

The experience economy analysis of distinct destinations[#]

Ferhat Şeker*, Kamil Unur

Keywords:

Experience economy,
Satisfaction,
Intention to recommend,
Revisit intention

Article History:

Submitted: 10.01.2022
Revised: 09.03.2022
Accepted: 17.04.2022
Published Online: 20.04.2022

Doi: <https://doi.org/10.31822/jomat.2022-7-2-31>

ABSTRACT

The aim of this study is (1) to measure four dimensions of the experience economy at distinct destinations hosting different types of tourists, (2) to examine the impact of the perceived experience on satisfaction, and (3) the effect of satisfaction on intentions to revisit and recommend. For this purpose, the data were gathered through a survey from 443 tourists visiting Alaçatı, Alanya, Belek, and Kızılkalesi in Turkey. The hypothesized relations were examined with structural equation modelling (SEM). According to the outcomes of the analysis; significant and positive influences of education, entertainment and escapism on satisfaction have been determined. The esthetic experience perceived by tourists does not affect satisfaction significantly. Besides, tourists' satisfaction has a positive impact on both intentions to revisit and recommend. Lastly, visitors' revisit intention was found to significantly influence their recommendation intention. The outputs obtained from the study offers valuable empirical evidence about the experience economy and behavioural intentions to both the tourism industry and tourism researchers. This study also adopts the 4E experience economy model to four different destinations for the first time in tourism literature.

1. Introduction

Tourists are anticipated to allocate remarkably more money at a winery in wine tourism destinations than at a restaurant downtown since wineries offer an experience with a sophisticated interaction of rustic landscape, wine, cuisine, cultural and historical inputs (Gómez, González-Díaz, & Molina, 2015). The willingness of tourists to pay more is an instance of the experience economy, in which consumers don't pursue merely to buy goods and services yet to get unique and unforgettable experiences anymore (Garrod & Dowell, 2020). Achieving a competitive edge in this change of new tourist type who desires differentiated and memorable experiences, requires taking advantage of the experience economy concept in destination management (Dwyer, Edwards, Mistilis, Roman, & Scott, 2009). The conceptual model of Pine and Gilmore's, the experience economy (also known as 4Es), is composed of four realms; education, entertainment, escapism and esthetics, and each dimension has distinctive roles in different areas (Gilmore & Pine, 2002). For this reason, it is vital to measure the experiences based on the four realms in destinations that are increasingly similar to each other in terms of the facilities offered to tourists (Barnes, Mattson, & Sørensen, 2014).

A handful of tourism studies that have been conducted in the experience economy setting have determined the distinguished role of four experience realms and their influence on satisfaction and behavioural intentions in various areas such as theme parks, cruises, resort hotels, ethnic cuisine, golf tourism and wine tourism (Lee, Jeoung, & Qu, 2020; Hosany & Witham, 2010; Ali, Hussain, & Ragavan, 2014; Lai, Lu, & Liu, 2019; Hwang & Lyu, 2015; Thanh & Kirova, 2018). Satisfaction is a principal element for businesses and tourism studies owing to its inherent effect on customers' expected buying behaviour (Kim, Li, & Brymer, 2016). Tourists' satisfaction will raise the possibility of revisiting, and pleased tourists will be extra intended to share their positive judgments with others (Song, Veen, Li, & Chen, 2012). Satisfaction, revisit intention and intention to recommend the destination are the best indicators of loyalty behaviour, and several tourism destinations densely count on repeated visits (Darnell & Johnson, 2001). Even though most ongoing studies center upon the tourists' experience in a single sample, this study takes a larger approach by comparing samples from different destinations. More particularly, the present research aspires to investigate: (1) which realms of the experience stand out in different destinations, (2) which realms of the experience

*Corresponding Author

Research paper

Ferhat Şeker: Dr., Adana Alparslan Türkeş Science and Technology University, Adana, Turkey, Email: fseker@atu.edu.tr, Orcid Id: 0000-0001-6397-1232 

Kamil Unur: Prof. Dr., Mersin University, Mersin, Turkey, Email: kunur@mersin.edu.tr, Orcid Id: 0000-0003-2992-7427 



This work is licensed under a Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0).

[#]This research paper was produced from the PhD thesis (Id: 660121) prepared by Ferhat Şeker, under the supervision of Kamil Unur.

affect tourist satisfaction, and (3) the effect of satisfaction on revisit and recommend intentions.

Considering the gaps within the literature, the current study employs the experience economy model in a new setting (four different destinations hosting different types of tourists). Moreover, the research will provide valuable information to destination managers with favourable visions for improving powerful and efficient approaches for destination management. When it comes to the sustainability of the competitive destination and maximization of the tourist experience (Fyall & Garrod, 2020), in the experience economy era, it is no longer possible without understanding which experiential dimension is staged at the destination and which dimensions (education, entertainment, escapism and esthetics) influence tourist satisfaction.

2. Theoretical Background

The Experience Economy

The theoretical background of the study is the experience economy. The theory was introduced by Pine and Gilmore's book "The Experience Economy: Work Is Theater & Every Business a Stage" that saw the experience economy as a new economic era that emerged after the agricultural economy, the industrial economy and the service economy. According to Pine and Gilmore (1999), in the experience economy, customers now seek a unique and memorable experience rather than simply purchasing goods and services.

A grape harvested from the vineyard can be sold as a "commodity" under the same market circumstances as other grapes. If it is turned into wine through certain processes, it is presented to the market as a partially differentiated "good". As a part of the service economy, it can be served as mulled wine in a restaurant. Apparently, the grape can become three different economic offerings (commodity, good, service) depending on what the producer contributes to it. As a fourth economic offering, a rich experience can be created by staying in a vineyard hotel where the same wine is produced, collecting grapes during the vintage process, crushing and squeezing grapes into the wine barrels where the contents will ferment. As a result, when individuals acquire a service, they purchase a collection of non-physical actions that are performed for them. Whereas, when they get an experience, they spend to have fun with a set of unforgettable events where the producer is staged personally (as in the theatre) to their interest. To sum up, the essence of the experience economy is experiences instead of commodities, having a good

time instead of buying knick-knacks, doing something instead of owning (Pine & Gilmore, 2011).

Today, many companies attempt to differentiate their offerings by integrating their existing goods and services with the experience (Chang & Hung, 2021). Tourism is also one of the leading representatives of the experience economy (Quan & Wang, 2004). Morgan, Elbe and Curiel (2009) assert, the experience economy notion is firmly linked to tourism both in its roots and its consequences. According to Tsaur, Chiu and Wang (2007), most of the economic values that offering by the tourism and travel industry are experiences essentially due to the products of the tourism industry being intangible. From the academic point of view, the experience economy concept (4Es model) put forward by Pine and Gilmore (1999) has been used by a variety of tourism research (Stamboulis & Skayannis, 2003). Furthermore, Oh, Fiore and Jeoung (2007) attempted to test the applicability of the experience economy concept within lodging and tourism settings, and they verified the reliability and validity of the 4Es concept. This paper is based on the measurement scale developed by Oh et al. (2007) in the context of Pine and Gilmore's (1999) experience economy theory, as well.

Pine and Gilmore (1999) proposed four realms of consumers' experience based upon (1) education, (2) entertainment, (3) escapism, and (4) esthetics which are discriminated at two levels: (a) the level of customer participation (active/passive), (b) the connection with the surrounding environment (absorption/immersion). The following diagrams illustrate this (See Figure 1).

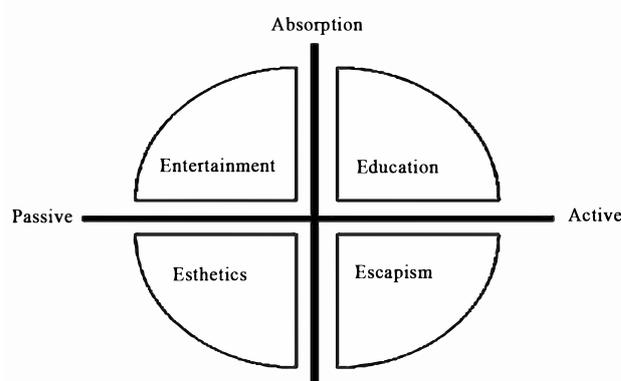


Figure 1: The Four Experience Realms.

Source: Adapted from Pine and Gilmore (1999)

Entertainment

Entertainment, as a sort of experience, appears when people “passively” “absorb” the events (such as watching a film or a theatrical play, listening to music, reading a book) through their senses (Pine & Gilmore, 2011). Entertainment is one of the earliest types of experience, and also one of the most widespread and advanced ones. As the experience economy thrives, consumers look in new and distinct directions for unique experiences. Even so, these experiences include entertainment, making people laugh or having a good time (Pine & Gilmore, 2011). Listening to a famous artist at a music festival (Oh, Fiore, & Jeoung, 2007), watching a show in theme parks (Hosany & Witham, 2010) or staring at a touristic show such as a spectacle from a hotel terrace (Williams, 2006) are among the examples of entertainment experience.

Education

As with entertainment experiences, in educational experiences, a guest (Pine and Gilmore call the customer as a guest, they call the company an experience stager) “absorbs” the events; however, educational experience involves the “active” participation of the person, unlike entertainment, because informing people and enhancing their knowledge or skills require actively mind or body engagement (Pine & Gilmore, 2011). Tourism offerings can include educational dimensions because tourists expect to increase their knowledge or acquire new skills. Besides, Williams (2006) claims that many destinations have latterly tried to encourage visitors to engage with local people to increase their knowledge about the destination they visit.

Escapism

Escapist experiences involve much more “immersion” than educational or entertaining experiences. As can be seen from Figure 1, escapist experiences are the polar opposite of pure entertainment. People are completely immersed in experiences, and “actively” participated in the events (Pine & Gilmore, 2011). Tourists crave to get rid of the hustle and bustle of modern life by actively engaging themselves in tourism experiences (Garrod & Dowell, 2020). Participation in sports activities during holidays, such as water sports, bungee jumping, horse riding or golf, represents escapist experiences (Williams, 2006). In these examples, rather than passively watching others act, tourists become actors who can affect the performance.

Esthetics

In esthetic experience, which is the fourth and last experiential realm, people are “immersed” in the atmosphere yet have limited or no impact on it owing to “passive” participation. Standing on the ridge of a canyon, visiting an art gallery and sitting at a historical café are included in esthetic experiences (Pine & Gilmore, 2011). When it comes to tourism, endemic plants, symbolic values, admiring landscape or historical ambience in a destination, can provide an esthetic experience for tourists. Consequently, in essence, the entertainment realm involves sensing, the educational realm learning, the escapist realm going and doing, and the esthetic realm being there (Petkus, 2002).

3. Literature Review

The Four Experience Economy Realms

Oh et al. (2007) developed a measurement scale based upon the four realms of the experience economy proposed by Pine and Gilmore (1999) to find out the applicability of realms to tourism research. Hosany and Witham (2010) adapted this scale to examine the relations between cruisers’ experiences, satisfaction, and recommendation intention. Utilizing the scale in Oh et al. (2007), much other research examined experience economy realms in various tourism settings. For example, Ali, Hussain and Ragavan (2014) investigated the impacts of customers’ experience on memories and loyalty in resorts. Hwang and Lyu (2015) examined the effects of four realms of the experience economy on well-being perception, focusing on golf tournament tourists. Thanh and Kirova (2018) carried out a netnography study to explore the wine tourism experience using the four experience economy realms. Lai, Lu and Liu (2019) predicted the influences of the experience economy on tourists’ word-of-mouth (WOM) in Chinese ethnic cuisine through satisfaction and memory. Lee, Jeoung and Qu (2020) employed the experience economy model (4Es) to explore the effect of theme park visitors’ perceived experience on their satisfaction and revisit intention.

Much of the experience economy literature referred to earlier, generally focused on hotels, firms or organisations. In the context of tourist destinations, Loureiro (2014) implemented the experience economy theory to 222 visitors experiencing rural holidays in the South of Portugal to investigate the impact of the experience economy on place attachment and behavioural intentions through emotions and memory. There are also studies comparing

different destinations. For example, Morgan, Elbe and Curiel (2009) compared three contrasting destinations in terms of the experience economy, however, they handled the views of destination managers via interviews. There is a need to investigate whether the dimensions of experience perceived by tourists in distinct destinations differ or not. Thus, the following research question (RQ) is scrutinized in the paper:

RQ. *Do the realms of the experience economy differ significantly at distinct destinations?*

Satisfaction

Satisfaction is a mental state related to cognition and emotion, developed through various consumption experiences (Oliver, 1997). Mannell and Iso-Ahola (1987) emphasise the relationship between tourism experience and satisfaction. They believe that if the tourists possess a good experience they are more inclined to be satisfied. Based on the four realms of experience, Garrod and Dowell (2020) found that esthetics has a notable effect on satisfaction. Similarly, Bonn, Joseph-Mathews, Dai, Hayes and Cave (2007) pointed out that the esthetic characteristics of tourist destinations are leading factors affecting tourists' satisfaction. Liu, Huang, and Li (2018) revealed that entertainment and esthetics affect tourist satisfaction. Qu and Ping (1999) discovered that escapism is the main determinant influencing passenger satisfaction. Ali et al. (2014) proved that four experience realms influence tourists' memories and loyalty. Dieck, Jung and Rauschnabel (2018) aimed to examine how the educational, esthetics, escapist and entertainment experience applying augmented reality influence visitor satisfaction at science festivals. They observed that all four dimensions of the experience economy affect visitor satisfaction. Accordingly, the following hypotheses can be derived:

Hypothesis 1 (H₁). *Tourists' educational experience affects their satisfaction.*

Hypothesis 2 (H₂). *Tourists' esthetic experience affects their satisfaction.*

Hypothesis 3 (H₃). *Tourists' entertainment experience affects their satisfaction.*

Hypothesis 4 (H₄). *Tourists' escapist experience affects their satisfaction.*

Intentions to Revisit and Recommend

Considering the tourism sector, recommendation and revisit intentions appear as the two most important indicators of behavioural intentions in creating customer loyalty (Sharma & Nayak, 2018). If the visitors visit the same destination again and suggest it to others, it will provide

economic benefits for the destination since preserving existing clients usually has a much lower promotion cost than winning new ones (Chen & Chen, 2010). Intention to revisit which refers to the possibility of coming back to the same destination can be defined as a specific element of post-consumption behaviour and the key part of tourism loyalty (Cole & Scott, 2004). Unlike first-time visitors, repeat visitors are desirable for destinations because Reichheld and Sasser (1990) revealed that a 5% increase in client preservation increases profitability by 25%–85%. Hui, Wan and Ho (2007) define intention to recommend as the intention of tourists to make positive comments to friends, relatives or potential tourists about the destination they visited before. In a broader sense, intention to recommend can be defined as a type of communication that occurs as a result of individuals voluntarily conveying their positive opinions to other individuals in line with their experiences about the goods and services they purchase. The tourists who visited a destination previously are regarded as a valuable origin of information for possible tourists (Lin, Zhang, Gursoy, & Fu, 2019) for this reason, satisfying them is indispensable for destination marketing (Song et al., 2012). Numerous studies have found that satisfaction affects tourists' intentions to recommend and revisit a destination (Prayag & Ryan, 2012; Tsao & Hsieh, 2012; Guntoro & Hui, 2013; Pizam, Shapoval, & Ellis, 2016; Fard, Sanayei, & Ansari, 2019; Lee, Jeoung, & Qu, 2020). Besides, Wong and Kwong (2004) revealed that the more tourists visit a destination again, the more they are prone to suggest it to their family and friends. Thus, the following hypotheses were developed:

Hypothesis 5 (H₅). *Tourists' satisfaction influences their revisit intention.*

Hypothesis 6 (H₆). *Tourists' satisfaction influences their intention to recommend.*

Hypothesis 7 (H₇). *Tourists' revisit intention influences their intention to recommend.*

4. Methodology

Based on the theoretical framework and literature review, 7 hypotheses were established. Figure 2 shows the conceptual model developed for this research.

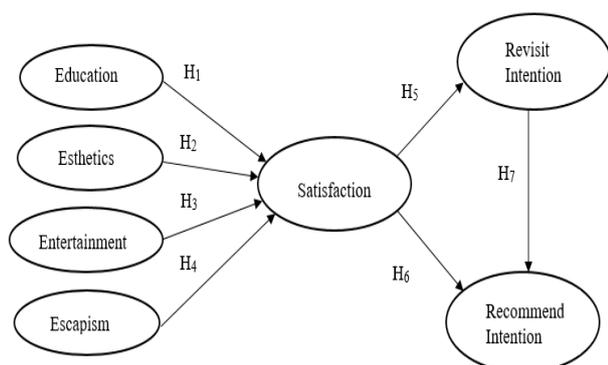


Figure 2. Conceptual Model of the Study.

Source: Author's Own Compilation from Literature Review

For the purpose of empirically assessing the relations in the conceptual model, measurement items were adapted from the current literature and included in a survey. To measure four dimensions (education, esthetic, entertainment, and escapism) of tourists' experience, 16 items from Oh et al. (2007) were adapted. Satisfaction was measured using 3 items adapted from Mehmetoglu and Engen (2011). Lastly, revisit intention and recommend intention consisting of 3 items each, were based on a study by Baker and Crompton (2000). All the items were rated using a 5-point Likert type scale (1 – strongly disagree to 5 – strongly agree).

This study employs a quantitative method and a self-administered form to collect data. The data were collected from tourists visiting four distinct destinations in Turkey. These destinations are Alaçatı, Alanya, Belek and Kızılkalesi. The four destinations were selected because of their different characteristics. Belek, which appeals to high-income tourists; Alanya, where traditional (mass) tourism and the all-inclusive concept are offered intensively; Alaçatı, where boutique hotels are predominantly located instead of the all-inclusive hotels; and Kızılkalesi, which appeals to domestic tourism in general, are the destinations chosen for the study. The survey was elaborated in two languages, Russian and Turkish with the help of a Russian language lecturer. The survey was conducted in the summer of 2019 before the COVID-19 outbreak. The sample yielded a total of 443 valid questionnaires, 59.1% (262 respondents) of which were completed by males. Out of 433 respondents, 240 (54.2%) respondents were married, 198 (44.7%) respondents had a moderate-income level, 188 (42.4%) respondents were between 29 and 39 years old and 183 (41.3%) respondents had graduated from a university. When the distribution of the research sample

according to the destinations is examined, it is understood that none of the destinations stands out. 111 tourists (25,1%) from Alaçatı, 110 tourists (24,8%) from Alanya, 111 tourists (25,1%) from Belek and 111 tourists (25,1%) from Kızılkalesi were agreed to participate in the research voluntarily. There is a similar balance in the nationalities of the tourists. 222 Turkish tourists (50,1%) and 221 Russian tourists (49,9%) have participated in the study.

In an attempt to assess overall measurement quality and test the hypothesized relationships, a two-step approach (Anderson & Gerbing, 1988) was applied. In the first step, confirmatory factor analysis (CFA) was performed to test the validity of the measurement scales. Then, structural equation modelling (SEM) was conducted to investigate the relationships hypothesized in the model proposed.

5. Results

Table 1 demonstrates the findings concerning the research question (RQ). One-way Analysis of Variance (ANOVA) was used to compare perceived experience dimensions at each of the four destinations.

Table 1. ANOVA to Analyze the Differences of Experience Among the Four Destinations

	Destination	N	Mean	SD	F	P
Education	Alaçatı	111	3.8626	0.91623	28.717	0.000*
	Alanya	110	4.6955	0.33589		
	Belek	111	4.1577	0.66138		
	Kızılkalesi	111	4.0135	0.79261		
Esthetics	Alaçatı	111	4.4662	0.50620	8.772	0.000*
	Alanya	110	4.0455	1.00182		
	Belek	111	4.1059	0.69866		
	Kızılkalesi	111	3.9550	0.89265		
Entertainment	Alaçatı	111	4.0833	0.87408	2.059	0.105 ^{NS}
	Alanya	110	4.0545	0.94662		
	Belek	111	4.2185	0.70640		
	Kızılkalesi	111	4.2793	0.57082		
Escapism	Alaçatı	111	3.9595	0.91611	11.779	0.000*
	Alanya	110	3.9477	1.09947		
	Belek	111	4.4347	0.50645		
	Kızılkalesi	111	3.7725	0.85848		

* p<0.05, NS = non-significant.

Source: Created by the author.

According to Table 1, it was concluded that the entertainment dimension did not differ significantly between the destinations (p>0.05). On the other hand, in terms of education (F=28,717; p=0.000), esthetics (F=8.771; p=0.000), and escapism (F=11.779; p=0.000) there was a

statistically significant difference between destination means. Since the variances of education, esthetics, and escapism dimensions were not homogeneous as determined by the homogeneity test of variances (Levene), the Games-Howell post hoc test was applied to see which groups differed (Mayers, 2013, pp. 180). The Games-Howell test results are summarized in Table 2.

Table 2. Education, Esthetics, and Escapism Multiple Comparisons by Destination (Games-Howell)

	Destination		Mean Difference	P
Education	Alanya >	Belek	0.53780*	0.000
		Alaçatı	0.83284*	0.000
		Kızkalesi	0.68194*	0.000
Esthetics	Alaçatı >	Belek	0.36036*	0.000
		Alanya	0.42076*	0.001
		Kızkalesi	0.51126*	0.000
Escapism	Belek >	Alaçatı	0.47523*	0.000
		Alanya	0.48696*	0.000
		Kızkalesi	0.66216*	0.000

*: p<0.05.

Source: Created by the author.

As can be seen from Table 2, in the education dimension Alanya has a higher level of means than Belek, Alaçatı, and Kızkalesi. In the esthetics

dimension, it is seen that Alaçatı stands out. Lastly, Belek has the highest mean in escapist experience.

The first step in analyzing the data was the analysis of the measurement model through confirmatory factor analysis (CFA). The CFA results revealed a good model fit with the CFA chi-square at 485.962 with 254 degrees of freedom (p<.001) and $\chi^2/df=1.913<5$ (Hair, Black, Babin, & Anderson, 2010). Besides, other goodness of fit (GoF) statistics indicated a good theoretical model fit based on the reference values (0.90 < CFI < 1, 0.90 < NFI < 1, 0.90 < IFI < 1, 0.95 < TLI < 1, RMSEA < 0.08) (Hair et al., 2010). The results are presented in Table 3.

Table 3. CFA Results for the Model's GoF

GoF Statistics	Results
χ^2/df	1.913
Comparative Fit Index (CFI)	0.959
Normed Fit Index (NFI)	0.919
Incremental Fit Index (IFI)	0.960
Tucker-Lewis Fit Index (TLI)	0.952
Root Mean Square Error of Approximation (RMSEA)	0.045

Source: Created by the author.

Table 4. Reliability and Validity of the Scales

Constructs and scale items	Standardized Loadings*	AVE	CR	Cronbach's Alpha
Experience Economy				
<i>Education</i>		0.523	0.824	0.815
The experiences I had in this destination made me more knowledgeable.	0.688			
I learned a lot from the experiences I had in this destination.	0.663			
The experiences I had in this destination stimulated my curiosity to learn new things.	0.781			
I had a complete learning experience in this destination.	0.755			
<i>Esthetics</i>		0.487	0.775	0.786
I felt a real sense of harmony in this destination.	0.719			
Just being at this destination was very pleasant.	0.565			
The setting (atmosphere) in this destination was pretty bland.	0.810			
The setting (atmosphere) in this destination was very attractive.	0.677			
<i>Entertainment</i>		0.537	0.827	0.820
The activities I attended in this destination were amusing.	0.767			
The activities I attended in this destination were captivating.	0.726			
I observed that participants were enjoying events in this destination.	0.678			
Activities in this destination were fun to watch.	0.757			
<i>Escapism</i>		0.574	0.817	0.841
I felt I played a different character in this destination.	0.826			
I felt like I was living in a different place in this destination.	0.795			
I felt like I was living in a different time in this destination.	0.737			
The experiences I had in this destination let me imagine being someone else.	0.663			
Satisfaction		0.707	0.906	0.878
Overall I am satisfied with my visit here.	0.851			
I am happy with my decision to visit here.	0.801			
This destination satisfied my expectation.	0.870			
Revisit Intention		0.739	0.793	0.893
I am willing to visit this destination again.	0.871			
I will definitely come back to this destination.	0.848			
I will choose a different destination on my vacation next time.	0.861			
Recommend Intention		0.670	0.897	0.859
I will recommend this destination to others.	0.829			
I will encourage others to visit this destination.	0.825			
I will have many stories to tell about this experience.	0.802			

*: All factor loadings are significant at the 0,001 level, N=443.

Source: Created by the author.

Table 7. Hypotheses Test Results

Hypothesis	Path	Standardized Coefficients	t-value	Hypothesis Supported
H ₁	Education → Satisfaction	0.253**	4.835	YES
H ₂	Esthetics → Satisfaction	0.082 ^{NS}	1.337	NO
H ₃	Entertainment → Satisfaction	0.215*	3.164	YES
H ₄	Escapism → Satisfaction	0.336**	4.256	YES
H ₅	Satisfaction → Revisit Intention	0.288**	5.470	YES
H ₆	Satisfaction → Recommend Intention	0.723**	14.173	YES
H ₇	Revisit Intention → Recommend Intention	0.150**	3.564	YES

Note: *p<0.01, **p<0.001, NS = non-significant.

Source: Created by the author.

The reliability of the scales was evaluated by Cronbach’s alpha. As described in Table 4, all Cronbach’s alpha values are greater than 0.7, so it is said to demonstrate reliability (Nunnally, 1970). Convergent validity for the study constructs was assessed by the average variance extracted (AVE). AVE was greater than the 0.50 standard for all of the constructs proposed excluding the esthetics dimension. If the AVE value is less than 0.50 and the construct reliability (CR) coefficient is greater than 0.60, the convergent validity of the structure is considered sufficient (Fornell & Larcker, 1981). Also, the factor loadings of all measures were significant at the p<.001 level and within the acceptable limits. The high values for the construct reliability and significant factor loadings confirmed the convergent validity of the model (Anderson & Gerbing, 1988). The results are presented in Table 4.

So as to secure discriminant validity, the values of the square roots of AVEs compared with inter-construct correlation. Correlation between constructs must be smaller than the square roots of the AVE value for each construct (Fornell & Larcker, 1981). As shown in Table 5, all correlations between pairs of constructs were less than the corresponding square roots of AVEs.

Table 5. Discriminant and Convergent Validity

		1	2	3	4	5	6	7
1	Education	0.723						
2	Esthetics	0.257	0.698					
3	Entertainment	0.351	0.429	0.732				
4	Escapism	0.384	0.519	0.556	0.758			
5	Satisfaction	0.414	0.404	0.505	0.549	0.840		
6	Revisit Intention	0.100	0.332	0.168	0.283	0.229	0.860	
7	Recommend Intention	0.440	0.306	0.411	0.488	0.646	0.305	0.818

Note: The square roots of all constructs’ AVEs are in bold along the diagonal. Lower diagonal values indicate factor correlations.

Source: Created by the author.

Consequently, all findings confirm that the measurement model represents satisfactory convergent, discriminant validity and reliability. After confirmatory factor analysis (CFA), in the second step, structural equation modelling (SEM) was employed to test the seven hypotheses. Table 6, which presents the SEM results for the model’s GoF, shows that the overall fit indices supported the acceptable fit of the proposed structural model (Hair et al., 2010).

Table 6. SEM Results for the Model’s GoF

GoF Statistics	Results
X ² /df	2.123
Comparative Fit Index (CFI)	0.948
Normed Fit Index (NFI)	0.907
Incremental Fit Index (IFI)	0.907
Tucker-Lewis Fit Index (TLI)	0.941
Root Mean Square Error of Approximation (RMSEA)	0.005

Source: Created by the author.

The conceptual model developed for the research affirmed significant relations among variables except for H₂. Table 7 summarizes the results of testing the hypotheses.

The final model along with standardized path coefficients is illustrated in Figure 3.

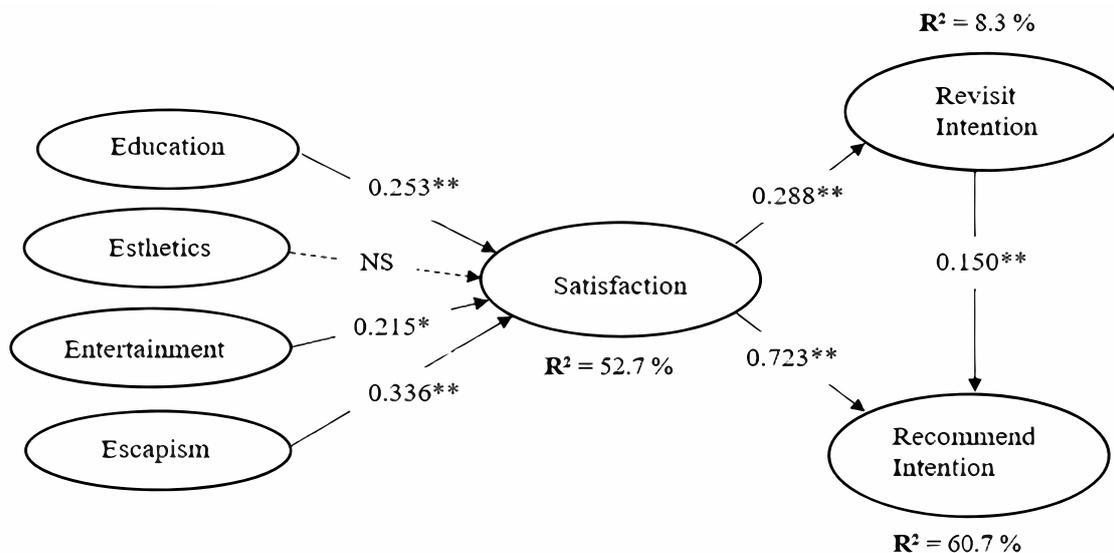


Figure 3. Path Results of Structural Model. * $p < 0.01$, ** $p < 0.001$, NS=Non-Significant.

Source: Created by the author.

Discussions and Implications

Despite the existing body of literature on four types of the experience economy’s effect on satisfaction or behavioural intentions, choosing distinct destinations as a practice area has been largely ignored. For this reason, it is one of the contributions of this research to the literature to investigate which dimensions of experiences are perceived in different destinations and which dimensions of experience are effective in tourist satisfaction. In an attempt to answer the research question, a One-way analysis of variance was conducted to determine whether the perceived experience of tourists differs statistically according to the destination. It was concluded that the entertainment dimension did not show a significant difference among destinations. According to this result, it can be interpreted that the tourists in the destinations have fun at a close level, and no destination stands out in the entertainment dimension. In education, esthetics, and escapism dimensions, significant differences were determined according to the destination. Alanya in the education dimension has a higher mean than Alaçatı and Kızkalesi. This finding can be interpreted as tourists who have visited Alanya having more educational experience or learning more from the destination than tourists from other destinations. In terms of esthetics, it is seen that Alaçatı stands out. Compared to Belek, Alanya, and Kızkalesi, it can be said that Alaçatı offers a more esthetic experience to its visitors. This finding may be due to the unique architectural structure of Alaçatı. Finally, Belek has the highest level of the mean in the escapism dimension.

Tourists visiting Belek feel that they experience escapism by getting away from daily life relatively more than other destinations. These results have important practical implications for policymakers, destination planners, and marketers. Prominent dimensions should be seen as the strengths of destinations and the following suggestions can be made to destination managers of Alanya:

- Historical and cultural attractions such as Alanya Castle, Alanya Red Tower Ethnography Museum, Alanya Archeology Museum, Cleopatra Beach, Damlatas Cave, which are thought to contribute to the educational aspect of the destination, should be highlighted more.
- The visuals used while promoting the destination should include historical and cultural buildings rather than luxury hotels.
- Handicraft teaching, agricultural activities, food/winemaking or tasting, destination-specific catchy myths, legends, storytelling, local folk dance education, camp programs for children or youth should be organized.
- It is necessary to start ecological learning activities by evaluating the plateaus and villages in the inner parts of Alanya within the scope of alternative tourism.

For Alaçatı, where esthetic experience comes to the forefront:

- The authentic structure of the destination, which is in good condition in terms of artistic and architectural features, should be preserved.
- While promoting the destination, it should be aimed to highlight the aesthetic structures in the visuals used.
- Construction should not be allowed except for stone buildings specific to the destination.
- Within the scope of sustainable tourism understanding, local people should be made aware of the protection of cultural and natural resources, local texture, authentic structure, and environment.

For destination managers of Belek:

- The reasons such as the presence of golf facilities and rafting tracks in Belek, where nature and sports are intertwined, give rise to an experience of escapism at the destination. In the escapism realm, guests are completely immersed by the experience, are actively involved, and feel like they are in a disparate place or time. Therefore, golf and water sports facilities and services should be developed more and their quality should not be compromised.
- Recreational activities such as golf tourism or water sports should be highlighted in the visuals used while promoting the destination.
- The primary seed of information for golf tourists is television, as it follows many developments in the world of golf, such as golf destinations, golf tournaments, events about golf, through a thematic golf channel in the country where they are located. Therefore, sports channels broadcasting golf should be preferred for the promotion of Belek.
- Interesting, unique and not very well known natural attractions should be discovered and tours should be organized there. The purpose here is to create environments that will make tourists forget time and space, make them feel in another world, and have an escapism experience.

Compared to other destinations, no experience dimension has stood out in Kızkalesi. Hence,

Kızkalesi should be redesigned as a destination that offers unforgettable experiences to its visitors, rather than just being shown as a place to swim. For example, tourists can be taught to make pancakes in nomadic tents to provide an educational experience, facilities with a castle view can be opened to provide an esthetic experience, festivals can be organized for entertainment, beach volleyball can be played or nature walks can be made for escapism.

The influence of education, esthetics, entertainment, and escapism experiences perceived by tourists on satisfaction was tested with the path analysis created within the scope of structural equation modelling. A significant and positive influence of education, entertainment, and escapism on satisfaction has been determined. In other words, an increase in education, entertainment, or escapism experiences offered to tourists will also increase tourist satisfaction. In addition, according to the variance explanation rate, 52.7% of tourist satisfaction is explained by the experience offered to the tourists. In a study conducted on tourists visiting Maihaugen Museum, Mehmetoglu and Engen (2011) revealed that education has a positive influence on satisfaction. Lee, Jeoung and Qu (2020), Garrod and Dowell (2020) also found that educational experience has a significant and positive impact on satisfaction. According to Pine and Gilmore (1999), visitors are more inclined to be satisfied with their visit when they find a real learning opportunity that stimulates their learning curiosity during their visit.

Hosany and Witham's (2010) and Lai, Lu and Liu's (2019) studies can be cited as examples of studies showing that entertainment has a significant and positive impact on satisfaction. Entertainment is generally known to take an essential part in tourist satisfaction (Pearce & Wu, 2015). In addition, according to Crick-Furman and Prentice (2000), entertainment plays a vital role in developing or enhancing the experience. However, although there is a significant effect, entertainment has the lowest coefficient according to the result of the path analysis (0.215, $p < 0.05$).

As another realm of the experience, escapism has the greatest effect on tourist satisfaction (0.336, $p < 0.05$). Lee, Sung, Suh, and Zhao (2016) found a significant and positive influence of the escape experience on satisfaction, too. Park, Oh and Park (2010) claim that escape is a key concept in tourism. Since the tourism movement is an escape from the boredom of daily life (Krippendorff, 1986),

it is possible to say that tourism itself is actually an escapist experience. Iso-Ahola (1982) also considers tourism as an "escape-based" activity. For this reason, the high impact of the escapist experience on the satisfaction of the tourists is inevitable. This implies that those managing and marketing the destination should pay special attention to increasing its escapism value by turning tourists into actors who can influence the staged experience.

As a result of the path analysis, a notable impact of the esthetic experience on satisfaction was not determined. This finding is partly supported by former studies. Although this finding coincides with the results of Song, Lee, Park, Hwang, & Reisinger (2015), it is seen in the literature that esthetic experience affects tourist satisfaction in general. Even, in the study of Oh, Fiore, and Jeoung (2007) the esthetic experience dimension was found to be the most determining element for satisfaction.

Data analysis showed that tourists' satisfaction affects revisit intention positively. However, this effect size is significant at 0.288 and only 8.3% of revisit intention is explained by satisfaction. This is another unexpected finding because satisfaction is considered as a key element for the revisit intention (Cole & Scott, 2004) and satisfied tourists select the same destination in the future (Darnell & Johnson, 2001). On the other hand, satisfaction was found to be a prominent agent of intention to recommend (0.723, $p < 0.05$). This finding confirms the importance of tourist satisfaction on recommending the destination to others. Destination managers should realise the value of satisfaction, assess tourists' satisfaction regularly, and monitor changes over time.

One of the reasons why the intention to recommend the destination of the tourists that are satisfied has a greater coefficient than their intention to revisit may be the search for difference. Among the reasons for the evolution that took place in the process leading up to the experience economy, are the increase in people's welfare level, the rise of consumers who ask for new personalised products, the privatization and emancipation of consumers (Addis & Holbrook, 2001). Furthermore, people want to share their tourism experiences on their social media accounts and they might not want to share photos from the same destination constantly because people share their experiences on social networking sites for gaining respect and recognition, improving their social ties, and raising their self-esteem (Munar & Jacobsen, 2014).

Hence, the present paper advances tourism literature by drawing attention to the fact that tourist behaviours shaped by technology should be taken into account.

Finally, visitors' revisit intention was found to significantly influence their recommend intention (0.150, $p < 0.05$). This finding implies that destination managers should pay attention to the repeat visitors since revisit intention is a component of recommend intention and voluntarily recommending a destination by tourists will provide economic benefits for the destination. This result is also compatible with the results of Fard et al. (2019). The finding presents empirical proof of the role of revisit intention in recommend intention. That is, the more the tourists visit a destination again, the more they prone to suggest it to others.

In conclusion, by applying the experience economy model, the current paper proposes a notional and palpable prospect of the role of experiences at four distinct destinations. This is the first study to demonstrate that sub-dimensions of experience can differ in different destinations. Therefore, this study advises that destination managers should identify tourists' experiences as the main factor in order to better satisfy visitors, attract repeat visitors, and create positive recommendations about the destination.

6. Limitations and Suggestions for Future Research

Despite its contributions, there are several limitations related to the study. Firstly, data gathering was restricted to the three months of summer of 2019 and the COVID-19 outbreak occurred. Extensive time of data collecting may increase the generalizability of the study results. After the Covid 19 pandemic is completely eliminated, in future studies, more tourists can be included in the sample within the scope of a project or other financial support.

The second limitation of this research is the use of a survey as a data collection tool. Responses from the participants were collected by choosing one of the response categories designed as a 5-point Likert type. Since the views of the participants on a certain subject are multidimensional, Likert type scales limit the opportunity of the participants to give detailed answers to the questions. Therefore, the research has all the limitations of the use of self-reported surveys and Likert type scales. In future research, the findings obtained as a result of the interviews with the tourists can be compared

with the findings of this research and discussed on the similarities and differences.

In addition to all these, the third and final limitation of this study is the environmental factors that the participants may be affected by while filling in the questionnaires. Factors such as hot weather and high humidity in the destinations during the summer season, the possibility of tourists consuming alcohol, or the unwillingness of tourists to fill out questionnaires are factors that the researchers have no control over.

7. References

- Addis, M., & Holbrook, M. B. (2001). On the Conceptual Link Between Mass Customisation and Experiential Consumption: An Explosion of Subjectivity. *Journal of Consumer Behaviour*, 1(1), 50-66.
- Ali, F., Hussain, K., & Ragavan, N. A. (2014). Memorable customer experience: Examining the Effects of Customers' Experience on Memories and Loyalty in Malaysian Resort Hotels. *Procedia-Social and Behavioral Sciences*, 144, 273-279.
- Anderson, J. C., & Gerbing, D. W. (1988). Structural Equation Modeling in Practice: A Review and Recommended Two-Step Approach. *Psychological Bulletin*, 103(3), 411-423.
- Baker, D. A., & Crompton, J. L. (2000). Quality, Satisfaction and Behavioral Intentions. *Annals of Tourism Research*, 27(3), 785-804.
- Barnes, S. J., Mattson, J., & Sørensen, F. (2014). Destination Brand Experience and Visitor Behavior: Testing a Scale in the Tourism Context. *Annals of Tourism Research*, 48, 121-139.
- Bonn, M. A., Joseph-Mathews, S. M., Dai, M., Hayes, S., & Cave, J. (2007). Heritage/Cultural Attraction Atmospherics: Creating the Right Environment for the Heritage/Cultural Visitor. *Journal of Travel Research*, 45(3), 345-354.
- Chang, A. Y. P., & Hung, K. P. (2021). Development and Validation of a Tourist Experience Scale for Cultural and Creative Industries Parks. *Journal of Destination Marketing & Management*, 20, 1-12.
- Chen, C. F., & Chen, F. S. (2010). Experience Quality, Perceived Value, Satisfaction and Behavioral Intentions for Heritage Tourists. *Tourism Management*, 31 (1), 29-35.
- Cole, S. T., & Scott, D. (2004). Examining the Mediating Role of Experience Quality in a Model of Tourist Experiences. *Journal of Travel & Tourism Marketing*, 16, 79-90.
- Crick-Furman, D., & Prentice, R. (2000). Modeling Tourists' Multiple Values. *Annals of Tourism Research*, 27(1), 69-92.
- Darnell, A. C., & Johnson, P. S. (2001). Repeat Visits to Attractions: A Preliminary Economic Analysis. *Tourism Management*, 22(2), 119-126.
- Dieck, M. C., Jung, T. H., & Rauschnabel, P. A. (2018). Determining Visitor Engagement through Augmented Reality at Science Festivals: An Experience Economy Perspective. *Computers in Human Behavior*, 82, 44-53.
- Dwyer, L., Edwards, D., Mistilis, N., Roman, C., & Scott, N. (2009). Destination and Enterprise Management for a Tourism Future. *Tourism Management*, 30(1), 63-74.
- Fard, M. H., Sanayei, A., & Ansari, A. (2019). Determinants of Medical Tourists' Revisit and Recommend Intention. *International Journal of Hospitality & Tourism Administration*, 1-26.
- Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18 (1), 39-50.
- Fyall, A., & Garrod, B. (2020). Destination Management: A Perspective Article. *Tourism Review*, 75(1), 165-169.
- Garrod, B., & Dowell, D. (2020). Experiential Marketing of an Underground Tourist Attraction. *Tourism and Hospitality*, 1, 1-19.
- Gilmore, J. H., & Pine, B. J. (2002). Differentiating Hospitality Operations via Experiences: Why Selling Services is not Enough. *Cornell Hotel and Restaurant Administration Quarterly*, 43(3), 87-96.
- Gómez, M., González-Díaz, B., & Molina, A. (2015). Priority Maps at Wine Tourism Destinations: An Empirical Approach in Five Spanish Wine Regions. *Journal of Destination Marketing & Management*, 4(4), 258-267.
- Guntoro, B., & Hui, T. K. (2013). Travel Satisfaction and Revisit Intention of Chinese Visitors: The Case of Singapore. *Advances in Hospitality and Leisure*, 9, 29-47.
- Hair, J., Black, W., Babin, B., & Anderson, R. (2010). *Multivariate Data Analysis* (7th ed.). Upper Saddle River, NJ: Pearson Prentice Hall.
- Hosany, S., & Witham, M. (2010). Dimensions of Cruisers' Experiences, Satisfaction, and Intention to Recommend. *Journal of Travel Research*, 49(3), 351-364.
- Hui, K. T., Wan, D., & Ho, A. (2007). Tourists' Satisfaction, Recommendation and Revisiting Singapore. *Tourism Management*, 28, 965-975.
- Hwang, J., & Lyu, S. O. (2015). The Antecedents and Consequences of Well-Being Perception: An Application of the Experience Economy to Golf

- Tournament Tourists. *Journal of Destination Marketing & Management*, 4, 248-257.
- Iso-Ahola, S. (1982). Towards a Social Psychology of Recreational Travel. *Leisure Studies*, 2, 45-56.
- Kim, W. G., Li, J. J., & Brymer, R. A. (2016). The Impact of Social Media Reviews on Restaurant Performance: The Moderating Role of Excellence Certificate. *International Journal of Hospitality Management*, 55, 41-51.
- Krippendorff, J. (1986). Tourism in the System of Industrial Society. *Annals of Tourism Research*, 13, 517-532.
- Lai, I. K., Lu, D., & Liu, Y. (2019). Experience Economy in Ethnic Cuisine: A Case of Chengdu Cuisine. *British Food Journal*, 122 (6), 1801-1817.
- Lee, S., Jeoung, E., & Qu, K. (2020). Exploring Theme Park Visitors' Experience on Satisfaction and Revisit Intention: A Utilization of Experience Economy Model. *Journal of Quality Assurance in Hospitality & Tourism*, 21(4), 474-497.
- Lee, W., Sung, H., Suh, E., & Zhao, J. (2016). The Effects of Festival Attendees' Experiential Values and Satisfaction on Re-Visit Intention to the Destination: The Case of a Food and Wine Festival. *International Journal of Contemporary Hospitality Management*, 29(3), 1005-1027.
- Lin, H., Zhang, M., Gursoy, D., & Fu, X. (2019). Impact of Tourist-to-Tourist Interaction on Tourism Experience: The Mediating Role of Cohesion and Intimacy. *Annals of Tourism Research*, 76, 153-167.
- Liu, X., Huang, D., & Li, Z. (2018). Examining Relationships among Perceived Benefit, Tourist Experience and Satisfaction: The Context of Intelligent Sharing Bicycle. *Asia Pacific Journal of Tourism Research*, 23(5), 437-449.
- Loureiro, S. M. C. (2014). The Role of the Rural Tourism Experience Economy in Place Attachment and Behavioral Intentions. *International Journal of Hospitality Management*, 40,1-9.
- Mannell, R. C., & Iso-Ahola, S. E. (1987). Psychological Nature of Leisure and Tourism Experience. *Annals of Tourism Research*, 14, 314-331.
- Mayers, A. (2013). *Introduction to Statistics and SPSS in Psychology*. Pearson Higher Ed.
- Mehmetoglu, M., & Engen, M. (2011). Pine and Gilmore's Concept of Experience Economy and its Dimensions: An Empirical Examination in Tourism. *Journal of Quality Assurance in Hospitality & Tourism*, 12(4), 237-255.
- Morgan, M., Elbe, J., & Curiel, J. E. (2009). Has the Experience Economy Arrived? The Views of Destination Managers in Three Visitor-dependent Areas. *International Journal of Tourism Research*, 11, 201-216.
- Munar, A. M., & Jacobsen, J. K. S. (2014). Motivations for Sharing Tourism Experiences Through Social Media. *Tourism Management*, 43, 46-54.
- Nunnally, J. C. (1970). *Introduction to Psychological Measurement*. New York, NY, US: McGraw-Hill.
- Oh, H., Fiore, A. M., & Jeoung, M. (2007). Measuring Experience Economy Concepts: Tourism Applications. *Journal of Travel Research*, 46, 119-132.
- Oliver, R. L. (1997). *Satisfaction: A behavioral Perspective on the Consumer*. New York, NY: McGraw-Hill.
- Park, M., Oh, H., & Park, J. (2010). Measuring the Experience Economy of Film Festival Participants. *International Journal of Tourism Sciences*, 10(2), 35-54.
- Pearce, P. L., & Wu, M.-Y. (2015). Entertaining International Tourists: An Empirical Study of an Iconic Site in China. *Journal of Hospitality & Tourism Research*, 42(5), 772-792.
- Petkus, E. (2002). Enhancing the Application of Experiential Marketing in the Arts. *International Journal of Non-profit and Voluntary Sector Marketing*, 9(1), 49-56.
- Pine, B. J., & Gilmore, J. H. (1999). *The Experience Economy: Work is Theatre & Every Business a Stage*. Boston: Harvard Business School Press.
- Pine, B. J., & Gilmore, J. H. (2011). *The Experience Economy, Updated Edition*, Boston, MA: Harvard Business Review Press.
- Pizam, A., Shapoval, V., & Ellis, T. (2016). Customer Satisfaction and its Measurement in Hospitality Enterprises: A Revisit and Update. *International Journal of Contemporary Hospitality Management*, 28(1), 2-35.
- Prayag, G., & Ryan, C. (2012). Antecedents of Tourists' Loyalty to Mauritius: The Role and Influence of Destination Image, Place Attachment, Personal Involvement, and Satisfaction. *Journal of Travel Research*, 51(3), 342-356.
- Qu, H., & Ping, E. W. Y. (1999). A Service Performance Model of Hong Kong Cruise Travelers' Motivation Factors and Satisfaction. *Tourism Management*, 20(2), 237-244.
- Quan, S., & Wang, N. (2004). Towards a Structural Model of the Tourist Experience: An Illustration from Food Experiences in Tourism. *Tourism Management*, 25, 297-305.
- Reichheld, F. F., & Sasser, W. E. (1990). Zero Defection: Quality Comes to Service. *Harvard Business Review*, 68, 105-111.

- Sharma, P., & Nayak, J. K. (2018). Testing The Role of Tourists' Emotional Experiences in Predicting Destination Image, Satisfaction, and Behavioral Intentions: A Case of Wellness Tourism. *Tourism Management Perspectives*, 28, 41–52.
- Song, H. J., Lee, C. K., Park, J. A., Hwang, Y. H., & Reisinger, Y. (2015). The Influence of Tourist Experience on Perceived Value and Satisfaction with Temple Stays: The Experience Economy Theory. *Journal of Travel & Tourism Marketing*, 32 (4), 401-415.
- Song, H., Veen, R., Li, G., & Chen, J. L. (2012). The Hong Kong Tourist Satisfaction Index. *Annals of Tourism Research*, 39(1), 459–479.
- Stamboulis, Y., & Skayannis, P. (2003). Innovation Strategies and Technology for Experience-based Tourism. *Tourism Management*, 24, 35-43.
- Thanh, T. V., & Kirova, V. (2018). Wine Tourism Experience: A Netnography Study. *Journal of Business Research*, 83, 30–37.
- Tsao, W. C., & Hsieh, M. T. (2012). Exploring How Relationship Quality Influences Positive eWOM: The Importance of Customer Commitment. *Total Quality Management & Business Excellence*, 23(7–8), 821–835.
- Tsaur, S. H., Chiu, Y. T., & Wang, C. H. (2007). The Visitors Behavioral Consequences of Experiential Marketing. *Journal of Travel & Tourism Marketing*, 21(1), 47-64.
- Williams, A. (2006). Tourism and Hospitality Marketing: Fantasy, Feeling and Fun. *International Journal of Contemporary Hospitality Management*, 18(6), 482-495.
- Wong, C. K. S., & Kwong, W. Y. Y. (2004). Outbound Tourists' Selection Criteria for Choosing All-Inclusive Package Tours. *Tourism Management*, 25(5), 581–592.

INFO PAGE

The experience economy analysis of distinct destinations

Abstract

The objective of this study is (1) to measure four dimensions of the experience economy at distinct destinations hosting different types of tourists, (2) to examine the impact of the perceived experience on satisfaction, and (3) the effect of satisfaction on intentions to revisit and recommend. For this purpose, the data were gathered through a survey from 443 tourists visiting Alaçatı, Alanya, Belek, and Kızıleski in Turkey. The hypothesized relations were examined with structural equation modelling (SEM). According to the outcomes of the analysis; significant and positive influences of education, entertainment and escapism on satisfaction have been determined. The esthetic experience perceived by tourists does not affect satisfaction significantly. Besides, tourists' satisfaction has a positive effect on both intentions to recommend and revisit. Lastly, visitors' revisit intention was found to significantly influence their recommendation intention. The outputs obtained from the study offers valuable empirical evidence about the experience economy and behavioural intentions to both the tourism industry and tourism researchers. This study also adopts the 4E experience economy model to four different destinations for the first time in tourism literature.

Keywords: Experience economy, Satisfaction, Intention to recommend, Revisit intention

Authors

Full Name	Author contribution roles	Contribution rate
Ferhat Şeker:	Methodology, Software, Formal analysis, Investigation, Resources, Writing - Original Draft,	60%
Kamil Unur:	Conceptualization, Validation, Writing - Review & Editing, Supervision,	40%

Author statement: Author(s) declare(s) that All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards. **Declaration of**

Conflicting Interests: The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article

Ethics Committee Satatement: Ethics committee report is available for this research and it has been documented to the journal.

Ethics committee: Mersin Üniversitesi Sosyal ve Beşeri Bilimler Etik Kurulu

Date of ethics committee decision: 31.05.2019

Ethics committee decision number: 22