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#### ABSTRACT & INDEX



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## The Bünyan Kayabaşı Glass Observation Terrace (Kayseri) and Its Role in Alternative Tourism Diversity

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### ABSTRACT

Today, it is becoming increasingly common for people to show interest in alternative tourism activities. One of these different activities is glass observation decks that allow the observation of natural or cultural attractions. Today, there is a growing trend among individuals to explore alternative tourism options. Among these unique experiences are glass observation decks, which provide opportunities to view natural and cultural landmarks. Glass observation decks, which have been increasing worldwide and in Türkiye in recent years, offer visitors an alternative form of tourism. In this context, the research aims to examine the Bünyan Kayabaşı Glass Observation Terrace to create alternative tourism diversity. The research was conducted using the qualitative research method of interviews. In-depth interviews were conducted with 15 participants, including visitors, local residents, local managers, and business owners in the area, using a semi-structured interview form. The collected data were analyzed using the Nvivo 10 program. In this context, themes were first created, followed by coding, and word frequency, modeling, and relationships between themes were extracted. In addition, the thematic content of the research was enriched by quoting sentences or paragraphs in a descriptive approach related to the themes. As a result of the research, it was concluded that visitors visit the glass observation deck primarily out of curiosity and to engage in a different activity. Additionally, the observation deck has introduced an alternative tourism activity to the area. The research also found that the observation terrace contributed to the development of various sectors in the area and increased employment. In addition, it was revealed that the glass observation terrace is related to the themes of promoting tourism diversity in the area and sustaining tourism year-round.

**Keywords:** Alternative tourism, glass observation deck, Kayabaşı, Bünyan

### Introduction

With modernization worldwide, changes in how people live have begun to emerge. The significant transformations taking place globally are affecting various areas, from technology to economic structures, with corresponding political and social changes (Kaypak, 2014). Rapid urbanization has exposed people to various modern issues, including environmental challenges, traffic congestion, and elevated stress levels. However, today, people are turning to alternative activities and areas with natural tourism potential, alongside modern medical treatments to escape from the overwhelming air, crowds, and stressful urban environments, seeking health and vitality (İbret, 2011). In the 21st century, increasing educational activities and the development of cultural understanding are changing the perception of tourism. In the current situation, beyond the traditional view of tourism, a different understanding is emerging – one that encompasses tourism types that span across all four seasons, shift from coastal to inland areas, and reduce environmental pollution (Taş et al., 2016). Natural and cultural changes around the world cause people to alter their tourism activities. This change also affects the

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development of alternative tourism, evolving and diversifying through new trends in the coming years. Especially in recent years, changes in people's lifestyles and the desire to culturally shape natural areas have led to the emergence of new tourism activities.

With the continuous increase in global demand for tourism, the development of various sectors and diversity in tourism activities are emerging (Prifti and Zenelaj, 2013). At the same time, tourism development impacts the changing environmental situation (Newsome et al., 2012). As a result of these developments, types of tourism such as sustainable tourism, alternative tourism, ecotourism, nature tourism, and special interest tourism, which are based on the long-term use of natural resources, have emerged (Orhan and Karahan, 2010, p. 28). In the world, especially after the 1950s, the seasonal tourism movement, based on the sea, sand, and sun trio, has been replaced by alternative tourism activities that take place year-round (Akoğlu Kozak et al., 2013, p. 16).

Today, geographical differences are one of the main factors that lead people to travel. These differences vary based on the tourism attractions of geographical regions (Emekli, 2006, p. 54). In line with changes in tourism demand, tourism attraction centers are trying to better evaluate their resources and adapt them to meet tourist demands to attract more tourists (Duman et al., 2007). This change also leads to diversity in tourism events or activities. For example, during the pandemic, the focus on indoor spaces such as shopping malls, cinemas, and cafes/restaurants on weekends was replaced by a growing interest in outdoor and nature-based activities. As a result, structures designed for outdoor activities like glass viewing terraces have begun to create an alternative type of movement (Şekerci et al., 2022). In this regard, the increasing number of glass observation terraces in Türkiye in recent years is considered crucial for tourism mobility and the variety within alternative tourism. In this context, the research aims to examine the Bünyan Kayabaşı Glass Observation Terrace from the stakeholders' perspectives in terms of creating alternative tourism diversity. Glass viewing terraces contribute to the alternative tourism mobility in destinations. The study is crucial for highlighting the impact of these observation terraces, which have become more widespread in Türkiye in recent years, on tourism mobility. It also contributes to the limited literature on the subject and provides insights to stakeholders regarding their sustainability. In this context, it is thought that this research will contribute to the literature in terms of revealing the impact of glass observation deck on tourism and the development of tourism in rural areas. The research aimed to answer the following questions:

- Does the Bünyan Kayabaşı Glass Observation Terrace contribute to alternative tourism diversity and mobility in the area?
- What are the economic, social, and cultural impacts of the Kayabaşı Glass Observation Terrace on the area?
- What is the sustainability aspect of the Kayabaşı Glass Observation Terrace in tourism?

## Literature Review

### *Alternative Tourism*

Alternative tourism generally refers to products and activities that are more suitable for the environment than traditional mass tourism (Oriade and Evans, 2011). These products protect values and ensure their transmission to future generations. In this respect, tourism has the potential to shape the future by protecting natural life and the environment (Uğuz and Çelik Uğuz, 2013). Alternative tourism positions certain types of tourism as environmentally superior to market-based mass tourism enterprises (Germann Molz, 2013). Alternative tourism is not yet widespread in all parts of the world. However, its prevalence is increasing especially in industrialized countries as well as in developing countries (Dernoi, 1981). This type of tourism can be considered synonymous with eco-tourism, sustainable tourism, or justice tourism (Ei and Karamanis, 2017).

Various aspects of alternative tourism promote social and ecological transformations. Key examples include eco-tourism, sustainable tourism, pro-poor tourism, community-based tourism, volunteer

tourism, and justice tourism (Isaac, 2009, p. 24). Today, new types of tourism have emerged diversifying traditional forms such as sun, sea, sand, winter, or mountain tourism. In today's understanding of tourism, alternative tourism types are emerging that effectively utilize natural and cultural resources, considering economic and social development of destinations.

**Table 1.** Tourism approaches and types

Approach	Traditional tourism	New types of tourism
Types of tourism	Sun, sea, sand tourism (3S)	Alternative tourism types <ul style="list-style-type: none"> <li>• Cultural tourism</li> <li>• Agrotourism</li> <li>• Ecotourism</li> <li>• Trekking</li> <li>• Nature tourism</li> </ul> Special curiosity tourism <ul style="list-style-type: none"> <li>• Businessmen traveling</li> <li>• Conference</li> <li>• Maritime tourism</li> <li>• Religion</li> <li>• Health/ spa</li> <li>• Education</li> <li>• Sport</li> <li>• Adventure</li> </ul>
	Mountain/winter tourism	
Organization mode	<ul style="list-style-type: none"> <li>• Individual tourism</li> <li>• Mass tourism</li> <li>• Social tourism</li> <li>• Secondary housing tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Small groups of tourists</li> <li>• Individuals</li> <li>• Social tourism</li> </ul>
Tourist behavior	<ul style="list-style-type: none"> <li>• High consumption (waste of resources)</li> <li>• Indifference</li> </ul>	<ul style="list-style-type: none"> <li>• Responsibility</li> <li>• Effective use of resources</li> </ul>
Stage of tourism activity	<ul style="list-style-type: none"> <li>• Unsustainable tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Economically sustainable tourism</li> <li>• Sustainable tourism</li> <li>• Green tourism</li> </ul>

Source: Spilanis and Vayanni, 2004

With changing consumer preferences since the 1990s, more environmentally and economically sustainable tourism types have emerged, in contrast to the mass tourism types developed worldwide. New tourism trends, such as ecotourism, cultural tourism, trekking, nature tourism, agrotourism, conference tourism, health-spa tourism, religious tourism, adventure tourism, and sports tourism, have become increasingly popular in recent years (Soyak, 2014).

The spread of environment-oriented tourism discourse within the scope of alternative tourism has gained momentum, including the concepts of return to nature, purification, and renewal in our lives. Economic initiatives that support tourism-oriented development are now being developed with a focus on alternative tourism, and new tourism destinations are emerging within this framework (Arslan, 2019). Alternative tourism should be considered a philosophy or a future vision. It should be developed with the participation of all stakeholders, in line with the principles of sustainability and considering the region's conditions. Alternative tourism is a supply and demand planning process in which local people, operators, and tourists interact (Baytok et al., 2017, p. 12). Alternative tourism also protects tourism values and transfers them to future generations. In this context, tourism gains the power to shape the future by preserving both natural life and the environment (Uğuz and Çelik Uğuz, 2013).

### *Glass Observation Decks in Alternative Tourism*

Glass observation decks, translated into Turkish as “observation/watching terrace,” can be found in many parts of the world. Various types of observation decks abroad include towers, skyscrapers, and



glass bridges. These observation decks push the limits of engineering with the goal of offering visitors a unique viewing experience. China is one of the countries that build the most observation terrace decks in the world (Şekerci et al., 2022). Glass observation decks or view towers play a significant role in combining cultural and natural attractions (Vavilova and Vyshkin, 2018). The coexistence of these natural or cultural areas provides visitors with an enjoyable alternative experience an alternative experience. In addition, these structures create a different destination area for those who love heights and landscapes.

Humanity's interest in height and scenery has led to the effective use of glass observation decks in tourism. For this purpose, observation towers and terraces have been built inside tall buildings (Şekerci et al., 2022). Glass observation decks are structures where landscape and paysage are integrated. In this context, glass observation decks are an element of landscape tourism that allows visitors to view various natural attractions together.

The natural environment, flora, climate, and historical monuments that attract tourists can be referred to as 'tourism landscapes'. These attractions are typical examples of discovery. Another factor in the development of tourism in the area is the state of the landscape. Therefore, it is important to create a tourism landscape according to the definition of tourism activity as an element (Włodarczyk, 2009). Although there is a relationship between the concepts of landscape and paysage in designing a part of the natural landscape, there are also some differences. While landscape refers to a section of nature, the concept of "paysage" is considered an element of architecture. In this context, the concept of "landscape" is more general (Köse and Akdemir, 2018). Therefore, viewing platforms should be planned in areas that are most visually prominent within the landscape. When evaluated from a recreational point of view, these platforms allow different activities to take place in the area. Visitors prefer them for the beauty of the landscape, particularly in rural areas. Primarily used for photography and landscape viewing, these areas also serve as resting points during walks. In this respect, positioning viewing platforms, especially in areas overlooking historic buildings, will also fulfill the resting needs of visitors (Özdemir Işık, 2017).

Several corrective constraints on diversification should be mentioned when constructing glass observation decks or watchtowers. The following elements should be considered:

- Legal and regulatory requirements for the organization
- Distance of cultural heritage objects from protected areas based on their valued status
- Alignment of altitude dominance with nature category and zoning regulations
- Specific natural and climatic conditions
- Paysage Paysage and geological features of the region
- Minimizing environmental impact during construction
- Ensuring safety for tourists during their visit
- Addressing the needs of populations with disabilities (Vavilova and Vyshkin, 2018).

In recent years, glass observation decks have been built in various destinations across Türkiye. These decks offer views of valleys, canyons, lakes, mountains, and cities. Most observation terraces are located in mountain valleys and canyons (Table 2). An example is the Çatak Canyon Glass Observation Terrace, which began operating in 2017. Built on the slope of one of Türkiye's most significant canyon valleys, this facility has attracted adrenaline enthusiasts due to its location, view, natural features, and the rising popularity of glass observation terrace tourism (Zeybek et al., 2020).

**Table 2.** Major glass observation decks in Türkiye and their locations

<b>Terrace</b>	<b>Canyon</b>	<b>Lake</b>	<b>Valley</b>	<b>Mountain</b>	<b>City</b>	<b>Waterfall</b>
Crystal Terrace	Tokatlı Canyon					
Levent Valley Observation Terrace			Levent Valley			
Ulubey Glass Terrace	Ulubey Canyon					
Hatila Valley Glass Terrace			Hatila Valley			
Tillo Castle Glass Terrace			Botan Valley			
Çatak Canyon Glass Terrace	Çatak Valley					
Tomarza Waterfall Glass Observation Terrace						Tomarza Waterfall
Keçiören Glass Observation Terrace			Gümüşdere Ihlara Valley			
Cankiri Glass Terrace					Cankiri City View	
Separate Planet		Sapanca Lake		Samanlı Mountain	General City View	
Fyord Park Glass Terrace		Tortum Lake				
Altınözü Glass Observation Terrace			Beyazdere Valley			
Harput Glass Observation Terrace					General City View	
Şahindere Canyon Glass Observation Terrace	Şahindere Canyon					

**Source:** Şekerci et al., 2022

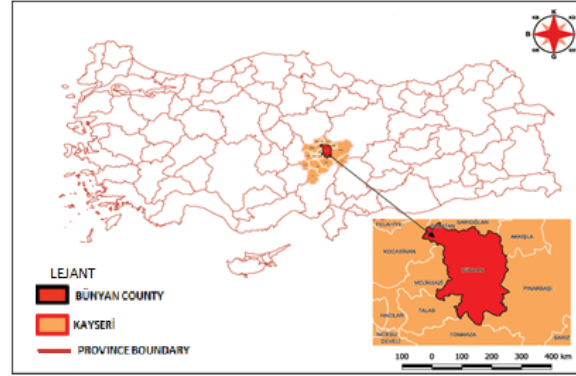
An example of a glass observation terrace in Türkiye is the Torul Castle Glass Observation Terrace, which has a 240-meter relative elevation above the base of the Harşit Stream Valley. In addition to its view, district-dominating location, and historical significance, it has managed to attract attention in just 1.5 to 2 years with its glass terrace feature, one of the new trends in world tourism. A total of 273,867 people visited the facility from its opening in January 2018 to August 2019 (Bağcı et al., 2019). It offers visitors a bird's-eye view of Torul for sightseeing and photography as part of its eco-tourism experience. In addition, the glass floor of the terrace attracts the attention of adrenaline enthusiasts. The Torul Castle Glass Observation Terrace stands out as a significant investment in attracting both local and foreign visitors to the Torul district of Gümüşhane (Ödemiş and Hassan, 2019).

Glass observation decks have been built to view historical and cultural destinations, as well as natural areas. For example, the Çanakkale Fortified Position Command Observation Terrace was built in a location that offers the widest possible view of the city and the strait, which played a key role in the successful outcome of the Çanakkale naval battles. This site is crucial not only for its role in visualizing war events but also for its high recreational and scenic value (Öztürk and Erduran Nemutlu, 2016).

### *Geographical Characteristics of the Research Area and Kayabaşı Glass Observation Terrace*

The land is geographically hilly, divided by steep and dry streams. The area has a continental climate with an average annual temperature of 10.1 °C and annual precipitation of 366.7 mm. The highest elevation is Koramaz Mountain, which rises to 1,907 meters (Bayram, 1989).

The research area is located 40 km from the city center. It borders Sarıoğlu to the north, Akkışla to the northeast, Pınarbaşı to the east, Tomarza to the south, Talas to the southwest, Melikgazi to the west, and Kocasinan to the northwest (Figure 1).



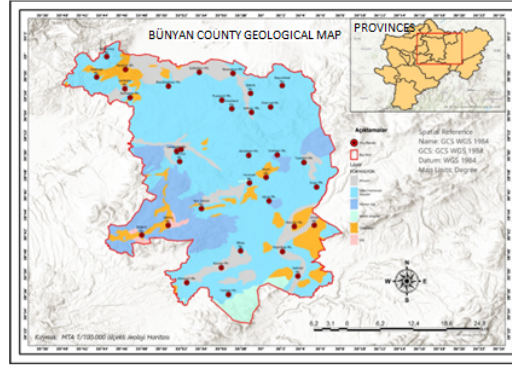
**Figure 1.** Bünyan location map (Prepared by the author using ArcGIS 10.8 program)

Bünyan Kayabaşı Glass Observation Terrace is approximately 250 meters high and is located on a rocky site surrounded by green nature, including caves that date back to ancient times. The terrace offers visitors a unique experience. It was built through a collaboration between the Governorship, Metropolitan Municipality, and Bünyan Municipality (TRT News, 2023). Opened in 2023, the glass observation terrace has become a prominent landmark in the district. As the first observation terrace built in the region, it stands out as an important destination for visitors.



**Figure 2.** Kayabasi Glass Observation Terrace (Koca®)

Kayabaşı Glass Observation Terrace was built on calcareous rocks. Regarding the geological history of the area, İzbirak (2010) states that the folded structure of the Korumaz limestone mass was chiseled in the Eocene and Oligocene periods until before the Neogene and that during this period, wide and deep valleys were formed. Then, these chiseled plains were flooded in the Neogene due to the lake transgression. It is also stated that at the end of the Neogene or the beginning of the Quaternary, the hollows of the region were filled with lava and tuffs and sedimentation started in the lakes. Then, the new rivers eroded the lava covers and buried them in limestones over time, forming the present landforms. When the geological map of the area is examined, it is seen that lacustrine carbonate rocks (limestone, chalk, marble, travertine, etc.) are common (Figure 3).



**Figure 3:** Geological Map of the Area (Prepared by the author using ArcGIS 10.8 program)

The glass observation terrace, built on limestone rocks, allows visitors to see karst formations such as caves. Moreover, cold water from karstic springs supports trout farming in the area. In addition, the Pınarbaşı promenade, which has natural spring water, is one of the most popular destinations for visitors. From the glass observation terrace, wooden stairs lead down to the caves, which were the old settlement center of the area. When illuminated at night, these caves create a mesmerizing spectacle (Figure 4).



**Figure 4.** Caves under the Glass Observation Terrace (Koca®)

It is known that the caves in Kayabaşı, where the glass observation terrace was built, served as the settlement center for the Ethiopians (Hittites). In addition, the presence of Kaniş-Karum settlements in the immediate vicinity offers clues about the area's deep-rooted past. These caves are located 20 kilometers from Kaniş-Karum, the trade center of the Hittites. These caves and underground settlements have extensions to the surrounding villages, making the area interesting (Bünyan Municipality, 2024). One of the principalities of the Kingdom of Tabal, founded by the Hittites in the region around Akkışla, was established in the Bünyan Sultan Inn. This highlights the historical and cultural significance of the area (Kayseri Metropolitan Municipality, 2018).

In addition to being located at a dominant point in the district, the Kayabaşı Glass Observation Terrace's proximity to historical and cultural sites also contributes to increasing the variety of visits in the area. The Ulu Mosque is the most significant of these sites. Regarding the architectural features of the mosque, Bayram (1991) states that the ceiling is made of wood and that the mosque was built in a simple, geometric plan, featuring floral motifs and various figures. It is also mentioned that pointed arches connect the pillars, and the central shah is kept broad.





**Figure 5.** Bünyan Hand Weavings and Ulucami (Koca®)

Carpets, one of the traditional weavings of the area, play a significant role in establishing the region's reputation as a cultural tourism destination. The prevalence of the carob motif is particularly notable in these carpets, where warm and cool colors are used together. In addition, the use of contrasting colors makes the patterns and motifs stand out more (Seyhan, 2007). The woven carpets feature traditional motifs such as "thin flower wheat", "grape", "swirling", and "eyelash". The warp of Bünyan carpets, woven with the Gördes knot, is made from cotton yarn (Bünyan Municipality, 2024).

## Methodology

### *Research Method and Study Group*

The research was conducted using the qualitative research method of interviews. The interviews were conducted using a purposive sampling technique. This approach aimed to reveal different dimensions of the subject by increasing the diversity of stakeholders related to the topic. The study was conducted with a phenomenological design based on qualitative research method. This method is based on evaluating the events from the perspective of the participants in revealing the social process (Yıldırım and Şimşek, 2011, p. 40-108). For this purpose, face-to-face in-depth interviews were conducted with 15 participants including visitors, traders and local administrators using a semi-structured interview form. In this context, maximum diversity sampling, one of the purposive sampling methods, was used to select the stakeholders. In this sampling, it is aimed to reveal different dimensions of the issue by increasing the diversity of stakeholders related to the subject. In qualitative research, sample size may vary depending on data saturation. For this purpose, it has been stated that data collected from a single individual in one study can sometimes be more explanatory than data collected from 20 individuals in another study (Yıldırım and Şimşek, 2011, p. 108-115). Interviews were conducted between July and September 2024. Interviews with visitors were conducted on the glass observation terrace. Interviews were conducted on weekends when visitors were most likely to visit the site. Interviews with local administrators were conducted in their offices by appointment.

For data collection in the study, permission was obtained from the Erciyes University Social Humanities Ethics Committee with decision number 226 and application number 226 at its meeting dated 28/05/2024 and numbered 5. The questions in the interviews were prepared as pre-interview questions based on literature review, experts and local participants in the field, and then finalized by applying them to a few participants in the research field. As a matter of fact, Creswell (2017) states that questions prepared based on qualitative research should be prepared by using exploratory words (such as explore, describe and understand) and that questions can be shaped within the research field. The following questions were addressed in the interviews:

- What are the tourism, natural and cultural values of Bünyan? Why do visitors prefer this place?
- What are your thoughts about the Kayabaşı Glass Observation Terrace and its impact on tourism in the region?



- On which days of the week do visitors tend to gather at the Kayabaşı Glass Observation Terrace, and which other attractions in the area do they visit?
- What do you think are the effects of visitors to the Kayabaşı Glass Observation Terrace on the area's economic, social and cultural structure?
- What are your thoughts on continuing tourism at the Kayabaşı Glass Observation Terrace?
- What measures can be taken to further develop and diversify tourism in the region?

### Data Analysis

The interviews were transferred to the Word program and then to the Nvivo environment. Then, themes were identified and coded by dividing them into sub-themes. Word frequency, modeling, and relationships between themes were extracted within these categories. Within these headings, the results obtained from the analysis were described and interpreted, incorporating relevant quotations in the form of words, sentences, and paragraphs. In addition, the content of the themes was enriched by quoting them in the form of sentences or paragraphs using a descriptive approach.

### Reliability and Validity in the Study

To enhance the validity and reliability of the study, efforts were made to ensure that the interviews were conducted objectively, with no direction given to the participants, and that the appropriate individuals were selected through purposeful sampling. To further strengthen the reliability of the codes created in the research, stakeholders' views were carefully evaluated and presented in a clear, understandable, and detailed manner.

In order to increase the reliability of the research, a Kappa analysis table was created in the Nvivo10 program in line with the coding made by the participants separately in the evaluation of the participants' opinions on the themes. According to this analysis, it was revealed that there was a very high level of agreement between the themes of Bünyan's natural and cultural tourism diversity, the economic, social and cultural structure of the region, tourism mobility and reasons for preference. It was determined that there was a significant level of agreement in the theme of sustainability of tourism (Table 3).

**Table 3.** Kappa analysis of participants' views on themes

Themes	Kappa statistic value (K)	P value
Natural and cultural tourism diversity of Bünyan	0.940	0.000
Economic, social and cultural structure of the area	0.840	0.000
The sustainability of tourism	0.730	0.000
Tourism mobility and reasons for preference	0.896	0.000

Table of Value Intervals for Interpretation of Kappa Statistics (Source: Landis and Koch, 1977)	Kappa Statistic	Strength of Agreement
	<0.00	Poor
	0.00-0.20	Slight
	0.21-0.40	Fair
	0.41-0.60	Moderate
	0.61-0.80	Substantial
	0.81-1.00	Almost Perfect

Kappa analysis was developed by Cohen (1960). According to this analysis, two (or more) raters independently categorize a sample of units and it is used to determine the degree, importance and reliability of these categories (Cohen, 1960). This analysis takes a value between -1 and +1. Generalizations need to be made for situations where there are more than two raters and the raters evaluating one subject are not the same as those evaluating the other (Fleiss, 1971). In the interpretation of the kappa statistic, the levels of agreement developed by Landis and Koch (1977) are used.

### Findings

Interviews were conducted with 15 participants: 3 females and 12 males, including the deputy mayor, fish and restaurant business owners, artisans, souvenir sellers, local residents, and visitors. Among

them, one participant graduated from primary school, one from secondary school, eight from high school, and five with an undergraduate degree (Table 4).

**Table 4.** Participants' demographic information

Code	Gender	Age	Marital Status	Education	Explanation
P1	Male	55	Married	Degree	Deputy Mayor
P2	Male	50	Married	High school	Merchant
P3	Male	25	Unmarried	Degree	Souvenir seller
P4	Female	50	Married	Primary School	Fishing business owner
P5	Male	38	Married	High school	Muhtar
P6	Male	40	Married	High school	Local public
P7	Male	60	Married	High school	Local public
P8	Female	50	Married	High school	Visitor
P9	Male	60	Married	High school	Visitor
P10	Male	35	Married	Degree	Restaurant owner
P11	Female	55	Married	High school	Visitor
P12	Male	45	Married	High school	Visitor
P13	Male	50	Married	Secondary school	Visitor
P14	Male	55	Married	Degree	Local resident
P15	Male	38	Married	Degree	Visitor

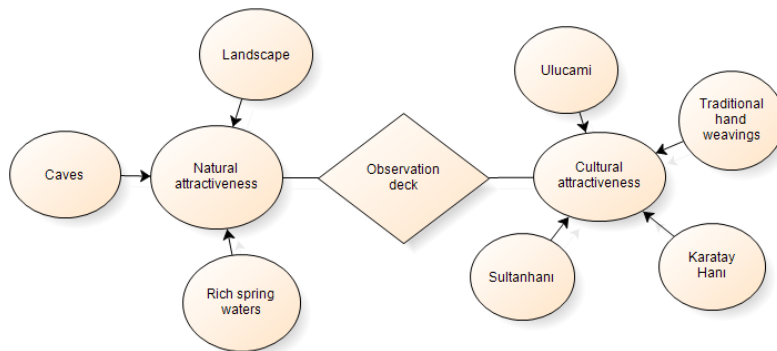
### Natural and Cultural Tourism Diversity of Bünyan

Bünyan boasts various natural, historical and, cultural riches. The area is home to cultural landmarks from ancient settlement centers, such as Ulucami, Sultanhanı, and Karatay Inn are cultural buildings. Additionally, the construction of a glass observation terrace over the historical caves allows visitors to experience both the historical and cultural sites simultaneously.

*You can see the historical traces in the caves, which were constructed during the Hittite period. Ulucami and the inns are also historical buildings in Bünyan (P1, Deputy Mayor).*

*Anyone who visits Bünyan also visits the glass observation terrace. Afterward, they go to the recreation area called Pınarbaşı, which has spring water. Additionally, we have a thermal power plant located nearby. At the same time, this power plant is one of the first power plants in Türkiye. Bünyan also has two historical inns: Sultanhanı and Karatay Inn (P10, Restaurant owner).*

*Bünyan offers both natural and historical attractions. For example, the Kayabaşı area is a natural site formed from volcanic rocks. There are caves in the area that are illuminated at night. These caves served as ancient settlement centers and many different compartments. Visitors to Bünyan start by dining at a local restaurant, then head to Pınarbaşı (the promenade area). From there they visit the Kayabaşı glass observation terrace and explore the caves. Historically, Bünyan has been home to Ulucami since the Seljuk period. Additionally, Sultanhanı and Karatay Khan are both just a 10–15-minute drive away (P5, Muhtar).*



**Figure 6.** The Relationship between the Glass Observation Terrace and the natural and cultural attractions of the area

The area's geologically calcareous structure has led to the formation of various karstic forms, particularly caves. Additionally, the rich underground water resources have fostered the development of recreational areas and economic activities, such as trout farming. Therefore, visitors to the glass observation terrace also explore the natural and cultural attractions in the area. In this way, the glass observation terrace serves as a link between the area's natural and cultural attractions.

### *Tourism Mobility and Reasons for Preference of Kayabaşı Glass Observation Terrace*

Participants note that the Bünyan Kayabaşı Glass Observation Terrace has contributed to an increase in the number of visitors to the area. Weekends are the busiest times, with a notable influx of visitors. Although exact statistics are not available, the number of visitors is estimated based on the consumption of galoshes provided by the municipality. On weekdays, the number of visitors is approximately 600-700 per day, but local administrators report that this figure doubles or triples on weekends. These numbers are significant as they reflect the tourism activity in the region.

*The area is crowded on weekends, with many visitors come from the surrounding districts of Kayseri. Currently, a second glass terrace is being built, along with an adventure path, which is expected to be a great addition. Last time, 10 thousand people visited over the weekend (Saturday-Sunday). How do they know that? The galoshes. They estimate 10,000 visitors based on the consumption of galoshes. The visitors began arriving on Friday, but by Monday, there were none (P5, Muhtar).*

*There are many visitors; over 300,000 came last year. We do not keep an official count, but the number can be estimated based on the consumption of galoshes. The current glass observation terrace is estimated to have cost around 6-8 million, while the new one is expected to cost around 15 million. Culturally, we have a museum that attracts 600-700 visitors daily, and this number doubles on the weekends. We also have a turnstile, and once it is fully operational, we will be able to track official visitor numbers (P1, Deputy Mayor).*

*There are many visitors from outside Bünyan, especially during the holiday season. Visitors are brought to the observation terrace in groups of twenty (P2, Merchant).*

*People visit Bünyan in large numbers on weekends. During Eid, approximately 50,000 people visited over the course of two days, which is notable considering Bünyan's population is only 30,000. This estimate is based on the number of galoshes passed through the toll booths. The glass observation terrace has had a significant impact on the development of Bünyan. The construction of these attractions has been beneficial for both the development of the area and tourism. For example, the visitors influence shopping here (P3, Souvenir seller).*

The desire to engage in alternative activities makes visitors prefer this place. The need for working people to find different things to do on weekends, along with their search for new destinations in Kayseri, particularly influences their preference for the glass observation terrace. Additionally, its proximity to Kayseri and the convenient transportation facilities options make it easy for people to visit the area. Visitors come from both within Türkiye and abroad, with many of the international visitors being expatriates who return during the summer months. It is also noted that the location serves a key stopping point for those living in the surrounding provinces.

*The glass observation terrace has had a significant impact on the development of Bünyan. For example, 10,000 people visited over the weekend. When they saw the terrace, they said there was nothing like this. People are eager for places like this. Think about it – you work five days a week, and you're caught up in your routine, which is all about work. On the weekend, you want to go somewhere with your kids. We used to go to Incesu, Felâhiye, and Yamula, but there was no other place to visit. Now, there is an alternative: Bünyan. People are coming from all over, including Şanlıurfa, Kahramanmaraş, Elâzığ, and Sivas, especially on weekends. We also have tea stoves, and the glass terrace has become a popular spot. (P1, Deputy Mayor).*

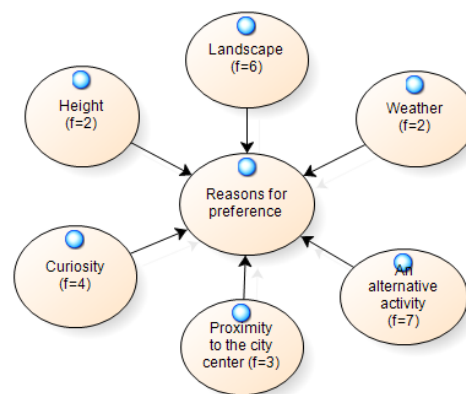
*Many people are coming and going. It is crowded on weekdays, but even more so on weekends. They take photos and enjoy the view (P6, Local resident).*

*In terms of tourism, visitors come from outside the area. For example, Germans are visiting now, and they bring their guests with them. Additionally, tourists from other cities, especially from Antalya, also visit. I believe they come from there because they are curious about this place, having already seen many other destinations. Some may even come with tours. There are a few large bus tours, though I haven't seen many of them — 4 or 5 times during the summer (P3, Souvenir seller).*

The most prominent reasons visitors prefer the glass observation terrace are its alternative activities (f=7), scenic views (f=6), curiosity (f=4), proximity to the city center (f=3), weather (f=2), and height (f=2). Visitors' desire for a different destination is a key factor. Additionally, the delicious fish grown in the cold waters of the area effectively attract visitors. The year-round fish farming at these enterprises ensures a steady flow of visitors to the area.

*It's my first time here, and it's not bad. I chose this place because it's different. We've always been to the same places, so it's nice to experience a change. If picnicking inside were free, you could sit and chat. I think it would be even more enjoyable (P8, Visitor).*

*For example, the weather plays a significant role in attracting visitors here. The weather here is nice, and the water is great. This is my first time here. We come to enjoy the view and for a change. For example, where else would we go? We could either go to Erciyes or come here (P9, Visitor).*



**Figure 7.** Reasons for visitors' preference for the Kayabaşı Glass Observation Terrace

*We have a winter camp here, open 24 hours with music. We run it in winter and summer, and we are constantly adding activities to the area. Most visitors come on weekends, and on Sundays, there is a stampede. The cold water flowing from under the rocks of Bünyan plays a key role in the preference for this place. This cold, clean water comes from various springs under the mountains and flows into the stream here. The taste of the fish is influenced by the water itself (P4, Business owner)*

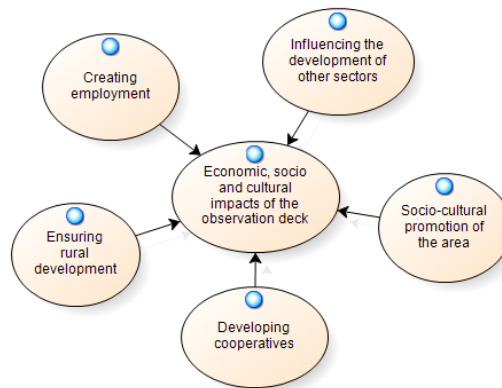
*We come here from the center of Kayseri. It is very close. I came this weekend and didn't know it would be so busy. Now, everyone wants to come when there is a holiday on the weekend, so inevitably, it gets crowded. I liked the glass terrace. The picnic area is nice, but the high air is what I liked the most (P11, Visitor).*

### **The Impact of the Kayabaşı Glass Observation Terrace on the Economic, Social and Cultural Structure of the Area**

According to the stakeholders, the Glass Observatory has an impact on the area's economic development. It fosters the growth of various sectors, particularly transportation and food and beverage. Another key point is that it supports local merchants' economic growth and contributes to improving the level of social welfare.

The social and economic impact of the Glass Terrace currently provides employment for 10 people. Moreover, entry is free. For example, at the Diyarbakır city walls, the entry fee is 20 TL, but here it is free. People come here to shop, and our merchants are satisfied (P1, Deputy Mayor).

Because wealthy visitors come, the rich clientele brings in good revenue. We don't buy anything from outside; we purchase everything from the merchants in Bünyan. The meat seller, chicken seller, bread seller, and vegetable seller all benefit. What we earn in Bünyan, we spend in Bünyan. The shopkeepers are very happy with us. For instance, we regularly buy meat and chicken, each worth 10,000 Liras, and we also purchase significant quantities of fish, often in bulk (P4, Business owner).



**Figure 8.** Modeling the economic, social and cultural impacts of the Kayabaşı Glass Observation Terrace

The Kayabaşı Glass Observation Terrace also creates employment opportunities for local residents, including positions in catering, souvenir making, and security guards.

Regarding the economic contribution of the Glass Observation Terrace to Bünyan, around 20 men are currently employed there, working in two shifts. The young people of Bünyan are there. People are employed at the Pınarbaşı recreation area and in local restaurants, with 15 people working here. As business and visitor numbers increase, more staff is needed, which contributes to the economy of Bünyan. Residents no longer have to travel to Kayseri for work, which is a good thing for employment. Ten years ago, many local residents went to Kayseri for work, but now that has decreased. In some areas, it is even difficult to find workers. The arrival of new businesses, like the markets and the prison, has brought economic movement (P10, Restaurant operator).

The Glass Observation Terrace contributes economically by attracting visitors who eat, drink, and shop. There is no charge for visitors at present, and the terrace also benefits local merchants. Visitors buy their bread, vegetables, and minced meat from local vendors. We have fish areas where visitors can enjoy fresh fish. For example, the bakery next door used to run out of ground beef by 2 PM, but now they stay open until 5 or 6 PM. This is a direct result of supply and demand. There is consumption. Additionally, a Gilaburu drink factory is being built to help develop Bünyan, and bag-making facilities are being considered to provide the livelihoods for local people. A space is now being prepared. One hundred people will be employed, and trout production facilities are effectively increasing the region's vitality (P5, Muhtar).





**Figure 9.** Facilities operated by the Women's Cooperative near the Glass Observation Terrace

The Glass Observation Terrace effectively promotes Bünyan socially and culturally, sharing its historical and cultural values with visitors from the surrounding areas. In addition, it is stated that the women's cooperative established here is essential for developing tourism in the area, as well as business organization and employment.

*Old carpets and rugs, specific to Bünyan, find buyers. Additionally, the looms used in Bünyan are unique to the area. Everything here is made by the women's cooperative and the local people of Bünyan. They have two production locations: food production takes place behind the souvenir shop, while handicrafts are made in workshops located in the bazaar. There are six employees in the cooperative who make pancakes. Again, there are about 10 people in the women here. 17-18 people earn their living from the glass observation terrace, meaning this place employs 20 people. As a cooperative, the community is very supportive, and the district government also provides support. The governor's office played a key role in the construction of this place (P3, Souvenir seller).*

### **The Sustainability of Tourism at the Kayabaşı Glass Observation Terrace**

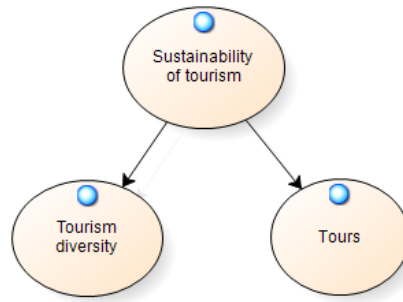
In addition to Bünyan's potential in terms of historical and cultural heritage, the construction of the Glass Observation Terrace has boosted visitor mobility in the area. Therefore, it has been an essential factor in maintaining a steady flow of visitors in the area. To further develop tourism in the area and ensure its sustainability, initiatives such as the construction of a second terrace, the creation of nature trails, and the construction of a museum are essential.

*Bünyan has potential for tourism, as evidenced by the people who visit. Those who come here love nature, and the proximity to Koramaz Valley is also an advantage. These places should be promoted, with support from the governor. While nature tours are available, there are currently no tours (P5, Muhtar).*

*For example, to revitalize Bünyan, I asked the mayor for a cable car. Thanks to the mayor's support, they started working on it. There is a hiking trail (P4, Business owner).*

*Bünyan Glass Observation Terrace has been very effective in the development of tourism. When it was opened, 300,000 people visited in 7 days. Nowadays, the same people continue to visit, especially on weekends. A new terrace is being built, along with a walking trail and a museum. Since our place serves as both a wedding hall and a restaurant, it also affects this place. Visitors to the Glass Observation Terrace somehow stop here (P10, Restaurant owner).*

Creating cruise and tour routes and organizing tours in the area will accelerate tourism mobility. Additionally, enhancing alternative tourism options in the area and spreading activities year-round will help sustain tourism. Moreover, it is noted that developing Bünyan through industry will be challenging, and the best alternative for its growth is to revitalize tourism in the area. To achieve this, coordinated efforts from stakeholders such as local people, municipalities, and government offices are essential to foster tourism development in the area.



**Figure 10:** Codes related to sustainability of tourism

*As a negative, 15 years ago, tours were organized. Visitors would come, and there would be a package price. They were picked up in Kayseri, had dinner here, then went to Pınarbaşı and the inns before returning to Kayseri. One or two tours would come from each side. There were no terraces back then. Now, for example, there is a glass terrace, which is a significant advantage. The price was agreed upon. For instance, they would ask for fish for 100 people, and they would eat that meal here, upstairs. This can be improved (P10, Restaurant owner)*

*It contributes a lot to Bünyan, especially with the ongoing maintenance and wall construction. I was outside a month ago and saw that they had done a good job. You can now travel easily on the roads. They have done a great job (P12, Visitor).*

*The glass terrace is lovely, but there should be more attractions nearby. I came here because I was curious about the terrace. It is difficult for Bünyan to develop through industry. What should be done? Tourism. Alternatives should be created to attract people here (P13, Visitor).*

*There is a mill connected to the Glass Observation Terrace below. There is a fish restaurant project. We are considering creating a system where citizens can come, have breakfast, walk around until noon, dine at the restaurant downstairs, and then visit the glass terrace (P1, Deputy Mayor).*

## Conclusion and Discussion

As a result of the research, the view, height, proximity to the city center, and engaging in a different activity are key factors when visiting the Kayabaşı Glass Observation Terrace. Visitors' desire to engage in unique activities and explore new destinations plays a crucial role in their decision to visit. In this sense, it has been revealed that the purpose of visiting the Bünyan Kayabaşı Glass Observation Terrace is to engage in alternative activities, which contributes to the development of tourism by diversifying the region's tourism offerings. In a study that supports this topic, Karadağ and Marangoz (2017) state that tourism development is related to the development of alternative types of tourism. In addition, the study concluded that the construction of a glass observation terrace as an alternative product was effective in increasing visitor mobility in the area. Another study on the development of alternative tourism emphasizes the creation of an alternative product. It also states that the communication triangle, interaction, and sharing between local people and tourism should be appropriate (Duman et al., 2007).

It can be seen that the glass viewing terrace is an effective landscape product that combines natural and cultural values. In this regard, the Kayabaşı Glass Observation Terrace incorporates historical Hittite caves and karst rocks into its design and simultaneously provides an urban landscape. At the same time, such structures are essential in creating a tourist attraction for the region. Çorbacı et al. (2022) state that natural and cultural landscape designs effectively enhance tourism potential and that these structures serve as products that transfer the spatial experience at the local scale in urban tourism areas. Such landscape products are an effective product in the marketing of natural and cultural destinations in terms of tourism and the promotion of the area.

The Kayabaşı Glass Observation Terrace has also provided significant economic benefits for rural development. For example, it has played a key role in the establishment and growth of women's cooperatives in the area. It has created employment opportunities for the local population and contributed to the development of various sectors. Prifti and Zenelaj (2013) also emphasized that ensuring economic and social development in the destination improves living conditions by increasing employment and income and contributes to a sustainable environment. Therefore, it is concluded that glass observation terrace are an economic tool for sustainable rural development. In another study, Ibret and Cansız (2016) state that developing alternative and sustainable tourism activities in destinations is essential for reducing migration, creating employment opportunities, and providing rural development.

The sustainability of tourism in the region is related to ensuring that tourism is spread throughout the year by providing tourism diversity and increasing the number of tours organized. In addition, protecting the region's ecological balance, cultural traditions, and heritage is crucial for sustaining tourism. Similar studies emphasize that, in addition to preparing tourism development plans and programs for sustainability, it is essential to protect natural values and enhance tourism diversity (Ayaş, 2007). It is also emphasized that developing alternative types of tourism has a direct impact on the sustainability of tourism. In this context, the study concluded that glass observation terraces contribute to the sustainability of tourism as an alternative activity in addition to seasonal tourism activities such as Erciyes winter tourism in Kayseri region.

The main limitations of the study are the insufficiency of studies revealing the relationship between glass observation terraces and tourism, the lack of recognition due to the new service of the glass observation terrace in the area and the inability to interview foreign visitors in visitor diversity.

The primary suggestions for the development of tourism in the area are as follows:

- Increasing tourism attractions by organizing festivals and events specific to the area.
- Ensuring diversification of tourism in the area by creating alternatives such as hiking and cycling routes.
- Ensuring that the Kayabaşı Glass Observation Terrace is included in tour itineraries.
- Increasing the number of tours to ensure the sustainability of tourism.
- Making agreements with agencies by local authorities.
- Making tourism development plans by integrating with nearby tourism destinations such as Koramaz Valley and Kültepe.

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## Agile Management and Agile Organization Concept: A Bibliometric Analysis and Future Directions

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### ABSTRACT

This study aims to examine the trends and research gaps in the literature by addressing the concepts of agile management and agile organization from a bibliometric perspective. 867 articles in the Web of Science database between 1997 and 2024 were analyzed using VOSviewer software. The study examined the historical development of agile management and organization, prominent themes, keywords and scientific contributions. The findings show that agile has found application in a wide range of fields, especially in software development and project management. In particular, analyses of co-authorship, citations and bibliographic matches revealed patterns of collaboration between researchers and key thematic areas in the literature. Keyword analysis shows that agile project management and organizational change are widely studied topics. The study systematically assesses the existing literature in the field of agile management and organization, while suggesting new directions for future research. It is also emphasized that topics such as hybrid management models and the integration of agile methods into other disciplines should be further explored. In this context, the study aims to fill the gaps in the literature and contribute to strategic decision-making processes.

**Keywords:** Agility, Agile Management, Agile Organization, Agile Project Management.

### Introduction

Globalization, digital transformation and increasing competition have created new dynamics that require organizations to go beyond traditional management approaches. In this context, agility has emerged as a solution to the need for flexibility and adaptability in response to rapidly changing conditions. Agility is an approach that combines competitive advantages such as rapid adaptation to innovations, flexibility, high-quality and personalized products, responsiveness to changing cultural dynamics, and mobility of core functions through effective resource use. This approach aims to provide customers with products and services that are flexible and tailored to their needs (İleri & Soylu, 2010). This concept, which first emerged in the field of software development and information technologies, has been widely adopted in many different fields such as project management, information systems and organizational processes.

While agile management addresses planning, implementation and evaluation processes with a dynamic approach, it aims to provide faster and more effective solutions compared to traditional methods (De Borba et al., 2019). Agile organizations stand out with their decentralized decision-making mechanisms, transparent collaboration and structures that encourage innovation. Agile approaches, which have

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proven to be successful by being implemented by globally recognized companies, are nowadays adopted as a model in different sectors.

Most of the research on agile management and organization in the literature focuses on software development and project management. However, there is a limited number of studies on the impact of these concepts in areas such as organizational management, leadership and sustainability. Therefore, the integration of agile into different disciplines and addressing the challenges encountered in these processes emerges as an important need in the literature.

This study aims to address the concepts of agile management and agile organization from a bibliometric perspective and to reveal the main trends, gaps and new directions in the literature. In this context, the study examines the historical development of agile management and organization concepts, their application areas in different sectors and thematic concentrations in the literature. Addressing the concept of agility in a broad perspective provides a framework that will contribute to both academic and applied studies.

In today's fast-changing and uncertain business world, agile management and agile organization concepts play a critical role in providing competitive advantage to businesses. However, there is a lack of a systematic assessment of how these concepts have been addressed in the literature, which aspects have been investigated and what gaps exist for future studies. The problem that this research seeks to answer reveals the need for a comprehensive bibliometric review that will analyze the existing body of knowledge of agile management and organization concepts in a holistic manner and provide direction for future research.

## Literature Review

In the modern business world, rapidly changing market conditions and increasing competition have led organizations to more flexible and adaptive management approaches. In this context, agile management stands out as an innovative management approach that enables organizations to respond quickly to changing demands. The advantages offered by agile management and the challenges it faces have significant impacts on the functioning and sustainable success of agile organizations. In this conceptual framework, the basic principles of agile management, its advantages, disadvantages and the structure of the agile organization will be discussed.

### Agile Management

In recent years, growing management and organizations have developed various methods and practices in order to produce fast and effective solutions to the complex and dynamic processes they face. One of the prominent approaches in this context is agility. Agility has been adopted by different sectors and has acquired various definitions in this direction. In general terms, it is defined as the ability to adapt to changing conditions and respond quickly to these conditions (Muhammad et al., 2021).

Agile management represents a dynamic and flexible approach to project and organization management, emphasizing adaptation, collaboration and iterative processes. This method, which was founded in the software development sector, was first formalized with the "Agile Manifesto" published in 2001. The Manifesto emphasized interpersonal interaction, collaboration with employees, software, customers, and responding to change as more important than traditional planning processes (Madsen, 2020)

The concept of agility, especially in the field of computer technologies and software, has emerged as a solution to the increasing complexity in these sectors. Instead of traditional and rigid regulations, software engineers and project managers have developed a quality-oriented way of working with open-ended and discussion-based goals (Dick et al., 2023). This approach has been successfully implemented by globally recognized companies such as Google, Spotify, Netflix, Bosch and Tesla and has become a

model for other organizations (Kreye et al., 2024). The principles of the agile manifesto are as follows (Fowler & Highsmith, 2001):

1. Our top priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcoming changing requirements even in the final stages of development. Agile processes use change for the customer's competitive advantage.
3. Deliver working software as often as a few weeks to a few months; opt for shorter timeframes.
4. Businesspeople and developers must work together on a daily basis throughout the project.
5. Build your projects around motivated individuals, give them the environment and support they need and trust them to get the job done.
6. The most effective and efficient way to transfer information within a development team is face-to-face.
7. Working software is the primary measure of progress.
8. Agile processes encourage sustainable development. Sponsors, developers and users should be able to maintain a steady pace indefinitely.
9. Constant attention to technical excellence and good design increases agility.
10. Simplicity, the art of maximizing the amount of work not done, is essential.
11. The best architectures, requirements and designs emerge from self-organized teams.
12. The team periodically reflects on how it can be more effective and then adjusts and adjusts its behavior accordingly.

In software, these principles generalize customer-centric software development processes to make them more flexible, collaborative and sustainable. These principles optimize project management through approaches such as adapting to change, ensuring frequent and regular delivery of working software, and face-to-face communication between individuals. Relying on motivated team members, encouraging technical excellence and good design, minimizing complexity and emphasizing the contribution of self-organizing systems are the cornerstones of the process. In addition, regular performance evaluation and improvement of systems ensures continuous improvement. These principles enable software projects to be developed in a more efficient, customer-oriented and sustainable way. Agile management principles, though rooted in software development, have been successfully adapted across various fields due to their flexibility and efficiency. Key principles include individual commitment to quality, fostering accountability and shared responsibility; early testing and fast learning, which enable quick issue resolution; and transparent, real-time communication for effective decision-making. Agile also emphasizes proactive risk management, continuous improvement, and ongoing skill development to ensure teams remain adaptable and capable (Cojocaru et al., 2022). These principles aim to enable businesses to adapt to rapidly changing environmental conditions, to provide opportunities for improvement by detecting errors at an early stage, and to strengthen cooperation by providing transparency in team communication. It also aims to improve overall organizational performance by increasing the competencies of employees. Within the framework of these benefits, Scrum stands out as the most frequently used agile management method. Scrum is an approach that is most widely used in Agile projects and provides project management with an iterative method. Suitable for all types of project processes, Scrum offers a structure that allows teams to identify and prioritize needs and focus on prioritized work that can be delivered in short cycles of two to four weeks (Ahmed & Mohammed, 2019).

Agile project management is an approach that aims to make project processes simpler, more flexible and effective based on the concept of agility. The main objectives of this method are to quickly adapt to changes, continuously innovate, and focus on quality by shortening project processes (Conforto et al., 2014; Loiro et al., 2019). The main objective of agile project management is to adapt quickly to changing needs by prioritizing customer satisfaction and experience, providing continuous communication and collaboration without compromising quality and efficiency. This approach aims to produce customer-

oriented, collaborative and performance-oriented solutions; thus, fast and efficient results are achieved, which are similar to the agile management approach (Özen & Koç, 2023). Research shows that projects using agile methods are 28% more successful than projects managed with traditional methods (Özkan & Mishra, 2019).

In conclusion, agility is a strategic tool that enables organizations to adapt to rapidly changing environmental conditions and create value in the process. In today's business world, adopting agile methods not only increases the success of projects, but also supports organizational sustainability and provides competitive advantage.

### *Advantages and Disadvantages of Agile Management*

Agile methods are based on an iterative development process, notable for their lean approach, flexible structure and prioritization of stakeholder engagement (Marović & Bulatović, 2020). The advantages it provides are also developing in this direction.

Agile management is an approach based on flexibility, stakeholder engagement and customer satisfaction. It reduces costs by quickly adapting to changes in project plans, supports the timely completion of projects and delivers results in line with expectations through regular customer feedback. By giving team members autonomy, it encourages creativity, strengthens trust and provides a competitive advantage. In addition, it increases performance transparency and enables processes to be reviewed (Masood & Farooq, 2017).

It is stated that agile methods offer effective solutions in terms of both speed and quality in today's world, where variable needs and special demands of customers come to the fore with technological advances. These methods contribute to achieving innovative results by providing flexibility and efficiency in the product development process (Özen & Koç, 2021).

Challenges in agile management include documentation gaps, staff training needs, levels of experience and commitment, ensuring effective communication and engagement with stakeholders, role definitions in agile methods, the position of teams in the organization and regulatory requirements. It highlights the importance of further research on the management of projects where agile methods are applied, especially clarifying role definitions in agile setups and focusing on agile organization models in the public sector (Marović & Bulatović, 2020).

### *Agile Organization*

Agility is not only limited to project management but also offers a multidimensional approach in organizational management. Agile organizations are defined as structures that encourage collaboration, decentralized decision-making processes and innovation (Overby et al., 2006). It is stated that these structures provide a strategic advantage by increasing innovation and operational efficiency in terms of leadership and team dynamics (Denning, 2018).

Organizations that adopt agile management stand out with their ability to rapidly reshape business processes and support continuous learning. Agile teams with autonomy, competence and resources effectively combine speed and adaptability. In addition, learning by experimentation, multidisciplinary collaboration and retrospective evaluations are the cornerstones of this approach (Özen & Koç, 2021).

Agile organizations that adapt to changing and complex environmental conditions increase organizational resilience by identifying risks early and reducing their impact. In this way, it enables rapid transformation processes and provides both stability and dynamism with a lean management approach. Especially in areas such as the healthcare sector, agile approaches play a critical role in improving service quality and operational excellence (Roblek et al., 2024).

## Methodology

In this study, bibliometric analysis method was applied in order to examine the scientific literature on agile management and agile organization in depth and to reveal the main trends in this field. With this method, an evaluation based on the numerical data in the literature was made to determine the historical development of agile management and agile organization concepts, prominent research areas and important academic contributions to this discipline. The study aims to guide future research by identifying specific gaps in the literature.

Within the scope of the research, 867 articles in the Web of Science (WoS) database with the keywords "Agile Management", "Agile Project Management" and "Agile Organization" on 13.11.2024 and covering all years (1997-2024) were examined. The only limitation for this search was articles only. Book chapters and other works were not included. VOSviewer software was used in the analysis process. Within the scope of the bibliometric analysis, the temporal evolution of the literature was examined by analyzing the annual distribution of publications, while keyword analysis enabled the identification of prominent themes and research foci. Scientific collaboration networks and inter-author relationships were assessed through various co-authorship analyses, and thematic concentrations as well as influential studies were revealed via bibliographic coupling and citation analyses. Furthermore, academic collaborations and contributions at the levels of countries, institutions, and individual authors were visualized to provide a comprehensive understanding of the structural dynamics of the field.

Specifically, co-author country citation analysis was employed to reveal the scientific impact of international collaborations, while the document-based co-author country analysis highlighted the productivity of these cross-border academic partnerships. The co-author country linkage analysis further demonstrated the extent and intensity of collaboration between authors from different countries. At the institutional level, co-author institutional citation analysis measured the academic influence of inter-institutional research, whereas co-author institutional document analysis identified the volume of joint publications across institutions. The institutional linkage analysis shed light on the existence and strength of collaborative ties between different academic entities. Similarly, author-level collaboration was examined through co-author citation analysis, which indicated the scholarly impact of joint publications based on citation frequency. Co-author document analysis provided insights into the number of shared publications between authors, and co-author linkage analysis captured the frequency and pattern of co-authorships by identifying how often two or more authors appeared together in the same publications. In light of these analyses, the general structure and emerging trends within the agile management and organization literature were discussed in detail, offering valuable insights into the evolution, collaboration dynamics, and thematic orientation of the field.

Bibliometric analysis process involves the collection and organization of bibliographic data followed by the application of techniques such as performance analysis, science mapping and network analysis. This method, which mostly utilizes international databases such as Scopus and Web of Science, allows the creation of visual maps and network clustering through software such as VOSviewer (Passas, 2024).

VOSviewer is a software developed specifically for bibliometric analysis and is used to visualize citation data, co-authorship relationships and other scientific collaboration networks. The software's ability to process large data sets and produce clear and meaningful visualizations from these data makes it preferred for identifying research trends and academic collaboration networks (Donthu et al., 2021).

The bibliometric analysis in this study systematically evaluates the existing literature on agile management and organization while also offering insights for future research topics.

## Findings

The findings section examines various aspects of the literature on agile management and organization and reveals important trends, collaboration networks and academic contributions in the light of the data



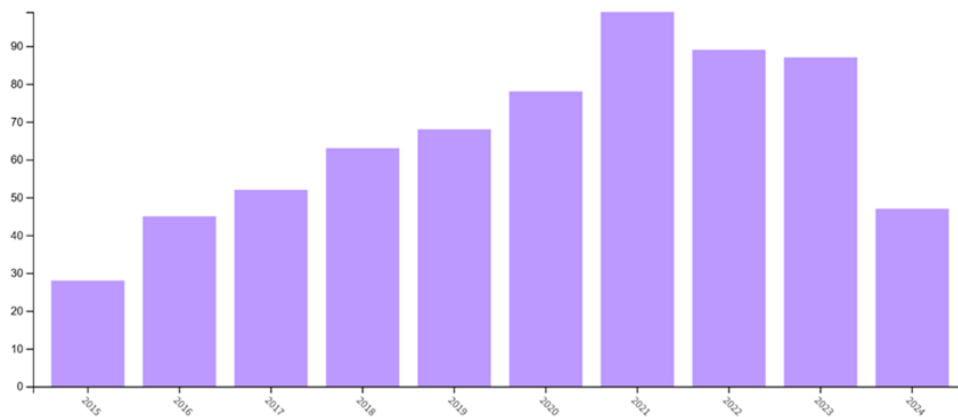
obtained as a result of bibliometric analyses. In this section, links between authors, institutions, countries and references are provided.

**Table 1.** Distribution of Articles According to Web of Science Categories

Web of Science Category	Number of Records	% 867
Governance	240	%27.682
Information Systems	141	%16.263
Software Engineering	132	%14.225
Computer Science Theory Methods	117	%13.495
Business	107	%12.341
Electrical and Electronics Engineering	87	%10.035
Interdisciplinary Applications in Computer Science	79	%9.112
Industrial Engineering	66	%7.612
Operations Research Management Science	47	%5.421
Computer Science Artificial Intelligence	39	%4.498

**Source:** Web of Science

When we look at the distribution of studies on agile management and agile organizations according to Web of Science categories, it is seen that most studies are in the field of management. This is followed by information systems, software engineering and computer science theory methods with the highest number of applications and citations. Business administration ranks fifth. As can be seen from the table, outside the field of management, agile management and agile organization have been frequently researched on computer technologies and engineering processes.



**Chart 1.** Distribution of Articles by Years

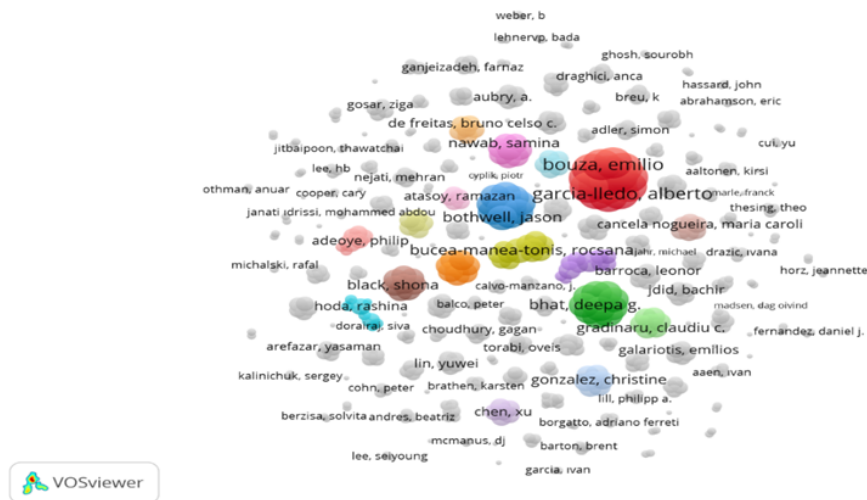
**Source:** Web of Science

As shown in Chart 1, studies in the field of agile management steadily increased from 2015 to 2021, reaching their peak in 2021. However, there was a significant decline after 2021, and by 2024, the number of studies had dropped to its lowest level.

### Co-authorship Analysis

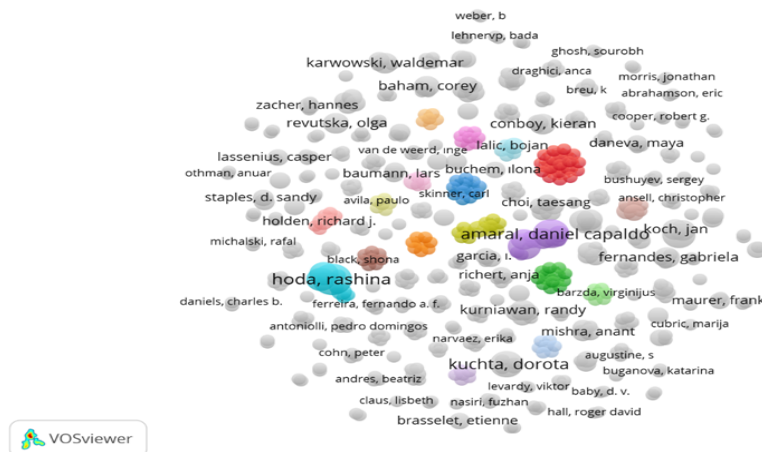
Coauthorship analysis helps to reveal the strength and extent of collaborations within and across disciplines. This method provides insights into power dynamics and knowledge diffusion by identifying authors and peripheral actors in research networks (Glänzel & Schubert, 2004).

While conducting co-authorship analyses, the minimum number of articles of a co-author was set as 1 and the minimum number of citations as 10.



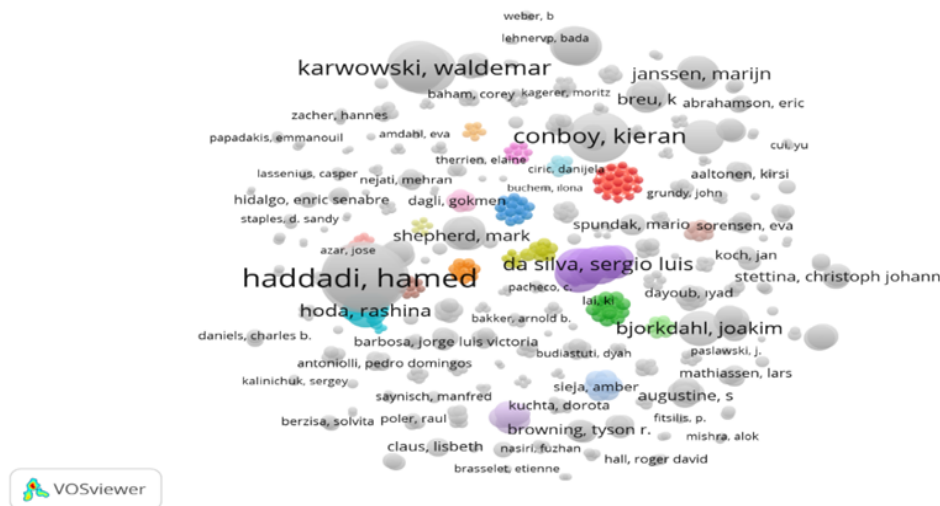
**Figure 1.** Co-author link analysis

Co-author linkage analysis measures collaboration and links between different authors. This analysis shows whether two or more authors appear together in the same article and the frequency of these partnerships. As a result of the analysis, 560 out of 2280 authors were linked (Figure 1). The authors with the highest link strength were González Del Castillo J., Martín- Delgado M.C., Martín Sánchez F.J., Martínez-Sellés M., Molero García J.M., Moreno Guillén S., Rodríguez-Artalejo F.J., Ruiz-Galiana J., Cantón R, De Lucas Ramos P., García-Botella A., García-Lledó A., Hernández-Sampelayo T., Gómez-Pavón J., Bouza E. The common work of these authors has been in the field of health. Based on the difficulties experienced during the Covid-19 period, they expressed the need for pandemic and disaster laws. They emphasized that these laws and the necessary regulations should be managed and executed in an "agile" manner (González Del Castillo et al., 2022).



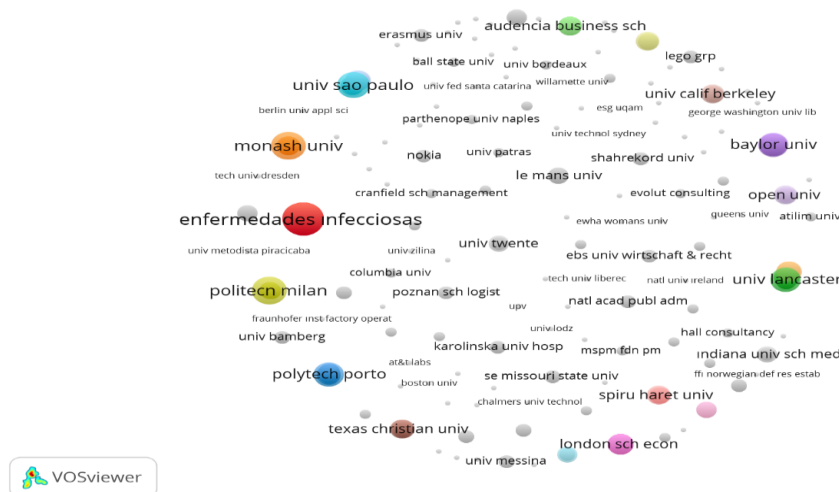
**Figure 2.** Co-author document analysis

Co-author document analysis shows how many different publications the authors are involved in together. When the co-author analysis with 560 links between them is analyzed in terms of documents, Rashina Hoda stands out with 7 documents (Figure 2). When the author's studies are examined, it is seen that she has many studies on "agile project management" in the field of software engineering.



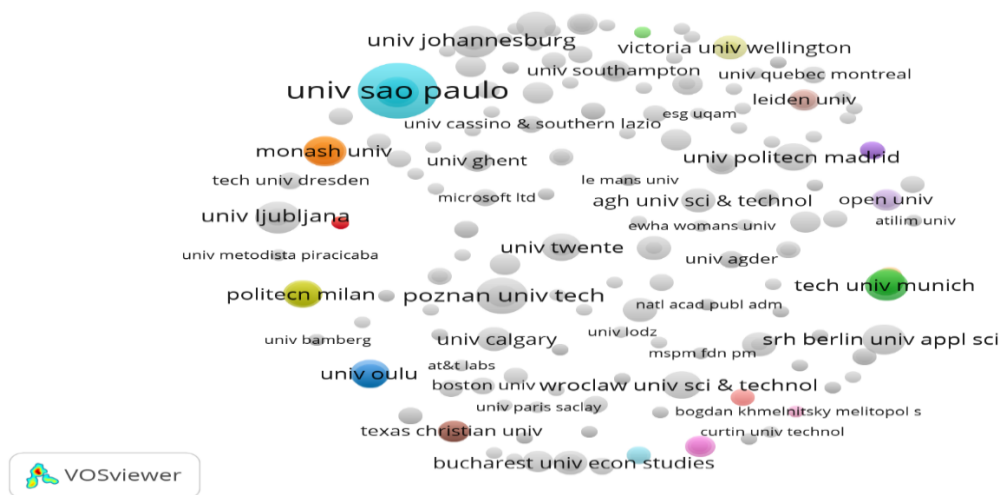
**Figure 3.** Co-author citation analysis

Co-author citation analysis shows the scientific impact of joint studies and how many citations these studies have received. When the citation analysis of the co-authors is evaluated, Zhang, C., Patras, P., Haddadi, H. stands out with 867 citations from their study in 2019 (Figure 3). This study, like the study with a high impact factor, was conducted in the field of engineering. In the study, deep learning and "agile network management" were mentioned in the management of traffic in networks with the developing technology (Zhang et al., 2019).



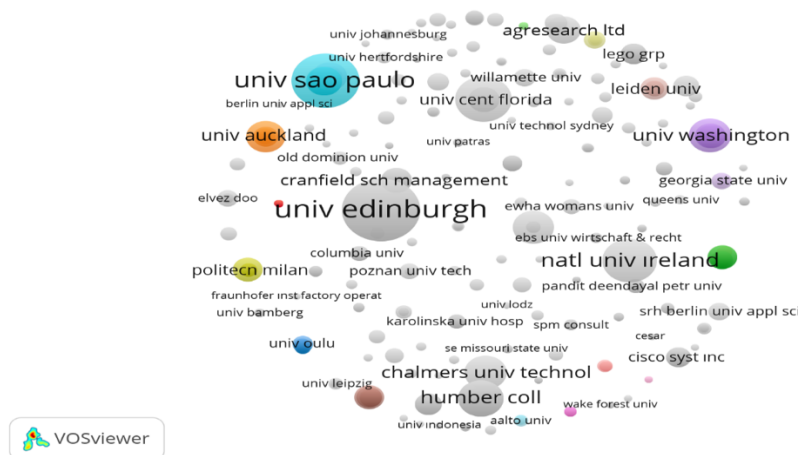
**Figure 4.** Co-author institutional link analysis

The co-author institutional linkage analysis shows whether researchers from two or more institutions collaborate. The analysis found links between 314 out of 1055 institutions (Figure 4). The first institutions that stand out are González Del Castillo et al, (2022), San Carlos University Clinical Hospital, Torrejón University Hospital, San Carlos University Clinical Hospital, Gregorio Marañón General University Hospital, University of Alcalá de Henares, Autonomous University, Ramón y Cajal Hospital and Ramón y Cajal Institute for Health Research, Gregorio Marañón General University Hospital, San Carlos University Clinical Hospital, Prince of Asturias Hospital, Gregorio Marañón General University Hospital, Central Hospital of the Red-Cross. Alfonso X el Sabio University and the Clinical Microbiology and Infectious Diseases Service of the Gregorio Marañón General University Hospital. Apart from these institutions, Monash University and Politecnico di Milano are at the forefront.



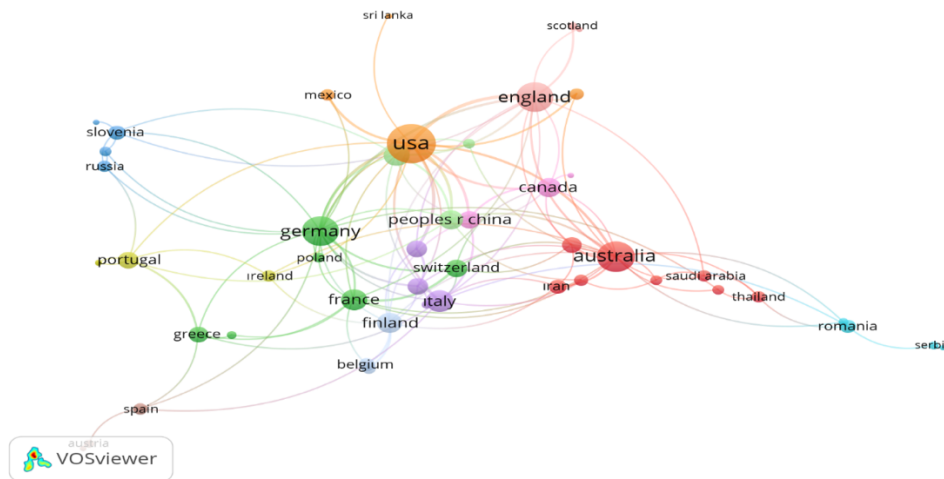
**Figure 5.** Co-author institutional document analysis

Co-author institutional document analysis shows how many joint publications researchers from different institutions are involved in. It evaluates the publication productivity and collaboration intensity between institutions. When the co-author institutional document analysis is analyzed, University of São Paulo ranks first with 21 documents, 655 citations and 8 link strengths. It is followed by Poznań University of Technology with 9 documents, 55 citations and 2 link strengths. In third place is Ljubljana University with 7 documents, 62 citations and 3 link strengths (Figure 5).



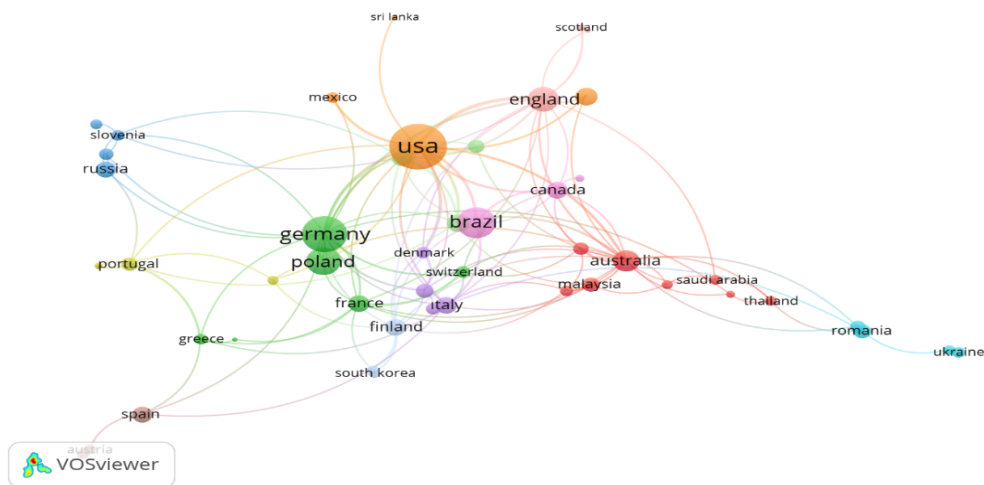
**Figure 6.** Co-author institutional citation analysis

Co-author institutional citation analysis shows the scientific impact of collaborative work between institutions. As a result of the analysis, The University of Edinburgh ranks first with 878 citations. This is followed by Imperial College London with 872 citations and University of São Paulo with 655 citations (Figure 6).



**Figure 7.** Co-author country link analysis

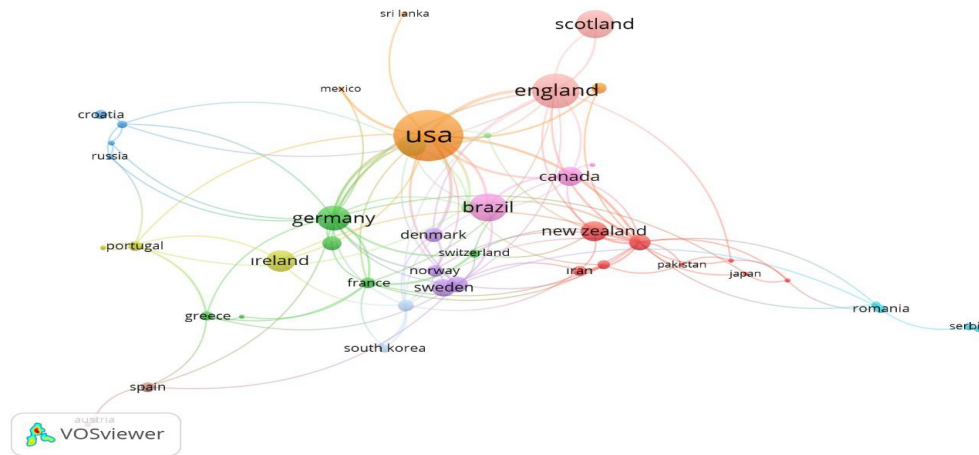
Co-author-country linkage analysis shows whether authors collaborate across countries and the intensity of these collaborations. The analysis revealed a strong link between 49 out of 81 countries (Figure 7). Among these countries, the United States ranked first with 157 documents, 3033 citations and 404 link strengths, Australia with 34 documents, 304 citations and 27 link strengths, and the United Kingdom with 47 documents, 1406 citations and 25 link strengths.



**Figure 8.** Co-author country document analysis

When the co-author country analysis is analyzed in terms of documents, it shows how productive the academic cooperation between countries is. As a result of the analysis, the United States ranks first with 157 documents. In second place is Germany with 99 documents. In third place is Brazil with 70 documents (Figure 8).



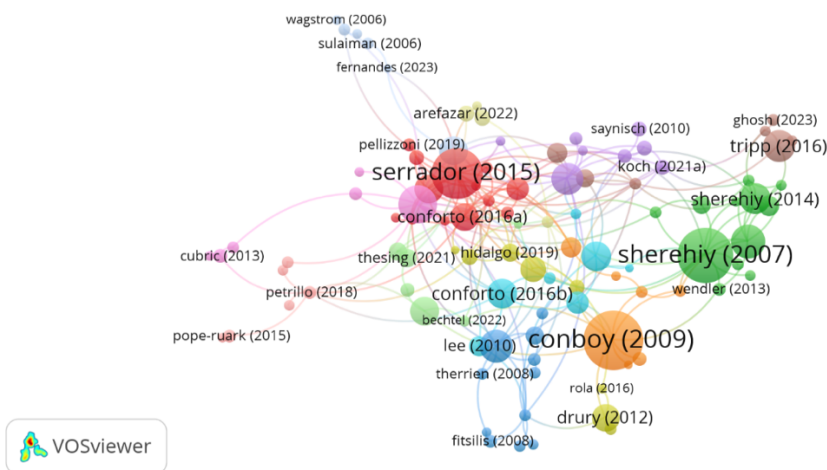


**Figure 9.** Co-author country citation analysis

Co-author country citation analysis shows the scientific impact of collaborative work between countries. As a result of the analysis, the United States ranks first with 3033 citations. The countries that come to the forefront in other country analyses also show themselves in this analysis. The United Kingdom ranks second and Brazil ranks third (Figure 9).

### Citation Analysis

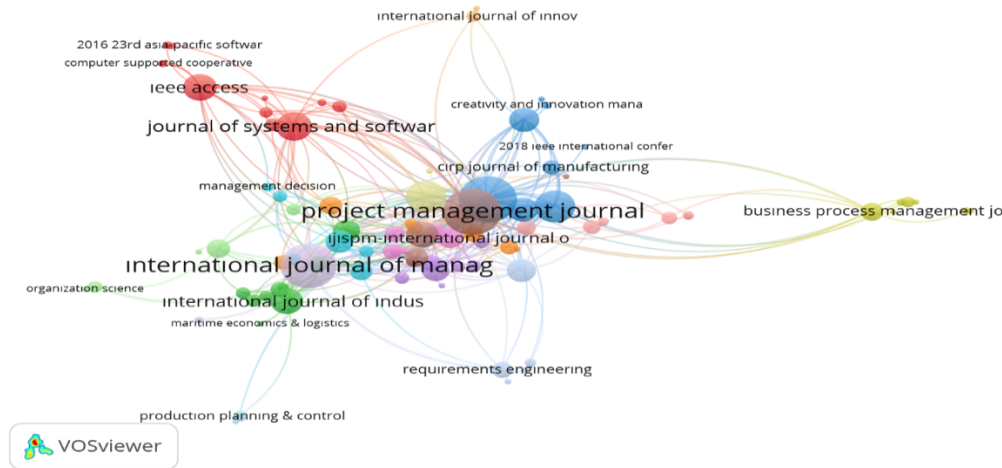
This analysis is used to examine collaboration between researchers, publications and institutions, interdisciplinary interactions and scholarly communication networks. Citation analysis shows the flow of knowledge in a network structure by evaluating similarities between documents, authors or sources and helps to understand paradigm shifts that occur over time (Osareh, 1996; Zupic & Cater, 2015). In this study, the minimum number of citations of a sources was set as 10 while conducting citation analysis.



**Figure 10.** Document citation analysis

Document citation analysis identifies the most cited documents and provides an understanding of which studies scientific research is built on. The analysis identified 191 out of 867 linked articles and revealed a strong citation network among 101 of them (Figure 10). The prominent documents in this analysis were Conboy (2009), "Agility from first principles: Reconstructing the concept of agility in information systems development", Sherehiy (2007), "A review of enterprise agility: Concepts, frameworks, and attributes" and Serrador (2015), "Does Agile work?-A quantitative analysis of agile project success". In terms of connection strength, the prominent topics in these documents were the conceptual framework of agile management and the analysis of its success (Conboy, 2009; Sherehiy et

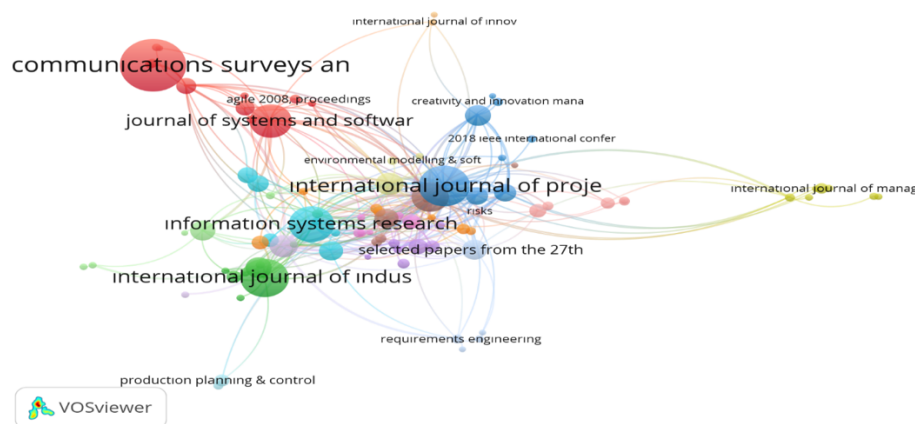
al., 2007; Serrador & Pinto, 2015). In terms of link strength, the prominent document was Conforto (2014), "Can agile project management be adopted by industries other than software development?". In this document, it is presented whether agile management can provide the success that it has achieved in the field of software development and information technologies and in other fields (Conforto et al., 2014).



**Figure 11.** Journal attribution link strength analysis

Journal citation link strength analysis visualizes which journal are close to each other in the literature and which studies influence each other. While analyzing the journal citations, the minimum number of articles was selected as 1 and the minimum number of citations was kept as 10. 161 out of 639 journals were found to be connected. A strong citation network was found between 94 journals.

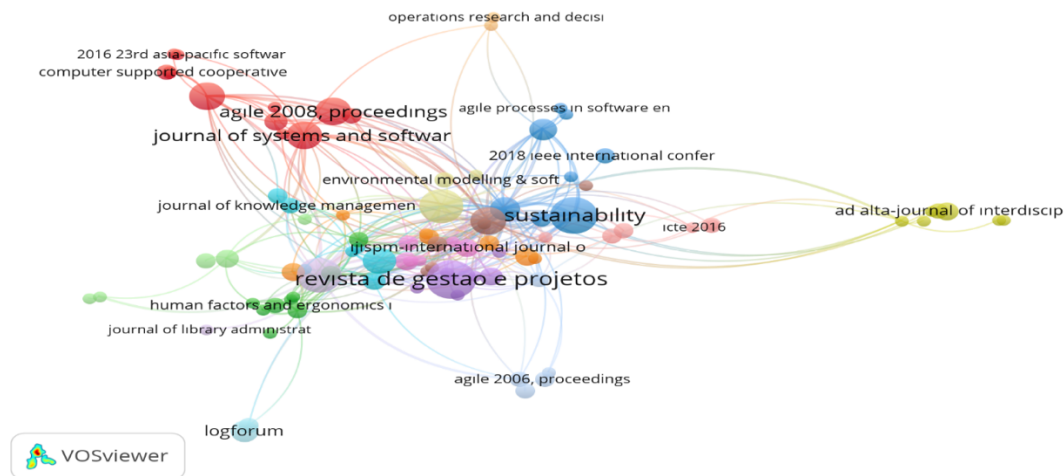
When the journals are analyzed in terms of citation link strength (Figure 11), International Journal of Project Management ranks first with 5 documents, 519 citations and 76 link strength. In second place is Project Management Journal with 7 documents, 282 citations and 76 link strength. The International Journal of Managing Projects in Business follows with 11 documents, 156 citations and 70 link strength.



**Figure 12.** journal citation analysis

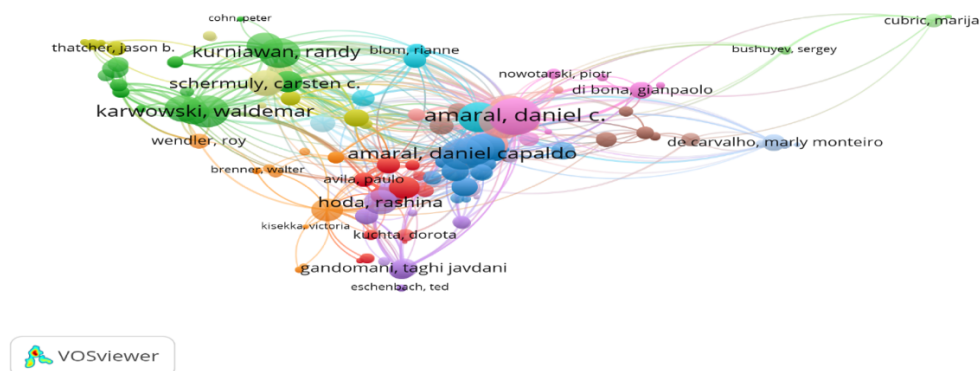
Journal citation analysis shows the scientific impact of the journal and how much it is used by the academic community. When the journals are analyzed according to the number of citations (Figure 12), the first journal is IEEE Communications Surveys & Tutorials with 1 document, 867 citations and 1 link. Then came the International Journal of Project Management with 5 documents, 519 citations and 76

links. The third journal is International Journal of Industrial Ergonomics with 2 documents, 466 citations and 23 links.



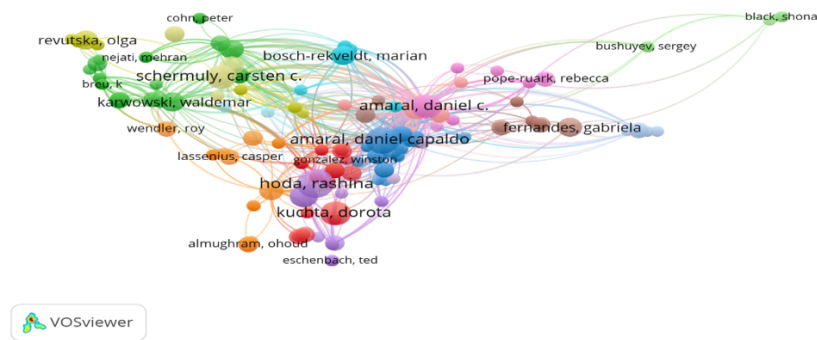
**Figure 13.** Journal document analysis

Journal document analysis refers to the number of documents referenced by the journal. When the journals are analyzed in terms of the number of documents in the citation analysis (Figure 13), Revista de Gestao e Projetos came first with 13 documents, 18 citations and 18 link strengths. Sustainability followed with 12 documents, 100 citations and 37 link strength. In third place was the International Journal of Managing Projects in Business with 11 documents, 156 citations and 70 link strengths.



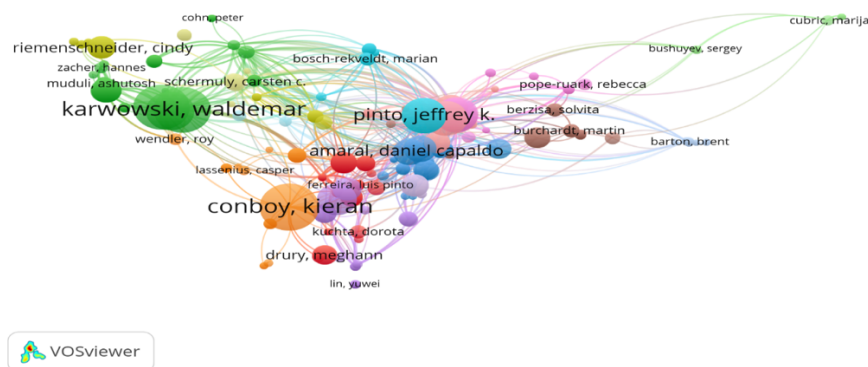
**Figure 14.** Author attribution link strength analysis

Author citation link strength analysis allows to understand which authors have more scientific interactions and have a strong place in the literature. The minimum number of articles for authors was set to 1, while the minimum number of citations was kept at 10. Out of 2280 sources, 560 were found to be linked. Among 259 authors, a strong link was found. When the citation link strength analysis of the authors is analyzed (Figure 14), Amaral, Daniel C. came first with 11 documents, 448 citations and 209 link strengths. In second place was Conforto, Edivandro C. with 3 documents, 268 citations and 119 link strength. Then Da Silva, Sergio Luis with 3 documents, 281 citations and 114 link strength.



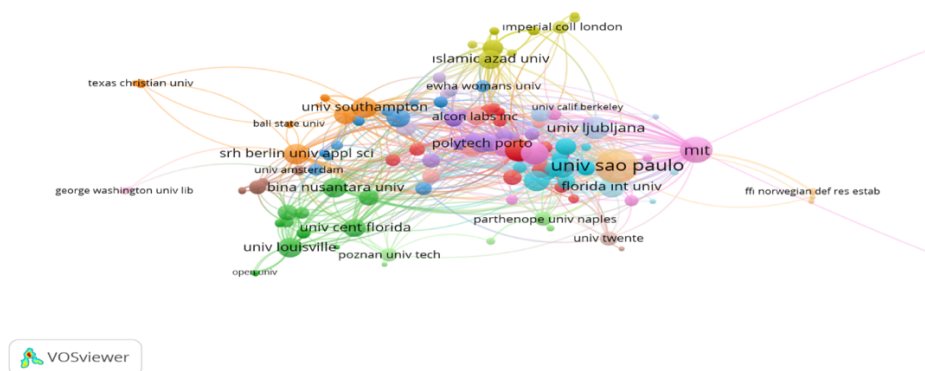
**Figure 15.** Author document analysis

Author document analysis is used to identify the most prolific authors and their scientific contributions. According to the citation analysis (Figure 15), Daniel C. Amaral ranks first with 11 documents, Rashina Hoda ranks second with 7 documents and Carsten C. Schermuly ranks third with 5 documents.



**Figure 16.** Author citation analysis

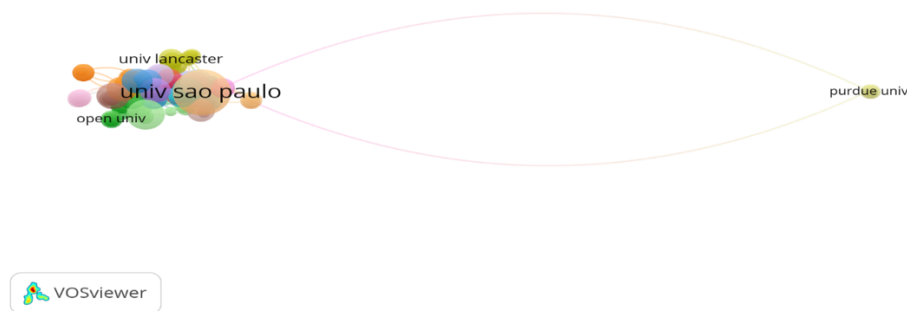
Author citation analysis analyzes the total number of citations to all of an author's work. When the number of author citations is analyzed (Figure 16), Zhang, Chaoyun, Patras, Paul and Haddadi, Hamed ranked first with 867 citations, Conboy, Kieran ranked second with 518 citations and Karwowski, Waldemar ranked third with 491 citations.



**Figure 17.** Institution attribution link strength analysis

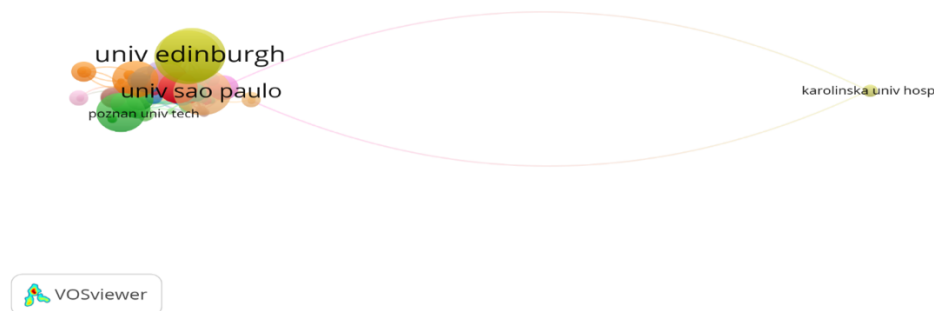
Institutional citation link strength analysis analyzes the strength of citation links of institutions with other institutions. The minimum number of articles for institutions was chosen as 1. 314 out of 1055 institutions were found to be connected. A strong network was found between 188 institutions.

In terms of link strength (Figure 17), University of São Paulo ranks first with 21 documents, 655 citations and 179 link strengths. In second place is the Massachusetts Institute of Technology with 4 documents, 192 documents and 87 link strengths. The University of Ljubljana follows with 7 documents, 62 citations and 63 link strengths.



**Figure 18.** Institution document analysis

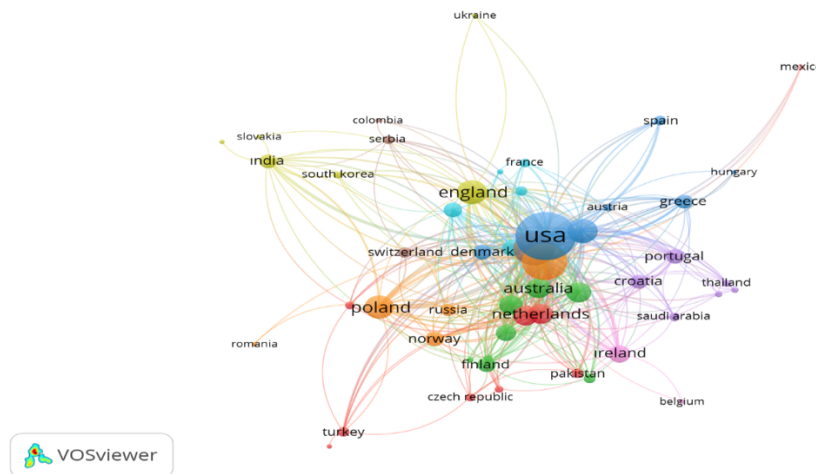
The institutional document analysis analyzes the total number of documents produced by an institution. According to the document analysis of institutions (Figure 18), the University of São Paulo ranks first with 21 documents, followed by Poznan University of Technology with 9 documents. This is followed by The University of Ljubljana and University of Johannesburg with 7 documents.



**Figure 19.** Institution citation analysis

Institutional citation analysis analyzes the total number of citations to documents produced by an institution. When the citation analysis of institutions is analyzed (Figure 19), the co-author is similar to the institutional citation analysis. With 878 citations, The University of Edinburgh ranks first, Imperial College London ranks second with 872 citations and University of São Paulo ranks third with 655 citations.





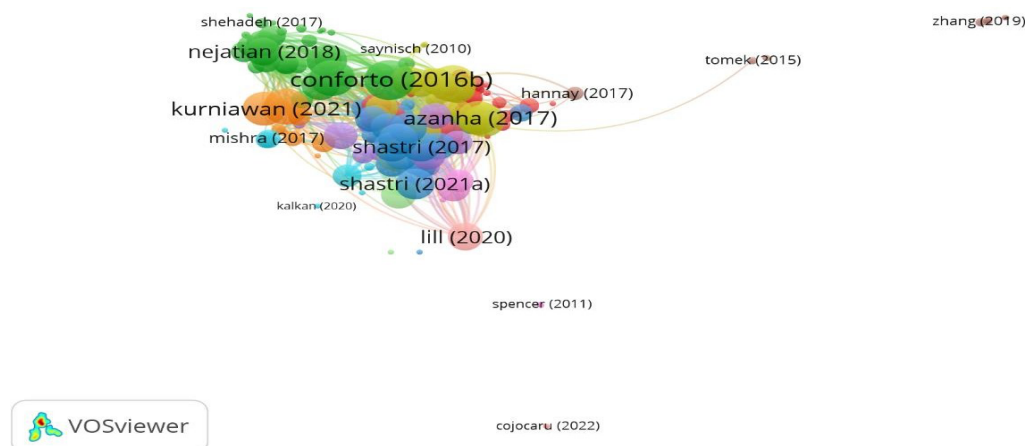
**Figure 20.** Country attribution link strength analysis

Country citation link strength analysis analyzes the strength of countries' citation links with other countries. The minimum number of articles for countries was chosen as 1. 53 out of 81 countries were found to be connected. Among 52 organizations, a strong network emerged. Among these countries, the United States with 157 documents, 3033 citations and 404 link strengths, Brazil with 70 documents, 924 citations and 229 link strengths, and Germany with 99 documents, 738 citations and 190 link strengths ranked first.

When the countries are ranked in terms of citations (Figure 20), England with 3033 citations, England with 1406 citations and Brazil with 924 citations come to the fore. In terms of the number of documents, the results are similar. The United States with 157 documents, Germany with 99 documents and Brazil with 70 documents are in the first place.

### Bibliographic Match

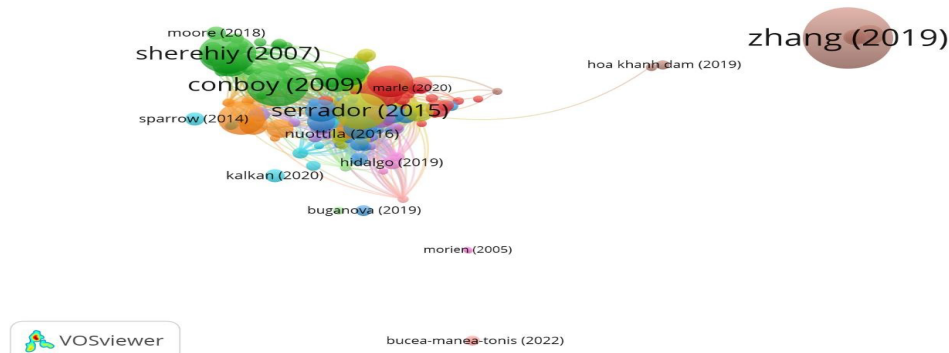
Bibliographic matching is measured through the common references of two documents and refers to thematic or methodological similarities. This method is used to map emerging fields by identifying clustering of closely related studies (Donthu et al., 2021). The minimum number of citations of a sources was set as 10 when conducting bibliographic match analyses.



**Figure 21.** Bibliographic match document link strength analysis

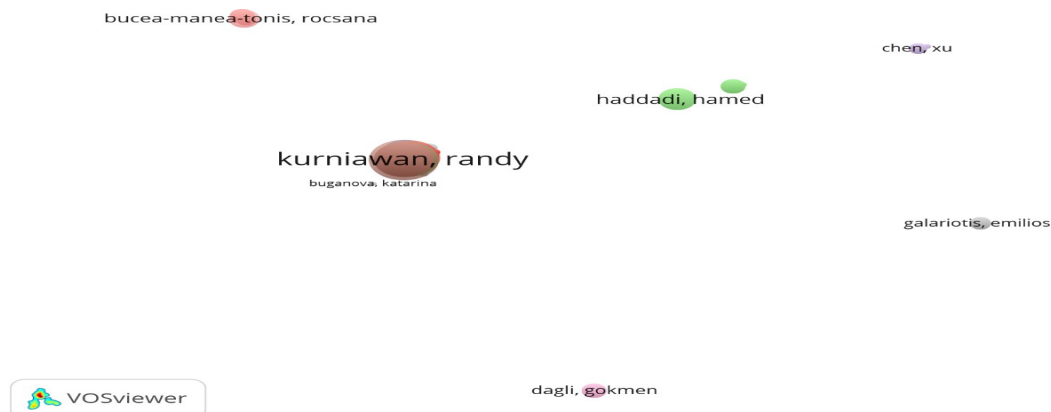
Bibliographic match document link strength analysis analyzes the number of references that two documents have in common. It helps to understand which documents focus on similar research areas.

According to the analysis (Figure 21), 191 out of 867 articles were found to be linked to each other and a strong network was formed between 171 articles. Conforto's (2016b) study ranks first with 332 link strengths, followed by another study by the same author, Conforto (2014), with 280 link strengths.



**Figure 22.** Bibliographic match citation analysis

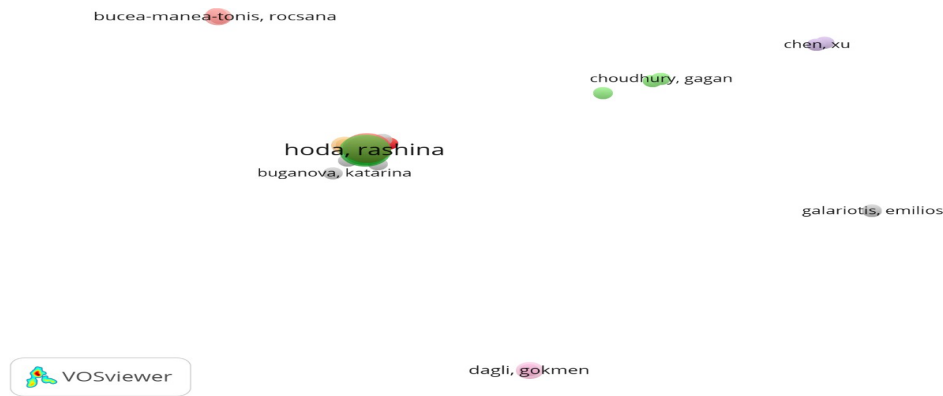
In bibliographic match citation analysis, it analyzes the total number of citations that two documents receive over their common references. When the bibliographic match analysis is analyzed in terms of citations, Zhang (2019) with 867 citations, Conboy (2009) with 420 citations, and Sherehiy (2007) with 355 citations are at the forefront.



**Figure 23.** Bibliographic match author link strength analysis

During the bibliographic author analysis, the minimum number of articles owned by the authors was selected as 1. Among 2280 authors, 560 were found to be connected. Among 478 authors, a strong link was observed.

Bibliographic match author link strength analysis analyzes the number of sources that two authors cite in common. It helps to understand whether the two authors are working on the same or similar topics. According to the bibliographic author link strength analysis (Figure 23), Kurniawan, Randy ranks first with 4156 link strength, followed by Hamsal, Mohammad and Kosasih, Wibowo with 3006 link strength.



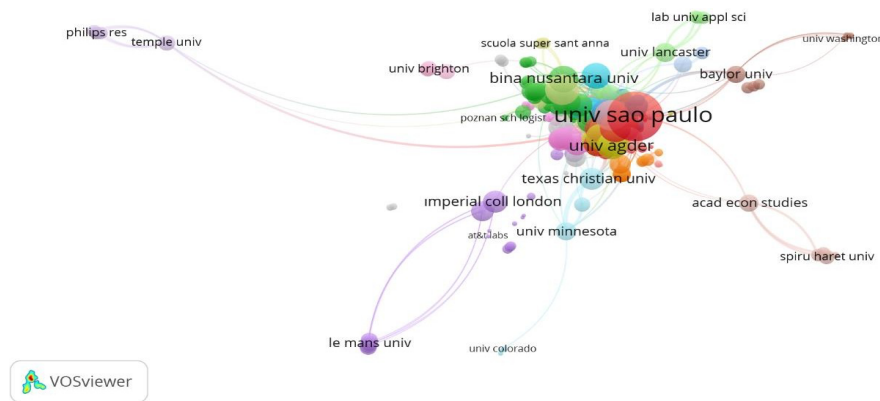
**Figure 24.** Bibliographic match document analysis

Bibliographic match document analysis analyzes the bibliographic match strength and co- references of a single document. When the authors are analyzed in terms of the number of documents in the bibliographic match analysis (Figure 24), Amaral, Daniel Capaldo ranks first with 11 documents. Hoda, Rashina ranks second with 7 documents. Then Shermuly, Carsten C. and Kuchta, Dorota with 5 documents.



**Figure 25.** Bibliographic match citation analysis

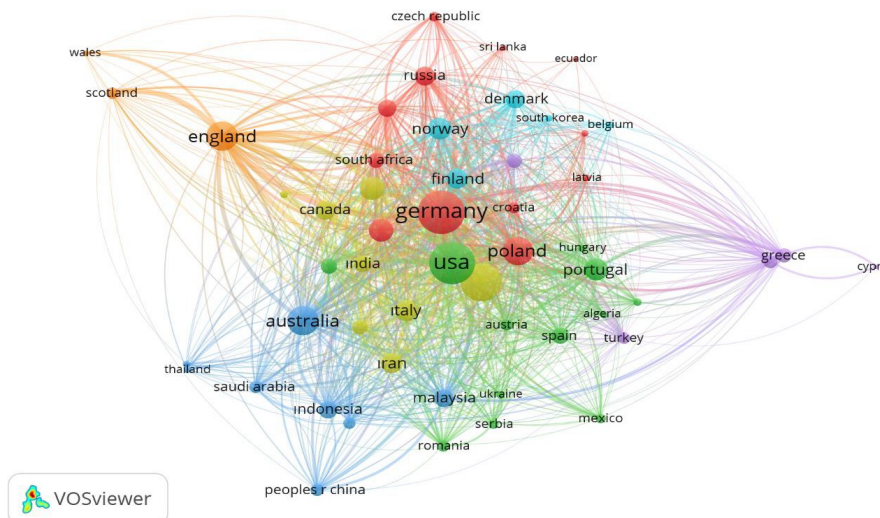
According to the bibliographic match analysis (Figure 24), when the authors are ranked according to the number of citations, Zhang, Chaoyun; Patras, Paul and Haddadi, Hamed are in the first place with 867 citations, while Conboy, Kieran is in the third place with 518 citations. Apart from the authors who maintain their first place, Karwowski, Waldemar ranks fourth with 491 citations and Sherehiy, Bohdana ranks fifth with 466 citations.



**Figure 26.** Bibliographic match institution link strength analysis

Bibliographic matching institutional link strength analysis analyzes the number of references that two institutions have in common. It provides an understanding of which institutions work in similar research areas and opportunities for scientific collaboration. While examining the institutions in bibliographic matching analyses, the minimum number of articles was selected as 1. 314 out of 1055 organizations were found to be connected. 284 organizations showed a strong network.

As a result of the analysis (Figure 25), the University of São Paulo ranks first with 5252 link strengths, followed by The University of Auckland with 1807 link strengths and Politecnico di Milano with 1793 link strengths.

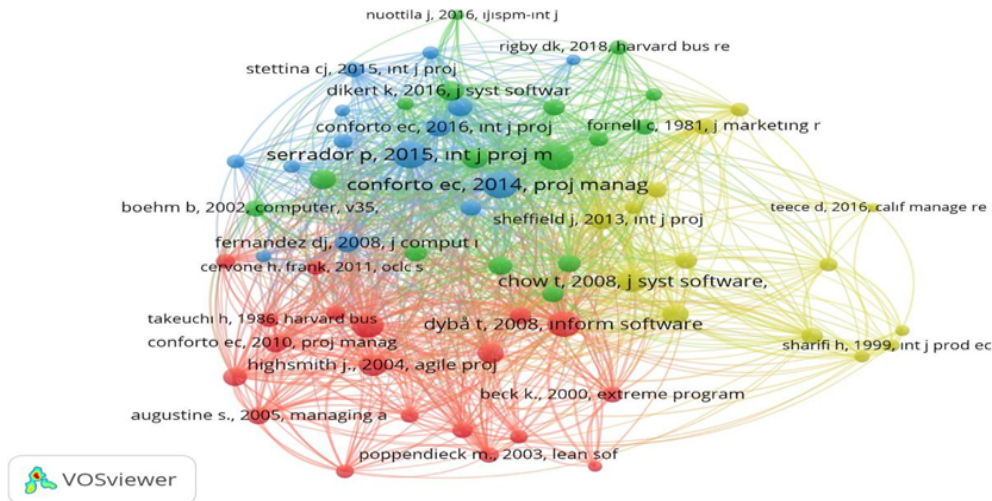


**Figure 27.** Bibliographic match country link strength analysis

The bibliographic matching country link strength analysis analyzes the number of references that two countries have in common. The minimum number of articles for countries is set as 1. 53 out of 81 countries were found to be linked. Among these countries, Germany ranks first with 13,887 links, followed by the United States with 13,653 links, Brazil with 10,699 links, and the United Kingdom with 6,588 links (Figure 26).

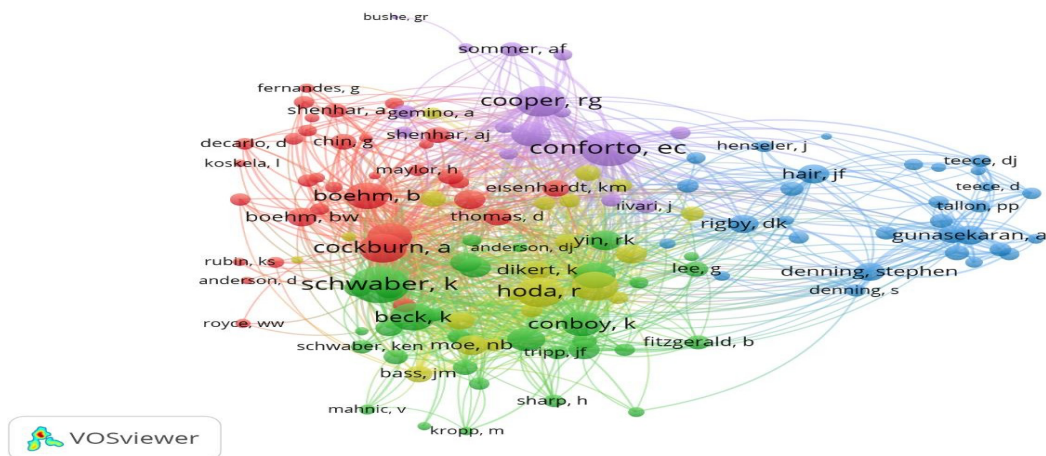
### Co-Citation Analysis

Co-citation analysis is a method that assesses the relationships between documents, authors or sources. This analysis visualizes knowledge transfer through network structures and contributes to the identification of changes over time (Zupic & Cater, 2015). During the co-citation analysis, the minimum number of citations of a reference was set as 15.



**Figure 28.** Common attribution reference link power analysis

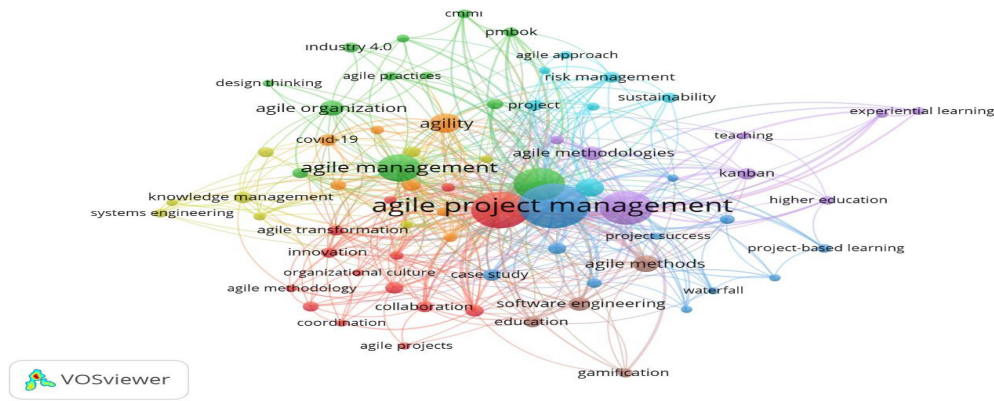
Co-citation reference link strength analysis measures the number of times two references are cited together in the same article. If two references are cited together in many studies, they are likely to provide important information on the same or similar topics. This analysis helps to understand key sources in the literature and how they are related. When the co-citation analysis was analyzed in terms of references (Figure 27), 63 links were identified among 25,538 references. Among these links, the article reference published by Serrador, P. and Pinto, J. K. in 2015 ranked first with the highest link strength of 379. Fowler, M. (2001) and Conforto, E.C. (2014) are in second place with 367 links, and Dyba, T. (2008) is in third place with 336 links.



**Figure 29.** Co-citation author analysis

Co-citation author analysis analyzes the number of times two authors are cited together in the same article. This analysis identifies authors who are frequently co-cited in the literature and provides an understanding of their influence in a particular field. According to the co-citation author analysis (Figure 28), 134 links were detected among 18,279 authors. Schwaber, K. ranks first with 2,271 link strengths, followed by Conforto, E.C. with 2,063 link strengths and Cooper, R. G. with 1,599 link strengths. In addition, the link strengths of other authors are also quite high.





**Figure 30. Keyword analysis**

While analyzing the keywords used by the authors, the minimum number of repetitions of a word was determined as 5. As a result of the analysis, a strong connection was found between 71 keywords among 2267 keywords.

Keyword analysis analyzes how often keywords used in research occur together. This analysis is critical for understanding the main trends and themes in a research field. Especially if there are strong links between certain keywords, this indicates that the topics are closely related. According to the analysis, "agile project management" was the most recurring word and had the highest number of links. It is followed by Project management, scrum, agile. The keywords are divided into 8 clusters. The keywords in the first three clusters are shown in the table below (Table 2).

**Table 2.** Keyword clusters

Cluster 1	Cluster 2	Cluster 3
Agile Development	Agile	Agile Project Management
Agile Methodology	Agile Management	Case Study
Agile Projects	Agile Organization	Critical Success Factors
Agile Transformation	Agile Practices	Hybrid Project Management
Collaboration	Change Management	Information Systems
Complexity	CMMI	Project Success
Coordination	Design Thinking	Project-based Learning
Innovation	Industry 4.0	Scrum Master
Organizational Change	Lean	Software Project Management
Organizational Culture	Performance	Traditional Project Management
Organizations	PMBOK	Waterfall
Project Management	Systematic Literature Review	
Software Development		
Uncertainty		

**Source:** Web of Science, VOSviewer.

As a result of the bibliometric analysis on agile management and agile organization, the first three clusters are included to evaluate the prominent themes in the literature through the most used keywords. Each cluster sheds light on different dimensions of the approaches.

The first cluster focuses on dynamic management and project management practices. Keywords in this cluster such as Agile Development, Agile Methodology, Agile Projects and Agile Practices emphasize the foundations of agile approaches. In addition, keywords such as Organizational Culture, Organization and Organizational Change indicate that there is also an intensive study on agile organization.

The second cluster focuses on the scope of modern management and the spectrum of sophistication and change. The keywords Change Management, Agile Organization and Performance, which are prominent in this cluster, reflect the central role in organizational change. Furthermore, the concept of Design Thinking, flexible methods and their links with problem solving and solution process design are shown. Furthermore, the Systematic Literature Review shows the extent of comprehensive reviews in the literature based on the theoretical framework.

The third cluster addresses the interaction of flexible management with traditional project management and the development of hybrid management models. Keywords such as Hybrid Project Management, Traditional Project Management and Waterfall emphasize the development of the use of flexible methods in combination with traditional methods. In addition, the presence of the Case Study keyword indicates that agile management has been examined in the literature through case studies and the reasons for its success or failure have been tried to be revealed.

The literature on agile management and agile organization covers a wide range of technical, organizational and methodological dimensions. Agile approaches are most often studied in the field of software development or project management techniques, but are also addressed as organizational change and management techniques. The prominence of hybrid management models has led to a growing interest in the literature on how flexible methods can be integrated with traditional methods. This study reveals that themes such as sophistication, collaboration and transformation in the field of management are strongly present in the literature and that theoretical and practical applications in this field are diversifying.

## Conclusion and Discussion

This study provides a systematic overview of the agile management and agile organization literature, painting a comprehensive picture of the current state of the field. Unlike studies in the literature that focus on software development and project management, this research highlights understudied areas such as hybrid management models, leadership processes and integration across disciplines. The study contributes to the identification of gaps in the literature by making scientific collaboration networks and thematic concentrations visible through bibliometric analysis.

In this context, the importance of the research is highlighted in several points. First, it appears that agile management is not only a methodology but can be used as a strategic tool in organizational transformation processes. By providing findings that support the growing interest in the development of hybrid management models, it suggests new directions for future research. It also sheds light on the applicability of agile methods in different sectors, bringing an interdisciplinary perspective to the literature.

Consequently, this study broadens the research scope in agile management and organization by offering both a theoretical framework and practical contributions. Beyond filling important gaps in the literature, it aims to create a roadmap for the advancement of this field. In this respect, the study will constitute a critical reference point in agile management literature in both academic and applied fields.

Agile management and organization literature has largely focused on software development and project management. In addition, significant contributions have been made in areas such as management, information systems and organizational change. However, it is noteworthy that there is a limited number of studies on themes such as leadership and sustainability. This situation points to a significant gap in the literature.

Co-authorship analyses reveal strong inter- and intra-disciplinary collaboration networks in agile management literature. Especially the studies conducted during the COVID-19 pandemic emphasized the applicability of agile management approaches in the healthcare sector and made significant contributions in this field. However, these collaborations are mainly concentrated in countries such as

the United States, the United Kingdom and Brazil. This situation raises the need to increase the contributions of other countries to the literature.

It has been determined that the most cited studies in the literature are articles addressing the conceptual framework and success factors of agile management and organization. Especially Conboy (2009) and Conforto (2014) have made valuable contributions to the literature in theoretical and practical terms. Bibliographic match analysis shows that there is a growing interest in hybrid management models. This finding suggests that the integration of flexible and traditional methods will be an important focus for future research.

In the literature analysis, it is seen that keywords such as agile project management, organizational change, agile methodology and agile development are used extensively. This reveals that the basic methodological principles of agile management and its impact on the transformation processes of organizational structures have a central role in the literature. In addition, it is understood that research enriched with case studies is effective in examining the reasons for success and failure of agile methods in detail.

In conclusion, a systematic assessment of the current state of agile management and organization literature shows that there is an intensive accumulation on software development and project management, but more research is needed in areas such as leadership, sustainability and interdisciplinary practices. Hybrid management models and the integration of agile methods into different disciplines stand out as a priority orientation for future research.

In line with the identified gaps in the literature, several future research directions are recommended. Firstly, the influence of agile management on leadership processes and its interaction with various leadership styles merits a more in-depth exploration. Understanding how agile principles reshape leadership dynamics could offer valuable insights for organizational development. Secondly, the integration of agile methodologies into sustainability strategies represents a promising but underexplored area. Further studies could examine how agility contributes to the achievement of long-term environmental and social goals. Additionally, the implementation and effectiveness of agile management in relatively underrepresented sectors—such as healthcare, education, and public administration—should be investigated to broaden the scope of existing knowledge. Finally, there is a notable need to amplify the contributions of developing countries to the agile management literature. Encouraging more inclusive and cross-national collaborations can enhance the global applicability and relevance of agile practices. Since secondary data is used in this study, ethics committee approval is not required.

**Conflict of interests:** The author(s) has (have) no conflict of interest to declare.

**Grant Support:** The author(s) declared that this study has received no financial support

**Ethics Committee Approval:** The study does not require ethics committee approval.

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## Perceived Performance of Gastronomy Destinations: The Case of Gaziantep, Adana, Hatay, Şanlıurfa, and Mardin<sup>1</sup>

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### ABSTRACT

The advent of gastronomy as a discipline has occurred in tandem with the emergence of gastronomic tourism as a concept. Türkiye boasts a multitude of destinations that hold significant importance and promise in this regard. Despite the existence of numerous academic studies in the field of gastronomic tourism, there remains a paucity of research addressing the issue of competitiveness among destinations. The present research was conducted with the objective of assessing the competitiveness and reputation of Gaziantep, Şanlıurfa, Mardin, Hatay, and Adana—destinations that are widely regarded as being at the forefront of gastronomy in Türkiye—in the eyes of the public. This assessment was undertaken within the framework of this gap. In this research, a multifaceted approach was employed to assess the perceptions and perspectives of tourists visiting the research destinations concerning regional culinary traditions. This approach entailed the utilization of both quantitative and qualitative data collection instruments, thereby facilitating a comprehensive evaluation of the destinations' competitiveness in the culinary tourism sector. In the quantitative section of the research, data were collected using a structured interview form. In the qualitative component of the research, an average of 200 reviews were collected from Tripadvisor for each city. In the research, the data sets were compared, and the strengths and weaknesses of the destinations were identified. The primary rationale for employing the research as a tool by regional managers and business owners involved in the economic cycle is its capacity for comparative analysis of data. Accordingly, the destinations are hereby ranked according to the scores given by potential tourists who participated in the survey. The sequence of cities traversed is as follows: Gaziantep, Adana, Hatay, Şanlıurfa, and Mardin. However, according to the opinions expressed by tourists who have traveled to these destinations and experienced the restaurants in the region, the destinations are ranked as follows: The sequence of cities traversed is Hatay, Adana, Şanlıurfa, Gaziantep, and Mardin.

**Keywords:** Gastronomy Tourism, Destination Competitiveness, Destination Performance

### Introduction

#### Gastro-Economy

The economy created by gastronomy encourages the development of other industrial sectors, as Hall and Mitchell (2000) mentioned in their research. Economic gastronomy can produce tourism models that can provide continuity under the tourism topic. In the region where the destination identity is completed, gastronomy can be an important subtitle in the determination of tourism policies and is seen

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<sup>2</sup> Corresponding Author.



as an important factor in attracting tourists. Therefore, gastronomy can be more forthright in the formation of regional policies, enabling medium or long-term strategies to be created in those regions.

Kivela and Crotts (2005) emphasize the sense of loyalty to gastronomy tourism. Gastronomy tourists have a sense of loyalty if they are satisfied with the food and beverages they experience in the areas they visit, and in this context, there can be economic returns. At the same time, this means that such tourists will visit the region again later, so there is continuity, and it allows the prestige of the destination to rise and be marketed better. Gastronomy tourism is gaining a positive momentum around the world and Türkiye and Turkish tourism are benefiting from this situation in a positive way.

### *Experience Economy and Gastronomy Tourism*

Simple replication of products and services, non-heterogeneous, makes it difficult for businesses to achieve a wide range of goals, such as creating a brand image, providing customer loyalty, and increasing sales as part of marketing activities. It is also necessary to realize the spiritual satisfaction of consumers through differentiation. The experience element and the heterogeneous quality of products and services are homogeneous to customer loyalty, and sales increase.

Pine and Gilmore (1998) describe the concept of the experience economy and economic offerings to consumers as four rings. The first three elements of these rings include methane, goods and services, and experience on the last ring. Experiences are the highest differentiation rating. In a competitive environment, businesses are trying to differentiate their product and service ranges to gain a competitive advantage, making it easier for them to achieve their goals and build custom audiences as they step up in the competitive position. In addition, when reviewing the pricing change in the horizontal section, they are listed as methane, goods, services, and experiences, with the most exposed elements of market pricing. The premium is the reward that the business has achieved as a result of differentiating its products and services. The more a business differentiates its products and services, the more benefit it has in competition and pricing, and the more it allows consumers to experience something they cannot forget.

Oh, Fiona and Jeoung (2007) stated that their work requires a feature that businesses can produce high-end goods and services, as well as more value added. The concept of experience can affect people purchasing goods or services in the field of gastronomy both psychologically and physically. The thing is that a tourist waiting for his meal in a restaurant is subjected to an enjoyable presentation that he cannot forget, which makes the tourist happy psychologically while satisfying in terms of food and drink. Based on this example, the psychological, and physical impact of any recipient within the concept of experience, and the increased satisfaction level is an observable event.

Pine and Gilmore (1998) classified adoption and adhesion about environmental elements when actively and passively leaving the experience concept dimensions based on the participant's situation.

If individuals have any impact on this activity, this is covered by active participation. In cases where people do not influence the event, they are covered by passive participation. The combination of individuals with that experience is their environmental connection.

Watching a movie in a cinema environment with a high level of the sound system, picture quality, and so on, while watching the same movie at home does not provide the same experience. In a horse racing event, the viewers who follow the races from the stands embrace the activity, but the people who are more involved in the organization are held to it by the smell they feel, and the sounds they hear (Pine and Gilmore, 1998). According to the density of these four concepts, four categories are created: Entertainment, educational, esthetic, and visionary.

Actions such as attending a song contest as an audience, and watching TV, are experiences in the entertainment category. Activities that the person participates passively, and they adopt more. The students who take basketball are actively involved and are more absorbed, so this activity is covered by

the educational category. A person playing video games is active, but is also immersed in the game, and is held. Therefore, the computer player's experience is within the dreamer category. A tourist who has just arrived in Fethiye is thought to be able to visit the Kelebekler Valley and watch the view there, while the tourist is thought to be passively immersed in the landscape and held. In this context, the experience of the tourist is covered in the esthetic category (Pine and Gilmore, 1998).

The change in demand conditions for tourists has led to changes in the goods and services offered by businesses in the tourism industry. As with almost every industry, businesses in the tourism sector are reducing demand for these goods if they offer homogeneous goods and services with their market competitors. In terms of the tourism industry, where the concept of the experience economy is a key position, businesses must provide their goods and services in addition to their customers. This will enable significant industry benefits, while tourist satisfaction levels, industry profitability, and country prestige can be improved (Pine and Gilmore, 1998).

The main purpose of tourists visiting a destination is to recognize that region, learn about its culture, gain new experiences, to witness moments that they cannot forget. As Richards (2001) described in his work, services are dead, but experiences live a long time. So even if the tourists return to their residency, having memories that will be remembered for life strengthens the tourist activities.

One of the motivations of tourists is to experience local food and drinks on-site. Culinary culture is an attraction for tourism. When visitors travel to a region, their main motivation is to meet the culinary culture of the locals, whether they experience the culinary culture. That's why the gastronomy experience is an essential part of a journey. If the tourist's gastronomy experience is unforgettable, there is an increase in satisfaction levels and the number of tourists. The destination performance and image are directly related to these factors (Richards, 2001).

The experience delivered to tourists under gastronomy should have special and emotional effects on people. This example is 'Catharsis Restaurant', which operates in the United States and gives its guests an unforgettable experience. This restaurant allows customers to do their eating and drink with their eyes closed. Guests close their eyes with eye patches after ordering their employees who are interested in them and do not remove these tapes except in need of a toilet. Other than that, live music services are also offered to guests, and satisfaction levels are increased. This way guests can enjoy an unforgettable and immersive experience. Today, various food and beverage venues are trying to create concepts in theatrical or caricature, which affects customers' preferences (Richards, 2001).

### *A Performer for Destinations*

Kozak, Baloglu, and Bahar (2009) have a concept in their work that has an impact on tourists visiting the region through the sustainable advantages of destinations and increased their share in the market, such as giving them better moments, and memories, raising the living standards of the people in the region, furthermore, this concept allows destinations to gain attractiveness over potential tourists.

Marchiori and Arc (2010) in his research, emphasized that a positive change in the perceptions of destination on tourists would contribute to the development of the regional economy and the people of the region. There are multiple indicators to determine the performance of destinations based on this research. One of the first to come is the performance that the consumer perceives. With the right management of the perception of performance, the performance of the destination will be improved, improving the development and development of the regional economy. Therefore, the performance that tourists perceive in this research has been investigated.

## **Methodology**

### *Purpose, Importance, and Method of Research*

One of the objectives of the research is to determine the perception of performance on audiences based on five of the leading destinations that have been identified by gastronomy tourism. The aim of the

research is to identify the role critical success factors play in the development of the perception of gastronomy cities, which will allow cities like Gaziantep and Hatay to be compared to other districts, which are included in the 'UNESCO Creative Cities Network program. The ability to evaluate performance perceptions of the Destinations in the context of gastronomy tourism is one of the objectives of this research, to uncover the strengths and weaknesses of the detected performances of the five cities in the research.

Quantitative and qualitative methods were used in the research. Quantitative data were collected with structured question form, and data were analyzed by quantitative methods. The destination characteristics that must be created for the evaluation and comparison of the relevant destinations were created by researchers, determined by Baloglu, Kozak, and Bahar (2009) and Kozak and Universe (2019) as a result of literature screening. First, it was determined which cities would be included as gastronomy destinations in the research. For this purpose, a panel was created from the students of the Tourism Management department. "What are the first 5 cities you can think of when they call the gastronomy destination in Türkiye?" he's been asked a question. According to the answers, the destinations of Gaziantep, Adana, Hatay, Şanlıurfa, and Mardin have been determined. As a result of the literature scan, the structured questionnaire has been prepared and sent to 600 people via Google Survey. 206 people filled out the form. Data from participants was collected in February-March 2022. The data has been analyzed with SPSS 22.

The sample was used in the case and for the purpose. Participants were asked to rate their destinations, restaurants, accommodation businesses, value, and value, satisfaction based on the price paid, structural elements, and entertainment. The participants' opinions and opinions on the destinations were intended to be determined by the severity ratings they attributed to the relevant items, clarifying their perceptions on behalf of the destinations, and the questionnaire structured for the pandemic environment was submitted to the participants by sending an online questionnaire.

Restrictions and measures that have been implemented in the Covid-19 epidemic that has emerged worldwide throughout the work process have also restricted research. Data collection from restaurants for performance was not performed face-to-face due to travel restrictions and curfews. Issues such as time, budget, and energy costs are also a limitation of the research.

### *Validity and Reliability of Quantitative Data*

The tests for validity have calculated the KMO value as 0.813 and the level of meaning, as 000. The Cronbach Alpha Coefficient is referenced for reliability and the scale's overall reliability rating is calculated at 0.862. The calculations match the reference values in the literature (Yaşlıoğlu, 2017). According to this, the scales used in research are reliable and valid.

### *Research Hypothesis*

The hypotheses are as follows:

H<sub>1</sub>: the level of importance attributed to the entertainment services of the destinations varies significantly according to the gender of the participants.

H<sub>2</sub>: the importance of destinations to restaurant services varies significantly according to the gender of the participants.

H<sub>3</sub>: the level of importance attributed to the accommodation services of the destinations varies significantly according to the gender of the participants.

H<sub>4</sub>: the level of importance attributed to the structural elements of the destinations varies significantly according to the gender of the participants.

H<sub>5</sub>: the level of importance attributed to the entertainment service of the destinations varies significantly according to the age group of the participants.

H<sub>6</sub>: the importance of destinations to restaurant service varies significantly according to the age group of participants.

H<sub>7</sub>: the severity of the destinations assigned to the accommodation service varies significantly according to the age group.

H<sub>8</sub>: the level of importance attributed to the structural elements of the destinations varies significantly according to the age group.

H<sub>9</sub>: the level of importance attributed to the entertainment service of the destinations varies significantly depending on where the participants live.

H<sub>10</sub>: the importance of destinations to restaurant service varies significantly depending on where participants live.

H<sub>11</sub>: the level of importance attributed to the structural elements of the destinations varies significantly depending on where the participants live.

H<sub>12</sub>: the level of importance attributed to the accommodation service of the destinations varies significantly depending on where the participants live.

## Findings

### Quantitative Data Analysis

55% of participants are women, and 45% are men. Percentages for age groups; those between the ages of 15-24 are 36.4%, those between 25-34 and 45.6%, and those between the ages of 35-44 and 55-64 are between 15.5 and 45-54 1.5%, and those between the ages of 1 and. Education status percentages: 1% primary school, 6.8% high school, 6.8% associate, 68.9% undergraduate, 12.1% graduate, and 4.4% doctorate level.

Thirty-eight people, who make up 18.4% of their residents and living in the same places, have lived in Istanbul, and 2.9% of the six people who make up in Ankara, 20.9% in İzmir, and 57.8% in other cities. It is included in the structured questionnaire as participants are seen as a key element in the perception of cities they experience, and the structure of ideas, and ideas. While determining Destinations, previous studies in the literature have taken advantage of and advanced destinations in terms of the population, and economy.

Participants assessed the cities they were planning to travel to in terms of restaurants, natural environment, hospitality businesses, city transportation, and infrastructure. In the structured questionnaire, participants are asked for the severity ratings they assign to the items. As gastronomy destinations are the subject of research, restaurants, eating and drinking facilities, and opinions of this framework must be evaluated separately. Gastronomy-related substances are of great importance. In addition, it is aimed at determining how important people are to such measures in the process of making a trip. Since the five Likert Scale is used in the structured question form, the average is between one and five, and as it approaches five, its severity is increasing. Since no need to explain each article, only the weight conditions of gastronomy-related substances have been examined.

The answer average for the item "enough restaurants in the destination" are 4.10 and 42.7% of the participants think this article is important. The answer average for the item "reliability of food and beverage in the destination" is 4.81 and 83.5% of the participants selected the most important option. 84% of participants believe that the fact that restaurants have Covid-19 and hygiene documentation is an absolutely important factor, and the average of this article is 4.78. In the destinations, the average response of the substance, which queries whether the money spent in food and beverage places has been reciprocated is 4.84, and 86.4% of the participants think that this article is important.

In the article, which questions how important the occupancy of food and beverage places is for visitors, the response is estimated as an average of 3.97, while participants showed more regular distribution. It



is possible to comment that the severity is relatively low compared to other substances. 55.3% of participants think food and beverage facilities are important and the answer average of this article is 4.39.

In the matter where the service speed in restaurants is asked how important, the average response is 4.08 and many of the participants have selected important and important options. In the question of food and beverage diversity being questioned, the answer was calculated as an average of 4.26 and 49% of participants emphasized that this element is important. In the question of food and beverage price cases, 63.6% of participants have selected the important option, and the average response for this article is 4.50. When asked about the quality conditions of restaurants in planned destinations, 64.1% of participants were calculated to be 4.53 when marking the absolutely important issue.

In this context, potential gastronomy tourists have put a lot of emphasis on food and beverage-related substances in the intended destinations to be visited. The area of gastronomy can be seen as an attraction and can have positive effects. In almost every question, a large part of the participants expresses their opinion on the important or absolutely important options. It is possible to comment that restaurants have a certain weight within the perceived performance.

**Table 1. Destination Sort Table**

Assessment items	Gaziantep			Şanlıurfa			Mardin			Hatay			Adana		
	Std. Dev.	Av.	Row	Std. Dev.	Av.	Row	Std. Dev.	Av.	Row	Std. Dev.	Av.	Row	Std. Dev.	Av.	Row
Shopping opportunities	,934	3,73	2	,930	3,26	4	1,01	3,06	5	,951	3,52	3	,882	3,85	1
Night entertainment	1,02	2,72	3	,934	2,45	5	1,01	2,47	4	,964	2,83	2	,981	3,20	1
Activities other than gastronomy	1,09	3,48	2	1,05	3,25	4	1,08	3,18	5	1,05	3,43	3	1,05	3,50	1
Animal-friendly destination (animal hotels etc.)	,991	2,61	3	,971	2,51	5	,966	2,52	4	,971	2,67	2	1,02	2,68	1
Handicapped-friendly destination (Audio traffic lights, etc.)	,917	2,82	1	,886	2,65	4	,913	2,62	5	,949	2,79	3	,908	2,80	2
Urban image	1,06	3,75	1	1,05	3,28	5	1,19	3,34	3	1,08	3,36	2	1,15	3,32	4
The number of restaurants is sufficient	,852	4,27	1	,918	4,03	4	1,06	3,83	5	,947	4,12	3	,911	4,21	2
Restaurant reliability	,938	3,82	1	,929	3,55	4	,991	3,51	5	,930	3,65	2	,947	3,63	3
Restaurant hygiene and certification	,935	3,16	1	,894	3,01	4	,894	3,00	5	,874	3,04	3	,943	3,05	2
Value received for the money	,941	3,96	1	,980	3,75	4	,989	3,73	5	,929	3,83	2	,948	3,81	3
Restaurant occupancy status	,811	3,73	1	,763	3,49	4	,799	3,35	5	,823	3,56	3	,855	3,67	2
Status of being informed about the destination	,976	3,52	1	,982	3,24	5	,993	3,27	4	,901	3,34	3	,936	3,50	2
Eating and drinking facilities	,912	4,18	1	,940	3,93	4	1,01	3,76	5	,913	4,00	3	,896	4,08	2
Quality status of services in the Destinations	,922	3,89	1	,890	3,62	4	1,01	3,57	5	,856	3,75	2	,846	3,73	3
The nature of the destination	1,00	3,65	3	1,03	3,57	4	1,07	3,81	1	,981	3,67	2	1,02	3,55	5

Restaurant service speed	,835	3,73	1	,804	3,62	4	,805	3,56	5	,770	3,67	2	,864	3,65	3
Restaurant variety	,922	4,14	1	,935	3,91	4	,963	3,81	5	,875	4,02	3	,900	4,07	2
Eating and drinking price status	,909	3,24	1	,798	3,11	4	,873	3,17	3	,840	3,21	2	,916	3,24	1
Destination security status	1,01	3,17	1	1,01	2,82	3	,972	2,74	4	,992	2,84	2	1,15	2,48	5
Destination transport facilities	,903	3,45	2	,858	3,25	4	,883	3,12	5	,880	3,39	3	,924	3,54	1
Price status of accommodation businesses	,792	3,29	1	,753	3,17	5	,768	3,23	2	,693	3,18	4	,773	3,21	3
The quality of restaurants is	,856	3,81	1	,801	3,52	5	,886	3,55	4	,833	3,63	2	,915	3,60	3
Accommodations are full	,872	3,33	1	,820	3,17	4	,797	3,10	5	,796	3,22	3	,825	3,26	2
Diversity of hospitality businesses	,914	3,39	1	,848	3,24	4	,846	3,23	5	,827	3,27	3	,848	3,36	2
Quality of hospitality businesses	,823	3,45	1	,796	3,26	5	,854	3,28	4	,802	3,31	3	,858	3,32	2

Table 1 contains the answers to the section that makes up the second part of the question form configured in the Destinations Sort Table, which queries the participants' opinions and opinions about the destinations. In this table, cysts and potential gastronomy tourists prepared for the comparison of gastronomy destinations have ideas about these destinations. This table has been created and colored so that it can be understood more clearly how the Destinations have made an impact on people.

In this context, the list of destinations is Gaziantep > Adana > Hatay > Şanlıurfa > Mardin. To be more specific, according to the participants' answers, Gaziantep is first in the perceived performances of the destinations covered in the research, followed by Adana, Hatay, Şanlıurfa, and Mardin.

When only the items in which the gastronomy elements were evaluated were included in the review, i.e. the scores of dark substances were calculated, Gaziantep 50, Adana 37, Şanlıurfa 19, Hatay 35, and Mardin 13 managed to score. According to this situation, the detected performance order of restaurants in destinations is Gaziantep > Adana > Hatay > Şanlıurfa > Mardin. The interpretation of these results is 'the perceived performance of restaurants in Gaziantep is higher than the others, according to the answers they provide'. In this context, Adana, Hatay, Şanlıurfa, and Mardin follow Gaziantep.

On the other hand, 'Independent Samples T-Test' and 'ANOVA' testing were applied to the data obtained to test the hypotheses created for research. For these analyzes to be implemented, normality analysis has been performed before. Lohana, Rashid, Nasuredin, and Kumar (2019) emphasize that the basics and skew values should be between -2 and +2 to George and Mallery (2017). In this research, the order of measures of skewness and kurtosis values and the entertainment area are between -,564 and ,431, the accommodation service is -,622 and -,281, and the restaurant service area is -,692 and -,337. Only structural features have a sequence of skew and offset values of -1.270 to 2.014. In this case, the offset value is greater than 2 but very close. For this reason, the analysis has continued to prevent the data from being manipulated or deleted. The hypotheses and analyzes created are given below.

The following text is intended to provide a comprehensive overview of the subject matter.

**Table 2.** Hypothesis Test Results

	Hypothesis Statement	Variable	Test	Statistic	p-value	Result
H <sub>1</sub>	The importance of entertainment services varies significantly by gender.	Entertainment Services vs Gender	t-test	-.738	> .05	Rejected
H <sub>2</sub>	The importance of restaurant services varies significantly by gender.	Restaurant Services vs Gender	t-test	.697	> .05	Rejected
H <sub>3</sub>	The importance of accommodation services varies significantly by gender.	Accommodation Services vs Gender	t-test	1.086	> .05	Rejected
H <sub>4</sub>	The importance of structural elements varies significantly by gender.	Structural Elements vs Gender	t-test	1.701	> .05	Rejected
H <sub>5</sub>	The importance of entertainment services varies significantly by age group.	Entertainment Services vs Age	ANOVA	1.929	> .05	Rejected
H <sub>6</sub>	The importance of restaurant services varies significantly by age group.	Restaurant Services vs Age	ANOVA	.270	> .05	Rejected
H <sub>7</sub>	The importance of accommodation services varies significantly by age group.	Accommodation Services vs Age	ANOVA	1.279	> .05	Rejected
H <sub>8</sub>	The importance of structural elements varies significantly by age group.	Structural Elements vs Age	ANOVA	1.007	> .05	Rejected
H <sub>9</sub>	The importance of entertainment services varies significantly by residence.	Entertainment Services vs Residence	ANOVA	.790	> .05	Rejected
H <sub>10</sub>	The importance of restaurant services varies significantly by residence.	Restaurant Services vs Residence	ANOVA	.383	> .05	Rejected
H <sub>11</sub>	The importance of structural elements varies significantly by residence.	Structural Elements vs Residence	ANOVA	.745	> .05	Rejected
H <sub>12</sub>	The importance of accommodation services varies significantly by residence.	Accommodation Services vs Residence	ANOVA	2.372	> .05	Rejected

The ensuing discourse will delve into the outcomes of hypothesis testing concerning the significance ascribed to an array of destination services (namely, entertainment, dining, accommodation, and structural elements) in relation to participants' gender, age group, and geographical location. To this end, independent sample t-tests and one-way analysis of variance (ANOVA) were conducted for each hypothesis. The rejection of all hypotheses (H1-H12) was attributed to non-significant p-values ( $p > .05$ ). While slight differences in mean scores were observed between groups, these differences were not statistically significant.

This finding suggests that demographic variables such as gender, age, and geographical location do not exert a substantial influence on participants' perceptions of the importance of these services. Subsequent studies may entail the incorporation of psychographic, behavioral, or socio-cultural variables to achieve a more profound comprehension.

### Qualitative Data Analysis

In the qualitative part of the research, reviews on TripAdvisor, a site where people can voluntarily express their opinions about destinations and restaurants. The site is preferred as the comments made by the volunteers are completely independent and they are thought to be more useful for the work. The average of 200 reviews of each city based on the provinces of Gaziantep, Şanlıurfa, Mardin, Hatay, and Adana within the scope of the research was recorded in a total of 1000 reviews for five cities and prepared for use by removing the necessary spelling and three comments.

In addition, the ability of users to rate food, service, value, and atmosphere categories on that site makes it easy to identify and extract three comments. As it is known, comments based on user comments are subjective on user-based sites. It can help eliminate negative situations such as exaggerating any adverse situation on the site to others, making the rating unnecessarily low.

Content analysis has been applied to the data organized and reported in this context. In his Young and Young (2017) research, he emphasizes that 'summarizing and specifying the basic meanings that the written information contains' is related to content analysis. A systematic categorization is carried out when reviewing content by this system. It is difficult to comment on content analysis as to whether "it belongs to one of the quantitative or qualitative research techniques". There is no definite consensus on this issue in the literature (Kocak and Arun, 2006). Koçak and Arun (2006) indicate that if a generalization is planned in the work to be conducted, the sample of each unit in the universe must be equal. In this research, such points have been noted and sample selection has been sampled equally on behalf of all destinations.

In the Merriam (2013) research, the scope of the validity and reliability of qualitative data mentions six methods to ensure internal validity of qualitative data, and it is stated that the validity will be ensured because of the use of several of these methods (Evren, 2016).

One of these methods is to ensure sufficient participation in the data collection process. In this research, two hundred and a thousand comments were received from each destination. When the location where the comments start to become monotonous, sufficient participation is achieved.

Another method is a negative case analysis, which refers to the research of different data representing the opposite of the findings. In the research, not only are there positive views, but also negative opinions and ideas of the opposite nature.

Another method is that the researcher is conducting an objective investigation. This method requires researchers, objects related to their research, destinations, etc. he must be neutral and unbiased about him. In this research, no prejudice regarding the destinations involved in the investigation has been fed and assessments, data collection process, and analysis have been completed objectively.

These methods, which are important factors, have been applied to ensure validity in qualitative research. These methods may result in the validity of the qualitative data used in the research.

To ensure the external validity of qualitative research, Simsek and Yıldırım (2013) stated that there should be an example of the capacity that is possible to generalize, that explanations should be made to the level that could allow the resulting ideas to be used in different studies, and that sampling selection and data collection processes should be explained in detail.

In the context of these stages, comments used in the research can be interpreted that the gastronomy points in the destinations in the focus of the research adequately describe and form a data set that is suitable for generalization. In addition, when the scope of the descriptions is examined, the evaluation of restaurants in many ways, not in a single way, and consequently the detailed interpretation of the findings may allow them to be used in different studies. The way data is obtained, the sampling selection, and the data collection process have not been discussed again because it has already been

tried to be explained in detail. In this context, the interpretation of the external validity of the data can be made.

In terms of the reliability of qualitative research, Merriam (2013) stated that “the results and data collected should be consistent” in his research (the Compact. Universe, 2016). The fact that the researcher is objective is one of the elements that ensure the reliability of data. In addition, each piece of data has been recorded, edited, and reported to make it more reliable. Ideas and opinions from each restaurant are arranged separately. This minimizes the possibility of disruption and confusion that may arise.

The qualitative data collection phase is based on restaurants from the “Turkish and Middle East” kitchens the destinations selected on TripAdvisor, and the type of kitchen is more local and is generated by user reviews and data obtained. This qualitative data were then reported in an Excel file to be the top ten local restaurants in each city, the type of kitchen, the food score, the service score, the value rating, and the atmospheric score from tourists, and corrected if the verbal data were simplified and misspelled by the required grammar rules. In this framework, twenty reviews have been taken in each restaurant and two hundred reviews for one city have been created, edited, and reported in a data set of thousand reviews for all cities.

In this section, where reviews of restaurants of gastronomy destinations are reviewed, the data has been categorized and reported into tables. In total, 200 reviews have been reviewed and classified as positive, negative, advisory, and both positive and negative comments. The current number of comments is the sum of positive reviews, negative reviews, and both positive and negative comments. In this context, 119 positive comments, 39 negative comments, and 42 positive and negative comments were made when 200 data were reviewed. In total, 48 comments indicate that the destination is advisable in terms of food and drink. In this context, the performance rating for Gaziantep was calculated as 0.595 according to the positive comment/total comment rate.

In total, 133 ideas have been expressed about restaurants in Adana. 27 of them are negative, 56 of them are advisable and 40 are both positive and negative. In this context, the performance rating of the Adana destination is calculated as 0.665.

When the data for Hatay was reviewed, it was deduced that 163 positive, 16 negative, 60 recommendations, and 21 positive and negative ideas were expressed. When the number of positive reviews of restaurants is analyzed alone, it is noticeable that there is no low number. In this context, the performance measurement of the Hatay destination is calculated as 0.815.

When reviewing the data on restaurants in the Mardin destination, a total of 98 positive, 54 negatives, 42 recommendations, and 48 positive and negative comments are found. Only when the positive number of comments is analyzed, there are very low numbers. In this context, the performance measurement of the Mardin destination is calculated as 0.490.

When reviews of food and beverage venues in the Şanlıurfa destination are reviewed, there are cumulative 124 positives, 29 negatives, 53 highly recommended, and 47 positive and negative ideas and opinions. In this context, the performance measurement of the Şanlıurfa destination is calculated as 0.620.



**Table 3.** Performance Table of Destinations

	Number of positive Comments	Number of negative Comments	Number of recommen dations	Both positive and negative Comments	Number of Comments	Destination Performance Rating
<i>Gaziantep</i>	119	39	48	42	200	,595
<i>Adana</i>	133	27	56	40	200	,665
<i>Şanlıurfa</i>	124	29	53	47	200	,620
<i>Hatay</i>	163	16	60	21	200	,815
<i>Mardin</i>	98	54	42	48	200	,490
<i>Cumulative Data</i>	637	165	259	198	1000	,637

The performance status of the Destinations is shown in Table 3. In cumulative terms, six hundred and thirty-seven of 1,000 data were declared positive, while hundred and sixty-five were negative, two hundred and ninety-nine were advisable, and hundred and ninety-eight expressed ideas and opinions with both positive and negative content. The value of 637 at the bottom of the destination performance rating column represents the common performance value of the five destinations. When assessed the performance ratings used for the order of the Destinations, Hatay is first with a value of 815, Adana second with a value of 665, Sanliurfa third with a value of 620, Gaziantep fourth, and Mardin last with a value of 490. This includes Hatay > Adana > Şanlıurfa > Gaziantep > Mardin ranking.

## Conclusion and Discussion

When examining hypotheses and analysis conducted, it is observed that there is no significant difference in the variability of accommodation service, restaurant service, entertainment service, and structural elements according to the findings obtained from the analysis of the T-test, where differences are tested according to the gender of the participants (accommodation service =  $0.279 > 0.05$ ; restaurant service =  $0.486 > 0.05$ ; entertainment service =  $0.461 > 0.05$ ; structural features =  $0.091 > 0.05$ ). These results show that there is no significant difference between the participants' gender and the level of importance attributed to substances that affect destination preferences.

When the differences between the age groups and the entertainment service, restaurant service, structural elements, and accommodation service were examined, it was concluded that there was no significant difference (Entertainment service =  $.107 > .05$ ; restaurant service =  $.897 > .05$ ; structural features =  $.405 > .05$ ; accommodation service =  $.279 > .05$ ). This means that there is no significant difference between the age groups of the participants and the importance levels attributed to these substances.

Finally, the difference between the destinations where the participants reside and the importance levels attributed to entertainment service, restaurant service, hospitality service, and structural elements has been examined. Among them, there was no significant difference between the destinations where the participants reside, and the severity levels attributed.

The present research examined whether the perceived importance of destination-related services differed based on demographic variables such as gender, age group, and place of residence. Independent samples t-tests and ANOVA analyses revealed that all hypotheses were rejected, and no statistically significant differences were found ( $p > .05$ ).

The subsequent academic evaluation delineates the potential rationales for the rejection of these hypotheses:

The present research examined the homogeneity of the sample. Despite the apparent demographic diversity among the participants, their attitudes regarding the perceived importance of services may have exhibited a degree of homogeneity. This finding suggests that destination preferences are more

influenced by shared lifestyles and experience-oriented expectations than by fixed demographic characteristics such as gender or age.

The exclusion of psychographic and cultural variables constitutes a critical aspect of the research. The research's exclusive focus on demographic variables has resulted in an oversight of internal factors, including values, lifestyles, and travel motivations. However, it is well-established that these psychographic variables often play a more prominent role in shaping service preferences.

It has been determined that a failure to consider interaction effects constitutes a significant contributing factor to the issue under discussion. The analyses treated demographic variables independently. The potential interaction effects (e.g., between gender and residence) were not considered in the analysis. To illustrate, the preferences of young urban women may differ considerably from those of elderly rural men, and such discrepancies would not be discernible without testing interactions.

A thorough examination of measurement sensitivity and sample structure is warranted. The measurement tools employed may have lacked sufficient discriminatory power, or the sample may have exhibited excessive homogeneity, thereby constraining the detection of substantial differences. Additionally, the statistical power of the tests may have been constrained by the sample size or distribution.

The subsequent essay will delve into the evolution of consumer behavior. Conventional demographic factors, such as age and gender, may exert diminishing influence in the context of contemporary consumer behavior. In contemporary society, both men and women.

The quantitative method is planned to be used within the scope of the research. But in addition to this, qualitative data has been obtained and used. The qualitative data has been used to add richness to the operation and is not considered to be the main method of the research. The findings obtained from qualitative data should also be interpreted in this context. Qualitative data ranges from quantitative and qualitative results in an area where only restaurants are evaluated.

As a result of the findings, the gastronomy city in which Gaziantep is located must maintain its image and improve on the items seen as negatives. Although the history of Gaziantep has made it a locomotive among these five cities, it is a dynamic situation, and materials can be developed and changed in the process. It is also possible that Gaziantep has already entered the 'Creative Cities Network Program' in the gastronomy area before other destinations can have an impact on this. With the focus and differentiation strategies implemented, it is possible to comment that local markets and promotions they have established across the country are also effective in the participants' choice and perception. Other destination managers are also thought to adopt national and international strategies and may have positive effects on the application of the people and businesses of the region.

Şanlıurfa's overdevelopment, being able to become more assertive by at least paying attention to the items in the fourth place, ensuring that Mardin can become more competitive with other cities due to the number of items in the final place, Although Hatay is mainly in the second and third place, he can improve these qualities, to provide attractiveness for tourists and thus to become a center for attraction, and to increase the number of items that Adana ranks first, The development of the last items is critical for urban and regional tourism, and the fact that it is more competitive with Gaziantep.

The destination ranking according to the scores of potential tourists in the participating position was organized in Gaziantep > Adana > Hatay > Şanlıurfa > Mardin. However, according to the ideas of tourists who travel to destinations and experience restaurants in the region, the list of destinations is Hatay > Adana > Şanlıurfa > Gaziantep > Mardin. There may be many reasons for this situation. While impressions are in the foreground on one side, there are real experiences on the other. For this reason, some destinations can manage the perceptions of potential tourists more successfully, while others may not be so successful. In addition, the concept of 'micro nationalism' can be emphasized as comments

are received from a public website. If it is necessary to repeat, the research was planned as quantitative research, and the qualitative part was added in terms of richness (Pretes, 2003).

Participants were also asked to perform a rating on the destinations feature and data were obtained. The rating system is also planned for a more accurate analysis of these assessments. As a result, Gaziantep was second in the first place in Adana.

Differentiation is a key position in ensuring competitive advantage. Gastronomy tourism destinations within the scope of the research are not geographically located in very remote regions. It is thought that the proximity of these destinations will increase the importance of the differentiation strategy. In this regard, it is important to differentiate the gastronomy experience. Gastronomy can be an important tool within the quality of experience for the consumer, and the most effective use of this tool can have a positive impact on the attractiveness of the destination (Çorman & Yılmaz 2024; Kodaş, 2018).

Perception management is seen as an important issue for destination managers to be aware of and consider. The advancement of technology and the relative importance of gastronomy in the process have an impact on this point. Perception management can become a more important issue, especially considering the usage volume of applications and applications that enable users to express their opinions about restaurants. In addition to this, the results of qualitative data analysis added to the research also prove that there are differences between the situation in the consumers' minds and consumers experiencing the experience.

The points of interest for potential gastronomy tourists have been found tangibly through the data obtained in the research. It will be normal for the destination managers to have a positive impact on the improvement, and development effort within areas where they are weak due to their assessment of the business and facilities in their region. Activities such as accommodation, restaurants, and entertainment are remediable, developable activities.

During the research, the researcher conducting the fieldwork was in Izmir and was affected by the Izmir earthquake. Due to the ongoing pandemic environment and the earthquake in Izmir, which imposed limitations on the scope of the research, it was not feasible to conduct data collection in person. The structured questionnaire, which had been approved by the ethics committee, was administered online. The data constituting the qualitative component were also collected online. These data can be examined and replicated in relevant regions, and the term "micro-nationalism" mentioned in the interpretations for the qualitative section may serve as a research area suggestion for future studies. It is recommended that another suggestion be presented, with the potential for implementation in national or international destinations.

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