spa experiences can attract this segment. In reality, Turkey's brand image is not ideally appropriate for desires of this group because as stated by Alaeddinoglu and Can (2007: 61-62), avian flu in 2005 and some terrorist attacks in some part of Turkey has negatively affected Turkey's image at international level. Thirdly, *Outdoor Experience Seekers* represent 22 per cent of the travel market; this segment includes all ages and both genders. They want to dynamically take part in outdoor sports, surrounded by pure nature (CTC 2006: 18). Turkish cuisine and local foods can appeal them. Fourthly, *Status Seekers* (11 per cent) generally want to visit same places Korean celebrities go and to impress friends (CTC 2006: 19). As a selected destination for cultural capital of Europe in 2010, Istanbul can attract this segment. Finally, *Young Culture Seekers* represent 18 per cent of the Korean

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travel market. They tend to be both young and (often under 30), single, and wanting to see the world. Both ‘Western culture’ and ‘old culture’ are extremely attractive for this segment (CTC 2006: 19). Historical sites or World heritage sites in Turkey can appeal this segment.

In summary, since PLC of Korean outbound tourism is at growth stage, number of international departures and tourism expenditures of Korea have been increasing and hence, there is still new entry to that market. On the other hand, the cultural tourism of Turkey closely connects with the desires and wants of three segments of Korean outbound tourists.

Conclusively, in exporting entry modes, product is transferred to target country after manufactured outer of the market (Osland 2001: 154; Lado et al., 2004). As one of the exporting types, direct exporting can bring about better understanding of export markets due to direct contact (Lee and Griffith, 2004: 324) with customers. DMO of Turkey should open overseas tourism information offices which is called direct exporting entry modes because Turkish destination marketers should need to control closer the market contact and more control in Korea. If DMO of Turkey is near the market through the overseas office, the needs and expectation of Korean outbound tourists can be learned directly.

7. Conclusion

Since “competition occurs at the business unit level” (Porter 1996: 287), DMO of Turkey should give priorities to its promotion department in order to grow both internally and externally in the international tourism marketplace. If the company aims to grow internally, concentration, diversification, and globalization should be followed through market penetration, market development, and product development. This paper was only aim to investigate foreign market entry markets or market penetration for cultural tourism of Turkey and to analyze possible market entry strategy for it. Turkish destination marketers should find new markets to penetrate for promoting country’s tourism to increase international tourism arrivals and tourism revenues of country.

By applying various methods to eliminating other countries in the screening, identification, and selection process, this paper results suggest that Korea and Canada outbound are possible two possible international markets to penetrate. As one of the direct exporting methods, agency is offered for Canadian outbound tourism market based on market entry barriers, competitor analysis, and perceptual mapping. On the other hand, for Korea market, opening overseas tourism promotion office is suggested based on PLC of Korean outbound tourism, Porter's 5 forces, and segmentation analysis. Further, PLEST analysis is also taken into account both in screening stage and selection process.

However, the findings of this paper should be considered under some limitations that are mostly come from reaching updated data since the analysis of tourists' characteristics and travel behaviors is difficult and needs to be followed regularly. Further, the findings of this paper will be valuable if they lead to a basis evaluation of developing marketing strategy for one of these two countries. In this regard, the next paper may deal with selection one of these two countries and developing marketing strategy for her.

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