



Innovation And Service Design in Brand Resort Hotels

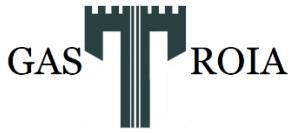
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INNOVATION AND SERVICE DESIGN IN BRAND RESORT HOTELS

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ABSTRACT

The concept of service, which has an important place in meeting the needs of consumers, has had to develop itself in the historical process with industrial and social development. The concept of service, which is experiencing a natural development process, forces the companies that provide services to innovate in their product service designs, with the developments in technology and technology in the market today. Competition is based on innovations in service design and their acceptance by consumers. Accommodation businesses, which are one of the main businesses of the tourism industry, have to reconsider their service designs with the effect of these developments in the market. This study focuses on the service designs of brand hotel businesses in Antalya Belek region. In this context, the study aims to reveal whether and how hotel businesses develop their service designs and how innovation is used in service design with the effect of technology. The study has employed semi-structured interview to collect qualitative data. Belek region was chosen as the universe of the study and the sample consists of five hotel businesses. The research was conducted by using the knowledge of senior hotel managers and department (department) managers. A questionnaire consisting of three parts was prepared for data collection. In the first part, there exist information about enterprises, in the second part, the demographic characteristics and information of the managers participating in the research, and in the third part, there are five questions asked to the managers. As the finding, it was found that respondents are aware of the importance of service design in hospitality industry. They design their service by using technology almost in all departments.

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1. Introduction

Although basing the concept of design back onto the production approach that emerged with Adam Smith's understanding of "laissez-faire et laissez passer" means limiting the history of the concept of design to a recent past, it is possible to seek some truth in this judgment. Because, in addition to the increase in the production of goods, the need for service has arisen in order for the goods produced to meet consumer expectations. Economic and social developments and changes in social life, as well as advances in the technological field, have required planning, shaping and differentiation of products and services in order to meet consumer expectations by harmonizing and adding value products with consumers' expectations. It includes all stages of goods, products or services that are output as a process. In contemporary days product development, differentiation, and product and service design are a phenomenon that heavily took place in the agenda of businesses in the production and service industry.

The products, which are ultimately produced by the employees in the hotel business, are offered to the consumers as a combined and whole service with the addition of various activities. These services, which are described as tangible, semi-concrete and intangible, are created with the contribution of units operating in various fields of a hotel business. The number and characteristics of these areas (Çetin, 2017: 208) make the production of services and thus the design of services more complex. Today, the products and services offered by the hotels that appeal to the same market segment are very similar to each other. This similarity makes it essential for businesses to differentiate their products from their competitors. In addition, Victorino et al. (2005:556) emphasizes that the hotel industry is an ideal example of the area where innovation in products and services is important. The reason for this can be envisaged as the increasing and destructive effects of market structure and competition between enterprises. The dynamic structure of the tourism industry and the environmental factors of the enterprises make it necessary to make innovations in the service designs of the hotel enterprises. The needs and expectations of consumers have a special importance in product design.

Consumers evaluate the service offered according to their expectations (Vatjanasaregagul, 2007: 33). Among these expectations, the concept of quality is important and besides the real quality, which expresses the features of the product, it is also expected from the services that it is ultimately compatible with the expectations. As a result, the expectations of the consumers, the quality of the service and the expression of other characteristics that determine the quality for the consumers and the concepts of satisfaction should be considered as the cornerstones that should be considered in service design. Mintzberg (1991) considers product design as a differentiation strategy and emphasizes that changes made in the designs of existing products or products in production attract customers. As a result of the aforementioned, it is a strategic concept to make differences and innovations in product and its design by considering service and service design together in hotel businesses. After "product development, production, distribution, distribution", which Porter (2004) refers to as the value chain, it can be ensured with innovations that it offers a different value from other businesses in every field. Today, internet, social media, WhatsApp, QR code, remote access systems, various software, robots, etc., which are widely used in the technological and communication fields of hotel enterprises. It is possible to see that it uses many and



different technological tools, as well as many new products that can be used in physical spaces and service production processes, in service design.

This study aims to reveal how hotel businesses evaluate and use these technologies and innovations in service design. In this context, the study explains the importance of the related concepts for the hotel industry and shows the results of the interviews with the top and middle level managers working in five five-star large-scale hotel businesses in the Belek region.

2. Conceptual Framework

2.1. The Service Concept

The concept of service is defined as abstract economic products. While the definition of tangible products can be made more clearly, the abstract concept of "service" is more difficult to define (Rathmell, 1966: 32). Service is "any activity or benefit that one party can offer to another that is intangible and does not result in the ownership of anything" (Ramya, Kowsalya and Dharanipriya, 2019: 38). Services usually include activities or business processes. Therefore, service production is provided while physical assets are revealed.

The researcher who emphasized the term service academically was Adam Smith, and he evaluated goods and services separately in his work titled "The Wealth of Nations" (1776) (Chase and Apte, 2007: 375). At this point, it can be stated that the Industrial Revolution supported the development of the concept of service. The increase in the number of businesses has led to an increase not only in the number of businesses that produce goods, but also in the number of service-oriented businesses. Therefore, the service sector has taken its place in the sectoral classification charts. Sectors such as education, transportation, health, entertainment, communication, tourism (accommodation, food and beverage) are classified within the service sector. According to the 2019 data of the Turkish Statistical Institute (TUIK), the service sector takes the lead in terms of entrepreneurship rate (43.9%) and employment rate (38.9%). On the other hand, when the turnover ratio is examined, the service sector ranks 3rd (16.2%) according to the trade, industry and construction sectors (TUIK, 2019).

In the service sector, businesses turn the service process into an opportunity to learn. The efforts of businesses to transform the traditional weaknesses of the service, such as intangibility, perishability, variability, and simultaneity (inseparability), are gaining meaning (Acar Gürel, 2010: 1). These efforts are accompanied by paradigms/instruments such as service quality, innovation and service design.

2.2. Quality and Service Relation

Service quality is an important driver for economic growth (Park and Jeong, 2019: 1). In this context, first of all, it is necessary to define quality. The standards of any product, service or organization can be interpreted with the term "quality". Every customer has certain needs. These needs need to be translated into measurable qualities. The goal here is to satisfy the customer in exchange for the price they pay for a service or product. From this point of view, some of the definitions of quality are as follows (Kumar, Raju and Kumar, 2016: 142):

- Quality is fitness for purpose.



- Quality is the degree of customer satisfaction.
- Quality is the accuracy in meeting the specification or design.
- Quality is meeting standards or norms.
- Quality is the degree of excellence.

Perceptions regarding quality is considered in four major perspectives as quality-as-customer-value, quality-as-agreed-delivery, quality-as-ecosystems-integration, and quality-as-society-values. (Martin, Elg and Gremyr, 2020). It is a strategic tool for achieving quality, operational efficiency and better business performance. Service quality also refers to a service provider's ability to satisfy customers in an efficient manner that can improve business performance. "Quality" in the service industry is an important element for business success. Measuring service quality is difficult. This is due to the fact that whether the quality of service is sufficient or not is different than seeing the quality of a physically presented product. On the other hand, service quality may include some studies related to service performance. These are: customer satisfaction, internal performance analysis of the business, features and activities that can be counted, scheduled (airplane departure time, meal service time, etc.) or measured through audits (Ramya, Kowsalya and Dharanipriya, 2019: 38). The most well-known among the service quality measurement tools is SERVQUAL. Accordingly, service quality consists of tangibles, reliability, responsiveness, assurance and empathy dimensions/factors (Parasuraman, Zeithaml and Berry, 1988: 29). It should also be noted that service quality can be considered in two types as expected and perceived service quality. The distinction here depends on the interpretation of the expected service quality before the experience and the perceived service quality after the experience (Koçoğlu, 2009).

Schaper and Volery (2007) divide innovation into two as improving existing products and developing completely new products (Schaper and Volery, 2007: 63). Innovation is the form of transforming ideas, which are creative and different, with original thinking, into marketable products and services that are accepted by consumers in the market by adapting them to the products and services of the enterprises.

2.3. Innovation and Service Innovation

Innovation is derived from the Latin word "innovatio", meaning to create something new. New product development and innovation have the capacity to create additional value for customers and sustainable growth (Peters and Pikkemaat, 2006). For example, there are innovations such as a hotel business creating a website, a food and beverage business offering new dishes to appeal to a new market. In this respect, institutional innovations have an important place especially in services. It is argued that innovation in tourism is shaped by institutional factors, information density and information technology, quality improvement, human resources, co-terminality of producers and consumers. But a number of inhibitors are also involved in tourism innovation. These can be listed as: rigidity of hierarchical structures, resistance to change, in other words failure to courage, pervasive comfort or lack of courage. Tourism innovation drivers are factors such as competition, economic performance, demand orientation, technology, business-level strategy and resources, the role of the state, and individual entrepreneurship (Hall and Williams, 2008).



Innovation And Service Design in Brand Resort Hotels

İbrahim ÇETİN, Günseli GÜÇLÜTÜRK BARAN, Sedat YÜKSEL

The prominent role that service activities play in productive systems makes innovation a key issue in the service industry. However, analysis of innovation in the service sector is difficult. As a matter of fact, the analysis of innovation in the service sector has been developed on the one hand, on the basis of the analysis of technological innovation in manufacturing activities (Schumpeterian approach) based on the theory of innovation. On the other hand, certain characteristics of service activities and especially the "fuzzy" nature of their outputs make it difficult to measure these outputs (efficiency) with traditional economic methods and to detect improvement or change (at a qualitative level) (Gallouj and Weinstein, 1997: 537-538). Despite this difficulty, businesses that adapt themselves to the nature of competition in competition have to deal with innovation from every aspect. Service innovation refers to a broad concept, from introducing something new to improving a firm's single service activity. Clearly, it needs to be understood from the perspective of how service innovations affect the customer and the firm. Service innovation expresses the renewal power of the service sector and acts as a catalyst in this direction. When the concept is considered in more detail, it is understood that service innovation is handled under four types. These are degree of change, type of change, newness and means of provision (Snyder, Witell, Gustafsson, Fombelle and Kristensson, 2016). There is also another approach to value creation in service innovation. Forms of professionalization for interactive service emerge to add value to their products. An example of this is the attitudes (trends) and practices (devices) used by beverage department (bar) employees to add value to the beverage product, as well as providing a social and emotional experience (Ocejo, 2012). In addition, the representation of knowledge is defined as a critical factor for both the emergence and nature of innovations (Hjalager, 2010: 1). According to the results of a study comparing the participation of enterprises from different sectors in Hong Kong to innovation, it was determined that 87 of 100 tourism enterprises carried out incremental innovations, 35 distinctive / distinctive and 29 groundbreaking innovations. In the same study, which deals with hotel and restaurant businesses (100) separately, it is seen that innovation participation is high in all three types of these businesses (Chan, Go and Pine, 1998: 119). When the information is evaluated collectively, product (menu, etc.) innovation, process innovation, service innovation (online order taking, reservation and payment, etc.), experience innovation (doing different activities, problem solving styles, etc.) and marketing/advertisement and promotion innovation (membership program, offering new opportunities, etc.) factors are under service innovation (Kim, 2016).

In this study we considered innovation as improving existing products as Schaper and Volery (2007: 63) stated. As Schaper and Volery (2007) stated that improvement-based innovation refers to changes related to better production and presentation of existing products, and complete innovation is based on the development of products that will provide long-term gains in the technology-dependent market. Innovation is the form of transforming ideas, which are creative and different, with original thinking, into marketable products and services that are accepted by consumers in the market by adapting them to the products and services of the enterprises (Çetin, 2018:343).

2.4. Service and Service Design in Hotel Businesses

As the nature of a service and its characteristics as perishability, intangibility, and heterogeneity, simultaneity and all those make delivering service-based product offerings a



Innovation And Service Design in Brand Resort Hotels

İbrahim ÇETİN, Günseli GÜÇLÜTÜRK BARAN, Sedat YÜKSEL

significant element for the success of any service business-oriented companies such as hotels etc. Additionally the categorization of service done by Whittle and Foster (1991) into three conceptual groups: as (1) potential-oriented services (in which service potentials are defined by the service provider in terms of willingness and ability to provide a particular service in accordance with the provider's personal resources; (2) process-oriented services (in which the emphasis is on the timing and character of services and in which consumption and production coincide; and (3) result-oriented services (in which services are interpreted as the "immaterial goods" that result from service processes) requires the combination of tangible and intangible elements. In the hospitality industry especially hotel businesses consist of a combination of tangible and intangible elements. The product produced in accommodation establishments has a composite feature and is intended for accommodation, catering, entertainment, etc., for the needs and expectations of the touristic consumer. It is presented to the consumer as a whole by adding many elements. The components of the service offered to provide the sole advantage in creating value for the business (Çetin, 2009).

Additionally, quality is the fulfilment of a product or service's requirements. Since it is the sum of its characteristics based on its ability, it shows the degree of conformity to consumer wishes. When quality is considered as fitness for use, it can be easily understood to be associated with satisfaction. As a result, in consumer-oriented approaches, quality starts with consumer needs and is expected to result in consumer satisfaction (Kotler et al., 2003).

The quality of the products and services to be offered by the hotel businesses should be in accordance with the consumer characteristics of the target audience and should be able to meet or exceed expectations. For this reason, hotel businesses must have the quality and type of facilities that will enable them to meet the expectations of their consumers. Hotel businesses have to closely monitor the developments in the touristic consumer market in economic, social, technological and cultural terms (Çetin, 2009). Because the fierce competition environment makes it essential to develop products at a level that will meet or exceed expectations and to create satisfaction, and to follow innovations and participate in product and service processes.

The term design is defined as the form/sketch that a person creates in his mind. Design, on the other hand, is a plan, an idea/idea for the solution of a problem. Based on the definitions, it is understood that the concepts of creativity and idea are at the basis of the design. Therefore, the concept of design also points to a feature that distinguishes people from each other (Demirarslan, 2006; Demirarslan and Demirarslan, 2020). Service design is a strategic, holistic and conscious design approach to managing or creating customer experiences. The service design process is also done iteratively. This iterative process is modelled as a double-diamond and consists of discover, define, develop and deliver (Stickdorn and Schwarzenberger, 2016: 264).

The use of tools such as "planning" (blueprinting) in service design is an important step, and the goods and services of service providers that are integrated into the organizational culture are developed as a whole with the organization's services (Zehrer, 2009: 332). In short, service design covers the entire business process of the enterprise. It is through the experiences of tourists that they plan the elements that will make tourism businesses stand out from the competition and ensure tourist satisfaction. Therefore, service design is an



Innovation And Service Design in Brand Resort Hotels

İbrahim ÇETİN, Günseli GÜÇLÜTÜRK BARAN, Sedat YÜKSEL

important method of increasing service value. As a matter of fact, hotels want to develop a fast, efficient and valuable service with their existing resources. When this information is evaluated, it is revealed that accommodation businesses should use their skills while analysing quality, innovation and process in all production processes. Considering that service design approaches are also shaped under customer-oriented service design and product/service design, it is understood that the two approaches in tourism are not separable parts (Akoğlan Kozak and Acar Gürel, 2015). In other words, product design is done, but this alone is not enough and the data obtained from tourist expectations, wishes, demands and experiences also shed light on service design. For example, while data matrix applications are becoming widespread nowadays, it has been determined that data matrix applications affect customer satisfaction according to the results of a study (Şat and Arslan Ayazlar, 2022). Another example is glamping tourism. Accommodation is now provided in structures such as single-storey tents in suitable areas in the gardens of five-star hotels. In addition to these examples, innovative service design examples such as cloud kitchen applications, disposable barbecue to the customer's location and takeaway of raw/cooked food on the barbecue can be given.

Service design is not an easy process and product life cycle actors need to be taken into account, as well as cost, quality, participation, standards, timing, to reveal the designed production process. For example, the desire of a hotel business to have very comfortable beds in its rooms and to serve delicious and different cuisines will come true depending on the situation of the actors listed above. Likewise, while designing the service, services that will make a hotel more effective and efficient than its competitors, create sufficient demand and bear the cost should be determined. Then, it should be decided in which services the strategies to improve, diversify, change, copy and/or produce new products will be applied. Successful applications will increase if it passes through a design filter according to some techniques such as service design, service mapping, acquiring and using information technologies, quality function deployment (showing the relationship between quality control steps in meeting customer expectations based on the scoring of competitors, with the help of matrices) (Acar Gürel, 2018: 68, 93, 180). In this respect, revealing different examples within the scope of service design applications can give an idea. As underlined by Grönroos (2007), this study aims to find a solution to the "what to do" and "how to do" problems in service design through existing applications. From a practical point of view a hospitality industry consultant explains quality service design stages and guidelines as follow (Louveau, 2022):

- a. It will first look at who it impacts. This means understanding the customers who will receive the changes in services and touchpoints as well as the people providing these services and interactions.
- b. It will consider the touchpoints that customers experience throughout the engagement with the business itself. For example, a customer staying at a hotel will interact with the brand when researching hotel options, booking their reservation, checking into the hotel, their stay, and then checking out. Articulating these different steps can help those in the service industry take a holistic look at the entire customer experience. Consider again the needs of the customers from step two and how they will be reflected at each of these touchpoints.



- c. Developing a new service design concentrates on how the organization wants to interact with its consumers at each of those important touchpoints. Service designer should understand what their consumers. Service designers will also need to consider what happens behind the scenes and how this impacts the customer experience. Service designers should predict how his/her service design fulfills the needs and expectations, of customers throughout the critical touchpoints with the entire organization and how that reflects the overarching experience designers want to create.
- d. The service design should also look at how these changes will impact the business design of the organization. The business design and the service design need to come together to create a profitable model that will build the consumer base and create an outstanding experience for all.
- e. As the service design begins to materialize, it is necessary to test plans among customers, slowly rolling out to see how well the ideals of the new design and customer interactions align with the actual experience of customers. It is important to learn how it impacts their overall impression of the brand.

To sum up, service design which is not an easy task in the hospitality industry, especially in hotels, is a holistic and long-run process since it expresses the plans for organizing the staff, physical resources, and materials used within an organization and feedback from consumers to improve its abilities to provide their services to satisfy their customers.

3. Methodology

3.1. Purpose of The Study, Research Sample and Data Collection

The hospitality industry, which are one of the sub-industries of the tourism industry, have to reconsider their service designs with the effect of these developments in the market. This study focuses on the service designs of brand hotel businesses in Antalya, Belek region. Belek region was chosen as the study area since it is has high-ranking hotels in in the region, a popular destination with its 90 five-star hotels in Belek (BelekHotels, 2022). Secondly, the Belek region is generally popular for its five-star resort hotels. Thirdly, most of the five-star hotels in Belek provide services for sports such as golf and football in terms of sports tourism and serve those who travel for the purpose of sea-sand-sun. Finally, the hotels in the sample in Belek provide service for 12 months. In addition, considering all this information, it is assumed that the hotels are operated with a professional management approach. In this context, the study aims to reveal whether and how hotel businesses develop their service designs and how innovation is used in service design with the effect of technology. A exploratory case study was conducted in the research and the study was created in a qualitative structure. There is a purpose of obtaining in-depth information in the research. Criterion sampling method was used among the purposive sampling methods. The criterion is brand hotel businesses with five-star. Belek region was chosen as the universe of the study and the sample consists of five hotel businesses. The research was conducted by using the knowledge of senior hotel managers and department managers. It was possible to interview participants who were willing to spare time for the interview. The fact that the hotels were open for 12 months, the intensity of their work and the compatibility of the researchers' appropriate times for interviews with the hotel managers revealed the number of samples.



For the case study, it can be stated that making in-depth interviews on a few hotel businesses instead of many hotel businesses will provide important information about service design for the study. A questionnaire consisting of three parts was prepared for data collection. In the first part, there exist information about enterprises, in the second part, the demographic characteristics and information of the managers participating in the research, and in the third part, there are five open-ended questions asked to the managers. The data were made by face-to-face, semi-structured interview. The qualitative data was obtained between 20.10.2022 and 10.11.2022. The face-to-face interview process was implemented and answers to questions were noted for analysis. In this direction, in accordance with the case study, the data obtained in the study was transferred in its original form as it was, and the questions were asked to the participants in the same way, impartially, by the researchers, and the answers were recorded. Therefore, validity and reliability were ensured. The research is limited to the information given by the participant and does not make it possible to generalize in terms of the method used.

3.2. Research Questions

The research questions were prepared by the researchers. Interview questions were developed as seen below:

Question 1 (Q1): What does service design mean to you? Where is product or service design included in your business policies?

Question 2 (Q2): What kind of applications are made in service design in your business? In which departments do you design products? Why?

Question 3 (Q3): Do you need to innovate in your product or service? What innovations/s do you make? Why do you innovate? How do you innovate?

Question 4 (Q4): From whom, what tools and where do you benefit from? How do you benefit?

Question 5 (Q5): Where does technology play in your product/service development? And how do you use technology to develop your product designs?

4. Findings

The study was implemented the top level of the managers of the hotels. Due to the time inappropriate of top-level assistant and different level of frontline managers accepted replying the research questions. In this mean two assistant of department manager; one is assistant of general manager and the other assistant of customer relations manager. One of the participants is the director of human resource department and the other participant is front office manager. Demographic characteristics of participants are as seen below in Table 1.

Table 1. Demographics of participants

Participant	Age	Education	Position	Scale of The Hotel (Rooms-Staff)
P1	48	Bachelor in Tourism	Assistant General Manager	Approximately 400
P2	45	Bachelor in Business	Human Resource Manager	Approximately 500



Innovation And Service Design in Brand Resort Hotels

İbrahim ÇETİN, Günseli GÜÇLÜTÜRK BARAN, Sedat YÜKSEL

P3	40	College	Front Office Manager	More than 700 hundred
P4	22	Bachelor	Assistant of CRM	More than 250

Insights of respondents to the research questions were analysed and some principal statements were composed and edited as below: Each question and response of participants were given together.

Q1. What does service design mean to you? Where is product or service design included in your business policies?

Answer: Each of the participants declared their insights about the importance of the service industry. And all four participants see service design and development in the core of their work processes. They declared that competition was based on the service focus in the hospitality industry. So, they stated that they had to service design to take into account in the core of their success and it was an important and the only element for satisfying their visitors better than their rivals. One of the participants stressed that the mean of service for them is “the thing that needs to be controlled and managed from the start to the end”.

One participant declared answered the question of what does service design mean to you? Where is product or service design included in your business policies? He replied the question as “It means a lot. Our business is especially aimed at abroad. People go on vacation once a year and expect a lot from their vacation. That's why we have to offer products and services of the highest quality and at the most luxurious level. Therefore, product design is at the center of our product policies, and we evaluate our product designs every year and try to determine what kind of product and service we will come out within the next year.”

Q2. What kind of applications are made in service design in your business? In which departments do you design products? Why?

Answer: Almost all of the participants declared that the companies they act in have been doing service design almost for all departments in every end of the season and before the season started. As a routine activity they restored physical units and rooms, food and beverage units, gardens, and process they followed. Additionally, they controlled and did the corrective implementations that cause negative situation in work flow such as consuming much time processes, and about the issues that leads customer complaints. It was found that they have done product improvement in those fields; building material quality, physical condition of the hotel environment, indoor and outdoor applications in food and beverage units (increase in the number of tables outside and reducing the number of tables in main restaurants, increasing the number of open buffet menus on the name of reducing visitor and staff contact due to Covid 19).

Rooms, recreation areas such as garden, beach, pool, front office area services, in housekeeping department. For example, they declared that they removed yellow colour clothes that housekeeping staff use for cleaning and in daily use works since they keep and save microbes. Another innovation in service design they declared is the sensors used in housekeeping department. Red and green shows the status of the rooms occupied and the guest is out and the room ready to be cleaned. Although it is an old application, one of the



Innovation And Service Design in Brand Resort Hotels

İbrahim ÇETİN, Günseli GÜÇLÜTÜRK BARAN, Sedat YÜKSEL

responded stated the technical situations to be settled to the rooms that allow guests to open the room via a bottom.

One of the participants stated that they increased the number of distanced buffets and increase in the numbers of buffets/ Ala carte Restaurants even all-inclusive. Same responded also stated that they have been doing service design in human resource department. None of the participants except one declared any service improvement or design in that department. The responded state that they would enable staff to reach department on the name of limiting the staff interaction in department since more than 750 staff works, via a software program (In this mean he has stated that staff would get their payrolls).

Q3. Do you need to innovate in your product or service? What innovations/s do you make? Why do you innovate? How do you innovate?

Answer: A participant explained that they agree on the need of innovation and they need to use technology in general in the name of controlling, and speeding up the service process from the beginning to the end. For this purpose, they found doing innovation is a compulsory situation for the purpose of delivering service on time properly. Additionally, they stated that some form of technology they have to use is necessary for guest satisfaction at the hotels. For this purpose, they set WhatsApp groups when the quest arrived at the hotels. And they appoint staff to each guest during the guest's stay in the hotel since to reach the guest at the moment of service delivery and in case of any problem the consumer encountered and solved it at the time of emergence. QR code applications are probably old for some of the hotels since they have been using it for almost 5-6 years (according to the declaration of one of the participants) in restaurants. Additionally, they have been using QR codes to reach any or every form of hotel application: by making read the QR codes the guests get the hotel facilities, reservations, comments, complaints etc. One of the participants stated that they have been using QR codes for feedback and questionnaires that enable having guest opinions. One of the participants mentioned that they developed a voice saver system at 24:00 o'clock automatically and protects void to reach the rooms.

The statement explained by one of the respondents is as "QR codes created with the development of technology are used in hotels. These QR codes are located in all parts of the hotel. For example, when a guest eats at the hotel's restaurant, he can read the QR code there, score his experience in the survey he encounters on the screen, and send the comments he/she wants to add. The CRM department receives this feedback as an e-mail as soon as the guest completes the survey. These survey answers are delivered not only to the CRM department but also to the department managers and managers in the hotel."

The CRM department receives this feedback as an e-mail as soon as the guest completes the survey. These survey answers are delivered not only to the CRM department but also to the department managers and managers in the hotel. The CRM department is able to approach the guest more quickly and cautiously in response to the instant questionnaires. It is possible to intervene without leaving the area where the guest is not satisfied. Guests are pleased to be contacted quickly regarding their dissatisfaction. In short, with these QR surveys, it has become easier for the CRM department to get information from the guest about their positive or negative experiences. We can access the surveys as a daily report, as well as on a weekly, monthly and annual basis. These reports are very important in terms of determining the



satisfaction and dissatisfaction of the CRM department. CRM uses these reports on a daily and weekly basis and determines the work to be done in terms of guest satisfaction. When the season is over, these reports are drawn annually and the in-hotel departments are evaluated in terms of satisfaction. Based on the participants' statements the advantages of technology in terms of CRM were explored as below:

- Advantages of technology in terms of CRM
- Get quick response from guest
- Quick response in case of dissatisfaction
- Saving on time
- It is to obtain data more easily and precisely

Q4. Who, what tools and where do you benefit from? How do you benefit?

Answer: All participants stated that they generally enable ideas and suggestions in every department staff, and visitor. One participant stated that they had a separate business unit just focusing on quality and service development as graphic designers. In addition to that, they get information and service design know-how from the professional consultant firm as outsourcing. Also, participants stated that they had to get Professional know-how from outside the hotel business since competition pushes them hard to get every innovation to be done by themselves.

Q5. Where does technology play in your product/service development? And how do you use technology to develop your product designs?

Answer:

- Every moment
- Every year (with the leading of owners, all Gm etc.)
- Web, design,
- Storytelling,
- Drone picturing
- WhatsApp groups etc.

5. Discussion and Conclusion

In the service sector, businesses turn the service process into an opportunity to learn. The efforts of businesses to transform the traditional weaknesses of the service, such as intangibility, perishability, variability, and simultaneity are gaining meaning (Acar Gürel, 2010: 1). Hospitality businesses, which are one of the main businesses of the tourism industry, have to reconsider their service designs with the effect of these developments in the market.

This study focuses on the service designs of brand hotel businesses in Antalya, Belek region. Based on the qualitative approach, semi-structured face-to-face interview method was applied and a total of five questions were asked to the participants. Some considerable results have been explored from this research as those: The hospitality industry is aware of that marketing starting from product and its design and management and service design is one of their core strategies of the hotel business. Innovation is in the core of their operations and it is being done in almost every operation area and also in customer relations (CR) and human



Innovation And Service Design in Brand Resort Hotels

İbrahim ÇETİN, Günseli GÜÇLÜTÜRK BARAN, Sedat YÜKSEL

resources (HR) department. One of the important applications that emerged in the study, the CRM department is able to approach the guest more quickly and cautiously in response to the instant questionnaires. Therefore, it is possible to intervene before leaving the area where the guest has not satisfied. In other words, guests are pleased to be contacted quickly regarding their dissatisfaction. In addition, technology is used at all times in service development in hotel businesses. On the other hand, the fact that the colour and light applications used in hotels create shortcuts for the activities of the employees points to a different detail in the service design. Besides, assigning special personnel, to guests by dividing into groups during their holidays seems to be a new practice that has spread from the food and beverage department to all services in service design.

Quality and satisfaction of consumers are the main focusing area and they do service design to reach full satisfaction to attract visitors in the future. Competition pushes them to manage to consumer experiences kind of innovate and design their products according to guests' expectations of the hotel. In this context, it is understood that service design is not an easy process and product life cycle actors need to be taken into account, as well as quality, participation, standards, timing, to reveal the designed production process (Stickdorn and Schwarzenberger, 2016; Acar Gürel, 2018). Additionally, in contemporary market structure it is observed that changes on products or services heavily depending on technology. The hotels that aim a new service design should strictly measure the impacts of technology they use in their products since the Technology Acceptance Model (TAM) aims to examine why users' attitudes and beliefs influence their acceptance or rejection of information technology (Amadu et. al., 2018).

The resort hoteliers interviewed, perceive new service design and innovation mainly within techno-view. It seems tangible components and complementarians of hotel services are being perceived by the resort hoteliers as dominant facilitators and accelerators in innovative service design in Antalya. The results of this study can be compared by carrying out a study on service design in city hotels.

As a result, hotel businesses have to bring together many elements above mentioned in order to bring it together to respond to the diversified need of consumers depending on hotel characteristics for offering a composite commercial touristic product. It is important that the subject of service design creates a touristic product that can meet consumer demands in tourism, which has an important place in the service sector. This study contributes to the literature and practitioners to make the current practices and processes more understandable today (2022). As a matter of fact, there are few studies (Zehrer, 2009; Gao et al., 2022) on service design in the literature and the issue of service design is still hanging in the air. In this respect, it can be stated that further research will be conducted in the future and the results will allow comparison.

Ethics Committee Report: It was unanimously decided to conduct this scientific study by the Ethics Committees of Isparta University of Applied Sciences, with the Decision No. 04 dated 04.11.2022 and numbered E-96714346-050.99-67161.

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Innovation And Service Design in Brand Resort Hotels

İbrahim ÇETİN, Günseli GÜÇLÜTÜRK BARAN, Sedat YÜKSEL

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Innovation And Service Design in Brand Resort Hotels

İbrahim ÇETİN, Günseli GÜÇLÜTÜRK BARAN, Sedat YÜKSEL

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Innovation And Service Design in Brand Resort Hotels

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