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SWOT ANALİZİ: MOBİLYA SEKTÖRÜ ÜZERİNE BİR ARAŞTIRMA¹*STRATEGIC ANALYSIS: A RESEARCH ON FURNITURE SECTOR***Tuğba YEGİN²****Öz**

Stratejik yönetim genel olarak işletmelerin hedeflediği amaçları ve bu amaçlara erişmek için izleyeceği yolları ifade etmektedir. Başarılı bir stratejik yönetim sürecinin uygulanması, hem iç ve dış fırsatların daha iyi değerlendirilmesine hem de tehditlerin bertaraf edilmesine için daha uygun tedbirlerin alınmasına yardımcı olmaktadır. Güçlü yönleri, zayıf yönleri, fırsatları ve tehditleri içeren SWOT analizi, araştırmacıların veya planlamacıların iş hedeflerini belirlemelerine ve önceliklerini belirlemelerine ve bu hedeflere ulaşma stratejilerini daha da belirlemelerine yardımcı olan bir tekniktir. Bu çalışmanın temel amacı, Türkiye’de mobilya sektörünün mevcut durumunu sunarak meta-analiz ve nitel bir bakış açısı ile analiz etmektir. Mobilya sektörü, dünyanın en gelişmiş sektörlerinden biridir. Türkiye, ormanlık alanı geniş bir coğrafya olduğu için mobilya üretiminde kullanılacak ham maddelere ulaşmak diğer ülkelere göre çok daha kolaydır. Tüm endüstriyel koşulları değerlendirmek için, mobilya sektörü SWOT görünümünde ele alınmıştır. SWOT çıktılarına bağlı olarak, bazı ilgili stratejiler tartışılmıştır. Tahminler, Karabük’te bulunan mobilya sektöründe faaliyet gösteren bir işletme üzerinde uygulama ve koşulların ele alındığı bir vaka çalışması ışığında yorumlanmıştır. Mobilya sektöründe faaliyet gösteren, çalışmada üzerinde durduğumuz işletmeye başarılı bir stratejik yönetim sürecinin uygulanması, hem iç ve dış fırsatların daha iyi değerlendirilmesine hem de tehditlerin bertaraf edilmesi için daha uygun tedbirlerin alınmasına yardımcı olacaktır. Küresel ölçekli gelişmeler karşısında özellikle talep ve rekabet açısından kırılgan bir yapıya sahip olan bu işletmenin gelecekteki belirsizliklere karşı daha iyi pozisyon alması için stratejik yönetim kavramını tartışmaya açması gerekmektedir.

Anahtar Kelimeler: Mobilya Sektörü, Stratejik Yönetim, SWOT Analizi

Abstract

Strategic management generally refers to the goals that businesses aim and the ways to achieve them. Implementing a successful strategic management process helps both to make better use of internal and external opportunities and to take more appropriate measures to eliminate threats. SWOT analysis, which includes strengths, weaknesses, opportunities and threats, is a technique that helps researchers or planners to set and prioritize their business goals and to determine their strategies to reach these goals. The main purpose of this study is to analyze the furniture sector in Turkey with meta-analysis and a qualitative point of presenting the current situation. The furniture industry is one of the most advanced industries in the world. Turkey, wooded area to be used in furniture production for raw materials is a wide geographical reach is much easier than in other countries. To assess all industrial conditions, the furniture industry is covered in the SWOT view. Depending on the SWOT outputs, some related strategies are discussed. The estimates are interpreted in the light of a case study on applications and conditions on an enterprise operating in the furniture sector in Karabük. Implementing a successful strategic management process in the business that operates in the furniture sector, which we focus on in the study, will help to take more appropriate measures to both evaluate internal and external opportunities and to eliminate threats. This enterprise, which has a fragile structure especially in terms of demand and competition in the face of global developments, should open the concept of strategic management to discussion in order to take a better position against future uncertainties.

Keywords: Furniture Sector, Strategic Management, SWOT Analysis

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Introduction

For the last 50 years, there has been a steady and steadily increasing interest in strategy studies, which has been shown by a wide and diverse community. In today's world, in most countries, businesses see quality, efficiency, efficiency and equity as the top targets in the products and services they produce. Businesses are developing and adopting new insights to achieve this. One of the methods developed especially in the private sector is the understanding of strategic management. It is aimed to develop long-term strategies in the enterprises with the vision of strategic management. Thus, the subject of strategic management is how to best implement the strategic plans and what needs to be done to achieve the objectives. By defining their strategies, enterprises will determine a direction in line with change and set new targets in this direction. In this context, enterprises without a strategy won't be sure of themselves for the future. Because the future of the enterprise wasn't planned before and remained in uncertainty. Failure in this case will also be a natural outcome. Resources can't be used effectively and efficiently in enterprises without strategy. Strategic management involves creating, adapting and sensing change both within the environment and within the organization. The goal of strategic management, which helps to create the future of competing enterprises and puts them into practice step by step, is to ensure the adaptation of enterprises to increasingly changing environmental conditions (Fahey and Randall, 1994, p.5). What is important in strategic management isn't to repeat past successes, but to overcome unexpected situations and solve environmental problems. The first step required for the realization of strategic management is the SWOT analysis of the enterprise.

Then rinse the furniture industry in operating in the retail furniture sector on the study before beginning the main goal is to brand the business district and followed throughout Turkey. In line with this objective, other objectives such as customer satisfaction, high product and service quality, a competitive structure, and minimization of costs should be realized. Globalization and global competition have made it more difficult for businesses to survive. In this intense competitive environment, the survival of enterprises depends on their strategic management. In this context, strategic management is an indispensable management approach for the continuation of the assets of enterprises. Family companies are companies that make up the vast majority of economies and strive to exist in a competitive environment at both national and international levels.

As in all organizations, organizational resources are basically human, physical, financial and information / technological. The optimum use of these resources around the main objectives makes it necessary to work under difficult conditions for a number of reasons. The precise and dynamic characteristics of the existing internal and external factors in the furniture industry require frequent changes in this entity's long-term plan forecasts. Particularly in the furniture sector market, competition is extremely tough, demand is highly variable and elastic and factors such as high employee turnover require enterprises to have a management process that will adapt rapidly to dynamic and changing conditions.

The aim of this study is to reveal the strategies that should be aimed at ensuring the efficiency of management in the enterprise. The strategic planning concept which is an indispensable part of strategic management is also mentioned. In this study, the current literature was searched and therefore, the concepts related to the subject were investigated in general, and the findings of the other sectors were also taken into consideration and adaptations were made considering the specific characteristics of this business. The study examines the strategic management process of the business from the theoretical perspective.

1. Strategic Management

The concept of strategic management was introduced in the second half of the 20th century in business and management. Although no consensus has been reached on the subject at that time, the strategy has a meaning that regulates the relations between the business and its environment and mobilizes its resources in order to gain superiority to its competitors.

Strategic management; It is a broader, more holistic process that involves planning, implementing, evaluating, and updating a strategic agenda aimed at maintaining the most valid harmony between an organization and its external environment, and moving towards the future in a planned, purposeful attitude, and strategic planning is the turning point of the strategic management process (Poister, 2005, p.1035-1036).

Strategic management is the science and art of formulating, implementing, and evaluating cross-functional decisions that can contribute to the achievement of the objective of the business. The purpose of the implementation of strategic management in an enterprise is to organize the physical, organizational, human and technological resources of the organization in a way that provides a competitive advantage to the organization (Ögüt et al., 2004, p.281-282).

Mission: It is defined as the expression explaining the main purpose and the main reason of the existence of the enterprise. The mission of the enterprise should refer to its presence in the eyes of its customers or founders. “What are we for?”, “What is our purpose? ”, “What do we want to achieve?” are some basic questions that a mission statement tries to answer (Gharleghi, Nikbakht & Bahar, 2011, p.118).

Vision: A business is the most important purpose of everything. Vision expression “What do we want to be?” is the desired answer to the question and the direction the organization goes, the business position it intends to own and the capabilities it plans to develop (Karabulut, 2007, p.28).

Strategy: In general terms, strategy is the way an enterprise takes to achieve its goals, and to apply the predicted solutions to the challenges it may face in this way (Meyadan & Laurausso, 1981, p.566).

Aim in the Management: It is the answer to the question that “What conclusions do I have to reach to get there?”. So, these are the processes in which the company aims to achieve vision in a certain period of time.

Objective in the Management: It creates the short-term stage situations necessary to achieve the objectives. It determines the long-term orientation of the company and what they want to achieve.

Strategic Planning: Strategic planning, which is one of the most important building blocks of strategic management, consists of four components: mission, vision, strategy and action. One of the most important steps in strategic planning is the formation of mission and vision statements, and the success of strategic planning depends on the correct definition and formation of mission and vision statements (Özdem, 2011, p.1888). In the periods when the variables affecting the operational risk are relatively low, the classical planning approach is defined with the idea of achieving the objectives effectively, and as a result of the increase in the uncertainties and variables in the external environment, the content of the planning understanding also expands to competitive “minimize the risk and capture advantage of competitive” has turned into strategic planning (Akmel, 1992, p.10).

Table 1 shows the differences between traditional and strategic plans.

Table 1. Differences Between Traditional and Strategic Plans

Strategic Planning	Traditional Planning
It is action centered and considers planning and implementation as the only process.	The plan is centered, implementation is handled separately.
Situation analysis, critique of organizational values and performance need to be reviewed.	The values and performance of the organization aren't critically addressed.
The environment is reviewed.	The environment is rarely reviewed.
The mission statement is clear and the capacity to implement the plans is well analyzed.	Objectives are ambiguous, their consistency and applicability aren't tested.
Proactivit is prepared for unexpected situations.	Reactive, unprepared for unexpected situations.
It focuses on the allocation of resources and the budget plays a key role.	Planning is separated from the budget.
Planning continues as a process.	The planning process is periodic.
It creates a capacity for planning and organizational learning.	Capacity building isn't defined as a clear objective.
Focuses on the internal and external environment of the organization.	Focuses on fixed problems in the organization.

Source: (Gunn, 1988, p.9)

The main objectives of strategic planning are mostly focused on growth, marketing, productivity and innovation. Strategic planning has been defined as a management and decision process related to expanding business resources and providing an optimal harmony between the opportunities and the resources of the organization in changing environmental conditions (İçöz, 1996, p.81-82).

On the other hand, the concepts of strategic management and strategic plan are different. The strategic plan constitutes the first stage of strategic management and is therefore a part of strategic management. Strategic planning is also referred to as the formulation phase of strategic management. Strategic planning is a disciplined study that produces basic decisions and actions that shape what the organization is, what it does and why it does and guides it (Kılıç and Ertan, 2006: 79; Bryson, 2004, p.6).

Management: In line with the vision and mission of the enterprise, it means the achievement of the objectives of the organization through effective and efficient planning, organization, orientation, coordination and supervision of the company's resources in order to achieve its objectives (Özalp et al., 1998, p.3).

Peter Drucker said that the main task of strategic management was to think through the mission of a business from start to finish and to ask ed What is our job, what should it be? The definition of a company's strategy is only one of its management functions. Strategic management decisions are actually in front of all the management functions. Strategic management and strategic management process is about reaching decisions about what an enterprise should do and where to go(Howe, 1993, p.27).

Strategic management will have numerous benefits for any business. These benefits can be stated as follows (Jauch and Glueck, 1989, p.18):

- Strategic management provides a suitable basis for anticipating changing situations.
- Ensures that objectives and orientations are clear.
- Ensures that business decisions are systematic.
- Contributes to more efficient work.
- Helps managers to investigate the basic problems of businesses.
- Ensures that the research process helps managers in various matters.

- Contributes to internal communication, coordination of individual projects, allocation of resources and budgeting.

There are three stages in strategic management. The first stage involves the development of strategies and the planning. At this stage, SWOT analysis is performed first and then the vision and mission statements are put forward. In strategic planning, which is an important element of this stage, the most important issue is making strategic decisions and making strategic choices. In the second stage, it is the responsibility of the senior management and in cooperation with the middle management levels to implement the determined strategies and action plans. Strategies implemented in the last stage are reviewed and, if necessary, changes are made in strategic plans (Aktan, 2008, p.11).

2. SWOT Analysis

The SWOT analysis, which is typically effective on the basis of its input, takes advantage of opportunities by using the strengths of the business and proactively addressing threats by correcting or compensating for weaknesses, is the process of examining the current state of the business and the environmental aspects of the business and valuation of the elements within the business (Çigdem, 2007, p.43).

In general, a SWOT analysis serves to reveal the optimal harmony between the internal strengths and weaknesses of a particular entity and the environmental trends (opportunities and threats) that the entity must face in the market. SWOT analysis helps business managers assess the strengths, weaknesses, opportunities, and threats involved in any business, including those that help them learn about the past and think about possible solutions to existing or potential problems for an existing business or new enterprise; in particular, it is a basic type of reliable strategic analysis that assesses what an enterprise can and can't do and its potential opportunities and threats (USDA, 2008; Nouri et al., 2008). The SWOT analysis method is to extract information from an environmental analysis and to divide it into internal (strengths and weaknesses) and external problems (opportunities and threats). When the SWOT analysis is completed, it reveals what can help the business achieve its goals and what barriers must be overcome or minimized to achieve the desired results (Sharma & Singh, 2010).

- A power can be seen as a resource, a unique approach, or capacity that enables an organization to achieve its defined goals.
- Weakness is a limitation, error, or defect in the entity that prevents progress towards defined goals.
- There is a tendency with internal or external forces in the operating environment of the entity, for example increasing the demand for what the entity can provide or allowing the entity to procure more effectively.
- The threat may be an obstacle in the organization's environment, an obstacle limiting the achievement of objectives, or any adverse situation that hinders its strategy.

Table 2 gives an overview of SWOT analysis.

Table 2. Matrix of SWOT analysis

	Strengths	Weaknesses
Opportunities	How do I use these strengths to take advantage of these opportunities?	How do I overcome the weaknesses that prevent me from taking advantage of these opportunities?
Threats	How do I use my strengths to reduce the impact of threats?	How do I address the weaknesses that will make these threats a reality?

Source: (Whalley, 2010)

Figure 1 gives a the process of SWOT analysis.

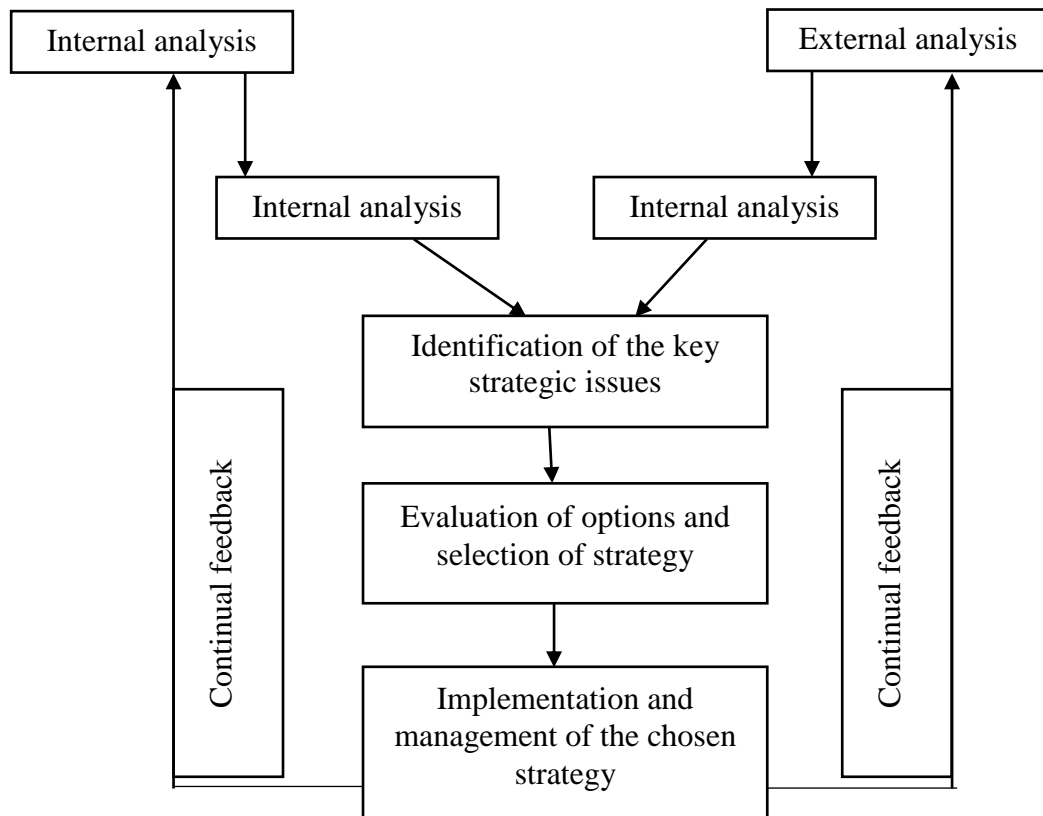


Figure 1. The process of SWOT

Source: (Riston, 2008)

Based on Table 2 and Figure 1, the following five categories have been identified and prioritized by managers for the future development of the furniture sector:

- Reduction of KDV to 0% by the government
- Development of the furniture sector.
- Encouraging the development of human resources.
- Encourage the establishment and development of production facilities in each region.
- Supporting production and sales with training.

3. Analysis And Findings

3.1. Purpose Of The Research

In the face of global and national developments, especially in terms of demand and competition in the fragile structure of a local operating in the furniture sector operating in the local level of the business to open a better position against future uncertainties to discuss the strategic analysis.

3.2. Scope and Limitations of Research

We have been working on a business in the furniture sector in Karabük. SWOT analysis was conducted with the help of the managers and external environment participants. It is only done on one business. Comparison can be made on different companies. Due to the limited time of the managers, more in-depth dialogs can be done and fine details can be touched.

3.3. Method of Research

In the research, face to face interview method was preferred. First of all, senior managers and owners of the company were interviewed using voice recorder and the analysis was made considering the enterprises operating in the same environment in the same sector and the results and suggestion part was formed. It was established in 1980 as a grocery store in Karabük. The company established its own capital and established its main targets. The business has continued to grow in the furniture industry in and around the province since then. Currently, the store is serving with 10,000 closed areas of furniture, white goods and electronic goods, 2,000 and 750 sizes of the Bellona brand in two different locations, Cilek brand products in the retail sales of 1,750 size. The other sectors that it provides services are wedding hall management and construction and tourism sectors. The total number of employees of Koyunlu Furniture is 25 people. The administrative department consists of 5 employees and the sub-department consists of 13 employees. The vision of the business until 2030, Turkey's retail furniture stores in certain cities and to build branding. The mission of the business is to lead the development of the furniture sector in Karabük and to contribute to the society by making economic contribution to the province and region.

3.4. Strategic Management Process of Business

The company is a family-owned company and consists of five partners, all of whom have a say in management. The partners have consulted all issues since the establishment of the company and have taken the right steps at the right times. At present, most of the family businesses don't continue. The reason for this is that the partners confuse their family situation to their business life. In other words, the inclusion of the second generation and spouses in the management of the company is that managers can't prevent this situation. The company maintained this success by providing this balance and more importantly by prioritizing the company's decisions and plans. The most important issue in proactive planning is making strategic decisions and making strategic choices, especially with the effect of small and medium-sized accommodation facilities, many of which are managed by classical family business style, general management understanding in the sector and the dominant commercial culture in the country. In the second stage, it is the responsibility of the senior management and in cooperation with the middle management levels to implement the determined strategies and action plans.

3.5. Strategic SWOT Analysis of Business

SWOT Analysis; It is a technique that is used to reveal the weaknesses and strengths of the company by identifying the opportunities and threats that the company may encounter with

this product by revealing the advantages and disadvantages of any product against its competitors (Güngör & Arslan, 2004, p.68). In the strategic management process, companies should first apply SWOT analysis. Table 3 shows SWOT analysis of Koyunlu Furniture.

Table 3. SWOT Analysis Of Koyunlu Furniture

Strengths	Weaknesses
<ul style="list-style-type: none"> • Active work of family members in the store • Market leadership • Powerful research and development • Lower costs • After sales service • Working with worldwide brands • Giving importance to advertising • Operating in different sectors (accommodation and wedding hall service) • Gaining brand value in the region • High level of perceived quality • Long-term customer relationship 	<ul style="list-style-type: none"> • Size of stocks • More capacity than market • Management changes • Lack of management depth • Instability in management • The sector requires constant new stock • Shortage of finding qualified employees
Opportunities	Threats
<ul style="list-style-type: none"> • Existence of new markets • The sector is open to development • Removal of trade barriers • Failure of competitors • Differentiation Efforts • Economic jumps • Karabük is open to investment • Local events and events • Lower and upper structure of the region • Developments in furniture sector at country and regional level • Periodic factors • Global developments 	<ul style="list-style-type: none"> • Transportation shortage • Satisfaction of the market • Change of management • Rapid development of the market • Intense competition in the sector • Possible financial crises • Increased costs

According to Table 3;

Opportunities:

- In Karabük, especially in parallel with the developing construction sector in recent years, the furniture sector also had the opportunity to develop.
- Cheap labor and so on. Adding design and quality to the elements will make Koyunlu Furniture an important enterprise.
- The company has achieved quality as well as cost advantage in order to open to the provinces of the region.
- The furniture sector in Karabük is open to any kind of cooperation that may create synergy, and the sector is also open to new investments. Aware of its superiority, if it can work more intensively on these factors, it will reach its target in a shorter time.
- In order to make the most of the opportunities faced by the enterprise, the company must continue its activities by harmonizing its advantages with these opportunities and further improving its level in production, marketing and services provided to customers.

Threats:

- The fact that the furniture that will meet the customer expectations can't arrive at the desired time or that they are brought at high cost prevents the breakthrough.
- The enterprise doesn't have the required standards in order to open to the Black Sea region and to compete with other domestic enterprises.
- The enterprise is affected by intense competition in the sector.
- It makes it difficult for the enterprise to compete on the basis of high costs (tax, energy, etc.) in the country.

Weaknesses:

- Inadequately organized fairs related to the sector in Karabük and regional provinces,
- Lack of promotional activities in the province,
- Visual problems,
- Problems such as inefficiency of advertising and promotion activities,
- It shows that there is a serious deficiency in the marketing activities of the enterprise.
- In addition, the organization's lack of organization and professional management are among the major weaknesses.
- The fact that it is a family business doesn't fulfill some institutional disciplines, which leads to the managerial weakness of the firm.
- The firm doesn't accept the second generation and doesn't transfer the workload.
- Lack of responsibilities and division of labor weakens the power of both the company and its employees.
- The shortage of qualified employees seen in almost all sectors of our period is one of the biggest problems of this company.
- This situation creates troublesome processes from the sale of the products to the delivery and after sales, although the amount of space and product is sufficient.
- Because this sector can only increase the quality of sales and after-sales services with the skills and experience of its employees.

Strengths:

- The facility provides services to its customers with a covered area of 18,000 square meters in the Western Black Sea region.
- The size of the field allows the product to be examined in detail in the store during the sales and marketing process of the product without settling at the customers' home.
- At the same time, a variety of products can be provided in the store to suit every budget, taste and age.
- Bellona and Cilek brands have regional dealership in order to raise the bar for quality and foresight, and to take a step forward in the competitive environment.
- Keeping customer satisfaction in the forefront leads to increased customer reliability and customer base.

- With its after sales service, it is behind its products and strives to serve.
- It receives customers from the surrounding provinces and districts, and addresses the city as well as the city. This gives the company an advantage in terms of branding.
- The company is aware that awareness is one of the first steps of branding and offers the services it provides in its city and the products it sells to the public with advertisements. It is also one of the strengths of the firm to see this as an investment in the firm, not as an expenditure.
- The company follows the fashion, design and trends of the day and updates its products continuously by participating in domestic and international furniture fairs as much as possible in this rapidly changing sector. This ensures that the display and the business are constantly refreshed and kept alive.
- The company provides cheapness in the market with low cost without sacrificing quality. It offers the payment options of banks to its customers by taking advantage of working with big brands.

After these analyzes are made, the company will have to plan according to the strategy to be applied in line with the data obtained. Table 4 presents the factors that are / will be important for the preference of Koyunlu Furniture in furniture purchase today and in the future.

Table 4. Factors Important / Possible to Choose Koyunlu Furniture Today and Future in Furniture Purchase

Effective Today	Will be Effective in the Future
<ul style="list-style-type: none"> • Square meter size • Display arrangement • Continuously changing models • High after sales service quality • Safe place • Active advertising service • Proximity to city center • Timely product delivery • Ease of payment • The installation is company-owned 	<ul style="list-style-type: none"> • The same company in all cities • The installation is company-owned • High after sales service quality • Safe place • Active advertising service • Immediate delivery • Ease of payment • Gift certificates during purchase • Extended warranty period • Proximity to city center

As can be seen in Table 4, the factors that are important for Koyunlu Furniture to be preferred in product purchase will be different today and in the future. In this case, the most important criterion of the customer profile in furniture purchase is the quality and appeal of the models, while the most important criterion in the future will be customer satisfaction during the sale, regardless of how good the product is. That is, if two sellers want to sell the same product to the customer, the customer will only decide on the quality of service. Therefore, plans will always need to be revised and aligned with the strategic management process.

4. Conclusion And Suggestions

With regard to the weaknesses outlined in the SWOT Matrix, if the entity makes the necessary work and corrections, it will be much better than it is now.

It is expected that the business will learn its own aspects, be the first step in solving its problems and be a guiding guide in determining its future strategies.

In order for the business to make good use of the opportunities it encounters and to develop strategies against threats, it must understand the opportunities very well and eliminate their own weaknesses as much as possible. As can be seen, the company sees opportunities as much as possible. By minimizing threats, it can take itself to higher levels and take its place in

the sector to better places. According to the SWOT Analysis, the enterprise generally has opportunities rather than threats and superiorities over weaknesses.

The position of superiority and opportunities is the SO position. The SO position is the best strategic position among the available alternative positions.

In this case, it is seen that there is a high probability of success in achieving the competitive advantage of the company or in maintaining or increasing the competitive advantage that it has provided before.

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