

e-ISSN: 2687-5543



VOL:6

NO: 1

Year: 2024

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JOURNAL OF HOSPITALITY AND TOURISM ISSUES

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JOURNAL OF HOSPITALITY AND TOURISM ISSUES

AĞIRLAMA VE TURİZM KONULARI DERGİSİ

Volume / Cilt: 6 Issue / Sayı: 1 Year / Yıl: 2024

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Türkiye's Tourism Success During and Post COVID-19

 Grant Altay TAŞKIN¹  Muharrem TUNA²  İbrahim BİRKAN³

Abstract

The number of tourists and tourism revenues announced every year is very important for countries whose economy depends on tourism. Within the scope of this study, Türkiye's tourism success during and post-COVID-19 has been revealed in the light of the data published by the UNWTO. Qualitative research method was used in this study. In this context, secondary data were examined using the document analysis method and inferences were made in the light of UNWTO's tourism statistics. The main research question of this study is “What might a country have done to achieve what they have achieved in the field of tourism?” In this study, Butler's (2022) tourism success model was used and the positive and negative actions of Türkiye during the year were evaluated. Policies, prohibitions, incentives, discounts, that is, various areas that can affect the success of tourism have been researched. Tourism success model consists of 4 main titles. In this study, Türkiye's tourism and planning are examined under the titles of Politics, Environment, Economics, and Social/Cultural. The top ten countries which hosted the most tourists were included in the study's purview. The most striking result of the study is that while the effects of the pandemic decrease and the world heal its wounds, Turkey ranks first in hosting tourists with an increase of 88 percent.

Keywords: Tourism, Success, Türkiye, UNWTO Statistics, COVID-19.

JEL Kodu/Code: L83.

Türkiye'nin COVID-19 Sırasında ve Sonrasındaki Turizm Başarısı

Özet

Ekonomisi turizme dayalı olan ülkeler için her yıl açıklanan turist sayısı ve turizm gelirleri oldukça önemlidir. Bu çalışma kapsamında Türkiye'nin COVID-19 döneminde ve sonrasındaki turizm başarısı UNWTO'nun yayınladığı veriler ışığında ortaya çıkarılmıştır. Bu çalışmada nitel araştırma yöntemi kullanılmıştır. Bu kapsamda ikincil veriler doküman analizi yöntemiyle incelenmiş ve UNWTO'nun turizm istatistikleri ışığında çıkarımlarda bulunulmuştur. Bu çalışmanın temel araştırma problemi “Bir ülke turizm alanında elde ettiği başarıya ulaşmak için neler yapmış olabilir?” sorusudur. Bu çalışmada Butler'in (2022) turizm başarı modeli kullanılmış ve Türkiye'nin yıl içindeki olumlu ve olumsuz eylemleri değerlendirilmiştir. Politikalar, yasaklar, teşvikler, indirimler yani turizmin başarısını etkileyebilecek çeşitli alanlar araştırılmıştır. Turizm başarı modeli 4 ana başlıktan oluşmaktadır. Bu çalışmada Türkiye'nin turizm ve planlaması Politika, Çevre, Ekonomi ve Sosyal/Kültürel başlıkları altında incelenmektedir. Araştırmanın kapsamına en çok turist ağırlayan ilk 10 ülke dahil edilmiştir. Araştırmanın en dikkat çekici sonucu ise salgının etkileri azalıp dünya yaralarını sararken, Türkiye'nin yüzde 88 artışla turist ağırlamada ilk sırada yer almasıdır.

Anahtar Kelimeler: Turizm, Başarı, Türkiye, UNWTO İstatistikleri, COVID-19.

Referans/Citation: Taşkın, G. A., Tuna, M. & Birkan, İ. (2024). Türkiye's tourism success during and post COVID-19, *Journal of Hospitality and Tourism Issues*, Vol. 6, No.1, 1-15.

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1. INTRODUCTION

Undoubtedly, each country creates different strategies to develop tourism. The measurement of success in tourism, which is an activity where countries exchange culture, generate income and share their natural beauties with different civilizations, is a concept that may vary depending on the perspective of the researcher. Although tourism has numerous positive aspects, it is quite fragile due to terrorist attacks, political events and pandemics (Acar, 2020). All countries have gone through very difficult times due to the pandemic in the years covered by the study. The issue of healing the economic wounds caused by the increase in the size of the crisis can also be reconciled with the return to tourism. Tourism is one of the most important weapons after the normalization process for countries that want to quickly heal the wounds of the COVID-19 pandemic that swept the world. Countries achieve economic prosperity by maintaining their import and export balances or, if possible, by making a positive contribution in this regard by tourism revenues. The case of widening the gap in this regard is called the current account deficit in the economy and the current account deficit issue is of vital importance, especially for developing countries (Lorde et al., 2013). For this reason, studies have been focusing only on the financial aspect of tourism for many years in order to measure success. Nowadays, measuring tourism success only economically is harshly criticized. It would not be wrong to say that tourism has undergone a transformation in itself, both because of the increased demand for nature after the health crisis and because people now prefer open areas instead of crowded environments. Researchers who think that different variables, as well as economic factors, have an impact on the success of tourism checked sustainability with all dimensions like residents satisfaction, percentage of companies which have sustainable applications, carbon footprint and the disturbance of overnight stays during seasons to measure tourism success (Costa et al., 2022), and to receive mature and valuable customers rather than having more tourists by quantity (Araujo, 2021). Although it is possible to list many examples like this, the main lines of success can be examined through Butler's model. The reason for choosing this specific model is because it checks the economic issues like former researchers and evaluates the sustainable practices that the destinations apply. The model is not only about these two dimensions, it also measures the social, cultural and politic improvement that a country has made.

The main objective of this study is to highlight the successes and failures of tourism in each country and to reveal what breakthroughs have been made in this regard. In this context, answers to the research problem will be sought with the innovations, activities, economic and sustainable measures and statistical data made by the countries. This study will be examined within the scope of the model in question, and firstly, information will be given about the pandemic period from which the data of the study was taken, then the model will be explained in detail and what Turkey has done for tourism success will be examined under 4 headings (Politics, Environment, Economics, Social/Cultural).

2. CONCEPTUAL FRAMEWORK

2.1. COVID-19 and Its Effects on Tourism

It is thought that the COVID-19 pandemic, which was announced in December 2019 and the first case was known to have occurred in Wuhan, China, was also seen in October-November 2019, according to recent studies (Stanway, 2021). In the official statement made in March 2020, it was declared that this was a pandemic, stating that the cases and deaths had increased excessively and that it would spread to more countries in the future and become more serious (WHO, 2020). This being the case, many countries have decided to take various precautions and close their borders to visitors from outside. Acar (2020) emphasized that the continuation of tourism activity after the COVID-19 pandemic will give wings to the disease and cause it to spread to many more countries, and that the

administrations took the following measures, taking into account the recommendations of the World Health Organization (WHO):

- Increased border security and bans on entering and exiting countries
- Quarantines applied in regions where the pandemic was detected
- Disinfection practices in public spaces to prevent the spread of the pandemic
- National and international sports and art events that have been canceled or are in question to be canceled
- Curfews
- Travel restrictions
- Applications for interruption of education

Following these restrictions, large fluctuations were observed in the number of tourists for that year and in the following years. Some countries went through this pandemic period with little economic damage, while others experienced serious economic crises. With the closure and reopening of the borders, tourism activity increased and the wounds began to heal. One of the countries that took the right steps in this period was Türkiye. Within the scope of this study, it was planned to reveal what was done correctly regarding the number of visitors and their expenditures, which reflected positively in the statistics. In this context, Butler's (2022) Tourism Success model was used to examine it in detail.

2.2. Tourism Success Model

There are many studies in the literature to measure the tourism success of destinations. In these studies, different subheadings of tourism and alternative tourism types are generally evaluated. Some of those are; in the field of rural tourism (Fotaiadis et al., 2016), in the field of hospitality (Sheresheva & Kopiski, 2016), in the field of community-based tourism (Goodwin & Santilli, 2009), in the field of economics (Perles-Ribes et al., 2016), in the field of sustainability (Aydin & Ekmeksiz, 2018) and some are in the field of wine tourism, which is a more niche field (Getz et al., 1999). It is possible to increase these examples, but in this study, a more comprehensive model was preferred instead of examining success in specific areas. In the model put forward by Butler (2022), a country's success in tourism was measured in terms of economy, socio-cultural aspects, environmental and political issues. The mentioned tourism success model is as shown in Figure 1 with its details.

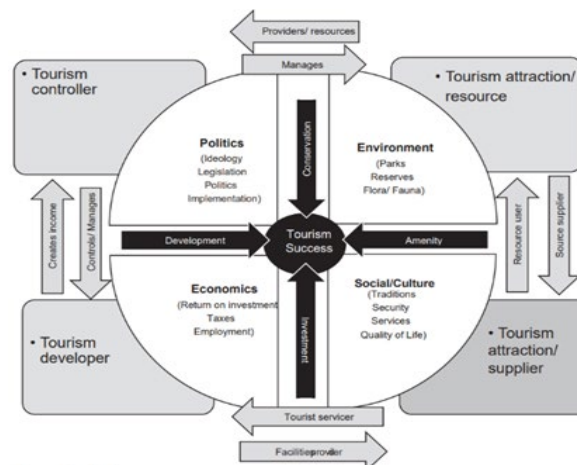


Figure 1: Tourism Success Model

Source: Butler, 2022.

While integrating this model into this study, various statistics of all countries were given, but only the practices of Turkey, which is thought to have gained great momentum, were examined within the scope of the model. The most basic feature that distinguishes this model from others is that it was prepared taking into account the COVID-19 period. Considering the fact that the COVID-19 pandemic has dramatically revealed how important tourism is for many countries, it is essential to reconsider the criteria for success. Real success will mean not only the satisfaction of tourists and destination residents, but also environmental well-being, sustainability of the economic sector and a sense of satisfaction of political stakeholders. Their detection will also be very effective in increasing the sustainability of tourism (Butler, 2022).

3. METHOD

In this study, document analysis, one of the qualitative research methods, was used. The reason for choosing the document analysis method is that measuring tourism success with surveys and interview forms may lead to misleading results and the need to explain it through clear data. In addition, Bowen (2009) listed the beneficial aspects of document analysis as follows.

- Efficiency (Less time consuming)
- Availability (Ability to access resources and references directly)
- Cost-effectiveness (Less costly than other methods)
- Lack of obtrusiveness and reactivity
- Stability (Researcher cannot present his/her own opinion)
- Exactness (The identity of the work taken is clear)
- Coverage (Gives the opportunity to cover the subject more broadly)

In this context, tourism statistics announced every year by UNWTO were examined and developing countries were identified. The reason why UNWTO data was included in the study is that it is an international institution that publishes the statistics of almost every country in the most transparent and objective way. The reason for incorporating UNWTO data into the study is due to its status as an international organization that publishes statistics for almost every country in the most transparent and objective manner. In addition, this development was examined with Butler's (2022) tourism success model and what was done for the country's tourism success was compiled from secondary sources. Within the scope of the study, national and international newspapers, articles and web pages published between 2020-2022 were examined. The main reason for this is to have the opportunity to compare data and information during COVID-19 and when the pandemic begins to ease.

4.FINDINGS

4.1. What Has Türkiye Done Recently to Develop Tourism?

In order to increase Türkiye's tourism success by developing and promoting tangible and intangible heritages, and establishing short, medium, and long-term communication, Türkiye Tourism Promotion and Development Agency (TGA) was established on 15 July 2019 under the Ministry of Culture and Tourism (TGA, 2022a). Leaving aside the discussion of whether destination management organizations (DMOs) are useful (Dredge, 2016), and considering that the period when this organization was founded was the pandemic period, it would not be wrong to say that it was a very successful move. Safe tourism certificates and vaccination of tourism personnel have been the most prominent of the practices made in order to relieve the anxiety of the tourists who will travel to Türkiye and to take the least blow from the tourism sector in these extraordinary conditions (TGA,

2022b). In order to manage the process properly, this and many similar practices and restrictions have been put into effect. In this context, to demonstrate the success of tourism, the subject is examined under four main headings as in Butler's (2022) model. These are; Politics, Environment, Economics, and Social/Cultural.

4.1.1. Politics

It is obvious that one of the biggest conditions for success in tourism in recent years is to manage the current pandemic process in the best way. For this reason, each country has tried to provide the tourist flow in the best way at that moment and in the future by developing its own strategies. It has been attempted to anticipate the issues that the tourism sector will face from the beginning of the pandemic phase in Türkiye, and measures in this regard have been undertaken. In this context, measures such as assisting travel and accommodation businesses in taking precautions against COVID-19, disseminating and promoting the vaccine, and providing rapid testing at airports have been tried to mitigate the pandemic's negative impact on transportation and tourism sectors (Kılıç, 2022). Also, the Turkish government has produced some applications to control its large population. To mention the most important of these, the HES Code (Hayat Eve Sığar) tracking system comes to the fore. HES Code is a code that allows you to securely share whether you carry any risk in terms of COVID-19 disease with institutions and individuals in your transactions such as transportation or visiting within the scope of controlled social life. The HES codes you share can be queried through the application or through the services provided to the institutions (Hayat Eve Sığar, 2022). In this way, it is possible for the people participating in the tourism movement to feel safe from the first moment they enter the country, knowing whether the people or the staff around them are in the risky group or not. Perhaps the most important and groundbreaking innovation in terms of tourism has been the safe tourism certification. This certification will be discussed in detail under the social/cultural heading, as it allows tourists to meet their social demands.

In addition to health applications, a specific website has taken the place of fragmentary promotional applications with a significant breakthrough in this period. Prior to this, each city was carrying out promotional activities separately, and the person looking for information about the country could experience confusion. So, a website called “Go Türkiye” has been created in order to deal with the promotional activities of 81 provinces in tourism in Türkiye under a single title and to maintain regular promotional activities (UNWTO, 2021).

4.1.2. Environment

It is well known that being on vacation is not an environmentally friendly movement (Dolcinar, 2022) and the importance given to this problem is increasing significantly. Countries have started to turn to green and sustainable practices in order to prevent incredible damage to nature and to affect tourists who are more sensitive to the environment (Pekovic, 2021). With this awareness, Türkiye has focused on this area with the effective work of the Ministry of Culture and Tourism in order to develop environmentally friendly practices such as the number of eco-hotels, the number of blue flags, and effective waste management.

The implementation of green star facilities put into effect by Türkiye within the scope of sustainable tourism has aroused great repercussions. In order to obtain the Green Star certificate, hotels have to fulfil practices such as reducing the consumption of energy, water, environmentally harmful substances and the amount of waste, increasing energy efficiency, encouraging the use of renewable energy sources, planning accommodation enterprises in an environmentally friendly manner from the investment stage and providing training on environmental awareness (Giritöglü & Güzel, 2015). According to the statistics, which were last updated on 05.08.2021, it is seen that 456 enterprises were

entitled to receive a green star and the trend in this regard increased rapidly (Republic of Türkiye Ministry of Culture and Tourism, 2021). In addition, the blue flag issue has never been left behind in this direction. As of February 2022, the number of blue flag marinas has increased to 22, the number of blue flag yachts to 6, the number of blue flag tourism boats to 10 and the number of blue flagged beaches have increased to 519 (Mavi Bayrak Türkiye, 2022). The orientation to such practices has become a necessity at the inevitable point reached in environmental pollution. Türkiye ratified the Paris Agreement on October 7, 2021, with a Presidential Decision (MFA, 2022). In this direction, Türkiye makes plans not only for today but also for the future and adds to its green practices every day. Minister Ersoy highlighted in his 2021 closing statement that Türkiye has made one more step toward meeting the Paris Agreement's requirements by inaugurating a system that would handle Antalya's wastewater problem for the next 50 years, as well as renewable electricity generation (Republic of Türkiye Ministry of Culture and Tourism, 2021). The importance given by the country administration to sustainability also affects the country's preference by tourists, and with the year 2021, it is obvious that the outcomes correspond to the effort put forth.

4.1.3. Economics

An explosion was expected after 2019, which was one of the most important years in the number of tourists and income for Türkiye, but inevitable decreases were experienced due to the global crisis. In the first months of 2020, limited traces of the virus, which were seen only in one region, had not yet affected the number of tourists in Türkiye, but in the following months, borders had to be closed and curfews had to be imposed (Çiftçi & Acet, 2021). For this reason, states had to declare some rules and economic incentives in order to protect their citizens and country. The World Tourism Organization (UNWTO) published the measures which were taken by Türkiye in

this period as follows:

Table 1. Economic Measures Taken by Türkiye

◆ An economic relief package of 15.4 billion dollars was announced to alleviate the effects of the crisis (March 2020).
◆ The Credit Guarantee Fund was doubled to reach 50 billion TL.
◆ The minimum pension increased to 1500 TL
◆ Citizens were encouraged to purchase loans for social purposes.
◆ The value-added tax (VAT) rate for domestic flights has been reduced to 1% for domestic flights.
◆ Municipalities provided food and cash support.
◆ The monthly amount transferred to social assistance associations was increased from 135 million TL to 180 million TL.
◆ As of January, the entire discretionary financial support amounted to 646 billion TL. Credit guarantees, credit deferrals, tax deferrals, VAT reductions on some goods (eg food and accommodation services) until May 2021 are among the main material measures taken.

Source: UNWTO, 2021.

Although these regulations gave the public a little breather, the effects of the pandemic were reaching levels that no one could predict. The situation is of course even more difficult for countries like Türkiye, where a considerable part of their income comes from tourism. It is unavoidable that the economic problems that have accumulated over the years have also triggered this situation. While the economic problems experienced in 2018-2019 caused the current account deficit to increase, the pandemic that followed made the situation even more difficult. Even though the Central Bank of Türkiye applied a high-interest policy in order to suppress the foreign currency at the beginning, it switched to a different strategy in 2021 and could not prevent the Turkish Lira from melting against

foreign currencies with the incessant interest rate cuts (Güngen, 2021). To look at the glass from the half-full side, the Turkish tourism market was seen as an opportunity for foreign tourists who saw their own currency increase against the Turkish Lira, and this showed itself in the statistics of the number of tourists entering the country.

While Türkiye has had a good place in the world ranking in terms of tourist numbers for years, the same success was not reached with regard to income. With the year 2021, it is seen that Türkiye started to get the results of its hard work and started to see the levels it targeted. Amid all these economic difficulties mentioned in the previous lines, achieving these successes is also admirable.

4.1.4. Social/Cultural

Recently, many projects have been carried out in Türkiye regarding social life and cultural values, as in other fields. In this context, to increase cultural awareness, 2019 was declared the year of Göbeklitepe, 2020 the year of Patara, and 2021 the year of Yunus Emre. When it comes to 2021 success, it is impossible to think about what has been done in the last period without COVID-19 measures. In this context, Türkiye has started the safe tourism certification system, which is an example to the world (Turkish Ministry of Culture and Tourism). As of 01.01.2021, this certificate is compulsory for accommodation facilities with 30 or more rooms, optional in other accommodation facilities, food and beverage facilities, tour and transfer vehicles, congress and art facilities, theme parks, mechanical lines, and sea tourism. Also, for the tourists visiting the country to feel comfortable while receiving services and to continue their social life with peace of mind, the program of vaccination of tourism personnel has also been put into effect. In Türkiye, which stands out with its advanced health system, 11 more hospitals with a 14 thousand-bed capacity were added with the latest technologies in 2020 alone. In addition to this, more than 1 million 250 thousand tests have been carried out so far in Türkiye. Also, the overall daily test capacity was 50 thousand and it was mentioned that it can increase if deemed necessary (TGA, 2022b). In this critical period, the practices carried out in the country were not limited to the field of health. In this difficult period, many cultural practices were implemented. These cultural events and developments are as follows:

Table 2. Cultural Developments

◆The Aeneas Route became the first archaeological route of the Council of Europe Cultural Routes program by being entitled to receive the Council of Europe Cultural Route certificate, thus increasing the number of registered routes passing through Türkiye to 7.

◆By the end of 2021, the number of cultural centres put into operation by the Ministry increased to 122.

◆2.5 years after the foundation of the Istanbul Atatürk Cultural Center was laid, it was put into service in record time.

◆The number of excavation and research works, which was 502 in 2020, was increased to 602 as of October 2021 with the support given.

◆Türkiye's first national archaeology institute, the "Turkish Archeology and Cultural Heritage Institute," began to be established.

◆Within the scope of the fight against cultural smuggling, 525 historical artifacts were brought from abroad, reaching the highest number in the last ten years.

◆The number of destinations on the UNESCO World Heritage List increased to 19 with the addition of the Malatya Arslantepe Archaeological Site.

◆Galata Tower, which has been turned into a museum, broke the daily visitor record of all time with 3,754 visitors on October 29, 2021.

◆Türkiye took its place among the top 5 countries on the UNESCO Representative List of the Intangible Cultural Heritage of Humanity with its 20 registered cultural values.

◆6 museums were opened in 2021, and the organizing and landscaping of 9 more museums and 2 ruins continue.

◆While the number of private museums operating under the supervision of the Ministry was 291 in 2020, it reached 316 as of November 2021.

◆25 thousand 641 new works were brought to the museums and the total number of works in the museums increased to 3 million 278 thousand 114.

- ◆The wrecks of the Dardanelles War were brought into diving tourism, making it one of the most important diving centres in the world.
- ◆More churches in Cappadocia are being restored, and illegal structures are also being demolished.
- ◆Library buildings that are vulnerable to earthquakes are being demolished and new ones are being built, and local governments are being supported for the construction of these libraries.
- ◆About 130 concerts were given as part of the "2021 Summer Concerts" project.
- ◆In the last three years, a total of 80 million 967 thousand lira support has been provided to private theatres by the government.
- ◆A total of 280 million TL support was provided to approximately 40 thousand musicians and industry workers within the scope of the "Don't Let the Music Keep Quiet" support program.
- ◆With the Beyoğlu Culture Road Festival, a feast was held in which many historical and cultural areas were brought to the fore and a total of 381 events were held.
- ◆In order to draw attention to the historical and cultural values of Ankara on an international scale, the Capital Cultural Road Festival was held with 560 events attended by 5971 artists and 179 academics.
- ◆In 2019, Afyonkarahisar was included in the Unesco Gastronomy Cities, and Bursa entered the Unesco Creative Cities list in 2021 in the field of Crafts and Folk Arts.
- ◆The presence of the Turkish world in cinema was brought to the silver screen with the "Korkut Ata Turkish World Film Festival".

Source: Republic of Türkiye Ministry of Culture and Tourism, 2021.

4.2. 2020-2021 World Tourism Statistics

As in other dynamics in the world in the world, nothing has been the same in tourism since 2019. While the countries that adapted quickly to the requirements of the new normal have become advantageous in hosting tourists, some major powers in tourism have experienced serious problems. Although each crisis has its own characteristics, regardless of the type of crisis, tourism organizations can accelerate the recovery period by taking measures to mitigate its effects (Scott et al., 2008). In 2020, academic studies in the field predicted that the loss in tourism would remain between 20 and 30 percent with the pandemic (Gössling et al., 2020), but unfortunately, that wasn't the case. Also, it can be assumed that countries were slow to take measures on the assumption that the situation would get better. It should not be said that this situation is the same for every country. In Table 3, the number of tourists in 2020 and 2021 and the percentage of increase in tourists are given.

Table 3. International Tourist Arrivals

	Country	2020	2021	Rate of Increase/Decrease
1	Türkiye	15,89	29,93	88%
2	Spain	18,93	31,18	65%
3	Mexico	24,28	31,86	31%
4	France	41,7	48,4	16%
5	USA	19,21	22,1	15%
6	Denmark	16,07	18,41	15%
7	Italy	25,19	26,89	7%
8	United Kingdom	11,1	-	Not in the top 10 in 2021.
9	Germany	10,89	-	Not in the top 10 in 2021.
10	Austria	9,57	-	Not in the top 10 in 2021.
11	Greece	-	14,7	Not in the top 10 in 2020.
12	Arab Emirates	-	11,48	Not in the top 10 in 2020.
13	Croatia	-	10,64	Not in the top 10 in 2020.

Source: UNWTO, 2023.

* The nations in this table are those whose statistics were made public and which also occurred to be among the ten most visited nations in 2020 and 2021. This list is ordered according to the percentage increase in the number of tourists.

An important limitation in the table is that countries such as China, Spain, the United Kingdom, and Russia, which host a significant amount of tourists, including France, the leader in the number of tourists in 2019, did not share all their data at the beginning of this study. However, since the data from some countries were entered into the system while the research was being conducted, the study was revised again, and the missing countries were taken into account. While China cannot find a place in the list due to the bans it has implemented, the United Kingdom happened to publish their data for 2020 but they have not been able to find a place in the list with their low statistics in 2021. France, which is also a major tourist destination among the countries whose data were uploaded later, was ranked 4th by looking at its percentage increase rate.

In this context, the data is quite remarkable in terms of understanding the situation of the countries and the trends they are in. According to Dodds and Butler (2019) and many researchers who rightly defend this idea, reaching the number of tourists above capacity is a very risky situation and they explain this situation as over tourism with a new word for an old problem. While we fully agree with this, the increase in tourist numbers has a lot to do with increasing tourist demand, which in turn has a lot to do with a country doing some things right. The fact that Türkiye, which ranks first on the list, has surpassed the United States, which had lagged behind in previous years, is a serious and undeniable success. In addition, with the recovery from the pandemic between 2020 and 2021, it is seen that countries have started to host more tourists. From this point of view, while some countries are slightly improving or even declining, it is admirable that Türkiye's increase is 88%. Nevertheless, it should not be ignored that the number of tourists is not the only determinant in the success of tourism, which is often on the agenda, and even the fact that it drags the countries to a dead end in terms of sustainability. In other words, countries that want to develop tourism must fulfill their responsibilities in many respects, as we mentioned in the research model. Then, if we leave aside which country hosts more tourists in tourism and take a look at the revenues, the situation becomes even more interesting. The rankings of the seven countries that host the most visitors are listed in Table 4 according to the expenditures made by tourists per capita.

Table 4. International Tourism Receipts

	Country	2020	2021	Rate of Increase/Decrease
1	Türkiye	839\$	890\$	6%
2	Spain	977\$	1048\$	7%
3	Mexico	453\$	620\$	37%
4	France	781\$	843\$	8%
5	USA	3773\$	3177\$	-16%
6	Denmark	247\$	245\$	-1%
7	Italy	786\$	935\$	19%

Source: UNWTO, 2023.

** This table shows the per capita tourist expenditure data of the top 10 countries in terms of visitor numbers in both 2020 and 2021. This list is ordered according to the percentage increase in the number of tourists.*

It is clear that some countries do not share their tourist expenditure or arrival numbers with the United Nations World Tourism Organization (UNWTO). Although there may be various reasons for this, it is not within the scope of our research. Rather than producing conspiracy theories, it is useful to examine the situation through the clear data disclosed. It is noteworthy that Mexico has shown a major increase in tourist revenues as well as in the number of tourists. But what did they compromise in doing so? Was it really worth it? Perhaps these are the questions to ask. Mexico has decided not to impose restrictions on its citizens during the pandemic because the country's people had suffered under authoritarian regimes in the past. They argued that people had had very bad experiences and

that the people and the law enforcement officers should not come face to face once again. This idea was carried to the headlines of the Washington Post with the following statements: "No police. No curfews. No fines. No regrets." (Sheridan, 2021).

Another important result seen in the light of the statistics is the negative divergence between Türkiye and the USA once again. As for the number of tourists, Türkiye has shown an increase in the expenditure of tourists per capita. On the other hand, the USA experienced a 15% decrease. Of course, it must be said that the gap is still very large, but progress is also of great importance. In 2019, when Türkiye had a historic peak in the number of tourists, its per capita income from tourists was only 670 dollars. The success of tourist expenditure of 890 dollars in 2021 was only approached in 2003 (850 dollars) in the last 20 years (TÜRSAB, 2022). The following years will show the sustainability of the success of Türkiye, which is one of the countries that best met the extraordinary conditions in 2021.

4.3. 2022 World Tourism Statistics and 2023 Scenarios

It was very important whether Türkiye's 6% increase in tourism revenues for the year 2020-2021 mentioned in the study would continue in the following years, and if so, what kind of trend it would enter. In the provisional 2022 data, we see that Türkiye is in the first place by making a big difference compared to the other countries whose data are announced, compared to the year 2019 before the pandemic, which is one of the years when tourism picked up in the world. While the most dramatic decrease was in the United States with -34%, Turkey showed an increase of +40% in this period. Romania follows Turkey with 25% and Portugal with 15%. It is also remarkable that European countries are at the top of the percentage increase. These statistics are shown in Figure 2.

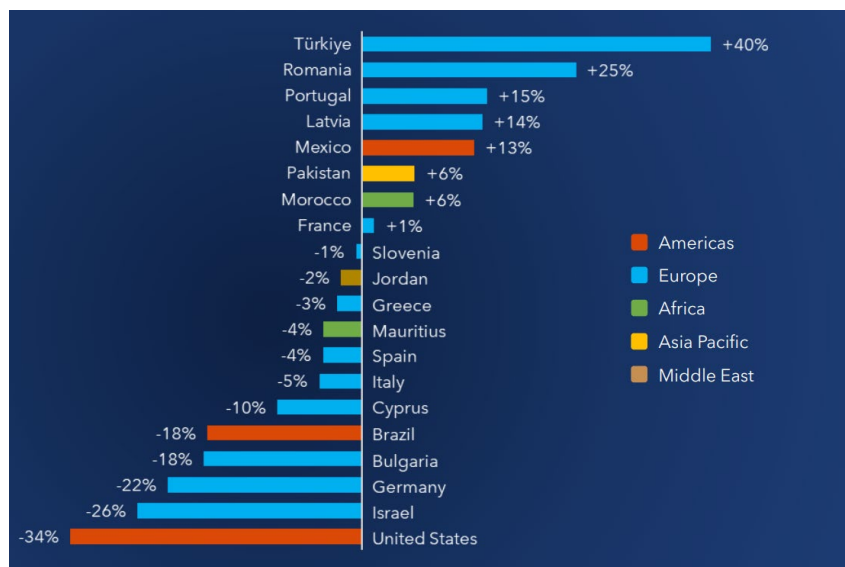


Figure 2. International Tourism Receipts 2022 (% change vs. 2019)⁴
Source: UNWTO, 2023.

As stated before, the data for the year 2022, which was not published at the beginning of the study as a result of the continuous updating of the data, were shared with the public at the last stage of the study, and the opportunity to evaluate the finalized table was found. The table of UNWTO's 2022 number of tourists and tourism revenues are as follows, in order.

It should be noted that France's data is excluded because it cannot be viewed without paying a 35 euro fee. While this data has been provided free of charge all over the world for years, it is confusing that this is the case in only one country. Although the reason is beyond the scope of our research, it

⁴ These are provisional data for 2022.

is open to criticism. After emphasizing this limit, the success of Spain, which found itself in first place in the list and gradually increased its momentum, should not be overlooked. After 2021 which is the year when Türkiye surpassed Italy and the United States in the number of arrivals, it was a huge question if this was a coincidence. It is seen that Türkiye passed Italy once again and hosted 50 million tourists just as the states have done.

Table 5. International Tourism Arrivals and Receipts in 2022

2022	Country	Arrivals	Receipts
1	Spain	71,66	1017\$
2	USA	50,87	2658\$
3	Türkiye	50,45	816\$
4	Italy	49,81	890\$
5	Mexico	38,33	731\$
6	United Kingdom	30,54	2232\$
7	Germany	28,46	1108\$
8	Greece	27,84	669\$
9	Austria	26,21	732\$
10	Arab Emirates	22,65	-

Source: UNWTO.

UNWTO has also set up an expert panel to predict the future tourism trends. In this panel, the participants were asked about their predictions regarding the year 2023. The experts, who were asked to share their expectations about the development in their own destinations, were asked to give one of these answers to the question "Much Worse, Worse, Equal, Better, Much Better". While the percentage of those who answered "Much Worse" remained at 1%, the answer "Worse" remained at 7%, and the option "Equal" remained at 20%. The pleasing part is that the expectations for the future are generally positive. "Better", the most marked option, received 53%, and "Much Better" received 19% at the Expert Panel.

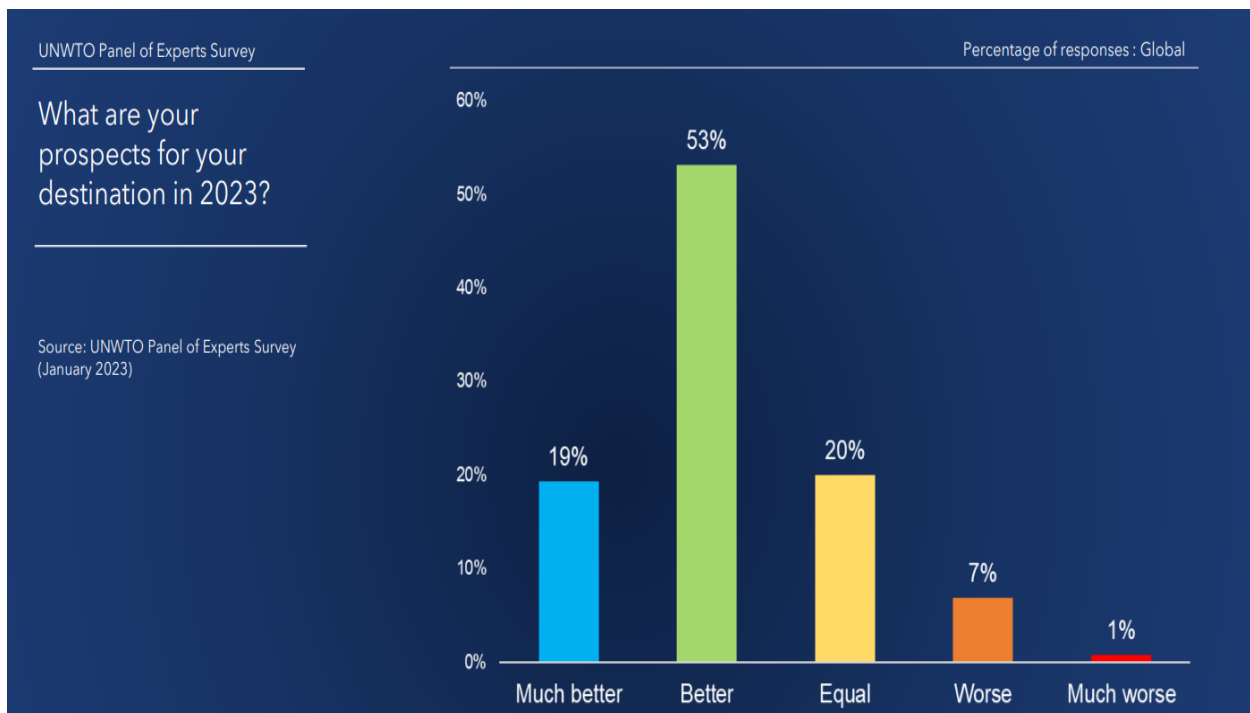


Figure 3. Expectations from 2023 (Expert Panel)

Source: UNWTO, 2023.

5. DISCUSSION AND CONCLUSION

In 2019, the year tourism peaked in the world, many countries broke their own records, but with the ensuing COVID-19 pandemic, countries that set higher goals for the following years were literally disappointed.

In 2020, each country took its own measures according to its own tourism and health policies. While some countries completely closed their borders, others allowed tourism movement, albeit limited, with milder measures.

The fact that the period covering the study was a pandemic brought about some limits in the study. China, which has a very good position in tourism, closed its borders to foreign tourists, and some countries which haven't shared their data completely with the public could not find a place for themselves in this study. Since the data were constantly updated during this study, the study had to be prepared again several times. UNWTO emphasizes this situation on the database page where it publishes the data with the following words:

“Please note that this rating by indicators does not always coincide with the official UNWTO rankings as it only ranks countries based on existing data for the selected year. As data will be updated regularly throughout the year the rankings therefore will change as well.”

The most important result of the study is that Türkiye showed the highest increase of 88% among the countries that received the most visitors annually during the years 2020-2021. In addition, even though a record was broken in the number of tourists in 2019, the per capita expenditure for Türkiye remained at 670 dollars. This number has increased to \$839 in 2020 and \$890 in 2021. Türkiye is in the 4th place in per capita tourist expenditures in 2021 among the countries that meet these criteria and share their data with the public. When the number of visitors is ranked according to the percentage increase, the biggest increase in the world has been in Türkiye. After analyzing 2020-2021 and 2022 data it is obvious that Türkiye's 2023 data, which have entered an upward trend, are an issue that should be emphasized for future studies. Especially since it is the 100th anniversary of the establishment of the Republic of Türkiye, it can be expected to make remarkable increases in light of 2023 targets and policies. In addition, for future studies, it is of great importance to go through a specific country, as in this article, and to reveal what is done right and wrong in order to ensure tourism success. The correct practices discussed in this study, which play a role in Turkey's success, can be applied in practice in countries that want to increase their tourism success through the benchmarking method. In this context, it is thought that the study can be a great guide for the tourism policies of countries.

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Azerbaijan and Türkiye's Tourism Ties: The Role of Zangezur Corridor*

 Eda KAYA¹  Yusuf KARAKUŞ²  Gökhan ONAT³

Abstract

This paper evaluates the impacts of the Zangezur Corridor between Azerbaijan and Turkey on regional tourism. The Zangezur Corridor is a connecting road linking the Nakhchivan region of Azerbaijan to Turkey and has significant potential for regional tourism. Opening the corridor could increase the attractiveness of tourism in the region by facilitating tourists' access to a wider range of destinations. In addition, the development of energy transportation and border infrastructure can contribute to the construction of a suitable infrastructure for the tourism sector. However, the region's historical history of geopolitical tensions raises security concerns. The safety of tourists and the maintenance of political stability are of paramount importance. In this study, a literature review was conducted, and studies conducted in the existing field were utilized and analysis of secondary data sources was used as a method. This paper highlights the potential of tourism as a catalyst for regional cooperation and development and provides a basis for future work. Factors such as security, infrastructure development, and promotion need to be taken into account for a more effective use of the corridor for tourism.

Keywords: Zangezur Corridor, Tourism, Türkiye, Azerbaijan, Nakhchivan

JEL Kodu/Code: L83.

Azerbaycan ve Türkiye'nin Turizm Bağları: Zengezur Koridoru'nun Rolü

Özet

Bu çalışma, Azerbaycan ve Türkiye arasında kurulan Zengezur Koridoru'nun bölge turizmi üzerindeki etkilerini değerlendirmektedir. Zengezur Koridoru, Azerbaycan'ın Nahçıvan bölgesini Türkiye'ye bağlayan bir bağlantı yolu olup, bölge turizmi için önemli bir potansiyel taşımaktadır. Koridorun açılması, turistlerin daha geniş bir yelpazedeki yerlere erişimini kolaylaştırarak bölge turizminin çekiciliğini artırabilir. Ayrıca, enerji taşımacılığı ve sınır altyapısının geliştirilmesi turizm sektörü için uygun bir altyapının inşasına katkı sağlayabilir. Ancak, bölgede tarihsel olarak jeopolitik gerilimlerin yoğunlukla yaşanması güvenlik endişelerini gündeme getirmektedir. Turistlerin güvenliği ve siyasi istikrarın korunması büyük önem taşımaktadır. Bu çalışmada literatür taraması yapılarak mevcut alanda yapılmış çalışmalardan faydalanılmıştır ve ikincil veri kaynaklarının analizi yöntem olarak kullanılmıştır. Çalışma, turizmin bölgesel iş birliği ve kalkınma için bir katalizör olma potansiyelini vurgulamakta ve gelecekteki çalışmalar için bir temel oluşturmaktadır. Koridorun turizm açısından daha etkili bir şekilde kullanılabilmesi için güvenlik, altyapı gelişimi ve tanıtım gibi faktörlerin dikkate alınması gerekmektedir.

Anahtar Kelimeler: Zengezur Koridoru, Turizm, Türkiye, Azerbaycan, Nahçıvan

Referans/Citation: Kaya, E., Karakuş, Y. & Onat, G. (2024). Azerbaijan and Türkiye's tourism ties: The role of Zangezur Corridor, *Journal of Hospitality and Tourism Issues*, Vol. 6, No.1, 16-27.

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* Bu çalışma "Sustainable Development Strategy: Global Trends, National Experiences and New Goals" isimli bilimsel toplantıda sözlü bildiri olarak 9 Aralık 2023 tarihinde sunulmuştur.

1. INTRODUCTION

Tourism offers a range of benefits for local communities, such as economic growth, cultural exchange, social progress and environmental sustainability, while also serving as a mechanism to strengthen ties between two culturally shared nations. Accordingly, tourism development in neighboring countries can trigger various economic, social-cultural and environmental impacts on the tourism destination (Rivera et al., 2016). Cooperation between countries bordering each other encourages tourism movements. Visits to a neighboring country for various purposes (e.g. health, shopping, various activities) contribute to the rapprochement of local communities (Sergeyeva et al., 2022). The relations between Turkey and Azerbaijan, which are already very close historically and culturally, can be strengthened by intensifying mutual tourism activities. This study focuses on the implications of the opening of the Zengezur Corridor on regional tourism, with a particular focus on the close geographical location and historical ties between Azerbaijan and Turkey.

It is emphasized that tourism has the potential to facilitate social development in local communities. In this way, tourism offers opportunities to increase social cohesion, promote intercultural discussion, and facilitate the exchange of ideas and values. Tourism also provides an opportunity for local communities to showcase their hospitality, which can foster a sense of pride and identity. In addition, the tourism sector has the potential to create pathways for community engagement, enabling local people to actively participate in the tourism business and reap the development benefits (Garakhanova, 2023). Tourism, which also contributes to the preservation and revitalization of cultural heritage, can help preserve intangible cultural assets for future generations. In particular, the opening of the Zangezur Corridor between Azerbaijan and Turkey could be an important step for the positive development of tourism mobility between these two countries. This corridor would connect Azerbaijan's Nakhchivan region to Turkey, facilitating access to tourist destinations in the region. At the same time, pipelines for energy transportation, as well as the development of border infrastructure, could provide a suitable infrastructure for tourism. This reflects the potential for cooperation between Azerbaijan and Turkey to promote economic and cultural progress in the wider region.

This study will assess the possible impacts of the Zengezur Corridor on tourism in the region and discuss the opportunities that this corridor offers to the region in terms of tourism. However, it is important to note that factors such as security, infrastructure development and promotion need to be taken into account. This study highlights the potential of tourism as a catalyst for regional cooperation and development and provides a basis for examining the growth of the tourism sector between Azerbaijan and Turkey.

2. CONCEPTUAL FRAMEWORK

2.1. Being A Neighboring Country for Tourism Industry

The status of being a neighboring country is of great importance for tourism efforts. The potential for neighboring countries to engage in cooperative efforts and cross-border tourism cooperation offers an avenue for mutual benefit and socio-economic development (Park et al., 2022). According to Wani et al. (2023), cooperation between neighboring countries in the tourism sector has the potential to promote cross-border linkages, facilitate peace-building efforts and stimulate economic growth. Accordingly, it is of great importance in the marketing of regional tourism destinations as it provides benefits such as efficient use and optimization of resources in the region (Naipaul et al., 2009).

One of the main benefits of being a neighboring country is the possibility of spillover effects in the tourism sector. According to research by Park et al. (2022), there is evidence that international tourists tend to spread their travel experiences to neighboring countries, leading to a phenomenon often referred to as "spillover". This spillover effect is associated with increased levels of tourism activity and successive economic advantages for the countries involved. The spillover effect phenomenon occurs when visitors engage in cross-border travel, visiting a specific country and then expanding their itinerary to include neighboring countries. This practice has positive consequences for the whole region and provides various benefits. A study by Mordecki et al. (2019) found that tourism demand in Mexico and Uruguay is influenced by an important border country. This underlines the importance of neighboring countries in attracting tourists and enhancing tourism efforts.

Building cooperative efforts among neighboring countries in the tourism sector has the potential to make a significant contribution to poverty reduction. The importance of tourism as a key element in the economic development strategies of developing countries is recognized (Kaya et al., 2022). As highlighted by Kim et al. (2016), tourism has the ability to reduce poverty rates, especially in the least developed countries. According to Croes (2014), cooperation between neighboring countries has the potential to create tourism initiatives that not only support the local population but also help reduce poverty. Vanegas et al. (2015) examined the impact of tourism and agriculture on poverty reduction in Costa Rica and Nicaragua and found that tourism exhibited a statistically significant higher poverty reduction rate than agriculture in both countries. Moreover, the proximity of a country can increase the competitiveness of the tourism industry. According to Batala et al. (2017) and Costea et al. (2017), the overall attractiveness and competitiveness of a region can be enhanced through cooperation in various areas, including tourism marketing, cultural exchange and infrastructure development. For example, Smith (2015) emphasizes that there is effective cooperation among the Baltic States in the field of tourism promotion. This collaborative effort has been crucial in overcoming the challenge of the absence of a distinct image and has enabled these states to establish a prominent presence in the tourism industry. Moreover, the presence of a strong transportation infrastructure, including both air and land transportation, plays a crucial role in shaping the competitiveness of a particular location (Costea et al., 2017).

In the field of cross-border tourism, neighboring countries also contribute to mitigating hazards and challenges. The tourism industry has experienced a significant impact globally as a result of the COVID-19 pandemic. However, neighboring regions of neighboring countries have been shown to exhibit a faster recovery in tourist flows compared to interactions with geographically distant states (Ivanov et al., 2021). This underlines the resilience and potential advantages of collaborative efforts in cross-border tourism under difficult circumstances.

2.2. The Importance of Cultural and National Ties between Countries in Terms of Tourism

The importance of tourism activities for two nations with common national and cultural ties is multifaceted and encompasses various dimensions such as economic progress, cultural exchange, social progress and ecological sustainability (Akyol, 2020). Tourism has the potential to act as a catalyst in the process of improving relations between nations, as well as promoting mutual understanding and cooperation (Weiermair, 2000; Bilgin, 2023).

From a cultural perspective, tourism serves as a platform that facilitates the exchange of traditions, customs and cultural practices between two nations. According to Zhang et al. (2020), this opportunity encourages the development of cultural appreciation and understanding by enabling individuals to interact with the host country's distinctive cultural heritage, artistic expressions and

traditional practices. According to Underberg-Goode (2014), cultural exchange has the potential to contribute to the preservation and advancement of cultural heritage. The process of cultural exchange also facilitates the revitalization of traditional crafts and arts. In addition, the presence of tourism can act as a catalyst for the creation and promotion of cultural tourism offers and activities that highlight the shared cultural history of both countries, thus strengthening their cultural links (Wang, 2016).

Tourism has the potential to facilitate social development in local communities in both countries. According to Wani et al. (2023), using this approach has the potential to facilitate social cohesion, promote intercultural discussion, and facilitate the exchange of ideas and values. According to Trivellas et al. (2016), local communities can use encounters with tourists as a means to showcase their way of life, traditions and hospitality. Thus, they can develop a sense of pride and identity. According to Woyo and Slabbert (2019), the tourism industry has the potential to create pathways for community engagement and participation, enabling local people to actively participate in the tourism business and reap the development benefits. In addition, tourism has the potential to contribute to the preservation and revitalization of intangible cultural assets, including practices such as traditional music, dance and storytelling, which have significant value for national and cultural identity (Nurjaya, 2022).

In sum, tourism activities serve as an important mechanism for strengthening ties between two nations that share national and cultural ties. The aforementioned factors such as economic growth, cultural exchange, social progress and environmental sustainability are all influenced by this phenomenon. Through the promotion of cooperation and the adoption of sustainable practices, both countries have the potential to optimize the benefits derived from tourism, while at the same time preserving their national and cultural heritage for the benefit of future generations.

2.3. The Importance of Easy and Fast Physical Transportation for Tourism

The importance of transportation in the context of tourism is extremely important as it increases the ease of reaching a particular place and allows tourists to move more comfortably once they get there (Albalate & Fageda, 2016). The choice of tourism destinations is influenced by several factors, such as spatial dependence and the proximity of neighboring cities. In addition to these criteria, other important considerations include distance, population density, income levels, accessibility and the presence of attractions (Marrocu & Paci, 2013). There are differences in overall mobility routines between regular life and vacation scenarios, with physical activity tending to be stronger and more frequent during vacations (Schlemmer et al., 2019). The concept of universal design prioritizes the creation of appropriate conditions that meet the needs of all users, covering both physical access and information accessibility (Senkiv & Tserklevych, 2021). The choice of a preferred tourism destination is significantly influenced by mobility and accessibility criteria (Martinčević et al., 2022).

Transportation plays a crucial role in facilitating connectivity between tourism destinations, as well as enabling tourists to increase their mobility and travel between their points of origin and their desired destinations (Darmawan & Chen, 2020). Transportation plays a crucial role in increasing tourism attractiveness, facilitating accessibility and mobility, and providing transportation services in a given destination (Zheng et al., 2016). Decisions on destination and mode of transportation are closely linked, as various criteria such as travel time, distance, online presence and walkability play a role in determining the choices made by visitors (Juschten & Hössinger, 2020). As highlighted by Chen et al. (2021), establishing transport connectivity is an important prerequisite for the progress and growth of the tourism sector. According to Zhao et al. (2021), improving transportation

infrastructure plays an important role in increasing the comfort, safety and overall satisfaction of tourists during their travels. In this context, the active use of the Zengezur corridor could positively improve tourism flows between Turkey and Azerbaijan.

The impact of reduced travel time on tourism demand in the area of tourist travel is a multifaceted phenomenon that encompasses various conceptual perspectives, as supported by the references provided (Mckercher, 1998; Hergesell & Dickinger, 2013; Atar, 2020). The following discourse provides a broad review of the outcomes linked to time savings in the tourism sector. The increased convenience and accessibility of tourist attractions can be attributed to a reduction in travel time and hence an increase in their attractiveness (Sit, 2016; Koo et al., 2017). As a result of the reduced effort and time required to travel, individuals are increasingly inclined to engage in the exploration of various destinations (Aydin et al., 2015; Zang et al., 2019; Kim et al., 2021). The optimization of travelers' trips is achieved by minimizing transit time. This function enables tourists to optimize their limited travel time by effectively exploring multiple destinations within a compressed schedule. The need for tourism is greatly influenced by the concept of time efficiency, as it allows tourists to see a wider range of areas within a limited time, increasing the overall value and appeal of their trip (Gozgor & Demir, 2018). Tourists may experience reduced levels of fatigue, encompassing both physical and mental dimensions, as a result of their increased capacity to take additional time to engage in tourism activities and immerse themselves in local culture.

Increased flexibility is a notable advantage resulting from reduced transportation time, as it allows individuals to have more control over the timing of their trip. Individuals have the capacity to make spontaneous travel decisions and participate in the exploration of various destinations within a limited time window. Onafowora & Owoye (2012) argue that the inclusion of flexible travel alternatives has the capacity to attract a wider range of tourists who might otherwise be deterred from the idea of a longer and laborious journey. In other words, increased accessibility can lead to a significant increase in overall tourism demand.

Reductions in travel times result in economic advantages beyond convenience for individuals traveling. Rather, these gains have a positive impact on both the tourism industry and local economies. Attracting more tourists to a destination leads to an increase in visitor spending, facilitating the creation of employment opportunities and revenue generation for local businesses. Mazzola et al. (2022) argue that the region has the potential to experience a significant and advantageous ripple effect due to economic growth associated with an increase in tourism demand.

2.4. Importance of Zengezur Corridor in Terms of Tourism Potential

The opening of the Zangezur Corridor linking Azerbaijan and Nakhchivan has the potential to improve connectivity between Azerbaijan and Turkey. This development has the power to have a significant impact on the growth of tourism and other sectors in the region.

The opening of the Zangezur Corridor has resulted in the creation of a border between Azerbaijan and Turkey that serves as a buffer zone (Mustafayev & Sadigova, 2022). This development could have significant implications for the mobility of individuals and the transportation of goods between the two countries, as well as a potential impact on the dynamics of tourism and trade activities. The expected impact of the establishment of a corridor connecting Nakhchivan to the western regions of Azerbaijan and then to Turkey is expected to have a significant impact on the economy and tourism of the region. According to Hasanli et al. (2021), the establishment of this newly built corridor has the potential to create significant prospects for the advancement of tourism in the region. The improved connectivity between Turkey and Azerbaijan has the potential to drive an increase in tourism and cross-border mobility.

Azerbaijan's strategic location at the crossroads of major trade routes and its role in facilitating energy transportation through pipelines such as the Trans-Anatolian Natural Gas Pipeline (TANAP) and the Trans-Adriatic Pipeline (TAP) have been highlighted (Das, 2022). The presence of such infrastructure not only affects energy trade, but also has the capacity to have an impact on the tourism sector, as well-developed transport networks can increase the accessibility of travel.

According to the study conducted by Mikail et al. (2019), by examining the economic, political and social ties that exist between Azerbaijan and Turkey, and as a result of these relations, it is seen to have significant impacts on the progress of various sectors such as tourism. The existence of political stability and economic cooperation can promote a favorable climate for tourism development. While the main emphasis is on energy, such cooperation has the potential to promote broader economic progress and thus facilitate the expansion of the tourism sector.

In the study conducted by Imrani et al. (2022), the authors discuss the emergence of cave tourism as a potential alternative tourism aspect in Azerbaijan. This implies the potential for diversification in the tourism business as it can accommodate a diverse group of tourists inclined towards cave exploration and adventure tourism. This potential is further enhanced when coupled with the developing tourism flows through the Zengezur corridor. In a study by Erdem & Yel (2023), an efficiency ranking for the tourism industry was published and Turkey and Azerbaijan were identified as the leading countries in this sector. This ranking underlines that the tourism industry will expand in both countries going forward.

Turkey aims to become a leading global player in medical tourism (Pirzada, 2022). This goal has the potential to create economic prospects both within and beyond the medical sector by attracting tourists in search of healthcare services while also exploring the country. The ease of transportation and time savings provided by this corridor between Turkey and Azerbaijan may be more important for this type of tourism.

The creation of an economic corridor is widely seen as a catalyst for regional cooperation and all-round development, including the expansion of the tourism industry (Luvsandavaajav, 2022). This suggests that improving connectivity and infrastructure can create a favorable environment for tourism development by facilitating investment, employment opportunities and transportation. In other words, the operationalization of the Zangezur Corridor and related developments have the capacity to impact tourism between Azerbaijan and Turkey through greater connectivity, expanded economic prospects, and strengthened regional cooperation. The expansion of the tourism industry in the region can be facilitated by the successful and sustainable management of these elements.

Azerbaijan and Nakhchivan offer a wide range of tourism opportunities, from historical sites and cultural encounters to exploring natural landscapes (Ihar, 2020). The establishment of the corridor will provide tourists with access to a wider range of destinations, thus increasing the attractiveness of the region for travelers seeking different experiences. Cross-border tourism can be facilitated through the creation of an effectively managed corridor, thus supporting efforts to encourage tourists to explore both Azerbaijan and Nakhchivan during a single trip. This phenomenon has the potential to create economic advantages for both regions.

Increased tourism has the potential to create economic advantages for the regions adjacent to the corridor. The tourism phenomenon has the potential to facilitate the exchange of cultural values and promote mutual understanding between individuals from different cultural backgrounds. The increasing influx of tourists to the region offers potential avenues for cultural exchange programs and initiatives aimed at promoting peace and cooperation between different ethnic and cultural communities. The establishment of the corridor has the potential to stimulate infrastructure

development to facilitate tourism, including the improvement of transport networks, border infrastructure and the provision of tourism-related services. This is important because of its potential to enhance the overall travel experience. Establishing this corridor in a region that has historically experienced violence and ongoing geopolitical tensions can pose challenges related to security, political stability and the possibility of conflict. Addressing these concerns is crucial to guarantee the safety of travelers and maintain the long-term viability of tourism efforts.

3. CONCLUSION AND RECOMMENDATIONS

This study explores the potential impacts of the Zangezur Corridor on the tourism industry between Azerbaijan and Turkey. It discusses the opportunities that this corridor can bring to tourism in the region and the advantages that this development can provide in terms of tourism.

The opening of the Zangezur Corridor could be a way to strengthen tourism ties between these two countries. Connecting Azerbaijan's Nakhchivan region to Turkey, this corridor could offer tourists a wider range of destinations. At the same time, pipelines for energy transportation and the development of border infrastructure could help create an infrastructure suitable for the growth of the tourism industry. However, alongside these potential benefits, there are also some challenges. The region is historically known as a region of conflict and geopolitical tensions, so security concerns play an important role. The safety of tourists and the maintenance of political stability are critical to the successful utilization of this corridor.

In conclusion, the Zangezur Corridor has great potential for the growth of the tourism industry between Azerbaijan and Turkey. This study emphasizes that tourism can be a catalyst for regional cooperation and development. However, in order to fully capitalize on these opportunities, factors such as security, infrastructure development and promotion need to be considered. Future studies should examine in more detail how this corridor can be utilized more efficiently in terms of tourism.

In this context, the following suggestions can be made:

- The importance of security and stability is underscored by the region's historical past of conflict and geopolitical tensions that have led to security concerns. It is therefore imperative to prioritize the adoption of security measures and the maintenance of political stability to facilitate the growth and advancement of the tourism industry in the region. It is imperative that governments and international organizations in the region engage in joint efforts aimed at ensuring the safety of tourists and promoting stability in the region.
- Infrastructure Development: In order to optimize the use of the Zangezur Corridor for tourism purposes, it is imperative to undertake infrastructure development initiatives. This includes improving transportation infrastructure such as highways and airports, developing accommodation facilities and tourist attractions. Implementation of infrastructure modernization initiatives will facilitate improved travel experiences for tourists and hence increase the overall attractiveness of the region.
- The region needs a competent promotion and marketing plan to properly capitalize on its tourism potential. Promotion of the region's touristic appeal and cultural richness should be extended to both national and international platforms. Tourist-oriented businesses in the region have the potential to cooperate and engage in joint efforts to promote and develop cooperation in the tourism industry.
- The establishment of tourism training programs for residents is vital to support the expansion of the tourism industry in the region. This has the potential to provide additional

employment opportunities and improve the ability to effectively meet the needs of the tourism industry.

- Cultural Exchange and Cooperation: Within the region there are diverse communities with different cultural backgrounds. Tourism has the potential to facilitate understanding of these differences and therefore facilitate mutual cultural interaction. Cultural interaction programs and events have the potential to foster mutual understanding between different communities.
- Diversification of tourism in the region is important to cater to a wide range of tourist demographics. This could include examining various aspects such as cultural tourism, nature tourism, adventure tourism and health tourism. This has the potential to enhance the sustainability of the tourism industry.
- Achieving the best outcomes for tourism in the region requires regional cooperation and diplomacy with other bordering countries, particularly Azerbaijan and Turkey. Tourism development in the region can be achieved by promoting cross-border cooperation and facilitating constructive negotiations.
- Environmental sensitivity and sustainability should be prioritized in the management of tourism in the region. Protection of natural beauties and natural resources is of great importance. Therefore, realization of sustainable tourism practices is a mandatory measure.
- Research and Monitoring: Regular research is needed to assess the touristic impacts of the Zengezur Corridor and monitor its success. Thus, future policy decisions can be formulated and implemented by utilizing this data.

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Comparison of Integrated Marketing Communication (IMC) Activities of Chain Hotels Specific to Social Media

 Gamze ERYILMAZ¹  Damla DUMAN²  Dilek EFE³

Abstract

The study aims to compare the integrated marketing communication activities of leading national and international hotel chain brands in the hospitality industry by examining their social media activities. Accordingly, Türkiye's largest national (n=6) and international (n=6) hotel chains were selected as the research area, taking into account their number of rooms and geographical spread. In this study, Facebook, X (Twitter), Instagram and YouTube accounts were analyzed. First of all, the accounts used by hotel businesses and their usage characteristics were investigated. The contents of these social media accounts were then analyzed. According to the findings, international hotels conduct more effective Integrated Marketing Communication (IMC) activities on social media compared to national hotels. National hotels, on the other hand, mostly do not prefer YouTube channel but are active on other social media channels. In general, product or service promotion, information/news sharing and special day content are the most preferred content. Product or service promotion is the most frequently shared content. Based on the results, hotel businesses should use social media channels in an up-to-date manner for the activity of IMC activities. This is important for MIMC conditions. At the same time, businesses should provide content criteria holistically.

Keywords: Marketing, Integrated Marketing Communication, Hotel, Social Media

JEL Code: L80, M31

Zincir Otellerin Bütünleşik Pazarlama İletişimi (BPI) Faaliyetlerinin Sosyal Medya Üzeline Karşılaştırılması

Özet

Çalışma, konaklama sektörünün önde gelen ulusal ve uluslararası otel zinciri markalarının sosyal medya faaliyetlerini inceleyerek bütünleşik pazarlama iletişimi faaliyetlerini karşılaştırmayı amaçlamaktadır. Buna göre, oda sayıları ve coğrafi yayılımları dikkate alınarak Türkiye'nin en büyük ulusal (n=6) ve uluslararası (n=6) otel zincirleri araştırma alanı olarak seçilmiştir. Bu çalışmada Facebook, X (Twitter), Instagram ve YouTube hesapları analiz edilmiştir. Öncelikle otel işletmelerinin kullandığı hesaplar ve kullanım özellikleri incelenmiştir. Daha sonra bu sosyal medya hesaplarının içerikleri analiz edilmiştir. Elde edilen bulgulara göre uluslararası oteller, ulusal otellere kıyasla sosyal medyada daha etkili Bütünleşik Pazarlama İletişimi (BPI) faaliyetleri yürütmektedir. Ulusal oteller ise çoğunlukla YouTube kanalını tercih etmemekte ancak diğer sosyal medya kanallarında da aktif durumdadır. Genel olarak ürün veya hizmet tanıtımı, bilgi/haber paylaşımı ve özel gün içerikleri en çok tercih edilen içeriklerdir. Ürün veya hizmet tanıtımı en sık paylaşılan içeriktir. Sonuçlara göre otel işletmelerinin BPI faaliyetlerinin etkinliği için sosyal medya kanallarını güncel bir şekilde kullanması gerekmektedir. Bu, Modern Bütünleşik Pazarlama İletişimi (MBPI) koşulları için önemlidir. Aynı zamanda işletmelerin içerik kriterlerini bütünsel olarak sağlaması gerekmektedir.

Anahtar Kelimeler: Pazarlama, Bütünleşik Pazarlama İletişimi, Otel, Sosyal Medya

Referans/Citation: Eryılmaz, G., Duman, D. & Efe, D. (2024). Comparison of integrated marketing communication (IMC) activities of chain hotels specific to social media, *Journal of Hospitality and Tourism Issues*, Vol. 6, No.1, 28-49.

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INTRODUCTION

Marketing communication is one of the basic elements that businesses use to persuade customers. It is an effective tool used especially to convey messages to target audiences and connect with wider markets (Kitchen & Burgmann, 2010). There are priority stages in marketing communication. The first of these is to determine the right target audience. In the second stage, characteristics of the target audience such as age, income, internet usage pattern, and ethnicity are determined. Efforts to effectively conduct and ensure the continuity of these stages can be explained by integrated marketing communication (IMC) (Percy, 2008).

IMC can be defined as the process of managing and executing all sources of information about the product/service for potential and existing customers, which motivates the customer to buy and ensures customer loyalty (Schultz et al., 1995). In this process, businesses can use communication tools effectively to meet their goals (Schultz & Schultz, 2003). In terms of communication, it is important for businesses and customers to reach each other. (Kotler & Armstrong, 2010). Communication technologies and social media can be defined as the preferred primary communication tools to ensure this two-way communication (Şenkal, 2016).

IMC is an important marketing component that coordinates the promotional elements of the marketing mix and ensures that these elements are used in a holistic framework (Çalık et al., 2013). Before digitalization, IMC was a combination of advertising, sales promotion, word of mouth, direct marketing, and public relations (Kitchen & Schultz, 2009). The Modern IMC (MIMC) adopts an approach that integrates social media and digital platforms (Šerić, 2017). The use of social media in IMC strategies offers various advantages and opportunities. Social media platforms encourage direct and interactive communication to enable companies to engage with their target audiences through the channels they offer (Karpinska-Krakowiak & Eisend, 2021; Harizi & Trebicka, 2023). Through the use of social media, companies can engage in dialogue, receive customer feedback in real-time, and promptly address their concerns. This interactive approach allows for a more comprehensive comprehension of consumer preferences, needs, and expectations (Kaplan & Haenlein, 2010; Diab, 2023). Additionally, social media have an impact on consumer behaviours. Alalwan et al. (2017) state that social media platforms have progressively impacted different aspects of individuals' lives, including social, educational, commercial, and political perspectives. The authors suggest that social media influence is not limited to personal and social spheres but also has implications for business and political domains. Their implications on daily lives have created a marketing opportunity for companies by enhancing consumer involvement and communication. This stage, which IMC has reached in the modern sense, has also shaped the IMC practices in the tourism and accommodation sector.

IMC has a very important position in terms of conveying consistent and compatible messages to target audiences in the tourism sector (Pike, 2008; Pizam & Holcomb, 2010). MIMC networks are thought to be effective tools for accommodation businesses to receive feedback from customers. This study aims to answer the following question “How effectively does the accommodation sector use IMC activities specifically social media tools?”

When the literature is examined, it has been observed that IMC is considered a study subject from the perspective of both managers (Zahay et al., 2004; Reid, 2005; Einwiller & Boenigk, 2012; Luxton, Reid, & Mavondo, 2017; Porcu et al., 2019) and customers (Šerić et al., 2015; Šerić, 2017; Kushwaha et al., 2020) in the field of tourism. IMC has also been studied conceptually (Naik & Raman, 2003; Rust et al., 2004; Madhavaram et al., 2005; Porcu et al., 2012). There are studies (Koldemir, & Pektaş, 2015; Alyakut, 2017; Halawani et al., 2019; Belber et al., 2022; Rosário &

Dias, 2023; Bakr, 2023) that examine social media channels (for instance, only Facebook accounts or business websites) within the scope of IMC, based on tourism businesses. However, in the accommodation sector, no study could not be determined in which the social media channels of the businesses serving in the sector are separately evaluated within the scope of IMC. The purpose of this study is to fill this gap.

The study aims to compare the integrated marketing communication activities of the leading national and international hotel chain brands of the hospitality industry by examining them specifically for social media. In this regard, Türkiye's largest national (n=6) and international (n=6) hotel chain enterprises were determined as the research area considering their number of rooms and geographical prevalence. From the perspective of IMC, it is possible to talk about many social media communication tools. These can be listed as “Social bookmarking (e.g., Delicious, StumbleUpon), Location check-ins/reviews (e.g., Foursquare, Yelp), Product reviews (e.g., Amazon, GoodReads), Microblogs (e.g., Tumblr, X (Twitter), Weibo, Photo/video sharing (e.g., Flickr, Instagram, Pinterest, YouTube), Social networks (e.g., Facebook, Google+, LinkedIn, Renren), Blogs (e.g., WordPress, Blogger)” (Barger & Labrecque, 2013). This study aims to examine the accounts of Facebook, X (Twitter), Instagram, and YouTube. The reason for choosing these tools is that they are up-to-date and popular (Urista et al., 2009). Facebook was established in 2004, YouTube in 2005, X (Twitter) in 2008, and Instagram in 2010 (Aymankuy et al., 2013).

First of all, which accounts hotel businesses use and the usage features of these have been researched. Second of all the social media accounts contents were examined. In parallel with the findings, how effective hotel businesses are in terms of integrated marketing activities has been investigated. Which hotel/hotels implement these activities in a way that makes a difference to the others has been determined. In terms of reflecting the current situation of the sector IMC activities, this study is considered to be original.

METHODOLOGY

In this study, which has a qualitative research design, the population of the research consists of national and international hotel chains in Türkiye. The purposive sampling technique was used as the sampling technique. Purposeful sampling takes one or more subsections of a universe as a sample, instead of a representative sample for research purposes. It is to make a part of the universe suitable for the problem of observation (Altunışık et al., 2012: 140). In this context, the sample of the study is Türkiye's largest national (n=6) and international (n=6) hotel chain in terms of the number of rooms and geographical prevalence (Tourismdatabank, 2020). The hotel chains that make up the sample of the research are presented in Table 1.

Table 1. Sample of the Study

N=National	INT= International
1- Anemon Hotels	1- Hilton Hotels
2- Divan Hotels	2- Wyndham Hotels
3- Dedeman Hotels	3- Accor Hotels
4- The Green Park Hotels	4- Radisson Hotels
5- Kaya Hotels	5- InterContinental Hotels Group (IHG)
6- Titanic Hotels	6- Marriott Hotels

The research data were obtained from the Facebook, X (Twitter), Instagram, and YouTube accounts of 12 chain hotel brands presented in Table 1. Data were collected in the last week of March 2024. Content analysis was used as an analysis technique. Considering the research design, frequency

analysis (introducing the frequency with which units appear quantitatively (percentage and proportional) was preferred among the content analysis techniques (Yüksel, 2015).

The content analysis was conducted in two stages. In the first stage, information about start date, number of likes, and number of followers, were taken into consideration. Due to the structural characteristics of social media channels, the criteria taken into account are determined as follows (Tüysüz, 2018): X (Twitter) - “start date, number of followers and number of tweets”; “YouTube” - “channel usage start date, number of subscribers and views of shares”; “Instagram” - “number of followers, number of followed and number of posts made”.

The second stage focused on the social media accounts contents of hotel businesses. In these accounts, integrated marketing communication activities in the fields of news/information, service/product promotion, social responsibility, sponsorship, special day content, discount/campaign, out-of-organization content, survey application, artistic content, and sports activity were taken into consideration (Tüysüz, 2018). Whether these activities were existent or absent was counted, and percentages and frequencies were provided.

The focus was on the January-March 2024 period only for the evaluation of the shares made on the social media accounts. This is because the data related to tourism statistics are presented quarterly (Ministry of Culture and Tourism, 2024). It was thought that such a time limit would be more appropriate in terms of parallelism with these periods.

Depending on the criteria evaluated within the scope of the research, answers were sought to the following questions:

1. Which of the social media tools do chain hotels use?
2. What does the sharing data of chain hotels on social media platforms consist of?
3. What is the number of followers, likes, and subscribers of chain hotels?
4. What is the total sharing of chain hotels in January, February, March 2024?
5. How much did chain hotels include integrated marketing communication (public relations, sponsorship, and sales development areas) activities in their total posts in January, February, and March 2024, specific to their social media accounts?

Limitations of the Research

The research is limited to the tourism sector that uses social media. Türkiye's six largest national and six international hotel chain enterprises serving in this sector in terms of the number of rooms and geographical prevalence constitute the framework of the research area. Only the social media accounts of the hotels, which were considered within the four social media channels (Facebook, X (Twitter), Instagram, and YouTube), were examined.

RESULTS

The social media accounts of 12 hotel chains were analyzed in terms of IMC. According to the findings, it was determined that all hotel chains have global accounts on 4 social media channels (Facebook, X (Twitter), Instagram, and YouTube) as of 2024. In the following section, the analyzed social media characteristics (starting date, number of likes, number of followers) of hotel businesses are presented.

Table 2. Features of Facebook Accounts of Hotel Businesses

Hotel Businesses	Starting Date	Number of Likes	Number of Followers
1- Anemon Hotels	7 July 2011	7.2 K	7.1 K
2- Divan Hotels	28 January 2016	22 K	23 K
3- Dedeman Hotels	25 May 2012	82 K	82 K
4- The Green Park Hotels	19 July 2019	148 K	167 K
5- Kaya Hotels Group	4 October 2011	55 K	56 K
6- Titanic Hotels	28 August 2010	178 K	178 K
7- Hilton Hotels	1 September 2009	1.7 M	1.8 M
8- Wyndham Hotels	4 June 2018	15 K	19 K
9- Accor Hotels	7 December 2009	313 K	323 K
10- Radisson Hotels	6 February 2011	152 K	154 K
11- InterContinental Hotels Group (IHG)	26 January 2019	81 K	96 K
12- Marriott Hotels	25 July 2012	2.5 M	2.6 M

*K=Thousand; M= Million

Table 2 presents the features of the Facebook accounts of hotel businesses. Hilton Hotels and Accor Hotels were the earliest among other hotel companies to have a Facebook account. The Green Park Hotels and InterContinental Hotels Group (IHG) had the latest global Facebook accounts. Hilton Hotels (1.7M - 1.8M) and Marriott Hotels (2.5M-2.6M) have the highest number of likes and followers.

Table 3. Features of X (Twitter) Accounts of Hotel Businesses

Hotel Businesses	Starting Date	Number of Followers	Number of Following	Number of Tweets
1- Anemon Hotels	June 2009	1.342	233	595
2- Divan Hotels	January 2016	68	0	19
3- Dedeman Hotels	May 2012	1.427	182	3.368
4- The Green Park Hotels	December 2011	1.782	21	2.808
5- Kaya Hotels Group	July 2012	700	2	1.187
6- Titanic Hotels	August 2010	1.681	26	4.458
7- Hilton Hotels	April 2009	26.079	1.160	86.257
8- Wyndham Hotels	July 2014	13.397	195	7.202
9- Accor Hotels	February 2019	31.436	26	4.776
10- Radisson Hotels	March 2010	18.867	3.374	15.156
11- InterContinental Hotels Group (IHG)	December 2010	19.158	6.813	108.541
12- Marriott Hotels	March 2008	458.927	531	33.026

Table 3 presents the characteristics of X (Twitter) accounts of hotel companies. The most recently opened Twitter account belongs to Accor Hotels. Divan Hotels has the lowest number of followers (68 Followers). The number of followers of this hotel is zero. Marriott Hotel has the highest number of followers. InterContinental Hotels Group (IHG) stands out in terms of the number of people followed. Divan Hotels has the least number of Tweets (19 Tweets). InterContinental Hotels Group (IHG) has the highest number of Tweets (108,541 Tweets).

Table 4. Features of the Instagram Accounts of the Hotel Businesses

Hotel Businesses	Starting Date	Number of Followers	Number of Following	Number of Posts
1- Anemon Hotels	January 2014	12.2 K	48	89
2- Divan Hotels	January 2016	26.3 K	18	1.548
3- Dedeman Hotels	July 2013	11.4 K	26	1.631
4- The Green Park Hotels	July 2016	107 K	29	529
5- Kaya Hotels Group	January 2013	24.6 K	12	285
6- Titanic Hotels	June 2013	113 K	7	3.284
7- Hilton Hotels	December 2016	228 K	506	478
8- Wyndham Hotels	February 2017	40.1 K	26	454

9- Accor Hotels	February 2019	94.3 K	176	509
10- Radisson Hotels	August 2010	65 K	73	1.359
11- InterContinental Hotels Group (IHG)	January 2019	100 K	334	790
12- Marriott Hotels	September 2012	572 K	214	498

K= Thousand; M= Million

Table 4 shows the characteristics of the Instagram accounts of hotel businesses. The hotel with the highest number of followers is Marriott Hotels with 572 K followers. The hotel with the lowest number of followers is Dedeman Hotels with 11.4 K followers. The hotel with the highest number of followers is Hilton Hotels with 506. Titanic Hotels has the lowest number of followers with 7. At the same time, this hotel chain has the most posts with 3,284. Anemon Hotels has the least number of posts with 89.

Table 5. Features of YouTube Accounts of Hotel Businesses

Hotel Businesses	Starting Date	Number of Subscribers	Number of Posts	Number of Views
1- Anemon Hotels	9 March 2012	40 K	47	10.058
2- Divan Hotels	25 January 2011	5.64 K	99	3.815.122
3- Dedeman Hotels	12 June 2012	1,14 K	68	1.979.122
4- The Green Park Hotels	1 March 2013	49 K	11	11.760
5- Kaya Hotels Group	24 December 2011	3.07 K	41	21.043.500
6- Titanic Hotels	31 March 2011	1.96 K	180	6.397.762
7- Hilton Hotels	2 November 2005	952 K	339	138.636.170
8- Wyndham Hotels	10 July 2014	2,41 K	8	76.983.675
9- Accor Hotels	4 June 2012	28,7 K	144	18.845.017
10- Radisson Hotels	17 June 2009	11 K	358	10.720.375
11- InterContinental Hotels Group (IHG)	17 June 2008	25,6 K	143	225.605.304
12- Marriott Hotels	16 February 2006	113 K	350	15.216.250

*K= Thousand

Table 5 shows the characteristics of the YouTube accounts of hotel businesses. Hilton Hotels has the earliest start date and the highest number of subscribers. Anemon Hotels has the lowest number of subscribers and views. InterContinental Hotels Group (IHG) has the highest number of views.

Analysis of Social Media Content: Facebook, X (Twitter), Instagram and YouTube

The sharing made by hotel businesses between January and March 2024 for their Facebook, X (Twitter), Instagram and YouTube accounts was considered. The analysis process was limited to 10 criteria (News / Information, Service / Product Promotion, Social Responsibility, Sponsorship, Special Day Content, Discount / Campaign, Out-of-Organization Content, Survey Application, Artistic Content, Sports Activity). The sharing in each account was calculated in terms of percentage values.

Anemon Hotels

Findings regarding Anemon Hotels are presented in Table 6. When the table is evaluated in general, the contents related to "Discount / Campaign Out-of-Organization Content, Survey Application, Artistic Content, Sports Activity" were not shared on all four social media channels. X (Twitter) and YouTube are the most passive social media channel in terms of content sharing.

Facebook: The analysis revealed that the shares met 4 of the selected criteria. The largest amount of sharing is in service/product promotion (67%). News / Information (17%) and Social Responsibility (11%) are other topics shared. The smallest amount of sharing is seen in Special Day Content (5%).

Table 6. Anemon Hotels Facebook, X (Twitter), Instagram, YouTube Sharing Content

Criteria	Facebook		X (Twitter)		Instagram		YouTube	
	Sharing	%	Sharing	%	Sharing	%	Sharing	%
News / Information	3	17	-	-	2	11	1	50
Service / Product Promotion	12	67	-	-	12	67	1	50
Social Responsibility	2	11	2	100	2	11	-	-
Sponsorship	-	-	-	-	-	-	-	-
Special Day Content	1	5	-	-	2	11	-	-
Discount / Campaign	-	-	-	-	-	-	-	-
Out-of-Organization Content	-	-	-	-	-	-	-	-
Survey Application	-	-	-	-	-	-	-	-
Artistic Content	-	-	-	-	-	-	-	-
Sports Activity	-	-	-	-	-	-	-	-
TOTAL	18	100	2	100	18	100	2	100

X (Twitter): The analysis revealed that the shares met just 1 of the selected criteria. All of the sharing takes place in Social Responsibility (100%).

Instagram: The analysis revealed that the shares met 4 of the selected criteria. The largest amount of sharing is in service/product promotion (67%). News / Information (11%), Social Responsibility (11%) and Special Day Content (11%) rates are equal.

YouTube: The analysis revealed that the shares met 2 of the selected criteria. News / Information (50%), Social Responsibility (50%) rates are equal.

Divan Hotels

Findings regarding Divan Hotels are presented in Table 7. When the table is evaluated in general, the contents related to "Artistic Content, Sports Activity" were not shared on all four social media channels. X (Twitter) is the most passive social media channel in terms of content sharing.

Table 7. Divan Hotels Facebook, X (Twitter), Instagram, YouTube Sharing Content

Criteria	Facebook		X (Twitter)		Instagram		YouTube	
	Sharing	%	Sharing	%	Sharing	%	Sharing	%
News / Information	2	9	-	-	1	5	-	-
Service / Product Promotion	13	59	-	-	11	50	-	-
Social Responsibility	2	9	-	-	2	10	1	50
Sponsorship	1	5	-	-	2	10	1	50
Special Day Content	3	13	-	-	2	10	-	-
Discount / Campaign	-	-	-	-	1	5	-	-
Out-of-Organization Content	-	-	-	-	1	5	-	-
Survey Application	1	5	-	-	1	5	-	-
Artistic Content	-	-	-	-	-	-	-	-
Sports Activity	-	-	-	-	-	-	-	-
TOTAL	22	100	-	-	21	100	2	100

Facebook: The analysis revealed that the shares met 6 of the selected criteria. The largest amount of sharing is in service/product promotion (59%) and the second largest amount of sharing is Special Day Content (13%). News / Information (9%) and Social Responsibility (9%) rates are equal. The smallest amount of sharing is seen in Sponsorship (5%) and Survey Application (5%).

X (Twitter): Divan Hotels did not share any content on its Twitter account during the research period. During the analysis process, it was determined that the last posts of the hotel belonged to 2021.

Instagram: The analysis revealed that the shares met 7 of the selected criteria. The largest amount of sharing is in service/product promotion (50%). Social Responsibility (10%), Sponsorship (10%) and Special Day Content (10%) rates are equal. The smallest amount of sharings are seen in News / Information (5%), Discount / Campaign (5%), Out-of-Organization Content (5%) and Survey Application (5%) rates are equal.

YouTube: The analysis revealed that the shares met 2 of the selected criteria. Social Responsibility (50%) and Sponsorship (50%) rates are equal.

Dedeman Hotels

Findings related to Dedeman Hotels are presented in Table 8. When the table is evaluated in general, the contents related to "Survey Application, Artistic Content, Sports Event" were not shared on all four social media channels. YouTube is the most passive social media channel in terms of content sharing.

Table 8. Dedeman Hotels Facebook, X (Twitter), Instagram, YouTube Sharing Content

Criteria	Facebook		X (Twitter)		Instagram		YouTube	
	Sharing	%	Sharing	%	Sharing	%	Sharing	%
News / Information	1	10	8	23	2	8	-	-
Service / Product Promotion	7	70	9	25	16	68	-	-
Social Responsibility	1	10	2	6	1	4	-	-
Sponsorship	-	-	2	6	-	-	-	-
Special Day Content	1	10	3	9	2	8	-	-
Discount / Campaign	-	-	5	14	2	8	-	-
Out-of-Organization Content	-	-	6	17	-	-	-	-
Survey Application	-	-	-	-	-	-	-	-
Artistic Content	-	-	-	-	-	-	-	-
Sports Activity	-	-	-	-	1	4	-	-
TOTAL	10	100	35	100	24	100	-	-

Facebook: The analysis revealed that the shares met 4 of the selected criteria. The largest amount of sharing is in service/product promotion (70%). The smallest amount of sharings are seen in News / Information (10%), Social Responsibility (10%) and Special Day Content (10%) rates are equal.

X (Twitter): The analysis revealed that the shares met 7 of the selected criteria. The largest amount of sharing is in service/product promotion (25%) and the second largest amount of sharing is in News / Information (23%). Other rates are Out-of-Organization Content (17%), Discount / Campaign (14) and Special Day Content (9%). The smallest amount of sharings are seen in Social Responsibility (6%) and Sponsorship (6%) rates are equal.

Instagram: The analysis revealed that the shares met 6 of the selected criteria. The largest amount of sharing is in service/product promotion (68%). Similar rates are observed News / Information (8%),

Special Day Content (8%) and Discount / Campaign (8%). The smallest amount of sharings are seen in Social Responsibility (4%) and Sports Activity (4%) rates are equal.

YouTube: Dedeman Hotels did not make any posts on its YouTube account during the research period. The last posts of the hotel belong to 2021.

The Greenpark Hotels

Findings regarding The Greenpark Hotels are presented in Table 9. When the table is evaluated in general, the contents related to "Social Responsibility, Sponsorship, Discount / Campaign, Out-of-Organization Content, Survey Application, Artistic Content" were not shared on all four social media channels. X (Twitter) and YouTube are the most passive social media channel in terms of content sharing.

Table 9. The Greenpark Hotels Facebook, X (Twitter), Instagram, YouTube Sharing Content

Criteria	Facebook		X (Twitter)		Instagram		YouTube	
	Sharing	%	Sharing	%	Sharing	%	Sharing	%
News / Information	2	13	-	-	2	11	-	-
Service / Product Promotion	5	33	-	-	6	33	-	-
Social Responsibility	-	-	-	-	-	-	-	-
Sponsorship	-	-	-	-	-	-	-	-
Special Day Content	8	54	-	-	7	39	-	-
Discount / Campaign	-	-	-	-	2	11	-	-
Out-of-Organization Content	-	-	-	-	-	-	-	-
Survey Application	-	-	-	-	-	-	-	-
Artistic Content	-	-	-	-	-	-	-	-
Sports Activity	-	-	-	-	1	6	-	-
TOTAL	15	100	-	-	18	100	-	-

Facebook: The analysis revealed that the shares met 3 of the selected criteria. The largest amount of sharing is in Special Day Content (54%). The service / Product Promotion rate is 33%. The smallest amount of sharing is seen in News / Information (13%).

X (Twitter): The analysis revealed that the shares met none of the selected criteria. According to the analysis, it was determined that the last Twitter post about the hotel was made in 2022.

Instagram: The analysis revealed that the shares met 5 of the selected criteria. The largest amount of sharing is in Special Day Content (39%) and the second largest amount of sharing is in Service / Product Promotion (33%). Similar rates are observed News / Information (11%) and Discount / Campaign (11%). The smallest amount of sharing is seen in Sports Activity (6%).

YouTube: The analysis revealed that the shares met none of the selected criteria. According to the reviews, the last YouTube post about the hotel was made in 2023.

Kaya Hotels Group

Findings regarding Kaya Hotels Group are presented in Table 10. When the table is evaluated in general, the contents related to "News / Information, Social Responsibility, Sponsorship, Discount / Campaign, Out-of-Organization Content, Survey Application" were not shared on all four social media channels. X (Twitter) is the most passive social media channel in terms of content sharing.

Table 10. Kaya Hotels Group Facebook, X (Twitter), Instagram, YouTube Sharing Content

Criteria	Facebook		X (Twitter)		Instagram		YouTube	
	Sharing	%	Sharing	%	Sharing	%	Sharing	%
News / Information	-	-	-	-	-	-	-	-
Service / Product Promotion	2	50	-	-	3	60	-	-
Social Responsibility	-	-	-	-	-	-	-	-
Sponsorship	-	-	-	-	-	-	-	-
Special Day Content	1	25	-	-	-	-	-	-
Discount / Campaign	-	-	-	-	-	-	-	-
Out-of-Organization Content	-	-	-	-	-	-	-	-
Survey Application	-	-	-	-	-	-	-	-
Artistic Content	-	-	-	-	1	20	-	-
Sports Activity	1	25	-	-	1	20	1	100
TOTAL	4	100	-	-	5	100	1	100

Facebook: The analysis revealed that the shares met 3 of the selected criteria. The largest amount of sharing is in Service / Product Promotion (50%). Special Day Content (25%) and Sports Activity (25%) were the least shared content with the same rates.

Instagram: The analysis revealed that the shares met 3 of the selected criteria. The largest amount of sharing is in Service / Product Promotion (60%). Artistic Content (20%) and Sports Activity (20%) are the least shared content with the same rates.

X (Twitter): The analysis revealed that the shares met none of the selected criteria. According to the reviews the hotel's last Twitter post is from 2023.

YouTube: The analysis revealed that the shares met 1 of the selected criteria. There is only one sharing with Sports Activity.

Titanic Hotels

Findings regarding Titanic Hotels are presented in Table 11. When the table is evaluated in general, the contents related to "News / Information, Social Responsibility, Sponsorship, Discount / Campaign, Survey Application, Artistic Content" were not shared on all four social media channels. X (Twitter) is the most passive social media channel in terms of content sharing.

Facebook: The analysis revealed that the shares met 3 of the selected criteria. The largest amount of sharing is in Service / Product Promotion (74%). The smallest amount of sharings are seen in Out-of-Organization Content (13%) and Sports Activity (13%), with the same rates (Table 11).

X (Twitter): The analysis revealed that the shares met none of the selected criteria. The last post from the hotel's Twitter account was made in 2023.

Table 11. Titanic Hotels Facebook, X (Twitter), Instagram, YouTube Sharing Content

Criteria	Facebook		X (Twitter)		Instagram		YouTube	
	Sharing	%	Sharing	%	Sharing	%	Sharing	%
News / Information	-	-	-	-	-	-	-	-
Service / Product Promotion	11	74	-	-	15	75	1	100
Social Responsibility	-	-	-	-	-	-	-	-
Sponsorship	-	-	-	-	-	-	-	-
Special Day Content	-	-	-	-	1	5	-	-
Discount / Campaign	-	-	-	-	-	-	-	-
Out-of-Organization Content	2	13	-	-	2	10	-	-
Survey Application	-	-	-	-	-	-	-	-
Artistic Content	-	-	-	-	-	-	-	-
Sports Activity	2	13	-	-	2	10	-	-
TOTAL	15	100	-	-	20	100	1	100

Instagram: The analysis revealed that the shares met 4 of the selected criteria. The largest amount of sharing is in Service / Product Promotion (75%). Similar and the second largest amount of sharings are seen in Out-of-Organization Content (10%) and Sports Activity (10%). The smallest amount of sharing is seen in Special Day Content (5%).

YouTube: The analysis revealed that the shares met just 1 of the selected criteria with 1 sharing about Service / Product Promotion (100%).

Hilton Hotels

Findings regarding Hilton Hotels are presented in Table 12. When the table is evaluated in general, the contents related to "Social Responsibility, Discount / Campaign" were not shared on all four social media channels. Except for these two features, at least one post was made on the hotel's social media accounts. In other words, all of the hotel's social media accounts have active posts.

Table 12. Hilton Hotels Facebook, X (Twitter), Instagram, YouTube Sharing Content

Criteria	Facebook		X (Twitter)		Instagram		YouTube	
	Sharing	%	Sharing	%	Sharing	%	Sharing	%
News / Information	-	-	1	3	-	-	-	-
Service / Product Promotion	7	60	1	3	3	30	6	50
Social Responsibility	-	-	-	-	-	-	-	-
Sponsorship	-	-	3	11	1	10	-	-
Special Day Content	1	8	-	-	-	-	-	-
Discount / Campaign	-	-	-	-	-	-	-	-
Out-of-Organization Content	-	-	12	48	-	-	-	-
Survey Application	1	8	-	-	-	-	-	-
Artistic Content	3	24	8	32	4	40	4	33
Sports Activity	-	-	1	3	2	20	2	17
TOTAL	12	100	26	100	10	100	12	100

Facebook: The analysis revealed that the shares met 4 of the selected criteria. The largest amount of sharing is in Service / Product Promotion (60%) and the second largest amount of sharing is in Artistic Content (24%). The smallest amount of sharings are seen in Special Day Content (8%) and Survey Application (8%), with the same rates.

X (Twitter): The analysis revealed that the shares met 6 of the selected criteria. The largest amount of sharing is in Out-of-Organization Content (48%). Other rates are Artistic Content (32%) and Sponsorship (11%). Similar and the smallest amount of sharings are in News / Information (3%), Service / Product Promotion (3%) and Sports Activity (3%).

Instagram: The analysis revealed that the shares met 4 of the selected criteria. The largest amount of sharing is in Artistic Content (40%). Other rates are Service / Product Promotion (30%) and Sports Activity (20%). The smallest amount of sharing is seen in Sponsorship (10%).

YouTube: The analysis revealed that the shares met 3 of the selected criteria. The largest amount of sharing is in Service / Product Promotion (50%) and the second largest amount of sharing is in Artistic Content (33%). The smallest amount of sharing is seen in Sports Activity (17%).

Wyndham Hotels

Findings regarding Wyndham Hotels are presented in Table 13. When the table is evaluated in general, the contents related to "News / Information , Social Responsibility, Sponsorship, Out-of-Organization Content, Survey Application, Artistic Content" were not shared on all four social media channels. X (Twitter), Instagram and YouTube are the most passive social media channel in terms of content sharing.

Table 13. Wyndham Hotels Facebook, X (Twitter), Instagram, YouTube Sharing Content

Criteria	Facebook		X (Twitter)		Instagram		YouTube	
	Sharing	%	Sharing	%	Sharing	%	Sharing	%
News / Information	-	-	-	-	-	-	-	-
Service / Product Promotion	4	58	-	-	-	-	-	-
Social Responsibility	-	-	-	-	-	-	-	-
Sponsorship	-	-	-	-	-	-	-	-
Special Day Content	1	14	-	-	-	-	-	-
Discount / Campaign	1	14	-	-	-	-	-	-
Out-of-Organization Content	-	-	-	-	-	-	-	-
Survey Application	-	-	-	-	-	-	-	-
Artistic Content	-	-	-	-	-	-	-	-
Sports Activity	1	14	-	-	-	-	-	-
TOTAL	7	100	-	-	-	-	-	-

Facebook: The analysis revealed that the shares met 4 of the selected criteria. The largest amount of sharing is in Service / Product Promotion (58%). The smallest amount of sharings are seen in Special Day Content (14%), Discount / Campaign (14%) and Sports Activity (14%), with the same rates.

X (Twitter), Instagram and YouTube: The analysis revealed that the shares met none of the selected criteria. The last Twitter post of the hotel belongs to 2020. Instagram and YouTube posts were last made in 2023.

Accor Hotels

Findings regarding Accor Hotels are presented in Table 14. When the table is evaluated in general, the contents related to "Discount / Campaign, Artistic Content, Sports Activity" were not shared on all four social media channels. Facebook is the most passive social media channel in terms of content sharing.

Table 14. Accor Hotels Facebook, X (Twitter), Instagram, YouTube Sharing Content

Criteria	Facebook		X (Twitter)		Instagram		YouTube	
	Sharing	%	Sharing	%	Sharing	%	Sharing	%
News / Information	-	-	7	26	2	14	3	27
Service / Product Promotion	-	-	6	22	6	39	-	-
Social Responsibility	-	-	4	15	2	14	1	9
Sponsorship	-	-	2	7	-	-	-	-
Special Day Content	-	-	1	4	4	26	2	18
Discount / Campaign	-	-	-	-	-	-	-	-
Out-of-Organization Content	-	-	6	22	1	7	5	46
Survey Application	-	-	1	4	-	-	-	-
Artistic Content	-	-	-	-	-	-	-	-
Sports Activity	-	-	-	-	-	-	-	-
TOTAL	-	-	27	100	15	100	11	100

Facebook: The analysis revealed that the shares met none of the selected criteria. The hotel's last Facebook post is from 2023.

X (Twitter): The analysis revealed that the shares met 7 of the selected criteria. The largest amount of sharing is in News / Information (26%). Other rates are Service / Product Promotion (22%), Out-of-Organization Content (22%), Social Responsibility (15%) and Sponsorship (7%). The smallest amount of sharings are seen in Special Day Content (4%) and Survey Application (4%), with the same rates.

Instagram: The analysis revealed that the shares met 5 of the selected criteria. The largest amount of sharing is in Service / Product Promotion (39%) and the second largest amount of sharing is in Special Day Content (26%). News / Information (14%) and Social Responsibility (14%) have the same rates. The smallest amount of sharing is seen in Out-of-Organization Content (7%).

YouTube: The analysis revealed that the shares met 4 of the selected criteria. The largest amount of sharing is in Out-of-Organization Content (46%). Other rates are News / Information (27%) and Special Day Content (18%). The smallest amount of sharing is seen in Social Responsibility (9%).

Radisson Hotels

Findings regarding Radisson Hotels are presented in Table 15. When the table is evaluated in general, the contents related to "Sponsorship, Special Day Content, Survey Application, Artistic Content, Sports Activity" were not shared on all four social media channels. X (Twitter) is the most passive social media channel in terms of content sharing.

Facebook: The analysis revealed that the shares met just 1 of the selected criteria with 3 sharings about Service / Product Promotion (100%).

X (Twitter): The analysis revealed that the shares met none of the selected criteria. The hotel's most recent X (Twitter) post is from 2023.

Instagram: The analysis revealed that the shares met 3 of the selected criteria. The largest amount of sharing is in Service / Product Promotion (72%). The smallest amount of sharings are seen in Discount / Campaign (14%) and Out-of-Organization Content (14%), with the same rates (Table 15).

Table 15. Radisson Hotels Facebook, X (Twitter), Instagram, YouTube Sharing Content

Criteria	Facebook		X (Twitter)		Instagram		YouTube	
	Sharing	%	Sharing	%	Sharing	%	Sharing	%
News / Information	-	-	-	-	-	-	2	15
Service / Product Promotion	3	100	-	-	5	72	10	77
Social Responsibility	-	-	-	-	-	-	1	8
Sponsorship	-	-	-	-	-	-	-	-
Special Day Content	-	-	-	-	-	-	-	-
Discount / Campaign	-	-	-	-	1	14	-	-
Out-of-Organization Content	-	-	-	-	1	14	-	-
Survey Application	-	-	-	-	-	-	-	-
Artistic Content	-	-	-	-	-	-	-	-
Sports Activity	-	-	-	-	-	-	-	-
TOTAL	3	100	-	-	7	100	13	100

YouTube: The analysis revealed that the shares met 3 of the selected criteria. The largest amount of sharing is in Service / Product Promotion (77%) and the second largest amount of sharing is News / Information (15%). The smallest amount of sharing is seen in Social Responsibility (8%).

InterContinental Hotels Group (IHG)

Findings regarding InterContinental Hotels Group (IHG) are presented in Table 16. When the table is evaluated in general, the contents related to " Social Responsibility, Discount / Campaign, Survey Application" were not shared on all four social media channels. X (Twitter) is the most passive social media channel in terms of content sharing.

Table 16. InterContinental Hotels Group (IHG) Facebook, X (Twitter), Instagram, YouTube Sharing Content

Criteria	Facebook		X (Twitter)		Instagram		YouTube	
	Sharing	%	Sharing	%	Sharing	%	Sharing	%
News / Information	2	9	-	-	2	5	-	-
Service / Product Promotion	19	87	-	-	24	60	4	100
Social Responsibility	-	-	-	-	-	-	-	-
Sponsorship	-	-	-	-	1	3	-	-
Special Day Content	1	4	-	-	1	3	-	-
Discount / Campaign	-	-	-	-	-	-	-	-
Out-of-Organization Content	-	-	-	-	8	20	-	-
Survey Application	-	-	-	-	-	-	-	-
Artistic Content	-	-	-	-	3	6	-	-
Sports Activity	-	-	-	-	1	3	-	-
TOTAL	22	100	-	-	40	100	4	100

Facebook: The analysis revealed that the shares met 3 of the selected criteria. The largest amount of sharing is in Service / Product Promotion (87%). News / Information (9%) has the second largest amount of sharing. The smallest amount of sharing is seen in Special Day Content (4%).

X (Twitter): The analysis revealed that the shares met none of the selected criteria. This is because the page is not active. During the research process, when logging into the X account of the hotel, it

is stated on the page that the account is temporarily inactive. In addition, this page directs users to their official web pages and Instagram accounts to get information about the hotel.

Instagram: The analysis revealed that the shares met 7 of the selected criteria. The largest amount of sharing is in Service / Product Promotion (60%) and the second largest amount of sharing is Out-of-Organization Content (20%). Other rates are Artistic Content (6%) and News / Information (5%). The smallest amount of sharings are seen in Sponsorship (3%), Special Day Content (3%) and Sports Activity (3%), with the same rates.

YouTube: The analysis revealed that the shares met just 1 of the selected criteria with 4 sharings about Service / Product Promotion (100%).

Marriott Hotels

Findings regarding Marriott Hotels are presented in Table 17. When the table is evaluated in general, the contents related to "Discount / Campaign, Survey Application, Artistic Content" were not shared on all four social media channels. The hotel has at least one post on all social media channels.

Table 17. Marriott Hotels Facebook, X (Twitter), Instagram, YouTube Sharing Content

Criteria	Facebook		X (Twitter)		Instagram		YouTube	
	Sharing	%	Sharing	%	Sharing	%	Sharing	%
News / Information	-	-	8	23	-	-	-	-
Service / Product Promotion	16	94	11	31	17	95	19	68
Social Responsibility	-	-	11	31	-	-	2	7
Sponsorship	-	-	2	6	-	-	-	-
Special Day Content	-	-	3	9	-	-	-	-
Discount / Campaign	-	-	-	-	-	-	-	-
Out-of-Organization Content	-	-	-	-	-	-	1	4
Survey Application	-	-	-	-	-	-	-	-
Artistic Content	-	-	-	-	-	-	-	-
Sports Activity	1	6	-	-	1	5	6	21
TOTAL	17	100	35	100	18	100	28	100

Facebook: The analysis revealed that the shares met 2 of the selected criteria. The largest amount of sharing is in Service / Product Promotion (94%) and the smallest amount of sharing is seen in Sports Activity (6%).

X (Twitter): The analysis revealed that the shares met 5 of the selected criteria. The largest amount of sharings are in Service / Product Promotion (31%) and Social Responsibility (31%), with the same rates. Other rates are News / Information (23%) and Special Day Content (9%). The smallest amount of sharing is seen in Sponsorship (6%).

Instagram: The analysis revealed that the shares met 2 of the selected criteria. The largest amount of sharing is in Service / Product Promotion (95%) and the smallest amount of sharing is seen in Sports Activity (5%).

YouTube: The analysis revealed that the shares met 4 of the selected criteria. The largest amount of sharing is in Service / Product Promotion (68%). Other rates are Sports Activity (21%) and Social Responsibility (7%). The smallest amount of sharing is seen in Out-of-Organization Content (4%).

CONCLUSION

In the developing and changing modern world, the development of technology and its being at the center of life has started a new era in marketing communication. Marketing activities can continue to be active in marketing communication with IMC. Customer orientation, reaching customers, promotion and advertising are important functions in IMC. The execution of these functions through social media channels is realized under MIMC conditions. In this study, the activity levels of hotel businesses regarding social media channels and their activities within the same time period are compared and analyzed.

When the results are evaluated in general, the most effective MIMC tools used by national hotels are Facebook and Instagram. The most effective MIMC tools used by international hotels are Facebook, Instagram and YouTube. X (Twitter) is the least preferred IMC tool among all hotels compared to other social media channels. According to the findings, it can be said that the active use of social media is more common in international hotels. When the social media channels used by hotels in the literature are analyzed, it is found that Facebook is the most preferred communication channel and X (Twitter) is the least preferred communication channel in Yılmaz's (2019) study. A similar finding was found in Kılıçarslan & Albayrak's (2022) study in which they examined the social media of hotels in five destinations in Europe. These findings are also supported by Cinnioğlu & Boz's (2015) study in which they examined the Facebook pages of hotels in Çanakkale. According to this study, it was concluded that hotel businesses generally have only basic information on their pages and do not use their Facebook pages effectively. When the top 10 (ten) websites visited worldwide between September 1 and October 30, 2023 are examined, it is seen that YouTube ranks 2nd, Facebook ranks 3rd, X ranks 7th and Instagram ranks 8th. In this context, it can be said that the social media usage preferences of hotels are in line with social media usage trends (Wearesocial, 2024).

Considering the dates of the first use of Facebook accounts, the number of followers and likes, it was determined that the high or low number of followers and likes of both national and international hotels was not related to the time period when the social media account was opened. It is thought that the high number of followers and likes may be related to the fact that hotels actively share posts on their Facebook accounts to provide IMC (Eryılmaz & Zengin, 2014; Leung & Baloglu, 2015; Cinnioğlu & Boz, 2015). It can be said that the research findings obtained after examining the content sharing criteria support this idea. It was observed that hotels with high rates in terms of content sharing criteria related to IMC also had high numbers of followers and likes. This indicates that effective and active sharing is important in terms of increasing the number of followers and likes. Otherwise, it is clear that hotels will not be able to manage their social media marketing efforts sustainably (Chan & Denizci Guillet, 2011).

It can be said that the majority of national hotels actively use social media channel X (Twitter) (Sari et al., 2022; Wen et al., 2016; Bonsón et al., 2016). Most hotels have significant numbers of followers and tweet shares. However, it was observed that this was again not related to the account opening dates. When the content sharing criteria of national hotels for IMC are analyzed, it is seen that Dedeman Hotels has the highest number and variety of shares. It was observed that there was no parallelism between the date of opening an X (Twitter) account and the number of followers-tweets and content sharing criteria of international hotels. It was also found that the international hotel that shared the most content for IMC criteria was Marriott Hotels, which also had the highest number of followers. However, there are hotels with a high number of tweets but no posts on content criteria. On the contrary, there is also a hotel (Accor Hotels) that created its X account the

latest, ranked last in terms of the number of tweets, but has a high number of followers and a high number and variety of content criteria sharing. According to these results, the effectiveness of IMC activities on X may be related to the high number of followers, the number of tweets and the simultaneous high number of content for IMC criteria. At the same time, it is thought that the frequency and diversity of the posts made for IMC activities may also play a role in the number of followers.

When the Instagram accounts of national hotels are analyzed, it is determined that Dedeman Hotels, which has the highest number of followers and posts, also has the highest level of posts regarding content criteria. However, the number of posts and content criteria posts of other national hotels are also quite high. According to this result, it can be said that national hotels actively use their Instagram accounts as a MIMC tool. It was also observed that international hotels mostly use Instagram account actively. The studies of Asanbekova & Maksudunov (2018) and Bayram et al. (2016) also support this finding. According to the findings, it was determined that there are hotels with a high number of posts and low content sharing for IMC criteria. At the same time, it was also determined that there are hotels with a high number of followers and high content sharing regarding the criteria. Accordingly, it is once again observed that content sharing within the scope of integrated marketing communication plays a greater role in the number of followers. When this situation is evaluated in general, it can be said that there is a parallelism between the number of shares and followers on the social media channel and the number of content shared for MIMC.

YouTube is the least preferred and least effectively used MIMC tool by national hotels (Aydın, 2012). Hotels' YouTube social media accounts vary in terms of the most shares, the highest number of followers, or the number of views or shares. However, it is seen that hotels remain passive in terms of content sharing criteria. Even the hotels that shared the most content on MIMC (Anemon Hotels and Divan Hotels) shared a maximum of two posts. It is observed that national hotels lag behind in the effective use of this social media channel. Therefore, national chain hotels are recommended to use all social media channels simultaneously and effectively for integrated marketing communication. When international hotels are analyzed, the number of followers, shares and views varies as in national hotels. However, it was determined that international hotels use YouTube more effectively in terms of content sharing. Most of the hotels significantly shared content according to criteria. The content sharing criteria of the hotels vary within themselves. As a result, it can be said that there is a parallelism between the high number of posts and content sharing criteria. Accordingly, as long as hotels are active in terms of content sharing, it may be possible to track their performance through the number of followers and views.

When the content sharing criteria of national chain hotels for IMC are analyzed, Service/Product Promotion was shared the most. News / Information (posts are related to the award news received by all hotels), Social Responsibility and Special Day Content, respectively. Similar results were obtained in the study of Sari et al. (2022). Accordingly, it can be said that national hotels focus only on certain criteria in the MIMC process and remain more passive about other content. It should not be ignored that content diversification has important feedbacks (service quality, profitability, etc.) in an effective marketing communication process (Hacıoğlu & İlban, 2008). When the content shares of international hotels are analyzed, it can be said that only Hilton Hotels shows diversity in terms of both social media channel usage and content criteria for MICM compared to all the hotels analyzed. The hotel has at least one social media channel post on Survey Application, Artistic Content and Sports Activity. The main MICM content criteria shared by international hotels include product promotion, information/news sharing, social responsibility, special day celebrations and

external content. Accordingly, it is recommended that national hotels should also diversify their content criteria sharing for an effective MICM. The more important it is to be simultaneously active on social media channels, the more important it is to diversify the content shared on social media channels. All of these elements can be considered as part of the IMC process.

Based on the results of the study, hotel businesses should use social media channels up to date for the activity of IMC activities. This is important for MIMC conditions. At the same time, businesses should meet the criteria holistically. In this way, marketing activities will reach their goals more quickly. Both national and international hotel chains should adapt all social media tools for international marketing. This is important to reach more users or customers.

The content evaluation part of the study was limited to four social media channels. It is recommended that a similar study be conducted for other social media channels in future research. The content of each social media channel can be analyzed separately for a single hotel. In certain periods, the hotels in this study can be similarly analyzed. Then it can be compared with the results of this study. In this way, it can be followed whether the businesses are currently developing their marketing activities.

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Disiplinler Arası Bir Alan Olan Gastronominin Yönetim ve Yenilikçilik Açısından Anarşizm ile İlişkisi Üzerine Bir Değerlendirme



Servet Kazım GÜNEY¹

Özet

Bu çalışmada, literatür taraması yolu ile gastronomi ve anarşizmin yönetim ve yenilikçilik yaklaşımlarında bir benzerlik olup olmadığının ortaya konulması amaçlanmaktadır. Böylece gastronominin yenilikçilik açısından kendi içinde ne kadar anarşist olduğu konusunda bir değerlendirme yapılabileceği düşünülmektedir. Literatür taraması sonucunda gastronomi ve anarşist düşünce konusunda elde edilen bulgulara göre, her iki tarafın da sürekli bir devinim ve yenilenme içinde olduğu değerlendirilmektedir. Elde edilen bilgiler göz önünde bulundurulduğunda yönetim anlayışı açısından anarşi ve gastronomi taban tabana zıttır. Bununla birlikte, yeniliğin ve gelişmenin istendiği her sistemde anarşinin gerekli bir unsur olduğu ve gastronominin de bundan bağımsız olmadığı değerlendirilmektedir. Bu nedenle de “yenilikçilik açısından gastronomi doğası gereği anarşisttir!” değerlendirmesinin yapılabileceği düşünülmektedir.

Anahtar Kelimeler: Gastronomi, Anarşi, Mutfak, Yemek, Kültür

JEL Kodu/Code: L83

An Evaluation on the Relationship between Gastronomy, an Interdisciplinary Field, and Anarchism in Terms of Innovation

Abstract

In this study, it is aimed to reveal whether there is a similarity in the innovation and management approaches of gastronomy and anarchism through a literature review. Thus, it is thought that an evaluation can be made about how anarchist gastronomy is in terms of innovation. According to the findings obtained from the literature review on gastronomy and anarchist thought, it is evaluated that both sides are in constant motion and renewal. Considering the information obtained, anarchy and gastronomy are diametrically opposed in terms of management approach. However, it is considered that anarchy is a necessary element in any system where innovation and development are desired and gastronomy is not independent from this. For this reason, it is thought that it can be claimed that in terms of innovation, gastronomy is anarchist by nature!.

Keywords: Gastronomy, Anarchy, Cuisine, Food, Culture

Referans/Citation: Güney, S. K. (2024). Disiplinler arası bir alan olan gastronominin yönetim ve yenilikçilik açısından anarşizm ile ilişkisi üzerine bir değerlendirme, *Journal of Hospitality and Tourism Issues*, Vol. 6, No.1, 50-63.

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1. GİRİŞ

Gastronomi sosyal bilimler ve fen bilimlerinin tamamı ile ilişki içinde olan disiplinler arası bir bilim dalı olarak kabul edilmektedir (Hegarty, 2011; Jeou-Shyan & Lee, 2010). Felsefe de gastronominin çalışma alanına giren önemli bilim dallarından biridir. Her iki alanın da çok sayıda alt dala sahip olması ve tamamını incelemenin bir makalenin sınırlarını aşacağı açıktır. Bu nedenle, bu çalışma gastronominin, felsefi bir akım olan anarşizm ile yönetim ve yenilikçilik açısından nasıl bir ilişkisi olduğunu değerlendirmeyi amaçlamaktadır. Bu amaçla literatür taraması yapılmış ve yenilikçilik konusuna bakış açılarında aralarında bir benzerlik olup olmadığı ortaya konulmaya çalışılmıştır. Çalışmada öncelikle anarşizm ile ilgili tanımlara ve bu akımın savlarına yer verilmiştir. Bir sonraki bölümde anarşizmin temel özellikleri ile gastronomi alanındaki uygulamalar arasındaki benzerlikler ve farklılıklar ortaya konulmaya çalışılmıştır. Endüstriyel üretim, fast food, slow food, punk food, grande cuisine, neuvelle cuisine, modernist mutfak ve *fine dining* yaklaşımları sırasıyla işlenmiştir. Araştırma kapsamında yürütülen literatür taramasında, daha önce bu alandaki benzerlikleri inceleyen bir çalışmaya rastlanmamıştır.

İnsanlık tarihi boyunca yaşanan gelişmeler birbiriyle bağlantılı olarak meydana gelmiştir. Medeniyetlerin elde ettiği ve birbirine de aktarılan bilgi hazinesinin artmasının felsefenin doğuşunda etkili olması (Aslan, 2006); savaşların tıp, gıda ve makine teknolojileri alanında gelişmeleri beraberinde getirmesi (Onaran, 2015); halkın tepkisine neden olan yönetim alanındaki yanlışların ve adaletsizliklerin veya doğuştan gelen hakların farklı yönetim şekillerine neden olması (Machiavelli, 2021); aynı coğrafyada tarih boyunca yaşamış toplumlardan kalan miras ile konargöçer veya yerleşik hayat şekillerinin yemek kültürünü şekillendirmesi (Güney, 2021); hastalıkların biyoloji ve genetik bilimi alanlarında gelişmeleri hızlandırması gibi örnekler bu bağlantıları ortaya koymaktadır. Görece yeni bir alan olarak kabul gören gastronomi biliminin diğer bilim dallarıyla ilişkisinin ortaya konulmasının, gastronomi kavramının daha iyi anlaşılabilmesi ve yeni disiplinler arası çalışmaların ortaya konulmasını sağlaması açısından önemli olduğu düşünülmektedir. Bu çalışmalar sayesinde, gastronominin; siyaset, din, felsefe, coğrafya, tarih, ekonomi, fizik, kimya ve biyoloji başta olmak üzere tüm alanlarla ortak noktaları ortaya konulabilecektir. Konuya yeni bir bakış açısı getirmeye çalışması nedeniyle, bu araştırmanın hem felsefe hem de gastronomi literatürü için önemli bir başlangıç noktası olacağı değerlendirilmektedir.

2. KAVRAMSAL ÇERÇEVE

2.1. Anarşinin Tanımı

“Kelime kökeni itibariyle eski Yunanca’da olumsuzluk bildiren *-an* öneki ile kral, yönetici güç anlamına gelen *arche* kelimelerinin birleşmesinden meydana gelen anarşi terimi, yöneticisi olmayan toplum yapısını tanımlamak için kullanılmaktadır” (Cevizci, 1999: 51-54). Anarşizm, hükümetin hem zararlı hem de gereksiz olduğu inancına dayanan doktrinler ve tutumlar kümesi olarak da tanımlanmaktadır. Bu bakış açısıyla anarşizm, insanlar tarafından oluşturulan her büyüklükteki grupta görülen otoriteye karşı meydana gelmiş bir tepki niteliğindedir (Encyclopaedia Britannica, 2022; Çuhadar, 2013).

Anarşizm; “Hükümet kontrolünün yokluğunun sonucu olan politik ve toplumsal düzensizlik, kargaşa hali; hükümete kalan veya siyasi iktidarın çıkarları farklı hatta karşıt olan siyasal, ekonomik ve toplumsal güçler arasında kendisinden beklenen uzlaştırma görevini artık yerine getiremediği bir toplumun siyasi durumu. 2- Kimi disiplinlerde, örneğin bilimde birbirlerinden çok farklı, hatta karşıt ilkelerin varoluşuyla belirlenen aşırı çoğulculuk hali.” olarak tanımlanmaktadır. Anarşist bilim anlayışını ortaya atan Paul Feyerabend’e göre *her şey mümkündür* ve olgular ancak

seçenekler yardımıyla ortaya çıkarılabilir, hakikate ise, yalnızca alternatif teorilerin çarpışmasıyla ulaşılabilir. Bu görüş; sırasıyla metodolojik, teorik ve disiplinler bir çoğulculuğu savunmaktadır” (Cevizci, 1999).

Anarşizmin yanlış anlatılmış, siyasi otoriteler tarafından çoğu zaman kasıtlı olarak yanlış tanıtılmış ve kötü propagandası yapılmış bir kavram olduğu düşünülmektedir. Toplumlar da din, felsefe, siyaset ve sosyoloji alanlarında olduğu gibi anarşist felsefenin de aşırı uçları bulunmakla birlikte, anarşizmin insan doğasının iyiliğine inanan bir akım olduğu vurgulanmaktadır. Bununla birlikte, toplumların bir yöneticiye ihtiyacı olmadığı ve insanların kendi başına bırakıldığında toplumu barış ve huzur içinde sürdürmenin yolunu bulacağı öne sürülmektedir (Çuhadar, 2013; Walter, 2002: 4; Woodcock, 2001; Woodcock et al. 2022).

Gastronomi alanında da anarşist felsefede de yönetim anlayışına yönelik farklı yaklaşımlar bulunmaktadır. Anarşistler şu soruyu sormaktadırlar: “Eğer tüm insanlar başkaları tarafından yönetilmeleri gerekecek kadar kötüyse, herhangi bir insan başkalarını yönetecek kadar nasıl iyi olabilir?” (Walter, 2002: 4). Ayrıca, yeteri kadar incelendiğinde, yenilikçi ortamların temelinde anarşizm olduğu kolaylıkla anlaşılmaktadır. Yönetim anlayışı açısından bakıldığında anarşi ve gastronomi taban tabana zıt bir anlayışa sahiptir. Günümüz profesyonel mutfak ortamında Escoffier’in 1800’lü yılların sonlarına doğru askeri hiyerarşiyi model alarak geliştirdiği ve *brigade* olarak adlandırılan çok yöneticili hiyerarşik bir düzen uygulanmaktadır. Üretim aşamasında üstlerine ve verilen talimatlara koşulsuz bir itaat söz konusudur. Gastronomi alanında faaliyet gösteren yiyecek-içecek işletmelerinde görev alan aşçılar tecrübe ve uzmanlık derecelerine göre hiyerarşik düzende sınıflandırılmaktadır (C.I.A., 2008). Bununla birlikte gastronomi hiçbir zaman tek bir bilim dalı, fikir veya akıma bağlı olmayan, sürekli değişen ve gelişen bir bilim dalıdır (Güney, 2021). Yenilikçilik gastronominin en vazgeçilmez unsurudur ve bu yenilikçiliğin temelinde ise yiyecek ve içeceklerin üretilmesinden tüketilmesine kadar geçen süreçteki yaklaşımlar yatmaktadır.

2.2. Anarşistin Tanımı

İlk anarşistlerin on yedinci ve on sekizinci yüzyıl İngiliz ve Fransız devrimlerinde kaos veya karışıklık anlamında anarşi istedikleri ileri sürülen insanlar olduğu kabul edilmektedir. Anarşistler hükümsüz bir toplumun kaosa sürükleneceğinin aksine; kendiliğinden oluşacak düzenin, içinde bulunduğumuz toplumdan daha iyi olacağına inanan bireylerdir. Tarih boyunca onları yönetenlere karşı isyan eden kişi ve gruplar arasında anarşiye doğru bir eğilim görülmektedir. Anarşinin teorik fikrinin de çok eski olduğu, hükümsüz geçmiş bir altın çağın tanımının antik Çin, Hindistan, Mısır, Mezopotamya, Yunanistan ve Roma'nın dönemi düşünürlerinde de bulunabileceği belirtilmektedir. Aynı şekilde sayısız dini ve siyasi yazar ile topluluğun düşüncesinde hükümsüz bir gelecek ütopyası arzusu bulunmaktadır (Godwin, 1793; Uğur, 2010; Walter, 2002: 4-29).

19. yüzyılda ortaya çıkan anarşizm felsefesine göre bir toplumun yöneticiler olmadan da düzenli bir yapıya sahip olması mümkündür. Bu anlayışı benimseyen ve bu ideale inanan bireyler anarşist olarak anılmaktadırlar (Cevizci, 1999: 51-54). Anarşistler sadece yönetimin olmamasının kaos yaratacağına inanmayan kişiler değil, bununla birlikte yönetimlerden arındırılmış bir toplum yapısının şu anda içinde yaşadığımız toplumlardan çok daha iyi olacağına inanan kişilerdir (Walter, 2002: 27).

2.3. Anarşist Düşünce

Anarşistlerin yaptığı ilk şeyin düşünmek ve konuşmak olduğu, dünyaya karşı yepyeni bir bakış açısı geliştirmesi gerektiği belirtilmektedir. Bazı anarşistler fikir ve eylemlerini kendi yaşamlarıyla sınırlı tutmaktadırlar; ama birçoğu, diğer insanları da etkilemek için daha ileri gitmeyi tercih etmektedirler. Ama gerçek bir etki yaratmak için diğer anarşistlerle veya başka siyasi gruplarla daha kalıcı bir temelde çalışmak gerekmektedir. Bu, propagandaya ve son olarak eyleme yol açan organizasyonun başlangıcıdır (Walter, 2002; Stirner, 1910; Cevizci, 1999: 51-54).

Yemek bir haktır, ayrıcalık değildir (Food Not Bombs sloganı, Fessenden, 2017: 27). Food Not Bombs (FNB), anarşist mantıktan yararlanan, tamamen gönüllülerden oluşan, uluslararası ve etkisi yaygın bir hareket olması sebebiyle, çağdaş anarşist protestoları anlamak için kullanılabilir uygun bir gruptur. Yerel ve küresel olarak FNB grupları, 1992'deki ilk uluslararası konferansında kabul edilen bu üç temel ilkeye bağlıdır:

- Gıda, vegan veya vejetaryen, hiçbir kısıtlama olmadan, herkes için ve her zaman ücretsiz olmalıdır.
- FNB grubunun resmi bir lideri veya karargâhı yoktur, her grup özerktir ve uzlaşma sürecini kullanarak kararlar verir.
- FNB şiddet içermeyen sosyal değişim için çalışır (McHenry 2012: 17; Fessenden, 2017: 16).

FNB 1970'lerin Amerika Birleşik Devletleri'ndeki özellikle nükleer karşıtı şiddet içermeyen doğrudan eylemden ortaya çıkmıştır (McHenry 2012: 97-98). "Doğrudan eylem hareketinin amacı sadece siyasi ve ekonomik yapıları dönüştürmek değil, eşitlikçilik ve şiddet karşıtı değerlerini bir bütün olarak toplumsal ilişkilerin temeline getirmek olan kültürel bir devrimdir" (Epstein, 1991: 16). FNB öncelikle doğrudan bir eylem projesidir. Dünya çapında, özerk FNB grupları aç insanlara düzenli olarak yiyecek servisi yapmaktadır; bunu, insanların açlığı devam ederken savaşı finanse etmek için kaynak ayrılmasını protesto etmek için yapmaktadırlar. 1980'de Cambridge, Massachusetts'teki kuruluşundan bu yana, FNB 500'den fazla özerk grupta dünya çapında yayılmıştır (Fessenden, 2017; Food not Bombs, 2021).

2.4. Endüstriyel tarım, Fast food, Slow food, Punk food

Birinci Dünya Savaşı'ndan hemen sonra, 1927 yılında dünya nüfusu yaklaşık 2 milyardır. 1999'a gelindiğinde ise nüfus 6 milyara, 2011'de 7 milyara ve 2022 tahminlerine göre de 8 milyar civarına ulaşmış, Birleşmiş Milletler Nüfus Fonu'na göre de 2023 itibarıyla 8 milyarı geçmiştir (UN-DESA, 2022; TÜİK, 2022; Çeliker, 2023). Bilinen yazılı tarihin neredeyse 6 bin yıllık bölümünde 2 milyar olan insan nüfusu son 100 yılda dört kat artmış ve bu artışın çoğu son 30 yılda yaşanmıştır. Hızla artan nüfusun beslenebilmesi için üretimin yeniden şekillendirilmesi bir gereklilik olarak ortaya çıkmıştır.

Bugün bildiğimiz şekliyle endüstriyel tarım, 1940'lı yıllarda başlayan Yeşil Devrim ile başlamıştır. 1940-1960 arasında tarımsal üretimde gerçekleşen büyük artış Rockefeller ve Ford Vakıfları tarafından finanse edilen çalışmaların bir sonucudur. Yeşil Devrim, tarımın küresel çapta değişmesine neden olmuştur. Buğday ve mısırdaki 1940-1970 arasında verimlilik iki kat artmıştır ve daha düşük maliyetli gıda üretimi mümkün olmuştur. Bu değişiklik tarımın artan nüfusa ayak uydurmasını sağlamakla birlikte, büyük sosyal ve ekolojik zorlukları da beraberinde getirmiştir. Bunlardan en önemlileri tarımın tekelleşmesi ve biyolojik çeşitliliğin azalmasıdır. 1940'tan 1997'ye kadar ABD'deki çiftlik sayısı %75, çiftlik sahiplerinin sayısı da %50 azalırken, aynı dönemde ortalama çiftlik büyüklüğü üç katına çıkmıştır. 2000 yılına gelindiğinde üretimin arttığı, ancak ürün

çeşidinin azaldığı görülmüştür. Böylece tarım sistemi daha *üretken* ama aynı zamanda daha homojen hale gelmiş ve toprak kimyasallarla kirlenmiştir. Endüstriyel tarımın sonuçları ile ilgili yapılan çalışmalardan elde edilen bulgular, bu tarzda tarımın genellikle kırsal topluluklar için daha küçük ölçekli aile temelli çiftliklere kıyasla daha kötü sosyoekonomik koşullara neden olduğunu göstermektedir. Özellikle genç nüfus kırsaldan kente göç etmektedir (McIlvaine-Newsad vd., 2008).

Fast food (hızlı yemek) kültürü, küresel olarak hızla çoğalan kentsel nüfusun artan ve değişen beslenme ihtiyaçlarına niceliksel bir cevap olarak ortaya çıkmıştır. Bu konsept sadece hızlı yemek olarak anlaşılmamalıdır. Fast food, endüstriyel üretimin arttığı sanayileşmiş bir toplumda gıdaların seri üretimi ve tedariki için verimlilik odaklı işleyen bir sistemdir (Usui, 2007). Bu çapta büyük ve yoğun üretim ise akıllara her zaman gıda güvenliği, gıda kalitesi, lezzet, çevresel etkiler ve sosyal sorunlar ile ilgili sorular akla getirmektedir (McIlvaine-Newsad vd., 2008).

Buna karşılık Slow Food (Yavaş Yemek) hareketi, 1986 yılında ABD merkezli fast food zincirlerinin İtalya'da yayılmasına bir tepki olarak (Şeyhanlıoğlu, 2021: 560), İtalyan gazeteci ve sosyal aktivist Carlo Petrini'nin önderliğinde Bra şehrinde başlamıştır ve son yıllarda artan bir ilgi görmeye devam etmektedir. En başta tamamen fast food karşıtı bir hareket olarak algılansa da ve hala bu karşıtlık hareketin merkezindeki itici güçlerden biri olsa da, slow food gıda üretiminin çevresel ve ekonomik etkilerine dikkat çekerek herkes için iyi, temiz ve adil gıdayı teşvik etmeyi temel almaktadır. Slow food, kültüre, yerel yemek geleneklerine, çevresel sorunlara, üreticilerin çalışma koşullarına ve yoksulların sağlıklı gıdaya erişim gibi konulara odaklanmaktadır (Page, 2012). Aynı zamanda, geleneksel küçük işletmeleri fast food kültürünün tehdidinden korumayı amaçlamaktadır (Miroso, 2009). Slow Food hareketi daha sonra Cittaslow (Yavaş şehir) hareketine yönelik atılan adımların temelini oluşturmuştur (Şeyhanlıoğlu, 2021: 561)

Slow Food'un hedeflerinden biri sürdürülebilir, yerel gıda üreticilerini benzer düşüncelere sahip ortaklardan oluşan bir toplulukta bir araya getirerek güçlendirmektir. Bunu, Slow Food hareketinin geleceğini öğretmek, öğrenmek ve planlamak için üreticilerin akademisyenler, aşçılar, tüketiciler ve öğrencilerle bir araya gelmesine olanak tanıyan Terra Madre ağlarıyla başarmaktadırlar (Page, 2012). Bu etkinliğin amacı, geçmişin ve geleceğin koruyucuları olan çiftçiler, çobanlar ve balıkçılar da dâhil olmak üzere biyoçeşitliliği savunuların başarılarını takdir etmektir (Petrini & Padovani, 2006).

Fast food ve slow food zıttır: medeniyete karşı kültür, küresele karşı yerel, niceliksel çözüme karşı niteliksel çözüm. Slow food, yerel tarımsal gıda üretimi ile yerel tüketim arasındaki döngüsel bağlantıyı insanların yaşam dünyasına dayalı olarak yeniden kurmayı amaçlamaktadır. Özetlemek gerekirse, slow food, esas olarak yerel düzeylerde konumlanan, ancak ağ oluşturmanın ulusal ve küresel düzeylere doğru daha da geliştiği, daha kaliteli tarımsal gıda üretimini ve tüketimini hedefleyen alternatif bir toplumsal harekettir (McIlvaine-Newsad vd., 2008). Karşıt bir hareket olmasına rağmen, yavaş yemek öncüleri çok uluslu şirketlere yönelik çatışma söylemlerinden stratejik olarak kaçınarak, fast food karşıtı değil, bir alternatif olduklarını söylemektedirler (Miroso, 2009). Ek olarak, yaşam kalitesini, yerel ve küresel sürdürülebilirliğin gelişimini ve biyolojik çeşitliliğin korunmasını, risk altında olan geleneksel gıdaların zenginliğine dair farkındalık oluşturarak fast fooda karşı bir direniş öneriyorlar (Dumitru vd. 2016).

Osterie d'Italia 2005 yılında yayımlanan sayısında slow food hareketinin muhalif statüsüne ilişkin değişikliği ortaya koyan bir yazıda; "15 yıl sonra... homojenleşmeye ve sofradaki kötü zevke karşı vaaz vermek için hâlâ buradayız. Dürüst olmak gerekirse, rakiplerimiz o zamandan bu yana biraz değişti. Nouvelle mutfağı öldü ve gömüldü... diğer düşman, Amerikan tarzı fast food ise artık

yaşam desteğine bağlı ve tüm beslenme kötülüklerinin kaynağı olmakla suçlandığı evinde bile marjinalleştirilmiş durumda. *Yine de bir düşman ölürse, onun yerini başkası alır* (Miroso, 2009)." denmektedir. Bu son cümlenin gastronominin anarşist tarafını ortaya koyar nitelikte olduğu düşünülmektedir; çünkü yeni düşmana yenilikçi bir başka fikirle karşı çıkılacaktır.

Endüstriyel üretime bir tepki olarak gelişen Punk mutfağı, yemeğin devletlerin, ırkların, cinsiyetlerin, ideolojilerin egemenliği ve bu söylemlere karşı koyma pratiği için bir kazan olduğu söylemi ile varlığını ortaya koymaktadır. Gerçekten de, Weiss'ın (1996: 130) savunduğu gibi, "Yiyeceğin bazı nitelikleri onu yabancılaşmayı tanımlamak için en uygun araç haline getirir." Punk mutfağının teorisi ve pratiği, yemek pişirme sürecini insanların kendilerini hayvanlardan farklılaştırarak kültür ve medeniyeti meydana getirdikleri mükemmel bir araç olarak gören Claude Levi-Strauss'un (1964) çalışmaları aracılığıyla bakıldığında netlik kazanır. Levi-Strauss'un üç ayaklı gastronomi sistemi çiğ, pişmiş ve çürümüş kategorilerini tüm insan mutfakları için temel kategoriler olarak tanımlar. Birçok punk, gıda üretme, dönüştürme ve uygarlaştırma sürecini doğanın üzerindeki insan egemenliği ve beyaz, erkek, kurumsal üstünlükle ilişkilendirir. Punklar, endüstriyel gıdanın bir insanın vücudunu kurumsal kapitalizmin ve emperyalizmin kuralları, gereklileri ve ahlaki kirliliğiyle doldurduğuna inanırlar (Douglas 2003). Punklara göre endüstriyel gıda ürünleri öğütülmüş, rafine edilmiş, doğranmış, pişirilmiş, paketlenmiş, markalanmış ve birçok iletişim aracı yoluyla tanıtılmıştır. Genellikle bir kez daha işlenmek ve sonra dünya çapında bir kez daha gönderilmek üzere üretildikleri yerden farklı bir yere gönderilen malzemelerden oluşurlar. Bu durumda Levi Strauss'un perspektifinden punklar; endüstriyel yiyeceklerin olağanüstü işlenmiş olduğunu düşünürler. Buna karşılık, tercihen daha çiğ olan yani, vahşi, organik, kültürsüz durumuna daha yakın yiyecekleri ararlar. Amerikan bakış açısıyla; punk'lar, çürümüş ya da çalınmış yiyeceklerin tadını çıkarırlar (Dylan, 2004).

Punklar endüstriyel ürünlerin üretimi için oluşturulan sistemi sömürgeciliğe benzetirler; çünkü onlara göre palmye yağı ve sığır eti üretimi gibi para getiren ürünler için tarım arazileri açmak üzere yağmur ormanları yok edilmektedir ve bu sırada da hem işçiler hem de su kaynakları korunmasız bırakılarak yasaklı pestisitler kullanılmaktadır (Watson 1991: 164; CrimethInc. Workers' Collective 2001: 122). Ayrıca, punklar büyük ölçekli hayvansal üretimi yapan tarım işletmelerinin tüm ekosistemleri yok ettiğini iddia etmektedir. Punk gıda, bir meta olarak gıda fetişizminden kurtulmaya çalışır. Bu nedenle, ideal olarak markasız ürünler veya doğrudan çiftçilerden satın alınan, kendi kendine yetiştirilen veya daha az ticarileşmiş yani bir çöp konteynerinden çalınmış veya geri kazanılmış ürünleri tercih ederler (Dylan, 2004).

Bununla birlikte, endüstriyel üretime karşı gelişen punk mutfağı hareketinin eleştiriye açık pek çok noktası bulunmaktadır. İnsanlar tarafından çöpe atılmış ya da konteynerlerden çalınmış yiyeceklerin günlük kalori miktarının büyük kısmını oluşturduğu bu yemek kültürünün ne yapılabiliği ne de sürdürülebilirliği hem ahlaki hem de pratik yönlerden mümkün görünmemektedir. Her ne kadar organik üretimden yana olsa da, hızla artan nüfusu beslemek için yeterli kaynak yaratmak olanaksızdır. Siyasi açıdan bakılacak olursa, anarşi felsefesinin toplum zihnindeki olumsuz algısı nedeniyle, bu kültürün taraftar toplaması ve yaygınlaşması daha da zor görünmektedir. Eğer bu akımın temsilcileri taraftar edinmek için siyasete girecek olurlarsa, bunu ana fikirlerinden ödün vermeden yapmaları muhtemel görünmemektedir. Bu nedenle Punk'lar, eğer hareketlerine katılımı önemli ölçüde artırmayı umuyorlarsa, statükoya karşı siyasi duruşlarını yeniden gözden geçirmeleri gerekmektedir.

2.5. Grande Cuisine, Nouvelle Cuisine, Modernist Mutfak ve Fine Dining

Uluslararası mutfak literatüründe *Grande Cuisine* olarak bilinen lüks, zengin tatların tercih edildiği, görkemli ve sanatsal sunumların önemsendiği mutfağın öncüsü olarak kabul edilen Marie Antoine (Antonin) Carême; mutfağa öncüllerinden farklı bir bakış açısıyla yaklaşmış ve temel sosları yazıp büyük organizasyonlarda sunum şekillerini daha gösterişli olacak şekilde geliştirerek, içeriden ve dışarıdan sektöre bakışı olumlu yönde değiştirmiştir. Kendisinden sonraki dönemde 20. Yüzyıl başlarında Auguste Escoffier yemek servisini basitleştiren, mevsimsel malzemelerin kullanımına önem veren ve mutfak organizasyonunu temel bir şablona oturtan çalışmalar yaparak yayımlamıştır. Yayımladığı kitaplar uluslararası mutfağı da kökten değiştirmiştir (Myhrvold, 2019; C.I.A., 2018: 104-110).

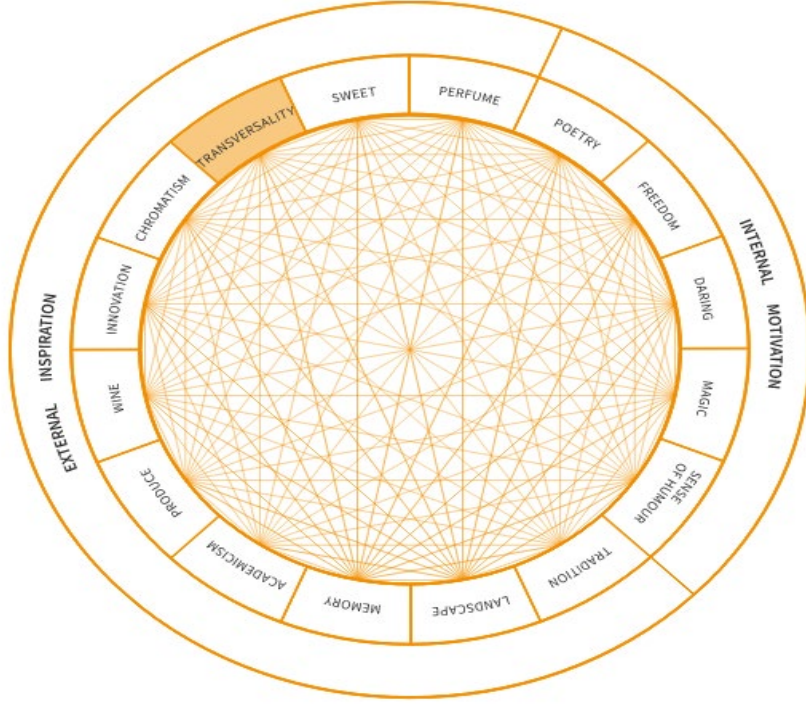
1960'lara gelindiğinde ise Fernand Point öncülüğünde başlayan, Paul Bocuse ve sonrasında da Joel Robuchon ile dünyaya yayılan *Nouvelle Cuisine (Yeni Mutfak)* anlayışı mutfağı bir kez daha kökten değiştirmiştir. Kendini geçmişin kuralları tarafından kısıtlanmış gibi hisseden aşçıların başlattığı bu mutfak akımı, öncüllerine göre daha az şeker, nişasta, yağ ve tuz içeren az kalorili ve sağlıklı yemekler yaratmıştır. Diğer ülkelerin mutfaklarından da ürünler ve teknikler kullanılan bu akımda temel amaç; mevsiminde bulunan yiyeceklerin doğal tat, renk ve dokularını vurgulayabilmektir. Bahsedilen tüm bu gelişmeler; menülerin oluşturulması, hammaddenin tedariki, işletmelerin mimari ve işlevsel açılardan tasarlanması, personelin seçimi, çatal ve bıçağın seçilmesinden başlayarak yemeklerin tabak sunumlarının düzenlenmesi aşamasına kadar tüm süreçlerde aşçıbaşının hiyerarşik etkinliğini artırmıştır. Bununla birlikte, aşçıbaşı yemeklerin tasarlanması süreçlerinde astlarının uzmanlığına ve fikirlerine de başvurmaktadır. Böylece yaratıcı süreçler birlikte yürütülebilmektedir.

1988'de ise Nicolas Curti ve Herve This adlı iki bilim insanının mutfakta yiyeceklerin dönüşümlerinin arkasındaki fizik ve kimyayı araştırmak için yeni bir bilimsel disiplin yaratmasıyla moleküler gastronomi doğmuştur (This, 2006). Moleküler gastronomi, gıda endüstrisinde yaygın olan araç ve teknolojinin restoran mutfağına getirilmesine yardımcı olmuştur (McHugh, 2003). Moleküler veya modernist mutfak olarak adlandırılan bu akım yemekle bilimi bir araya getirerek misafirlerine farklı duyuşsal ve görsel deneyimler yaşatan Ferran Adria tarafından mutfakta uygulanmaya başlamıştır. Meyve havyarı, sıcak dondurma ve köpük soslar gibi bugün tanık olduğumuz hayali yiyecek kreasyonları, bilimin yenilikçi ve yaratıcı mutfak uygulamalarıdır (McGee, 2004). Bu yaratıcı süreçlerde aşçıların kimya, biyoloji, psikoloji, güzel sanatlar ve botanik bilimlerine başvurmaları da gerekmektedir. Ferran Adria'nın meşhur zeytin toplarını tasarlarken kalsiyum laktat ve sodyum aljinat kullanması, donmuş kaz ciğeri çorbasında biberiyenin kokusunun hatıralar üzerindeki etkilerine başvurması, domatesin içinden pektin çıkartması ve kaz ciğeriinden bir yemeği ünlü İtalyan tatlısı olan tiramisü şeklinde sunarak algılarla oynaması bunlara örnek olarak verilebilir. *Fine dining* restoran aşçıbaşılarının iç mimari unsurlarının seçiminde ve yemekle sunumlarının tasarımında ürünlerin renk ve şekillerinin insan zihnindeki etkilerini göz önünde bulundurması ise hem güzel sanatlar hem de gastrofiziğin konusudur (Spence, 2017).

Aşçıbaşılarının, 20. yüzyılda mutfakların tesislerdeki öneminin gelişimine, yeni tekniklerin kullanılmasına, aşçıların toplumsal hayattaki önemlerinin artmasına verdikleri katkılarla, yarattıkları mutfak akımları ile dünyayı etkilemeleriyle ve yemeğe sanatsal ve bilimsel yaklaşımlarıyla tamamen anarşist bir tavır sergilediklerini söylemek gerekir. Her zaman yeniyi, verimliyi, gelişmeyi aramış ve kemikleşmiş yapıların ötesine bakarak yeniliklere öncülük etmişlerdir (Myhrvold, 2021; C.I.A., 2018). Myhrvold'un *cryoburger* yemeği buna bir örnektir. *Sous vide* (vakumlu pişirme) yöntemiyle düşük ısıda pişirilen köftenin, istenilen kıvama geldikten sonra kısa süreliğine sıvı nitrojen içine atılması ve sonrasında da derin yağda kızartılarak dış yüzeyde Maillard reaksiyonu

sonucunda aromatik ve çıtır bir katman elde edilmesiyle hazırlanan hamburger köftesi (Myhrvold, 2021). Bu yenilikçi ve detaylı bilimsel bilgi gerektiren yöntem geleneksel uygulamalardan çok farklıdır ve aşçı açısından kontrol edilebilir sonuçları vardır.

Üç Michelin yıldızlı Cellar con Roca adlı restoranın internet sitesi kullanıcılarını “Joan'ın zıtlıklar dengesindeki ustalığının Jordi'nin taze yaratıcı anarşisiyle tamamlandığı, keskinlikleri olmayan şaşırtıcı bir mutfaka hoş geldiniz” mesajıyla karşılamaktadır. İçeriği sürekli değişmekle birlikte ortalama yirmi farklı üründen oluşan anarşi isimli bir tatlı tabağı bulunmaktadır. Her ne kadar düzensiz ve uyumsuz görünse de, tatlının bileşenleri incelendiğinde tam bir uyum içinde olduğu görülmektedir. Restoranın yenilikçi ve yaratıcı fikirlerinin arkasında aşağıdaki şekilde verilen şema önemli bir yer tutmaktadır. Buradan da anlaşılacağı gibi anarşiden bir düzen yaratılmaktadır. Cellar con Roca'nın yemek tasarlama süreci diagramı Şekil 1'de verilmiştir.



Şekil 1. Cellar con Roca yemek tasarlama süreci diagramı (Cellar con Roca, 2022)



Şekil 2. Chocolate Anarchy (Cacao Barry, n.d.)

Birçok kez dünyanın en iyi restoranı unvanını alan ve 2011 yılında kapanan elBulli adlı restoranın aşçıbaşı Ferran Adria ile yapılan bir röportajda elBulli ruhunu; sihir, yeniliğe açıklık, yaratıcılık ve anarşizm olarak tanımlamaktadır (Clotmag, n.d.).

2010 yılında dünyaca ünlü aşçıbaşı José Andrés tarafından kurulan World Central Kitchen (WCK) bugün neredeyse dünyanın her yerindeki afet bölgelerinde ihtiyaç sahiplerine yemek pişirmektedir. José Andrés, *toplulukları ve ekonomileri güçlendirmek için gıdayı kullanacak bir organizasyon öngördük ve uzun yıllar boyunca temiz ocaklar girişimi, mutfak eğitim programlarımız ve sosyal işbirliği girişimlerimiz aracılığıyla inanılmaz bir etki yarattığımızı fark ettik*. Ancak bir gün Porto Riko'da ve dünyada felaket sonrasında yemek servisi yapma çağrılarına cevap vereceğimizi bilmiyorduk ve hızlı bir şekilde gıdanın kriz zamanlarında ve ötesinde toplulukları iyileştirmek için güçlü bir araç olduğunu öğrendik, demektedir (World Central Kitchen, 2021).

WCK, kriz zamanlarında ve sonrasında toplumları beslemek ve ekonomileri güçlendirmek için gıdanın gücünü kullanır. Felaket olduğunda, WCK'nin Şef Yardım Ekibi, yemek pişirmeye başlamak ve ihtiyaç sahibi insanlara yemek sağlamak için acilen ön saflara seferber olmaktadır. WCK son olarak Ukrayna-Rusya savaşında 100 milyon tabaktan fazla yemek sağlamıştır (World Central Kitchen, 2022). Buna benzer bir diğer girişim ise üç Michelin yıldızlı Osteria Francescana adlı restoranın dünyaca tanınan aşçıbaşı Massimo Bottura tarafından yürütülmektedir. Birleşmiş Milletler Çevre Programı iyi niyet elçisi olan Bottura, tüm malzemeler tam potansiyele göre kullanılabilirse, yaratılan atık miktarının azalacağını ve daha verimli bir şekilde alışveriş yapılacağını ve kendisinin de bu küresel utancı azaltmak için mücadele edeceğini belirtmektedir. Herkesin gıdaların nereden geldiğini sormaya ve anlamaya başlamasının, gelecekte gıdayı korumak amacıyla yeni teknikler geliştirilmesi için harekete geçilmesi gerektiğini vurgulamaktadır. Bugün gıda sistemimizdeki zorluklara neden olan uygulamaları ve tüketim davranışlarını tekrarlamamaya özen göstermemiz gerektiğini; yemek pişirme ve kendini besleme eyleminin sadece bir zevk sorunu değil, etik bir seçim haline gelmesi gerektiğini söylemektedir (Michelin Guide, 2018; UN Environment Programme, 2020).

3. SONUÇ VE ÖNERİLER

Gastronomi, yiyecek ve içeceklerle ilgili bir alan olmakla birlikte sadece yeme içme eylemi ile sınırlı değildir. Gastronomi, yiyecek ve içeceklerin sanatsal ve bilimsel yanları, tarihsel gelişimindeki, kültürler arası etkileşimdeki, teknolojinin, ekonominin ve toplumun değişimindeki rolünü de inceleyen ve en geniş anlamda tüm bilim dallarını bünyesinde bulunduran disiplinler arası bir bilim dalıdır. Bu tanımdan da anlaşılabilirliği gibi gastronominin konusu insandır (Güney, 2021: 1).

Araştırmanın önceki bölümlerinde vurgulandığı gibi; anarşinin tanımı, iddiaları, inandıkları, yaptıkları, farklılıkları ve farklı grupların eylemlerinin hepsi düşünüldüğünde, yönetim anlayışı açısından gastronomi ve anarşi taban tabana zıttır. Bununla birlikte, gastronomi:

- Küresel çapta piyasa oyuncuları tarafından dayatılan uygulamalara her zaman yeni bir söylemle yenilikçi ve karşı bir çözüm sunmuştur.
- Farklı bilimlerden, sanat ve zanaat dallarından birçok insanın katkısıyla sürekli bir gelişme ve yenilenme içerisindedir.
- Tarih boyunca kültürleri etkilemiş ve birbirleri arasında etkileşim aracı olmuştur.
- Yiyecek ve içecek tedariki çoğu zaman savaşların ve ülkelerin yönetimlerini etkileyen sonuçlar yaratarak tarihi değiştirmiştir.
- Afet dönemlerinde devletlerin veya kişilerin girişimleriyle önemli bir araç olarak barışa ve dayanışmaya katkı sağlamıştır.

- Açlık, iklim değişikliği, doğal afetler, savaşların yıkıcılığı, besin kıtlığı, toplumların sağlığı, insan hakları gibi önemli konulardaki sorunlara dikkat çekmek için ulusal ve uluslararası organizasyonlarda ana tema olarak kullanılmaktadır.
- Doğal olanın insan sağlığı için daha iyi olduğunu savunan aşçılar, israf etmeden her ürünü değerlendirmeyi ve lezzetli bir şekilde pişirmeyi amaçlar. Bazı aşçılar değişim ve gelişim için anarşi olması gerektiğine inanırlar.
- Her ne kadar mutfakta askeri bir sistemle çalışılsa da, her grup (aşçı) içinde bulunduğu veya ilişkili her sistemin daha iyi işlemesi için kalıpların dışında özgürce düşünerek yeni ve yaratıcı fikirler geliştirmekte ve bunların uygulanması için çalışmakta serbesttir. Fikirlerin gelişmesine izin vermeyen sistemlerde ise, her grup ayrılarak kendi sistemini kurmakta özgürdür.
- Anarşistlerin bir kısmında olduğu gibi bazı aşçılar bildiklerini ve düşündüklerini yaşam boyu kendilerine saklasalar da, yaklaşık son 50 yıldır çoğu aşçı kendi fikirlerini gerçekleştirmek ve başka insanları etkilemek için kendi işletmelerini açmaktadır.
- Başkalarını etkilemeyi başaran aşçıların bir kısmı bu etkiyi genişletmek ve dünya çapına yayabilmek için farklı ülkelerde işletmeler açmaktadırlar. Bu aşçılar kurdukları sivil toplum örgütleri yoluyla milyonlarca insana ulaşabilmekte, hatta hükümet politikalarını etkilemeyi başarabilmektedirler.
- Sisteme muhalif olma kavramı düşünüldüğünde, ateşin kullanılmasının öğrenilmesi ve yemeklerin pişirilerek tüketilmeye başlanması bile anarşist bir yaklaşım olarak değerlendirilebilir.

Bu derleme çalışmasında literatür taraması yolu ile gastronomi ve anarşi konularında bilgi toplayarak; aralarında yenilikçilik anlayışı açısından bir benzerlik olup olmadığını ortaya koymak amaçlanmıştır. Böylece gastronominin kendi içinde ne kadar anarşist olduğu konusunda bir yargıya varılabilecektir. Literatür taraması sonucunda gastronomi ve anarşist düşünce ile ilgili elde edilen bilgiler bir araya getirildiğinde, yönetim anlayışı açısından taban tabana zıt oldukları görülmüştür. Bununla birlikte, her iki tarafın da sürekli bir devinim ve yenilenme içinde olduğu değerlendirilmektedir. Mutfaktaki gelişmenin temel unsurlarından birinin de insanoğlu pişirmeyi öğrendiği günden beri ona yaratıcılık yolunu açan anarşi olduğu düşünülmektedir. Özellikle 19. yüzyıldan bu yana teknoloji alanında meydana gelen gelişmeler sayesinde, bu gelişmenin hızı katlanarak artmaktadır. Aşçılar sürdürülebilirlik, gastro-turizm, ülke tanıtımı, yeni ürünlerin yeme içme sektörüne katılması, yeni akımların başlatılması, dünyadaki açlığın fark edilmesi, açlık çeken ülkelere yardım edilmesi ve bilim ile gastronominin bir araya getirilmesi konusunda öncü roller oynamaktadırlar. Yeniliğin ve gelişmenin istendiği her sistemde anarşi gerekli bir unsurdur ve gastronomi de bundan bağımsız değildir. Pişirmenin öğrenildiği günden bu güne kadar, ilgi alanı içinde bulunan her bilim, sanat ve zanaat dalındaki meraklı insanların yenilikçi fikirleri ve bunları uygulamaya cesaret edenler sayesinde gastronomi bugün bulunduğu noktaya gelmiştir. Gastronomi alanında çalışan hemen herkes az da olsa muhaliftir, çünkü bir noktada sistemin dışında düşünmek ve *neden?* sorusunu sormak zorunda kalırlar. Farkında olarak ya da olmayarak aşçılar her zaman anarşisttir. Sistemin daha iyi işlemesi, aksaklıkların hızlıca çözülmesi, bir işin yapılması mümkün görünmeyen durumlarda bile sistemin dışında, sisteme karşı düşünmek ve eyleme geçmek zorundadırlar. Ayrıca aşçılar günümüzde dünyadaki açlık, iklim değişikliği, savaşların yıkıcılığı, doğal afetler, besin kıtlığı, toplumların sağlığı, insan hakları gibi önemli konulardaki sorunlara dikkat çekmek için önemli bir görev üstlenmişlerdir. Sonuç olarak, *yenilikçilik açısından gastronomi doğası gereği anarşisttir!* değerlendirmesi yapılabilir. Gastronominin, felsefe de dâhil olmak üzere diğer bilim dallarıyla birçok alanda yakın ilişkisi bulunmaktadır. Bütün ortak noktaların bir tek makalede işlenebilmesi mümkün görünmemektedir. Bu nedenle bu çalışmada

sadece yönetim ve yenilikçilik başlıkları ele alınmıştır. Gelecekteki çalışmalarda farklı bilim dalları ile bunların alt dallarının incelenmesinin gastronominin gelişiminin anlaşılmasına ve literatürün genişlemesine önemli katkılar sunacağı düşünülmektedir.

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ETİK BEYAN FORMU

Araştırma Desteği Bilgisi: Araştırma desteği alınmamıştır.
Etik Kurul Onay Durumu
<input type="checkbox"/> Etik kurul onayı gerekmektedir.
Etik Kurul Raporunu Veren Kurum
Etik kurul raporu karar tarihi:
Karar Sayı No:
<input checked="" type="checkbox"/> Etik kurul onayı gerekmemektedir. Nedeni aşağıda belirtilmiştir.
<input type="checkbox"/> Veriler 2020 tarihinden önce toplandığından etik kurul izni alınmamıştır.
<input checked="" type="checkbox"/> Çalışmada kullanılan yöntem etik kurul izni gerektirmemektedir.
Yazar(lar)ın Katkı Oranı
1.Yazar: % 100
2.Yazar %
Bilgilendirilmiş Onam Formu: Tüm taraflar kendi rızaları ile çalışmaya dâhil olmuşlardır.

Ek-1

Semboller içinde yaşadığımız dünyayı anlamak, toplumla özdeşleşmek, bir fikri yaymak ve kısa yoldan etkili bir şekilde anlatmak için kullanılmaktadır (Palczewski et al., 2016). Literatür taramasında daha önce yapılmış bir araştırmaya, logo veya sembole rastlanmayan gastro-anarşi konusunu etkili bir şekilde anlatabilmek amacıyla bir logo tasarlanmıştır. Gastro-anarşi logosu Şekil 1'de gösterilmiştir.



Şekil 3. Gastro-Anarşi Logosu (Eren Güney tarafından bu çalışma için tasarlanmıştır)

**CEHENNEM DERESİ
İDİL-ŞIRNAK**

