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Editors/Editörler

Contact / İletişim

Address/Adres: Isparta Uygulamalı Bilimler Üniversitesi, Turizm Fakültesi, Eğirdir-ISPARTA - TÜRKİYE
Tel: +90 (246) 3133447
Fax: +90 (246) 3133452
E-mail: journalttr@gmail.com
web: http://dergipark.gov.tr/jttr

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Table of Contents / İçindekiler

Journal of Tourism Theory and Research
Online, http://dergipark.gov.tr/jttr
Volume: 5(1), 2019

JTTR
ISSN: 2548-7583

Inbound tourism influenced by social media: An Indian case study

Parikshat Singh Manhas[1], Jeet Dogra[2]

Abstract

In 2014, the Union Government of India has set a target to achieve 1% share in global tourism arrivals in India, as expressed by the then Union Minister State for Tourism. In this regard, the role played by Social Media to influence the foreign tourist was significant. To analyze the causality between India, as a tourist destination and its presence on social media platform, a research study has been done which was fully funded by Ministry of Tourism, Government of India. The main objective was to study all the foreign tourists visiting India duly influenced by the social media. Due to the nature of the study, the technique of the focus - group interview has applied and then structured questionnaire has prepared to achieve the six objectives of the study. With a total sample size of 2,351 inbound tourists, collected in four phases during peak inbound tourist seasons from 2015 to 2016. The sample had consisted of the respondents from 93 nationalities and influenced by social media to visit India. The major outcomes were that majority of the inbound tourists came to know about India as a tourist destination through social media and then they explored more information specifically tourists attractions, to plan their trips to India. The majority of the tourists got influenced by Tripadvisor and Facebook platforms and reasonably satisfied with the information generated by the other social media sources. The results and conclusions have accepted by Ministry of Tourism, Government of India and utilized appropriately to gain the competitive advantage.

Keywords: *Social Media Inbound tourists, Indian inbound tourism, Social media influence the inbound tourist, Social media and Inbound tourism, Social Media channels*

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[1]Prof. Dr., Director, School of Hospitality and Tourism Management (SHTM), University of Jammu, (J&K), India – 180006
[2]Asst. Prof. Dr., Indian Institute of Tourism and Travel Management (IITTM), (An Autonomous Body under Ministry of Tourism, Govt. of India), Govindpuri, Gwalior (M.P.), India – 474011 E-Mail: jeetdogra@live.com

1. Introduction

1.1. Tourism and social media

Tourism is an information-intense industry (Sheldon, 1997; Werthner & Klein, 1999); therefore, it is critical to understand changes in technologies and consumer behavior that impact the distribution and accessibility of travel-related information. With the enormous amount of information potentially available to travelers, the Internet constitutes an important platform for information exchange between the consumer and industry suppliers (e.g., hotels, transportation sectors, attractions), intermediaries (e.g., travel agents), controllers (e.g., governments and administrative bodies), as well as many non-profit organizations such as destination marketing organizations (Werthner & Klein, 1999). Different technological interfaces, such as search engines, online travel booking sites, and Web sites of destination marketing organizations facilitate the information exchange between online travelers and the so-called ‘‘online tourism domain’’ (Xiang et al., 2008).

Particularly, it has been argued that understanding the nature of the online tourism domain, i.e. the composition of online tourism related information potentially available to travelers, provides an important stepping-stone for the development of successful marketing programs and better information systems in tourism (Fesenmaier, Wo¨ber & Werthner, 2006; Xiang et al., 2008). In present time, social media is playing an increasingly important role as information sources for travelers and potential tourists. Henceforth, social media facilitates the interactions between online consumers have emerged as an important component of the online tourism domain.

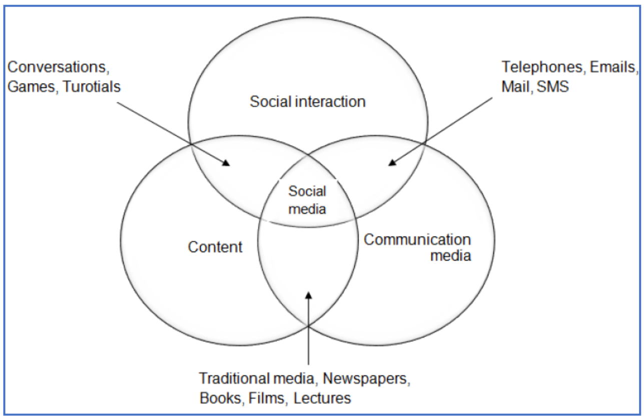

Fig. 1. Social media components

According to Blackshaw (2006), ‘‘social media’’ can be generally understood as Internet-based applications that carry consumer-generated content which encompasses ‘‘media impressions created by consumers, typically informed by relevant experience, and archived or shared online for easy access by other impressionable consumers’’. Social media includes a variety of applications in the technical sense which allow consumers to ‘‘post’’, ‘‘tag’’, ‘‘digg’’, or ‘‘blog’’, and so forth, on the Internet. The contents generated by these social media include a variety of new and emerging sources of online information that are created, initiated, circulated and used by consumers with the intent of educating each other about products, brands, services and issues (Blackshaw & Nazzaro, 2006). The importance of social media is identified and investigated by Xiang & Gretzel (2010) and concluded that the extent to which social media appear in search engine results in the context of travel-related searches. Their analysis showed that social media constitute a substantial part of the search results, indicating that search engines linked the travelers directly to social media sites. Since more and more travelers seem to tap into this ‘‘collective intelligence’’ available on the Web (Litvin, Goldsmith & Pan, 2008), this will challenge the established marketing practices of many tourism businesses and destinations. There are different characteristics to social media; nonetheless the supplementary and interrelated key elements are communication media, social interaction and content. Dann & Dann (2011) explained that each of these three factors has to be present in order to place a functional social media structure online. The relation between social interaction, communication media and content can provide various supplementary advantages from a perspective of end-user behavior as correct positioning of social media can form quite a new experience set (refer Fig. 1).

However, social media is more convenient and efficient way of spreading information compared to traditional media and thus, more and more companies are utilizing it as a marketing channel. They are integrating social media into marketing activities as it is growing popularity at an increasing extent. Furthermore, through media visibility companies are able to create more approachable image, and possibly

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bring awareness among new customers as well as retain existing consumer relationships.

1.2 Social Media – Indian and International Scenario

In order to encourage and enable Indian government agencies to make use of this dynamic medium of interaction, a Framework and Guidelines for use of Social Media by Department of Electronics and Information Technology, Ministry of Communications and Information Technology, Government of India has been formulated in 2012. These guidelines will enable the various agencies to create and implement their own strategy for the use of social media.

Fig. 2. TripAdvisor Survey Infographic

On the similar note, one of the popular travel social media site Expedia Media Solutions partnered with ComScore during the summer of 2013, surveying over 1,000 US Adults who had traveled in the previous past 6 months, and owned a desktop/laptop, tablet or smartphone. The report *Understanding the role of content in the travel purchase path* sheds some insightful details of how travelers consume and share content prior to, during and after a trip. Some major findings are Online content consumption is growing at a rapid pace, as consumers are spending 93% more time with online content than they did three years ago. Online travel spending was up 8% YoY (year-over-year), reaching $58 Billion through the first half of 2013. Total mobile travel minutes have increased by 45% YoY while PC travel minutes have only increased by 2% YoY. Another interesting point was that content is available and being accessed by consumers across more platforms and channels than ever before. Not surprisingly coming from an Expedia Solutions study, online travel agencies were found to be an important source across all platforms and throughout all stages of the booking process. In this report, also sheds some key insights on the role of social media (Facebook) before, during and after the trip, and what types of content work best, i.e. organic vs paid (Fig. 3).

During the booking process, 26% of travel buyers were exposed to travel related content on Facebook, with 23% exposed to paid content and 9% exposed to organic. Total 28% of total travel minutes are consumed on mobile devices and 24% of travelers access travel content exclusively on mobile devices. Online travel agencies (OTAs) are visited by 80% of travelers during the booking process and the average number of OTA visits during each phase exceeds that of any other category.

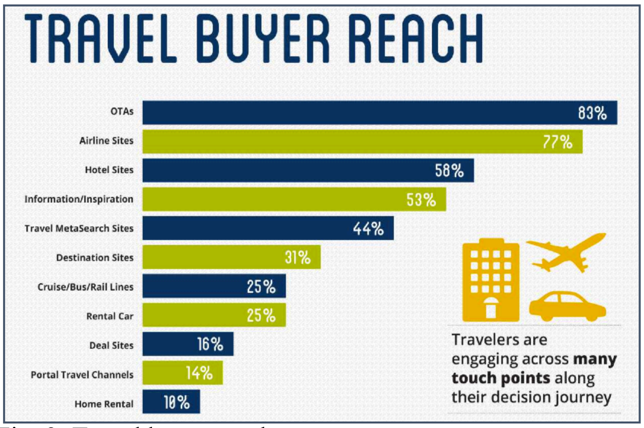

Fig. 3. Travel buyer reach

Different types of content resonate with and will be shared by consumers at specific points and on specific platforms throughout the content journey. 55% of travelers seek hotel and accommodation information, and it is the most commonly sought content across all decision stages when taking PC and mobile consumption into account. Weather and climate information, followed by restaurant reviews, are most likely to be accessed on mobile, at 46% and 44%, respectively. Image content is used 37% of the time during the travel decision process, which is more than twice as much as videos, at only 18%. Upon return, 45% of travelers will post travel-related content on social media or write reviews. At 64%, social media photos are most likely to be published from a laptop, followed by smartphones at 45% and tablets at 16%. It's no wonder destinations, airlines, hotels and most travel marketers are embracing social networks such as Pinterest, but also photo / video applications such as Instagram and Vine, as part of their storytelling toolkit, reaching out to growing crowds of travelers. Expect more photos and videos coming your way from your favorite destination or travel brand in 2014 (Fig. 4).

ISSN: 2548-7583

By the above discussion, it is proved that the impact of social media, the destination feedback by the tourist and availability of online contents are important parameters to influence the potential tourist for their subsequent destination choices. Hence, the present area of study is the need of the hour for destination promotion in a rapid pace through the channel of social media. To improve the services and to gain the competitive advantage, the destination management organizations and decision makers should analyze the need of the potential tourist when they are analyzing the online travel contents and feedbacks. There is also a need to analyze the various sources of social media, which are influencing the foreign tourist for their travel decision. This study is framed as per the need of the present time where the impact of social media is increasing day by day to motivate the foreign nationals to visit India for tourism purposes. The insights from the present study will guides the policy makers to analyze the opportunities provided by the social media to generate the curiosity among the foreign tourist to visit the country having incredible tourism resources.

2. Objectives of the study

The followings were the objectives of the study:

1. The extent to which social media is used to collect information for planning visits to India.
2. What are the important social media sources used along with their magnitude in the decision making of the traveler?
3. What has been the experience with information generated through social media?
4. Are multiple sources used to get varied information?
5. What is the level of confidence in official platforms provided for interaction?
6. Analyze the influence of social media on tourist by assessing the effect on "individual" as well as "overall levels".

3. Research methodology

3.1 Research Plan

According to Miles and Huberman (1994), a field oriented and applied research is often used non-probability samples which are purposive in nature. In the purposive samples, the participants or respondents are selected according to predetermined criteria relevant to a particular research objective. As the area of the present research was confined to those respondents influenced by social media directly or indirectly, for travelling to India for tourism purposes, hence the initial filtering was required. The research technique of *focus group interview* was apt for this purpose.

The studies by Prince & Davies (2001) and Marczak & Sewell (2007) has concluded that the focus group technique is a type of qualitative research methodology. They further defined it as a structured and focused discussion with a small group of people, run by a facilitator (moderator) or using a moderating team to produce qualitative data through a set of open-ended questions. Moreover, the term *focus* has an important meaning – it emphasizes that the group will discuss a precise topic of interest rather than broad generalities (Boddy, 2005).

Being a qualitative research tool, the focus group interview approach has provided the information of influence of social media on their choices of tourist destinations, which covered the following areas:

- How groups of people think or feel about the influence of social media on tour choice
- Give greater insight into why certain opinions are held for the social media
- Help to improve the planning and design of new programs related to social media
- Provide a means of evaluating existing social media channels or programs to influence them for tour choices
- Produce insights for developing strategies for outreach, social media programs

Similarly, based on terms of references / objectives of the study and considerate the nature of the research sample, the focus group interview approach was applied for the sampling purposes, where one focus group has included 20 to 25 respondents.

As per the nature of the study, following parameters had included for designing the survey instrument:

- Most data requirements had fulfilled through primary sources to get the first-hand responses.
- Similar studies had also been consulted and referred for understanding the various research dynamisms during focus group interview methods.

 ISSN: 2548-7583

- The primary and secondary constructs had helped to develop a set of valid and reliable survey instrument in the form of certain related questions based on the terms of reference / objectives of the study.

- These had carried by the interviewer and used as a tool to ask the questions one by one to know the responses during the focus group interviews.

The research methodology has included the designing of a survey instrument for a focus group interview, then based on the responses gathered, a structured questionnaire was developed. Then the structured questionnaire was tested with a pilot survey and as per the responses, after the minor changes, final questionnaire was developed which included the two sections viz. Demographic Profile and Survey Questions, for the purpose of data collection.

3.2 Schedule for data collection

To an addition, the research methodology for this study was based on identification of foreign nationals / foreign tourists on the major places where their presence is expected, in order to gather their responses for the study. The research plan is given as follows which was followed for the study:

- *In the first phase*, field trips had organized between February to April 2015, with a "focus-group approach" on each destination and their outcomes had contributed towards designing a structured questionnaire (refer Table 2).
- While *in the second phase*, as a pilot survey, the data had collected through "structured questionnaire" from August to October, 2015 (refer Table 2).
- By knowing the lean and peak seasons of Indian inbound tourism, the survey was conducted during the peak-seasons to collect the maximum responses.
- Based on the outcomes which had analyzed after the pilot survey, there had several changes inculcated in the "structured questionnaire".
- Then, the final data collection was carried in two phases, i.e. *phase three* (November to December, 2015) and *phase four* (February to April, 2016) respectively.

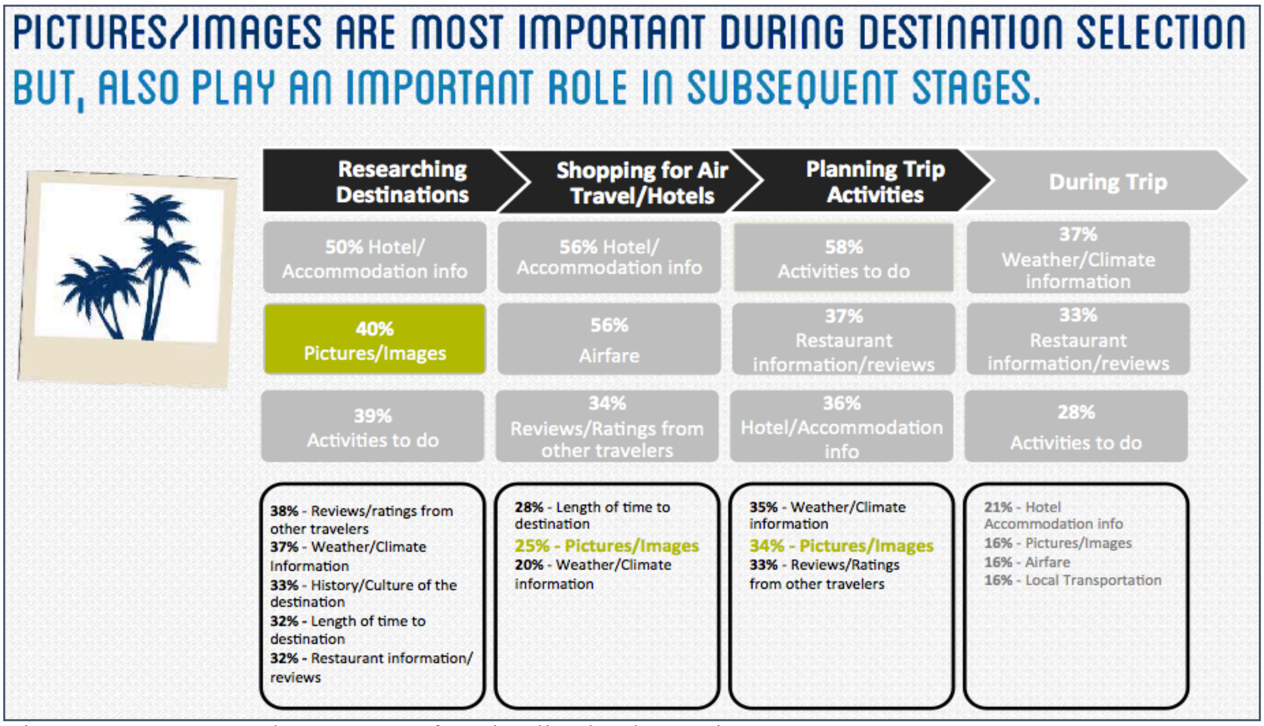

Fig. 4. Important travel contents preferred online by the tourist

ISSN: 2548-7583

Table 1. Structured Questionnaire for the survey as per Terms of Reference (ToR)

Terms of Reference (ToR)	Survey Questions
Objective 1	8. Did you ever get a chance to know about India as a tourism destination through social media?
	1. Never 2. Rarely 3. Sometimes 4. Mostly 5. Always
	9. Did you try to explore more information about it and then plan for the visit?
	1. Yes 2. No
	10. Out of the following, which one or more options were explored through social media?
	1. Accessibility 2. Accommodation 3. Attraction 4. Others, if any __________
Objective 2	11. While making a decision on your travel to India, which of the following social media sources you considered:
	1. Facebook 2. Twitter 3. Linkedin 4.Tripadvisor 5. Pinterest 6. You tube 7. Others, if any ____________
	12. How many times you had visited to the following sources to make your travel decision:
	1. Never 2. Rarely 3. Sometimes 4. Mostly 5. Always
Objective 3	13. For what extent the information generated through social media sources is worth taking into consideration for your travel?
	1. None 2. Slight 3. Reasonable 4. Good 5. Very
	14. Do you consider a particular source of social media to get the varied information?
	1. Yes 2. No
	15. If No, then how many other sources you used to get the information?
	1. Print media 2. Listen to your friends or relatives 3. Any other source ______________
Objective 4	16. Which platform you feel was more useful for planning of your trip?
	1. Official Social media pages 2. Social media pages of Local freelancers 3. Both (1) & (2) 4. Any other platform
Objective 5	17. Are official social media sites providing satisfactory information?
	1. Yes 2. No
	18. What are your criteria for choosing any travel portal through social media?
	1. Browse on your own 2. Recommendations from social networking friends 3. Any other _______________
	19. Have you consider any review blogs like travelogue etc.?
	1. Yes 2. No
	20. Is it worth to take advice from official online customer service platforms?
	1. Yes 2. No
	21. Have you get driven by customer loyalty programs launched by travel companies through social media?
	1. Yes 2. No
	22. If yes, then how?
	1. Being the member 2. Participating in contest 3. Acting as a guest 4. Sharing among your friends
*** Objective 6**	23. From the planning process to finalizing your visit to India, how much you got influenced by social media?
	1. Far too little 2. Too little 3. About right 4. Too much 5. Far too much

*included all the questions from 8 to 23 to fulfill this ToR

 ISSN: 2548-7583

3.3 Sample design

As per the report published by Ministry of Tourism, Government of India titled, "India Tourism Statistics 2012", the top 10 Indian States / Union Territories received the maximum number of foreign tourists are given in Table 2. Additionally, on a special case, it also included the North Eastern state of Assam as compared to other North Eastern states having the highest number of tourists visited and the state of Jammu and Kashmir, in the study.

To identify the maximum availability of foreign tourists in the states / UTs shortlisted for data collection (refer Table 2), the past trends as well as expert opinion had considered. And the cities / circles for data collection had finalized, as given in Table 3.

Table 2. Top 10 State / UTs (plus North Eastern state and J&K) wise Foreign Tourist Visits in 2012

S.No.	Name of the State / UT	Region	Foreign Tourist Arrivals (in numbers)	Foreign Tourist Arrivals (in percentage)
1	Maharashtra	West	51,20,287	24.7
2	Tamil Nadu	South	35,61,740	17.2
3	Delhi	North	23,45,980	11.3
4	Uttar Pradesh	North	19,94,495	9.6
5	Rajasthan	West	14,51,370	7.0
6	West Bengal	East	12,19,610	6.0
7	Bihar	East	10,96,933	5.3
8	Kerala	South	7,93,696	4.0
9	Karnataka	South	5,95,359	2.9
10	Himachal Pradesh	North	5,00,284	2.0
11	Assam	North East	17,543	0.08
12	Jammu and Kashmir	North	78,802	0.38

(Source: Indian Tourism Statistics 2012, pp. 87-104

As per the Table 3, the sample area has included the followings:

- All ten States / UTs of the country along with Assam and J&K which comprised of all the five regions of the country viz. North, South, East, West and North East.
- The study has included all the major cities / tourism-circles for the sampling.
- In order to receive the maximum responses, major coverage areas have also included like historical monuments, heritage sites, tourist specific areas like tourist village, national parks, shopping areas etc.
- In the meantime, major hotels and other accommodation sites has also included to access the international tourists for gathering their responses.

Table 3. Cities / circles for data collection

S. No.	Name of the State / UT	Region	Cities / Circles
1	Maharashtra	West	i. Aurangabad ii. Mumbai
2	Tamil Nadu	South	i. Chennai ii. Kanyakumari
3	Delhi	North	i. Delhi
4	Uttar Pradesh	North	i. Agra ii. Lucknow
5	Rajasthan	West	i. Jaipur ii. Jodhpur
6	West Bengal	East	i. Kolkata ii. Sundarbans
7	Bihar	East	i. Patna ii. Bodh Gaya
8	Kerala	South	i. Munnar ii. Thrissur
9	Karnataka	South	i. Bengalaru ii. Dharbad
10	Himachal Pradesh	North	i. Shimla ii. Manali
11	Assam	North East	i. Guwahati ii. Tezpur
12	Jammu and Kashmir	North	i. Leh / Srinagar ii. Jammu

3.4 Sampling Size

- As mentioned under sample design, the sampling area has included all the five regions and twelve States / UTs of the country.
- The total valid responses had collected as a sample size per city / circle is given in Table 4.

In total, 2,351 valid responses had gathered after the data collection from the sampling area.

 ISSN: 2548-7583

Table 4. Sample Size of the survey

S.No.	Name of the State/ UT	Region	Cities / Circles	Valid responses
1	Maharashtra	West	i. Aurangabad ii. Mumbai	101 101
2	Tamil Nadu	South	i. Chennai ii. Kanyakumari	105 105
3	Delhi	North	i. Delhi	202
4	Uttar Pradesh	North	i. Agra ii. Lucknow	111 101
5	Rajasthan	West	i. Jaipur ii. Jodhpur	100 100
6	West Bengal	East	i. Kolkata ii. Sundarbans	105 105
7	Bihar	East	i. Patna ii. Bodh Gaya	45 45
8	Kerala	South	i. Munnar ii. Thrissur	100 100
9	Karnataka	South	i. Bengalaru ii. Dhanbad	101 101
10	Himachal Pradesh	North	i. Shimla ii. Manali	100 100
11	Assam	North East	i. Guwahati ii. Tezpur	115 110
12	Jammu and Kashmir	North	i. Leh / Srinagar ii. Jammu	150 50
	Total			**2351**

4. Data analysis

4.1 Demographic Profile of the respondents

Out of the total 2351 respondents, 1315 (55.93%) were males and 1036 (44.07%) were females. Under the age distribution, 141 (6%) respondents were below the age of 20, 715 (30.41%) were between 20 to 30 years of age, 649 (27.61%) were lying between 30 to 40 years, 450 (19.14) were belongs to 40 to 50 and 396 (16.84%) were above the age of 50 years.

Under the nationality, the top five countries from where the respondents belong were France 279 (11.87%) respondents, UK 247 (10.51%), Germany 229 (9.74%), USA 226 (9.61%) and Australia 121 (5.15%) respectively (refer Annexure I). In total, of 2531 respondents, 391 (17%) respondents were undergraduates, 1011 (43%) were graduates, 837 (35%) were postgraduates and 112 (5%) were opted any other educational category.

Out of the total respondents 2531, 1153 (45.56%) were employed, 536 (21.18%) were unemployed and 658 (26%) were belong to any other category. Out of the total 2531 respondents, 483 (19.08%) respondents has below 600 US $ monthly household income while 467 (18.45%) has 600 to 900, 544 (21.50%) has 900 to 1200 and 856 (33.82%) has more than 1200 US $ income per month. Under the marital status, out of 2531 respondents, 1172 were married, 1018 were unmarried and 169 were chosen any other category.

Objective 1: The extent to which social media is used to collect information for planning visits to India.

To achieve the first objective, the three questions i.e. Q. No. 8, 9 and 10 had finalized and included in the structured questionnaire. The following had the responses:

Q. No. 8: Did you ever get a chance to know about India as a tourism destination through social media?

The responses of 2351 respondents based on a five-point Likert scale are given in the table 5:

Table 5. To know about India as a Tourism Destination through Social Media

1	2	3	4	5
Never	Rarely	Sometimes	Mostly	Always
0 (0%)	604 (25.70%)	1000 (42.50%)	555 (23.60%)	192 (8.20%)

As per the responses listed in Table 5, there were 1000 (42.50%) respondents have “sometimes” while 555 (23.60%) respondents have “mostly” got the opportunity to know about India as a tourist destination through social media.

Q. No. 9: Did you try to explore more information about it and then plan for the visit?

This question was a closed one having the option of either “Yes” or “No”. Where, the responses to this statement concluded that 2099 (89.30%) respondents had tried to explore more information related to India through social media for tourism purposes and 252 (10.70%) respondents has not been tried for this purpose.

Q. No. 10: Out of the following, which one or more options were explored through social media?

1. Accessibility 2. Accommodation 3. Attraction 4. Others, if any __________

 ISSN: 2548-7583

The responses are given in the table 6:

Table 6. Options had explored through Social Media*

1	2	3	4
Accessibility	Accommodation	Attraction	Others, if any
16.64%	31.88%	44.54%	6.95%

**Note: The respondents had opted the multiple options, therefore, the results were calculated on the basis of percentage distribution because the responses were exceeding the total number of respondents.*

As per the table, 44.54% respondents had explored the tourist attractions through social media while 31.88% respondents had explored the accommodation option through social media. In the other category, the respondents have written the keywords “Climate”, “Guide”, “Adventure”, “Culture”, “Lakes”, “Nature” and “Wildlife”(refer Appendix XI for the percentage distribution of these keywords).

Objective 2: What are the important social media sources used along with their magnitude in the decision making of the traveler?

To achieve the objective 2, two questions i.e. Q. No. 11 and 12 were asked to know the responses.

Q. No. 11: While making a decision on your travel to India, which of the following social media sources you considered are given in table 7:

Table 7 Social Media sources considered for making a travel decision to India*

1	2	3	4	5	6	7
Facebook	Twitter	Linkedin	Tripadvisor	Pinterest	You Tube	Others, if any
26.66%	11.41%	5.57%	32.41%	3.65%	13.09%	7.19%

**Note: The respondents had opted the multiple options, therefore, the results were calculated on the basis of percentage distribution because the responses were exceeding the total number of respondents.*

As per the responses, 32.41% respondents had referred the Tripadvisor and 26.66% had chosen the Facebook social media platforms while making their decision to travel in India. In the “others, if any,” category, the respondents had written the keywords “*Baidu.com*”, “*Booking.com*”, “*Google Blogs*”, “*Indostan.in*”, “*Instagram*”, “*Lonely Planet*”, “*Whatsapp*”, “*Triposo*” and “*Tumblr*” (refer Appendix XI for the percentage distribution of these keywords).

Q. No. 12: How many times you had visited to the following sources to make your travel decision?

To know the magnitude or amount during the decision making of the traveler, the responses has been asked on a 5 point Likert scale. The responses are given in table 8:

Table 8. Frequency of visiting the Social Media sources for making a travel decision

1	**2**	**3**	**4**	**5**
Never	Rarely	Sometimes	Mostly	Always
0 (0.00%)	407 (17.30%)	1108 (47.10%)	691 (29.40%)	145 (6.20%)

Out of the total 2351 respondents, 1108 (47.10%) respondents were chosen “Sometimes” and 691 (29.40%) were opted “Mostly”, for all the social media platforms listed under Q. No. 11.

Objective 3: What has been the experience with information generated through social media?

The terms of reference 3 was included to know the tangible aspect, i.e. satisfaction, when the travelers were explored the information through online / social media platforms. To achieve this objective, three questions viz. Q. No. 13, 14 and 15 were asked from the respondents. The following is the responses related to these questions along with their response rate:

Q. No. 13: For what extent the information generated through social media sources is worth taking into consideration for your travel are given in table 9:

Table 9. Information generated through social media sources for travel consideration

1	**2**	**3**	**4**	**5**
None	Slight	Reasonable	Good	Very
0 (0.00%)	478 (20.30%)	1062 (45.20%)	679 (28.90%)	132 (5.60%)

The responses for this question has yielded that 1062 (45.20%) respondents has opted “Reasonable” while 679 (28.90%) respondents has given “Good”, as far as the information generated through social media sources is concerned.

Q. No. 14: Do you consider a particular source of social media to get the varied information?

ISSN: 2548-7583

This question was asked to know the specific choice or preference of the respondents, where 1114 (47.40%) respondents had chosen the option "Yes" and 1237 (52.60%) of the respondents had marked "No".

Q. No. 15: If No, then how many other sources you used to get the information?

The next question, i.e. Q. No. 15 was related to those respondents who have chosen "No" in the previous question, so that their further choice will be identified.

In this question, two options were listed while the third option was an open-ended to know the various other sources as their preference to get the desired information are given in Table 10.

Table 10. Other sources to get the information*

1	2	3
Print media	Listen to your friends or relatives	Any other source
26.13%	64.21%	9.66%

**Note: The respondents had opted the multiple options, therefore, the results were calculated on the basis of percentage distribution because the responses were exceeding the total number of respondents.*

The responses have concluded that 64.21% respondents had listened to their friends or relatives and 26.13% of the respondents had opted print media to get the desired information.

Under the category, "Any Other Source", which were opted by 9.66% of the respondents. Moreover, they had written the keywords "*Travel Books*", "*Business Magazines*", "*Travel Guides*", "*Internet*", "*Other travelers*", "*Newspaper, TV*" and "*TV commercials*" (refer Appendix XI for the percentage distribution of these keywords).

Objective 4: Are multiple sources used to get varied information?

The main objective of terms of reference 4 has been to identify the multiple sources frequently used by the traveler to access the varied travel related information to India. For this, a question no. 16 was asked and got the following responses:

Q. No. 16:

Which platform you feel was more useful for planning of your trip? The responses are given in table 11.

Table 11. Social Media platform to get the information for planning of the trip*

1	2	3	4
Official Social media pages	Social media pages of local freelancers	Both 1 and 2	Any other platform
12.44%	9.15%	55.21%	23.20%

**Note: The respondents had opted the multiple options, therefore, the results were calculated on the basis of percentage distribution because the responses were exceeding the total number of respondents.*

As per the responses, 55.21% of the respondents had used both the platforms, i.e. Official social media pages and Social media pages of local freelancers. Where else, 23.20% of the respondents had chosen any other platforms. In "Any other platform", the respondents had listed the options like "*Lonely Planet* (a travel guide book)", "*Tourism Organizations*", "*Travel Blogs*", "*Trip Advisor*" and "*Internet*" (refer Appendix XI for the percentage distribution of these keywords).

Objective 5: What is the level of confidence in official platforms provided for interaction?

The term, "Level of Confidence" was a central objective under the terms of reference 5 where the objective to identify the confidence level in official social media platforms provided for the interaction. In terms of statistics, the meaning of understanding for Level of Confidence is technical. Like as per the market research expert Devault (2016), a *confidence level* is an expression of *how confident a researcher can be* of the data obtained from a sample. Confidence levels are expressed as a percentage and indicate how frequently that percentage of *the target population* would give an answer that lies within the confidence interval. The most commonly used confidence level is 95%. Here the term, 95% confidence level implies that 95% of the confidence intervals would include the true population parameter.

As per the understanding and meaning of level of confidence, there is a need to establish causality between two or more than two variables. Here the two variables are "Official social media platforms provided for the interaction" and "the travelers exploring the information on these platforms". By keeping all these parameters, six questions, i.e. Q. No. 17 to 22, were asked, as the explanations are given as follows:

Q. No. 17: Are official social media sites providing satisfactory information?

As per the responses, 1444 (61.40%) respondents had satisfied while 907 (38.60%) respondents had not satisfied with the official social media sites providing the information.

Q. No. 18: What are your criteria for choosing any travel portal through social media? The responses are given in table 12:

Table 12. Criteria for choosing a travel portal through social media*

1	2	3
Browse on your own	Recommendations from social networking friends	Any other
53.79%	43.09%	3.12%

**Note: The respondents had opted the multiple options, therefore, the results were calculated on the basis of percentage distribution because the responses were exceeding the total number of respondents.*

This question has generated the responses related to the choosing any travel portal's criteria of the respondents. Here 53.79% of the respondents had browsed on their own while 43.09% had influenced by the recommendations from their social networking friends. Under "Any other", the respondents have not given any keywords.

Q. No. 19: Have you considered any review blogs like travelogue etc.?

For this question, 1375 (58.50%) of the respondents had considered the review blogs while 976 (41.50%) had not opted it.

Q. No. 20: Is it worth to take advice from official online customer service platforms?

1496 (63.60%) respondents had agreed to take advice from official online customer service platforms while 855 (36.40%) had denied it.

Q. No. 21: Have you got driven by customer loyalty programs launched by travel companies through social media?

The majority of the respondents, i.e. 1716 (73%) had not motivated by any customer loyalty programs launched by the travel companies through social media while 635 (27%) had given priority to this service.

Q. No. 22: If yes, then how?

Furthermore, to the previous question, the respondents who has opted the customer loyalty programs launched by travel companies through social media were given their responses listed in the following table 13:

Table 13. Respondents has opted the customer loyalty programs launched by travel companies through Social Media

1	2	3	4
Being the member	Participating in contests	Acting as a guest	Sharing among your friends
189 (8.00%)	170 (7.20%)	129 (5.50%)	136 (5.80%)

As per the responses, 189 (8.00%) of the respondents became the members of customer loyalty programs launched by travel companies through social media while 136 (5.80%) respondents were shared this information among their friends, whereas 8 (0.30%) of the respondents has opted more than two options out of the four options were given to this question.

Objective 6: Analyze the influence of social media on tourist by assessing the effect on "individual" as well as "overall levels".

To address this terms of reference, the responses had considered from all the survey questions, i.e. from Q. No. 8 to Q. No. 22 and an additional question of Q. No. 23.

Q. No. 23: From the planning process to finalizing your visit to India, how much you got influenced by social media? The responses are given in table 14:

Table 14. Respondents got influenced by Social Media to finalizing their visit to India

1	2	3	4	5
Far too little	Too little	About right	Too much	Far too much
175 (7.40%)	773 (32.90%)	965 (41.00%)	356 (15.10%)	82 (3.50)

As per the responses, 965 (41.00%) respondents had half influenced by the social media while 356 (15.10%) of the respondents had too much and above influenced by the social media to finalize their trips to India.

ISSN: 2548-7583

5. Conclusions and recommendations

The objective 1 was related to identify the utilization of social media by the prospective or potential tourist to collect the information of India as a tourist destination for planning their visits. The above three questions were finalized to gather the appropriate responses. In the stage one, out of 2351 foreign nationals, 42.50% persons sometimes got the opportunity to know about India as a tourist destination through social media. It means there is a need to enhance the presence of India as a tourist destination on social media platforms so that this percentage would be increased in the coming time. In the next stage, 89.30% respondents had tried to explore more information related to India through social media for tourism purposes, so that they will plan their trips to India. This percentage is huge which indicates the curiosity among the online explorers to know more technicalities related to either know or finalize their trips to India. This stage is crucial due to the preference of the potential tourist for finalization of their trips. Here the need to put more extensive as well as updated information over the social media networks, for facilitates the online explorers. In case of satisfaction after exploring the information, the potential tourist may suggest or at least discuss the experience among their social groups which will ultimately increase the traffic of first time surfers. And finally, in the third stage, 44.54% respondents had explored tourist attractions through social media, which is higher than 31.88% respondents who had explored the accommodation option through social media. Here it shows the top priority of the explorers which is a tourist attraction. If the apt information will provide over the social media networks, then it will be easy to boost this percentage in threefold or even higher. After analyzing all the three scenarios, one observation is that the importance of social media during the initial time, when the potential tourist is searching for the information. This information will ultimately landed to the next stage where the decision to choose the destination will arrive. During this stage, all the other competitors' tourism destinations of India will also be compared and hence the role of specific information is vital in the travel decision by the explorers.

The objective 2 was based to know the magnitude or amount or level of frequent visits to the most popular social media platforms used by the traveler visit especially in India for tourism purposes. Under this category, six most popular social media platform shortlisted were Facebook, Twitter, Linkedin, Tripadvisor, Pinterest and You Tube. As Tripadvisor got the maximum responses, i.e. 32.41% and Facebook followed it by gathering 26.66%, it is mandatory to show the aggressive presence on these two platforms because combined they had chosen from 59.07% of the respondents for making their travel decision to India. After the Tripadvisor and Facebook, the other social media platforms, if combined their contribution is also presented a significant level where the second priority would assign to them too. The platforms like Twitter (11.41%), Linkedin (5.57%), Pinterest (3.65%) and You Tube (13.09%), if combined, comes to 33.73% and presents a significant percentage of the respondents, which needs to be addressed properly. Moreover, the next question was asked to know the frequency of visits to these social media platforms where the respondents had chosen "Mostly" by 29.40% and "Always" by 6.20%, henceforth, combined this percentage comes to 35.60%, which is a significant population of online explorers and need to consider it for any future e-marketing decisions for promoting the India as a tourist destination.

The objective 3 was based to know the "experience with information generated through social media". To achieve this objective, three interlinked questions has asked, which has started from "is the information generated through social media sources is worth taking into consideration for your travel" and then followed by "any particular source of social media to get the varied information" and in case the respondents has chosen "No", then the next question was asked "to know how many other sources to get this information". On the first question, if we combined the responses of top three choices, i.e. "Reasonable + Good + Very", then the combined percentage comes out is 79.70% which is "extensive result" to give the top priority. It means approximately 80 percent of the time, the information generated through social media will largely impact, first the experience of the traveler and then their choice to finalize the trip to India. Here the role of "what to upload and where to upload" is a crucial one because if this information will catch the eye of the traveler then 68 percent chances are that traveler will book a trip to India. Furthermore, to know the answer of "where to upload" the information, the

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next two questions had asked, i.e. “do the traveler, consider a particular source for searching the information and if no, then what are the other sources where the traveler is referring”. Rather than confine the traveler’s options to reply to this question, if the traveler will chose “No”, then there will be an opportunity to glue out the responses to question no. 13, which will ultimately help to achieve the objective of “what to upload and where to upload”. And it happened, the majority of the respondents 1237 (52.60%) had chosen the option “No” and further mentioned their other preferable sources to get the information. As per the responses of this “No” category of the respondents, 64.21% of the respondents listened to their friends or relatives and 26.13% of the respondents had opted print media to get the desired information. After analyzing the responses, if the information available on the social media platforms satisfied the traveler, then approximately half of the chances are that the traveler will share it with their friends and relatives. There is an immediate need to continuously revise the information because ultimately from igniting the curiosity of the traveler to share among the peer group and finally choses the trip, all are dependent on the authenticity of the information.

The objective 4 was all about to know the preferable social media platforms which had useful for planning the trips to India. Under this objective, although one question was asked, but with the several parameters to know their responses. Two major choices were given to the traveler, but the third option was combined so that it will be identified whether the traveler referred individual platform or both the platforms simultaneously. Even the responses suggested that 55.21% of the respondents had used both the platforms, i.e. Official social media pages and Social media pages of local freelancers. Additionally, another option was listed as an open end, to know any other platform popular in their native surroundings which utilized by them in planning their trips to India. Where ever, 23.20% respondents were chosen any other platforms like Travel blogs and Trip advisor. The results have shown that the majority of the travelers were chosen the multiple platforms which makes them feel useful in planning their trips to India. It is mandatory to cover 360-degree e-queries arising at the majority of the social media platforms by providing the information because the travelers are not confined to any particular platform. As per the results, cognitive preferences are pushing them to visit both official platforms as well as unofficial / freelance platforms for either comparing or searching the desired travel related information.

The objective 5 was all about to know the significance as well as qualitative error existed in official social media platforms available for the interaction to the travelers. For that purpose, six questions, i.e. Q. No. 17 to 22, were asked to the respondents. In the Q. No. 17, 61.40% of the respondents had satisfied with the official social media sites providing the information. Here 53.79% of the respondents had browsed on their own while 43.09% had influenced by the recommendations from their social networking friends. While 53.79% respondents had browsed for choosing the travel portal on their own while 43.09% had influenced by the recommendations from their social networking friends and 3.12% of the respondents have chosen both of the options. Furthermore, 58.50% of the respondents had considered the review blogs and 63.60% of the respondents has been taking the advice from official online customer service platforms. Then, 27% had giving priority to any customer loyalty programs launched by travel companies through social media where 8% of the respondents became the members of this service. The variables were considered to know the confidence level provided by the official social media platforms qualitatively, the respondents had partially satisfied. That is why, the respondent has chosen the travel portal either for gathering the information or interaction with their own. The respondents rather than to confine within official platforms, the respondents had referred other mediums like review blogs and taking advice from online support for interaction. A considerable percentage of the respondents had chosen the travel loyalty programs launched by the travel companies through social media. After analyzing the responses, half of the respondents have not satisfied with the information provided on the official social media platform. Here the confidence level has fallen drastically because the majority is considered the recommendations of their friends or relatives so it might hamper the image presented by the information of India as a tourism destination. There is a need to address this issue on a priority basis.

ISSN: 2548-7583

6. Major findings

All the survey questions, has drafted, finalized and then asked to the respondents as a structured questionnaire, in order to identify the "individual" as well as "overall" influence of social media in exploring and finalizing their trips to India.

The followings are some facts concluded from this study, which need to be considered to achieve the overall effectiveness to present India as a competent tourism destination on social media platforms:

- 42.50% of the respondents had "sometimes" while 23.60% respondents had "mostly" got the opportunity to know about India as a tourist destination through social media.
- 89.30% respondents had tried to "explore more information" related to India through social media for tourism purposes.
- 44.54% respondents had explored "tourist attractions" through social media while 31.88% respondents had explored the "accommodation" option through social media.
- 32.41% respondents had referred the "Tripadvisor" and 26.66% had chosen the "Facebook" as social media platforms while making their decision to travel to India.
- 47.10% respondents had "Sometimes" and 29.40% had "Mostly" visited the social media platforms to make their decision to travel to India.
- 45.20% respondents had "Reasonable" while 28.90% respondents had given "Good", to the travel related information to India has generated through social media sources are concerned.
- 52.60% of the respondents had not "confined to a particular source of social media" to get the varied information related to the travel to India.
- 64.21% of the respondents had "listened to their friends or relatives" to get the desired information on social media platforms for travelling to India.
- 55.21% of the respondents had used both the platforms, i.e. "Official social media pages" and "Social media pages of local freelancers" for planning their trips to India.
- 61.40% respondents had "satisfied with the official social media sites" providing the information related to travelling to India for tourism purposes.
- 53.79% respondents had "browsed on their own" while 43.09% had influenced by the "recommendations from their social networking friends" for selecting any travel portal through social media.
- 58.50% of the respondents had considered the review blogs before planning for the trips to India.
- 63.60% respondents had agreed to "take advice from official online customer service platforms" before travelling to India.
- 27% respondents had driven by "customer loyalty programs launched by the travel companies through social media" whereas 8% of the respondents had become the "member of this service" which motivated them to travel to India.
- 41% respondents had "half-influenced" while 18.60% of the respondents had "too much and above influenced" by the social media to finalize their trips to India.

Based on the above facts, both at "individual levels" as well as "overall levels", the social media has played its crucial part in terms of generating the curiosities among the potential tourists. Moreover, in traveling to India, all the official e-channels and freelancers e-platforms have contributed significantly to motivating the tourists for visiting India.

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Annexure I. Nationality wise, distribution of the respondents

S.No.	Respondent's Country	No. of Respondents	S.No.	Respondent's Country	No. of Respondents
1	France	279	48	Hungary	7
2	UK	247	49	Pakistan	6
3	German	229	50	Turkey	6
4	USA	226	51	Vietnam	6
5	Australia	121	52	Czech Republic	5
6	Japan	94	53	Egypt	5
7	Spain	83	54	Hong Kong	5
8	Canada	80	55	Ireland	5
9	Russia	79	56	Cambodia	4
10	Italy	64	57	Colombia	4
11	China	63	58	Jordan	4
12	Israel	41	59	Myanmar	4
13	Thailand	38	60	Scotland	4
14	Netherlands	32	61	Slovenia	4
15	Switzerland	32	62	Tibet	4
16	New Zealand	30	63	Chile	3
17	Bangladesh	29	64	Cyprus	3
18	Sweden	29	65	Kenya	3
19	Belgium	27	66	Georgia	2
20	Korea	26	67	Greece	2
21	Denmark	24	68	Luxembourg	2
22	Bhutan	23	69	Maldives	2
23	Malaysia	21	70	Mauritius	2
24	Poland	21	71	Serbia	2
25	Austria	20	72	Tanzania	2
26	Brazil	18	73	Yemen	2
27	Netherlands	18	74	Armenia	1
28	Sri Lanka	18	75	Azerbaijan	1
29	Indonesia	16	76	Bahrain	1
30	Norway	15	77	Belarus	1
31	South Africa	15	78	Cape Verde Island	1
32	UAE	14	79	Cuba	1
33	Ukraine	14	80	Europe	1
34	Mexico	13	81	Iran	1
35	Nigeria	13	82	Iran	1
36	Portugal	13	83	Latvia	1
37	Yugoslavia	13	84	Lebanon	1
38	South Korea	12	85	Lima	1
39	Finland	11	86	Macedonia	1
40	Nepal	11	87	Morocco	1
41	Singapore	11	88	Oman	1
42	Philippines	10	89	Romania	1
43	Not responded	9	90	Tajikistan	1
44	Taiwan	9	91	Uruguay	1
45	North Korea	8	92	Uzbekistan	1
46	Afghanistan	7	93	Venezuela	1
47	Argentina	7		**Total**	**2351**

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Tourism in the organizational structures of metropolitan municipalities[1]

Serkan Polat[2]

Abstract

The purpose of this study is to determine whether a unit related to tourism is included in the organizational structures of metropolitan municipalities. Tourism attracts the attention of many developed and developing countries because of the participation of more than 1 billion 300 million people in 2017 and being one of the fastest growing and developing sectors in the world. Nevertheless, the competition among the tourism destinations continue to be intense. One way of achieving superiority against competing tourism destinations in this competition is to satisfy the tourists who prefer the destination to the highest possible level. The local people of a tourism destination need fundamental elements such as eating-drinking, entertainment, public transportation, cleaning, life and property security, communication and information in the place where they live the visitors also need these elements as much as the local people. At this point, municipalities have great responsibilities as local administrative units. According to the Culture and Tourism Ministry data, in 2017, the number of tourists coming to Turkey is about 38 million people. According to the World Tourism Organization, in 2017, Turkey is ranked 8th among the most visited countries in the world. Nearly 60% of the visitors come only to Istanbul and Antalya. Together with other metropolitan cities, this ratio approaches 80%. In this context, the organizational structures of the 30 metropolitan municipalities hosting such a large number of visitors will be examined on the official internet addresses and it will be determined whether they have a tourism related unit.

Keywords: *Organizational Structure, Metropolitan Municipality, Local Authorities, Tourism*

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[2]Assistant Professor, İstanbul Medeniyet University, Faculty of Tourism, spolatt@gmail.com

1. Introduction

Many formal organizational structures consist of the reflection of justified institutional rules. The elaboration of such rules in modern states and societies is partly explained by the expansion of formal organizational structures and their increasing complexity. In organizations with isomorphic structures compatible with the myths of the institutional environment, internal coordination and control are decreasing to maintain legitimacy. Organizational structuring is based on trust and good faith rather than coordination, supervision and evaluation (Meyer & Rowan, 1977).

Those who have power in the organization decide the direction of strategic actions. This strategic choice also determines the form of organizational structures as well as the manipulation of performance standards and environmental characteristics (Child, 1972). Mintzberg (1980), one of the pioneers in the field of organization, states that organizational structure has five elements: simple structure, machine bureaucracy, professional bureaucracy, divisionalized form and adhocracy. An effective organization can be achieved through the organization's internal processes and its compatibility with the environment.

Turkey's administrative structure is composed of 81 provinces. 51 of these provinces are provincial municipalities and 30 are metropolitan municipalities (Ministry of Interior, 2018). These provinces are governed by governorships representing central government and local administrations representing decentralization. Local administrations, as defined in the Article 127 of the Constitution (Constitution of Turkey, 1982): "Local administrations are public corporate bodies established to meet the common local needs of the inhabitants of provinces, municipal districts and villages, whose principles of constitution and decision-making organs elected by the electorate are determined by law."

According to the Metropolitan Municipality Law No. 5216, the population of the province should be more than 750 thousand to become a metropolitan municipality. The boundary of the metropolitan municipality is the provincial boundary (Metropolitan Municipality Law, 2004).

In this study, firstly some researches about municipalities and tourism are mentioned. In addition, basic tourism data on provinces with metropolitan municipalities are presented. Secondly, the organizational structures of the metropolitan municipalities and the norm staff arrangement are explained. Thirdly, research methods and findings of the research work presented for the reorganization of the metropolitan municipalities in Turkey is terminated.

In this study, firstly some researches about municipalities and tourism are mentioned. In addition, basic tourism data on the provinces with metropolitan municipalities are presented. Secondly, the organizational structures of the metropolitan municipalities and the norm staff arrangement are explained. Thirdly, the study is concluded with presentation of the research method and findings on the organizational structures of metropolitan municipalities in Turkey.

2. Literature review

According to the Culture and Tourism Ministry (2018), 32 million 410 thousand foreign tourists visited Turkey in 2017. When Turkish citizens living abroad are added, this number is closer to 38 million. According to the World Tourism Organization, in 2017, Turkey is ranked 8th among the most visited countries in the world.

Various studies conducted (Ishikawa & Fukushige, 2007; Jintalikhitdee & Laothamatas, 2018; Konidaris, 2017; Lundmark, 2006; Madsen & Zhang, 2010; Marin-Yaseli & Martinez, 2003; Rigall-l-Torrent, 2007; Vojnovic, 2018; Voltes-Dorta, Jimenez, & Suarez-Aleman, 2014) show that municipalities are responsible for tourism.

Local administrations such as the municipality and local people play an important role in the development of tourism and the protection and development of culture (Jintalikhitdee & Laothamatas, 2018). Well-prepared growth models, which take into account the correct supply of public goods, contribute to the successful implementation of sustainable tourism to municipalities where tourism is intense (Rigall-l-Torrent, 2007).

 ISSN: 2548-7583

Ishikawa and Fukushige (2007) as a result of their research on the island of Amami Oshima in Japan, the municipalities are expected to provide financial support and to lead the development of tourism by the local community.

Lundmark (2006) conducted a survey on labor mobility, covering the municipalities of Are and Malung in the mountainous areas of Sweden. The study was conducted to find out whether the temporary tourism workforce has become a permanent settlement. According to the results of the study, because of its lifestyle and seasonality, few people have permanently settled in the places where these two municipalities exist.

Marin-Yaseli and Martinez (2003), in their study of the Pyrenees Valley in Spain, state that there is a significant reduction in the number of animal husbandry and farm animal populations in the tourist areas. Researchers argue that the use of fertile soils for tourism purposes and the employment of people engaged in animal husbandry in tourism are effective in this decline.

Vojnovic (2018) conducted a survey of 25 touristic municipalities in Croatia. In 2016, more than 1 million overnight stays were made by tourists in these municipalities. According to this research, tourist density does not threaten sustainability, and it even revitalizes the local economy and encourages the preservation of traditions through employment opportunities. There is also no conflict between local people and tourists.

The Federation of Spanish Municipalities draws attention to the chronic economic deficit caused by high expenditures in touristic areas. A study was conducted to investigate whether there is such a deficit in tourist areas. The scope of the study consists of 3200 municipalities where tourism is not intense and intensive. Research results show that there is a direct relationship between tourism intensity and local economic deficit in the smallest and largest municipalities (Voltes-Dorta et al., 2014).

Madsen and Zhang (2010) investigated the economic effects of tourism in the study conducted by 98 Danish municipalities. According to the results of the study, it is determined that tourism has different effects on local economies depending on the size of municipalities.

According to the survey conducted by Konidaris (2017), 42.2% of the marketing activities of 10 municipalities in Greece are digital marketing. Only 1 municipality has conducted a customer satisfaction survey. Most of the municipalities organize print media, event organization and tourism exhibitions. In addition, it has been determined that they do not assume any quality and education duties.

According to Table 1, 76.12% of foreign tourists visiting Turkey entered in the metropolitan status of the provinces. Istanbul and Antalya constitute the first two provinces where foreigners enter most. On the other hand, no foreign tourist has entered from Manisa. In addition, the number of foreign visitors to Kahramanmaraş, Mardin and Sakarya provinces is below 100. When Table 1 is analyzed in terms of facilities, 80.67% of the facilities licensed by the Ministry of Culture and Tourism (3,109 units) and 69.82% of the facilities licensed by municipalities (5,315 units) are located in metropolitan cities in Turkey.

When Table 1 is examined in terms of the number of arrivals, 88.60% of arrivals to the facilities licensed by the Ministry of Culture and Tourism and 67.70% of arrivals to the facilities licensed by municipalities were recorded in metropolitan cities. Moreover, when Table 1 is examined in terms of the number of overnight stays, 92.85% in the facilities licensed by the Ministry of Culture and Tourism and 71.10% in the facilities licensed by municipalities were recorded in metropolitan cities.

2.1. Metropolitan municipality organization structure and norm staff regulation

In the Metropolitan Municipality Law No. 5216, the fifth chapter titled Metropolitan Municipality Organization and Staff explains the organizational structures of the metropolitan municipalities (Metropolitan Municipality Law, 2004). In Article 21 of the related law, the organizational structures of the metropolitan municipalities are explained as follows:

- The metropolitan municipality administration shall consist of the general secretariat, divisions and branches in accordance with the principles of standard job positions.

 ISSN: 2548-7583

- Units shall be set up, abolished or combined by a resolution of the metropolitan council.
- There shall be no vice-mayor in metropolitan municipalities. To provide services effectively and efficiently, up to five assistant secretaries general may be appointed to assist the secretary general in metropolitan municipalities with a population of more than three million, and no more than three in other metropolitan municipalities.
- The secretary general and his assistants shall manage the metropolitan municipality services on behalf of the mayor under his instructions and responsibility in accordance with the laws and regulations and with the municipality's goals, policies, strategic plan and annual programs.

Figure 1 shows the hierarchical structuring of metropolitan municipalities organized according to the norm staff.

Table 1. General tourism data regarding the provinces with metropolitan status

Metropolitan Municipality	Number of Foreign Visitors	Ratio (%)	Number of Municipal Licensed Facilities	Number of Ministry Licensed Facilities	Number of Arrivals to Municipal Licensed Facilities	Number of Overnights in Municipal Licensed Facilities	Number of Arrivals to Ministry Licensed Facilities	Number of Overnights in Ministry Licensed Facilities
Adana	100844	0.31	69	48	236048	391077	685784	1103662
Ankara	496125	1.53	63	184	296953	553579	2146073	3680849
Antalya	9482050	29.26	984	783	1615586	4993509	13852873	56096822
Aydın	120420	0.37	135	85	489223	1479163	1463182	3919732
Balıkesir	31931	0.10	317	89	660064	1370583	556973	1095767
Bursa	1117	0.00	187	74	714034	1392621	930756	1665646
Denizli	46044	0.14	14	34	49800	70257	587683	844748
Diyarbakır	9533	0.03	12	28	39453	67234	262770	417965
Erzurum	1126	0.00	80	19	312173	507368	179313	316117
Eskişehir	24573	0.08	25	31	85419	118850	335518	546396
Gaziantep	34265	0.11	16	44	107507	140565	640926	947103
Hatay	146125	0.45	135	47	345213	669519	352546	567567
İstanbul	10730510	33.11	1094	566	2923343	6483977	7823925	17448895
İzmir	761639	2.35	185	203	515633	893071	1882062	4159930
Kahramanmaraş	12	0.00	23	48	56806	102648	205976	342079
Kayseri	61430	0.19	23	21	112511	192588	293307	453298
Kocaeli	9887	0.03	102	52	317429	597328	431704	809824
Konya	19088	0.06	115	38	435371	659855	551403	815535
Malatya	1142	0.00	18	15	91413	190284	195823	295989
Manisa	0	0.00	78	27	303316	681900	275214	416901
Mardin	22	0.00	24	26	122258	201814	118513	180370
Mersin	21043	0.06	413	57	688094	1267576	567628	1050196
Muğla	1982468	6.12	868	399	1042361	2853140	2083647	7818309
Ordu	14894	0.05	31	34	96179	161761	245816	361384
Sakarya	67	0.00	71	16	177687	327105	198026	350680
Samsun	35247	0.11	31	30	82547	140142	324471	516508
Şanlıurfa	487	0.00	53	17	196436	387928	210253	316587
Tekirdağ	23686	0.07	52	24	85493	163620	161524	294438
Trabzon	92417	0.29	50	54	196532	350451	401932	743395
Van	421977	1.30	47	16	402804	734638	176261	335622
Metropolitan Total	24670169	76.12	5315	3109	12797686	28144151	38141882	107912314
Turkey Total	32410034	100	7613	3854	18904424	39581872	43047581	116227696

Source: Ministry of Culture and Tourism, 2018

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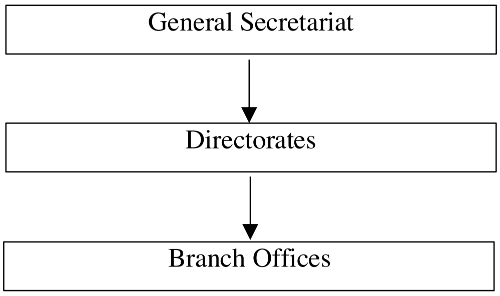
Figure 1. Norm staff hierarchy



Source: Metropolitan Municipality Law, 2004

3. Research Method

The aim of this research, which is based on qualitative data, is to determine whether there is a tourism unit in the organizational structures of metropolitan municipalities. 30 metropolitan municipalities in Turkey constitute the scope of the research. The data used in the research were obtained as secondary sources through the official websites of 30 metropolitan municipalities.

3.1. Research Questions

Research questions are as follows:

Research Question 1: Is there a unit including the term of tourism directly in the organizational structure of metropolitan municipalities in Turkey?

Research Question 2: Does tourism exist as an independent unit in the organizational structure of metropolitan municipalities in Turkey?

Research Question 3: At which level is tourism unit represented in the organizational structure of metropolitan municipalities in Turkey?

3.2. Findings

In order to answer the research questions, the organizational structures of the metropolitan municipalities through official websites were examined (Adana Metropolitan Municipality, 2018; Ankara Metropolitan Municipality, 2018; Antalya Metropolitan Municipality, 2018; Aydın Metropolitan Municipality, 2018; Balıkesir Metropolitan Municipality, 2018; Bursa Metropolitan Municipality, 2018; Denizli Metropolitan Municipality, 2018; Diyarbakır Metropolitan Municipality, 2018; Eskişehir Metropolitan Municipality, 2018; Erzurum Metropolitan Municipality, 2018; Gaziantep Metropolitan Municipality, 2018; Hatay Metropolitan Municipality, 2018; İstanbul Metropolitan Municipality, 2018; İzmir Metropolitan Municipality, 2018; Kahramanmaraş Metropolitan Municipality, 2018; Kayseri Metropolitan Municipality, 2018; Kocaeli Metropolitan Municipality, 2018; Konya Metropolitan Municipality, 2018; Malatya Metropolitan Municipality, 2018; Manisa Metropolitan Municipality, 2018; Mardin Metropolitan Municipality, 2018; Mersin Metropolitan Municipality, 2018; Muğla Metropolitan Municipality, 2018; Ordu Metropolitan Municipality, 2018; Sakarya Metropolitan Municipality, 2018; Samsun Metropolitan Municipality, 2018; Şanlıurfa Metropolitan Municipality, 2018; Tekirdağ Metropolitan Municipality, 2018; Trabzon Metropolitan Municipality, 2018; Van Metropolitan Municipality, 2018).

Figure 2. Metropolitan municipalities with tourism unit

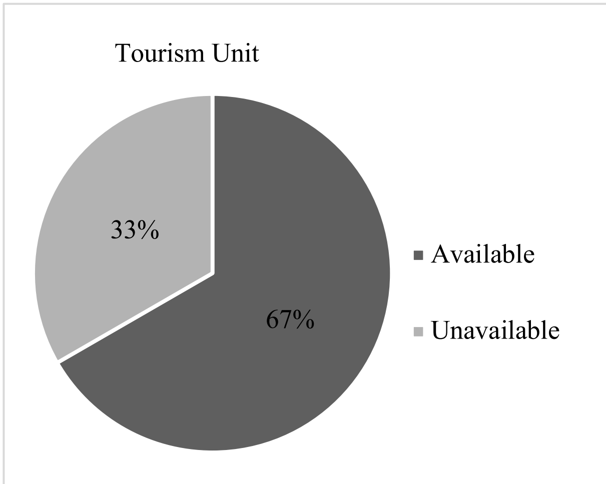


Figure 2 shows the organizational structures of metropolitan municipalities whether there is any unit related to tourism. According to Figure 2, 67% of metropolitan municipalities in Turkey has at least one tourism unit. On the other hand, 33% of metropolitan municipalities do not have a tourism unit.

ISSN: 2548-7583

Figure 3. Number of tourism units of metropolitan municipalities

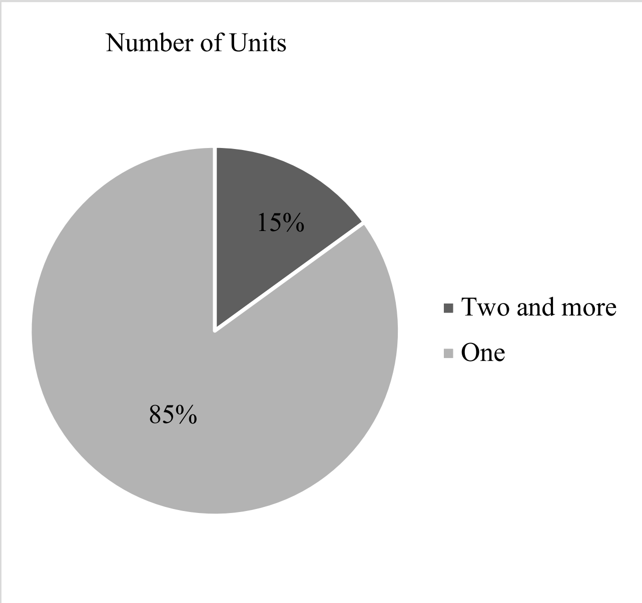


Figure 3 shows the number of units related to tourism in metropolitan structures of metropolitan municipalities. According to Figure 3, 85% of the 20 metropolitan municipalities with tourism units have one tourism unit and 15% have two and more tourism units.

Figure 4. Level of tourism units

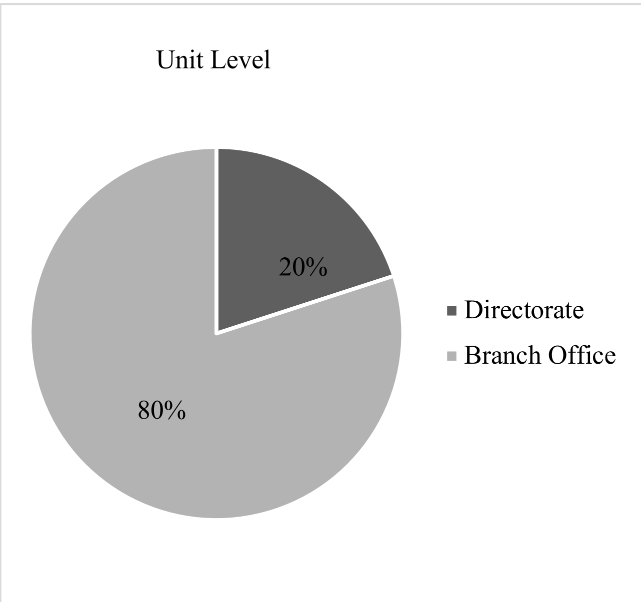


Figure 4 shows the level of the tourism unit in the organizational structures of metropolitan municipalities. According to Figure 4, 20% of the metropolitan municipalities have tourism units at directorate level and 80% have at branch office level.

Figure 5. The rate of independent tourism unit

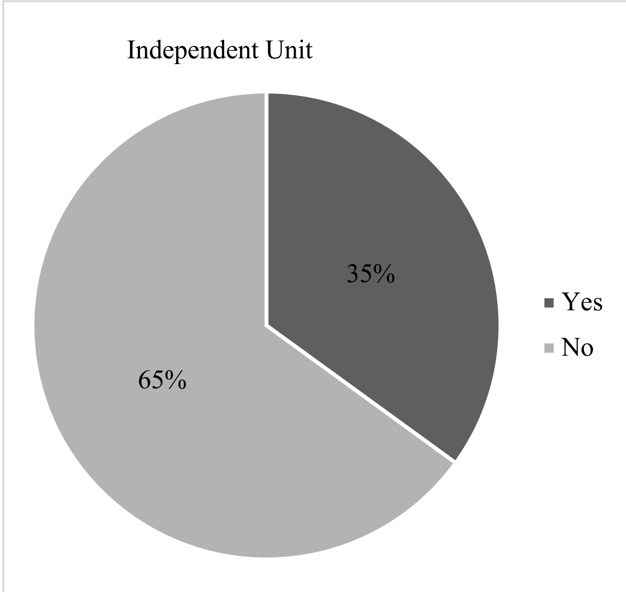


Figure 5 shows whether the tourism unit in the organizational structures of the metropolitan municipalities is an independent unit. According to Figure 5, tourism is existed as independent in 35% of metropolitan municipalities' organizational structures, while in 65% tourism coexists with culture, promotion, foreign affairs, zoning, environment, natural areas, coasts, social affairs, municipal police and sports.

Table 2 contains information regarding the metropolitan municipalities in Turkey and tourism units. According to Turkey's geographical area; there are 6 metropolitan municipalities in the Marmara Region, 5 in the Aegean Region, 5 in the Mediterranean Region, 4 in the Central Anatolia Region, 4 in the Southeast Anatolia Region, 3 in the Eastern Anatolia Region and 3 in the Black Sea Region.

Table 2, when examined in terms of provinces, it is remarkable that the organizational structure of Turkey's capital Ankara metropolitan municipality does not have a tourism unit. Since 1980's Balıkesir is an important tourism destination in terms of domestic tourism but the metropolitan municipality has no tourism unit in the organizational structure. On the other hand, there are two units related to tourism in the organizational structures of Antalya, Erzurum and Mersin metropolitan municipalities.

 ISSN: 2548-7583

Table 2. Metropolitan municipalities and tourism units

Metropolitan Municipality	Region	Tourism Unit	Unit Level	Independent	The Place of Tourism Unit in the Organizational Structure
Adana	Mediterranean	Yes	Branch Office	Yes	Branch Office of Cultural Resources and Tourism
Ankara	Central Anatolia	No	-	-	-
Antalya	Mediterranean	Yes	Branch Office	Yes	Branch Office of Tourism Branch Office of Tourism and Coasts Municipal Police
Aydın	Aegean	Yes	Branch Office	Yes	Branch Office of Tourism and Publicity
Balıkesir	Marmara	No	-	-	-
Bursa	Marmara	Yes	Branch Office	Yes	Branch Office of Culture and Tourism
Denizli	Aegean	Yes	Directorate and Branch Office	Yes	Directorate of Culture, Tourism and Publicity Branch Office of Tourism and Publicity
Diyarbakır	South Eastern Anatolia	Yes	Branch Office	Yes	Branch Office of Tourism
Erzurum	Eastern Anatolia	Yes	Branch Office	Yes	Branch Office of Tourism Branch Office of Zoning, Environment and Tourism Municipal Police
Eskişehir	Central Anatolia	No	-	-	-
Gaziantep	South Eastern Anatolia	Yes	Branch Office	Yes	Branch Office of Tourism and Publicity
Hatay	Mediterranean	No	-	-	-
İstanbul	Marmara	Yes	Branch Office	Yes	Branch Office of Tourism
İzmir	Aegean	Yes	Branch Office	No	Branch Office of Foreign Affairs and Tourism
Kahramanmaraş	Mediterranean	Yes	Branch Office	Yes	Branch Office of Culture and Tourism
Kayseri	Central Anatolia	No	-	-	-
Kocaeli	Marmara	Yes	Branch Office	No	Brunch Office of Natural Areas and Tourism
Konya	Central Anatolia	Yes	Branch Office	Yes	Branch Office of Tourism
Malatya	Eastern Anatolia	No	-	-	-
Manisa	Aegean	No	-	-	-
Mardin	South Eastern Anatolia	Yes	Directorate and Branch Office	No	Directorate of Culture, Tourism and Social Affairs Branch Office of Culture, Tourism and Social Affairs
Mersin	Mediterranean	Yes	Branch Office	No	Branch Office of Tourism, Publicity and Foreign Affairs Branch Office of Tourism Municipal Police
Muğla	Aegean	Yes	Directorate and Branch Office	Yes	Directorate of Culture, Tourism and Sports Branch Office of Tourism
Ordu	Black Sea	No	-	-	-
Sakarya	Marmara	Yes	Branch Office	Yes	Branch Office of Tourism and Publicity
Samsun	Black Sea	Yes	Branch Office	Yes	Branch Office of Tourism and Publicity
Şanlıurfa	South Eastern Anatolia	Yes	Directorate	Yes	Directorate of Culture and Tourism
Tekirdağ	Marmara	No	-	-	-
Trabzon	Black Sea	No	-	-	-
Van	Eastern Anatolia	Yes	Branch Office	Yes	Branch Office of Tourism

In the organizational structures of the metropolitan municipalities with a tourism unit, the term tourism is represented in four metropolitan municipalities as directorates and in sixteen metropolitan municipalities as branch offices. In the organizational structures of metropolitan municipalities, the number of units in which tourism is represented alone is seven. In the other organizational structures, tourism is accompanied by culture, promotion, external relations,

 ISSN: 2548-7583

zoning, environment, natural areas, coasts, social affairs, municipal police and sports.

There is a unit in the organizational structure of Erzurum metropolitan municipality and Mersin metropolitan municipality together with tourism and municipality police. It is considered that such a structure is convenient because many of the tourist activities are included in the task area of the municipality police.

4. Conclusion

The visitors need the elements such as food and beverages, leisure, transportation, life and property security, control of the enterprises producing goods and services, communication means, cleanliness as much as the local people of a tourism destination. In meeting these needs, municipalities have responsibilities as local administrations.

In Polat's (2011) study, only 5 (31%) of the organizational structures of 16 metropolitan municipalities had a tourism unit. In addition, in 2011, 14 provinces with a status of provincial municipality and with a status of metropolitan municipality in 2018 had no tourism unit. In other words, the rate of having a tourism unit which was 31% in 2011 increased to 67% in 2018. This increase can be interpreted that metropolitan municipalities want to take on more duties in tourism. On the other hand, tourism is often accompanied by culture and publicity in the organizational structures of metropolitan municipalities. The presence of the ministry at the level of the culture may be directed to the local administrations in this direction. Although it is considered that it is more appropriate to have a tourism unit as an independent, it is a positive approach for tourism to be included in the organizational structures of metropolitan municipalities, albeit with another field.

A large part of the area where the intense activity of tourism enterprises and tourists in Turkey is located in metropolitan areas where the municipal authorities are responsible. Tourism has positive and negative effects directly and indirectly on tourism enterprises, tourists, local people, social and physical environment. For this reason, metropolitan municipalities should take a role to avoid damages while benefiting from the benefits of tourism in their areas of responsibility. In order to carry out this role, it is necessary to have a tourism unit in the organizational structure and to employ the people who have at least undergraduate education in this unit. This unit should monitor the development of tourism by actively carrying out activities related to tourism monitoring, coordination, supervision, control and guidance.

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A general overview of tourism clusters

Tarık Yalçınkaya[1], Tülay Güzel[2]

Abstract

In terms of tourism development, the prominence of clustering activities as a significant strategical tool is on the rise. This study aims to explain what a tourism cluster is; how it is processed, how its network system functions and how tourism clusters are classified. Views about cluster classification are presented according to the success of the tourism cluster and its labelling criteria. There is also information about certain tourism regions in cluster maps. Overall, this study seeks to reveal the characteristics of tourism clusters through an analysis of specific tourism clusters. Furthermore, through analysing significant tourism clusters it aims to form a general framework under which all tourism clusters may be analysed.

Keywords: *Cluster, Tourism, Clustering, Competitiveness, Regional Development*

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[1]tarikyalcinkaya@windowslive.com
[2] tuguzel@yahoo.com

1. Introduction

To sustain their economic development, regional development has great importance for regions, which are industrially underdeveloped. Within the context of regional development, these regions have chance to utilize their tourism potentials and contribute to their economic development by benefiting from tourism activities. There are interregional economic imbalances in most countries, including Turkey. These can be overcome with help of tourism sector since tourism sector is directly related to economic development. Tourism sector and its economic activities are capable of remedying economic imbalances among regions and making a major contribution to economic development with efficient use of tourism resources (Çeken, 2008). Thanks to tourism activities, geo-economic and socio-cultural assets, and some specific services, whose exporting is not possible, bring foreign currency into the country (Olalı and Timur, 1998). Sharpley (2002) indicates in his study that while tourism is a significant development tool for regions and regional development, its impact at national level is undeniable. Its potential and effects on economy are an opportunity for many regions and organisations.

Given today's compelling industrial competition among SMEs and relatively larger companies, company survival is progressively becoming more challenging. For this reason, it is essential for companies to cooperate in the name of sustainable competitive advantage and regional development. In this regard, clustering is an important strategical policy tool by which firms can utilize know-how and take advantage of the network systems in given clusters as a key to the solution.

From the viewpoint of the tourism sector, the non-homogeneity of tourism products renders tourism clusters remarkably different from those in other economic industries. In other words, tourism clusters contain many complementary components not only from the private sector, but also from public institutions. This study seeks to reveal cluster phases, the structure of cluster networks, and common characteristics of successful tourism clusters and challenges in the tourism clustering process by making reference to significant tourism clusters, which have been founded in recent years.

2. Definition of cluster

Clusters are geographical cooperation of value chains in which companies, public institutions and universities do business with each other. Rather than being in the same sectors, it should be called the same value chain since complementary companies from different sectors can be in the same value chain. This was also stated by Porter (1998) in the following way that clusters are defined as geographical concentrations of interconnected companies, specialized suppliers, service providers, firms in related industries, and associated institutions (for example universities, standards agencies and trade associations) that compete but also co-operate. Delgado and et al. (2015) also define a cluster as geographic concentrations of industries related by knowledge, skills, inputs, demand and/or other linkages.

The clustering of companies is not only natural; governments can also encourage the development of emerging clusters by supporting efforts that a group of companies can do to achieve the full potential merger (Iordache and et al., 2010). This means that the companies within a cluster can come together by themselves or that they can be formed by strategic plans of local authorities. Bathelt et. al. (2004) suggest that while much of the literature about clustering focuses on network relations between firms, it is more important to start out by considering the learning process that takes place within the firm before turning to the role of interfirm interaction. This can happen with learning organizations. Having stronger communication network through clustering, managers are able to reach information faster and use it on time to take action in their companies.

Thanks to the synergy which is created in a cluster system, the members of companies build a data network to transfer them to each other within the companies and in this way, they contribute to their regional and national economy by increasing their competitiveness.

The main idea of clusters is "working together." Sometimes, the managers of companies in clusters believe mistakenly that working with their opponents

 ISSN: 2548-7583

in same value chain would be inaccurate for the sake of their companies. However, they would work together not to take share of their current market; but to expand their market shares; to find new markets.

On the other hand, clusters are not always for new markets. By cooperation in clusters, companies could lower their costs, meet their need for personnel, or increase their capacity. A cluster is a network of companies, their customers and suppliers of all the relevant factors, including materials and components, equipment, training, finance and so on. It extends to educational establishment and research institutes which provide a large part of their human and technological capital (Kachniewska, 2013).

One of the most essential necessities for clusters, as mentioned in most of cluster definitions, is geographical concentration which enables cluster companies to create synergy and to collaborate each other within this atmosphere. Once a specialized industry cluster has been established, the firms of this cluster develop a demand for specialized services and supplies. This creates an incentive for suppliers to be near these firms in that they form important markets. In locating close to these markets, the suppliers can gain economies of scale and distribute large parts of their production at low costs (i.e., transaction and transportation costs) (Bathelt and et al., 2004).

3. Clustering process

Clustering is a long-running process of which each phase requires profound preparation. For this reason, regions which willing to improve their competitiveness need to lead clustering process with a proper strategical plan. “Best practice suggests that cities and regions are seeking to build industrial clusters, as they provide fertile ground for innovations, competitiveness economies of scale, rapid rates of technology transfer and efficiencies through resource leveraging.” (Isbasoiu, 2006). Moreover, it is also necessity to build data network which should be comprised of accurate information. Thanks to access to database within the cluster, member companies of the cluster can reach results of analyzes such as market analyze and determine their market strategies by taking these results into consideration. Rival companies come together for a common goal and this improves social capital. On the other side, domestic and foreign fair economic supports, and training and certification programs in accordance with necessities could enhance competence and competitiveness of the companies (Eraslan and Dönmez, 2017). There are several factors traced to infrastructure deficiencies, absence of capital and experienced work force, lack of organizational structures and absence of information network and its channels; however, one of the most significant challenges faced by several firms is the limited use of the new technology (Matopoulos and et al., 2005). In order to deal with these negative aspects, the clustering process ought to be managed in a correct way. There are certain facilitators which can be utilized by cluster management for the clustering process. Environmentally friendly strategy, leadership, stakeholder collaboration, and communication and information are among the most essential facilitators in the process.

Public institutions that are the most strategical ones to utilize these above-mentioned facilitators are of capital importance to set the private sector in motion. Development Agency, for instance, is expected to analyze, develop and support economic sectors in the region. In order to provide private sector representatives with cluster advantages, they first need to have knowledge about the current situation through strategical regional action plans; then they determine need and deficiency to be remedied. In the end, they make a report in accordance with the findings. These reports can be carried out by various public institutions such as the chamber of commerce, the chamber of industry, commodity exchange, municipalities, governorates, or city councils, which are all territorially active in the region.

To make up for the deficiencies and to make companies more competitive in the sector, the applicant institution determines the clustering approach as its policy tool. First action taken by the applicant is to hold introductory meetings about the cluster for related actors such as private sector, public and educational representatives that all are essential for a cluster. The participation of university representatives is a must for a successful cluster through effective university-industry interaction. Having organized first opening meetings, the applicant institution is supposed to bring company representatives together on sectoral basis so that they can gather around the same table, discuss their similar

 ISSN: 2548-7583

issues in detail, exchange ideas on them, and brainstorm about possible solutions. However, the main aim is to make them understand that they can collaborate with each other within the scope of regional competitiveness. This gives an idea about the sector to the applicant for the next step of a cluster project, which is stakeholder analysis.

In stakeholder analysis, the applicant itself or an experienced consulting company, which is hired for the step by the applicant, visits all possible companies in the region that are ready for co-operation within a cluster. Company representatives, who are visited on site, are expected to answer approximately 70-80 questions categorized under several headings such as definition of business, value chain, product and service, marketing activities, competitors, distribution channels, networking tools, relationship with supplier and buyers, value chain, payments etc.

Having gathered practical information about the companies in the field, the applicant starts to draw the lines of value chains which exist within the cluster. One of the most significant parts of these analyzes is the Porter's Five Forces Analysis, which are as followed:

1. Competitive rivalry
2. Supplier power
3. Buyer power
4. Threat of substitution
5. Threat of new entry

The analysis is also performed during company visits to observe how competitive companies are.

Another significant analysis is social network analysis which demonstrates the relationship between companies and their suppliers/buyers. In this part, relationship with customers and buyers, supporter institutions and stakeholders, with which companies co-operate, are analyzed respectively to observe the network power of companies.

After cluster companies have been analyzed by different models, their deficiencies and aspects to be improved come to light. The next step is to make up these ones for a better place in regional competitiveness; therefore, the applicant organizes training and certification programs in accordance with necessities and demands of cluster companies. These can be foreign trade training, target market analysis, certification programs for foreign trade, training programs for personnel of cluster companies etc. This is a complicated and tough process which should be properly performed since the success of the regional competitiveness depends on this training and certification phase. The application generally carries out these training programs with help of universities or professional consulting companies.

Meanwhile, it is important to build or to maintain social interaction among cluster companies. That's why the applicant regularly organizes brainstorm meetings in semi-official environments so that private sector representative can break taboos and identify their suppliers and clients; and in this way, they can start acting together in their business, or even start a new business together. One of the most favourable advantages in a cluster is to control or decrease costs by acting together. This could be a great advantage for them even when they don't start a new business.

Another important point for the success of cluster is benchmarking method. At the establishment phase of clustering process, the applicant institution seeks for another partner cluster as its partner which has similar characteristics and has already achieved success in the clustering process. It is essential to keep in touch with partners in the cluster and to come together with its representatives, especially during the establishment phase of the cluster since they have already gone through same difficulties and they could give the cluster a lead.

After training and certification phases, cluster companies should be ready for the international area. They participate in international fairs, B2B meetings or even organize their own fairs. In this point, the partner cluster is strategical for the cluster because it has already experienced in participating in such meetings and fairs. This phase is always open to new developments in that strategies of worldwide companies change always as the technology and science improve. Cluster companies are supposed to observe international area very carefully and develop themselves so that they can be as competitive as their rivals. To make the cluster sustainable, the support of public institutions and universities is as essential as that of partner cluster. They ought to be always reachable for cluster members and give their best for regional competitiveness. Although the above-

ISSN: 2548-7583

mentioned process is not a standard one, the success of an industrial cluster is inevitable when a similar one is performed.

4. Clustering in tourism sector

Almost every tourism destination contains agglomeration characteristics; that's why geographical concentration can be considered as a significant component. However, every group of tourism enterprises with a geographical concentration cannot be named as a tourism cluster since they need some time to organise themselves, to set up their interaction business networks and then to run this organisation properly. For this reason, Ferreira and Estevao (2009) state that tourism cluster is a geographic concentration of companies and institutions interconnected in tourism activities. Tourism clusters are premised on creating a bundle of complementary attributes that serve to satisfy consumer needs, creating more and more opportunities for firms that choose to co-locate with each other. Hence, the proposition, that tourism-based cluster formations might add to multiplier and externality effects and serve to accelerate the opportunities for new forms of economic wealth by creating a demand for a host of complementary activities which in turn generate their own effects (Michael, 2006).

Unlike other products offered by manufacturing or service companies, tourism products are heterogeneous: they are complex and consist of plenty of complementary components provided by suppliers from various public and private sectors (Kachniewska, 2013). This is stated by Lade (2010) in other words that great opportunity exists for cooperation and networking relationships to be developed in the tourism industry due to its heterogeneous nature.

Whereas customers cannot observe actors within the most industrial clusters that are suppliers, sellers, agencies, logistic firms, etc., which is not the case in tourism clusters: customers (tourists) experience most actors until they consume tourism services and products. For instance, Kachniewska (2013) states that one week stay of a tourist in a distant place entails contacts with some 30-50 different entitites (tour operator, insurance company, carrier, hotel, restaurant, tourism attraction, exchange office, taxi-driver, souvenir shop, local authorities etc.) – this way a value chain is being constructed. Another example for the differance of a tourism cluster from most industrial clusters is that in tourism sector, customers (tourists) go to the tourism product or service.

Whereas sea-sand-sun were once prominent in tourism activities, interactive relationships have been the main focus on account of advancing information technologies, which are theme parks, smart city applications, slow cities, etc. This enhances the importance of tourism clustering so that tourism enterprises could be more competitive. Traditional tourism resources, comparative advantages (climate, culture etc.) become less important comparing to other tourism factors of competitiveness; information (or rather the strategic management of information), the intelligence (the ability of team innovation in an enterprise), knowledge (know-how, or a culture) are new resources and key factors now in touristic enterprise competitiveness (Iordache, and et al., 2010)

Iordache and et al. (2010) state that clusters have an impact on competition in the three following ways: by increasing the productivity of companies in a given area; deriving the direction and pace of innovation, the future productivity will be affected; and stimulating new business that will develop and strengthen that cluster. Online check-in, 2-d barcode applications and visual tours etc. can be instances for innovation in the tourism sector. Lade (2010) focused on attitudes towards competition and cluster development of four regions located along Australia's Murray River: Mildura, Swann Hill, Echuch, Albury Wodonga. Questionnaire surveys by Lade were carried out in the between 85-100 tourism firms of each case region. With the help of these surveys, presence of cooperation, which is one of the key characteristics for successful cluster development, was questioned in each of the regions. The findings argue that a relatively high level of collaboration is in existence in the Echuca region, where there is presence of related and complementary enterprises within the region that all together raise regional competitiveness development by collaborating each other.

Lade (2010) analyzed the four regions in terms of their cluster characteristics, which can be observed in the Table 1.

ISSN: 2548-7583

Table 1. Successful cluster characteristics

Presence of Successful Cluster Characteristics				
Cluster Characteristics	Mildura	Swan Hill	Echuca	Albury Wodonga
Intedependence of firms	X	X	X	X
Flexible firm boundaries	X	X	X	X
Cooperative competition	X	X	X	X
Community culture and supportive public policies	X	X	X	X
Shared understanding of competitive business ethic	X	X	X	X
Private sector leadership	X	X	X	O
Wide involvement of cluster participants	X	X	X	X
Appropriate cluster boundaries	X	X	X	O
Institutionalization of relationships	X	X	X	O
Social structure and attention to personal relationships	X	O	X	O
Life cycles	O	O	O	O
X indicates presence of characteristic; O indicates further development of characteristic.				

Resource: Lade, Clare. "Developing tourism clusters and networks: Attitudes to competition along Australia's Murray river." *Tourism Analysis* 15.6 (2010): p.657

The tourism sector is a sector which can serve for global expansion. Tourism development strategy applied to a potential region with a clustering system could enhance the competitiveness of the region. They tried to explain the definition of cluster, and the features of a tourism cluster in their study. The study concludes that the tourism development strategy within the clustering system is to maximize the created value at each link in a cluster. They claim that the tourism cluster development needs to focus on income losses such as distribution, the advertising of tourism services and products, information services etc. All these could be diminished within a cluster structure. In conclusion, their study states that the experiences of developed countries with clustering systems indicate that clustering processes function as a basis for sustainable dialogue among industry representatives, public institutions, tourism enterprises, educational media, information services, etc. This enables tourism enterprises to improve the development of mutual relations between innovation processes, management practices and specialized staff skills.

Ferreira and Estevao (2009) suggested a conceptual model for tourism clusters which can be a prominence role as a regional development strategy. They constituted the model with help of several elements that they analyzed in the Porter's Diamond, Crouch and Ritchie's Model of Competitiveness, and Dwyer e Kim's Model of Competitiveness. It seeks an answer of the question if there is a consonance among three main components: the tourism product, the touristic destination and the tourism cluster. According to them, if the interconnection of the first two components is efficient, the tourism cluster will work in a productive way. The model of competitiveness of tourism clusters for better regional development may help identify gaps and the potential for competitive development.

As it can be observed in the above-mentioned studies, the success of tourism clusters is based on the strong and sustainable interconnection of cluster components and members. The more efficient collaboration there is among members (private sector, public institutions, universities, R&D centers etc.), the more productive a cluster could be formed. The positive impact of clustering on each member in the cluster can be easily observable. For instance, Peiró-Signes et al. (2015) analyzed the differences between hotels in U.S. located inside of clusters and outside of clusters. They also analyzed different sets of hotels, which are based on their star category, location and structure. Their study's result demonstrates that there are more significant differences for hotels with luxury and chain-hotels. According to their study, cluster system enhances the economy of U.S. hotels. They argue that hotels in cluster system furtherly improve the current competitiveness which is already among hotel enterprises.

Networking systems in a tourism cluster, which is more heterogeneous than other industrial sectors, is regarded as one of the most significant factors; therefore, knowledge exchange process should be well managed when considering that it can be vital for actors of tourism sectors. As tourism is one of the most service industries and travel for pleasure and its products are sold in the sector, sector actors are supposed to reach necessary knowledge in time and utilize technology as required for their customers;

 ISSN: 2548-7583

hence, this makes knowledge more significant for the sector; for instance, the Cluster Montagne, awarded with Gold Label by ESCA, has an effective network system within the cluster. It provides its members with broad database of the sector, analyzed information as fact sheets or news letters; in addition, it influentially promotes its members in social networks and digital media and it has the services of event marketing and public relations for its members (http://www.cluster-montagne.com/).

Furthermore, cluster members can have know-how information without efforts through network system which is significant for companies in terms of economical dimension and innovative approaches (Zhou and et al. 2007). They don't have to risk their time and money for the information.

According to several studies, the network systems in clusters are divided into two categories which are closed networks and diverse networks. Closed network is a network system in which main enterprises and their stakeholders exchange their strategical information with each other. On the other hand, diverse network is a network system in which all actor in a cluster limitlessly exchange information. Martínez-Pérez and Beauchesne (2017) state in their study, in which they have analyzed 215 hospitality and tourism firms located in the World Heritage Cities of Spain, that both network systems are equally required for the success of a tourism cluster.

Like other industry clusters, knowledge exchange and the way the network works in tourism clusters can occur in various ways. Sørensen (2007) implies in his study that this can vertically happen such as tour operators at tourism destinations and their distributors; or horizontally take place when complementary tourism companies exchange knowledge with each other in a destination. On the other hand, Shaw and Williams (2009) state in their study that the particular nature of tourism markets gives labour mobility a potentially distinctive role in this sector. In tourism sector, several tourists travel to where there is another language spoken and other clusters which are unfamiliar to them. For this reason, there is a knowledge need about these cultures in tourism. Maybe this is the explanation why there are many more immigrant employees in tourism sector compared to other ones. Because relationships and connections of a tourism cluster are expected to be more active and complicated, utilizing network and its advantages are unavoidable for tourism companies.

5. Tourism cluster examples around the world

As part of EU efforts to create more world-class clusters across the EU by strengthening cluster excellence, the Commission launched in 2009, under the Competitiveness and Innovation Programme, the European Cluster Excellence Initiative (ECEI). To continue the successful work of this pan-European initiative which involved 13 partners from nine European countries ESCA - The European Secretariat for Cluster Analysis was established to offer practical advice to cluster management organizations. ESCA promotes cluster management excellence through benchmarking and quality labelling of clusters and cluster management organizations. There are three types of label, which are gold, silver and bronze. (http://www.cluster-analysis.org/)

There are minimum requirements for the Award "Gold Label" (http://www.cluster-analysis.org):

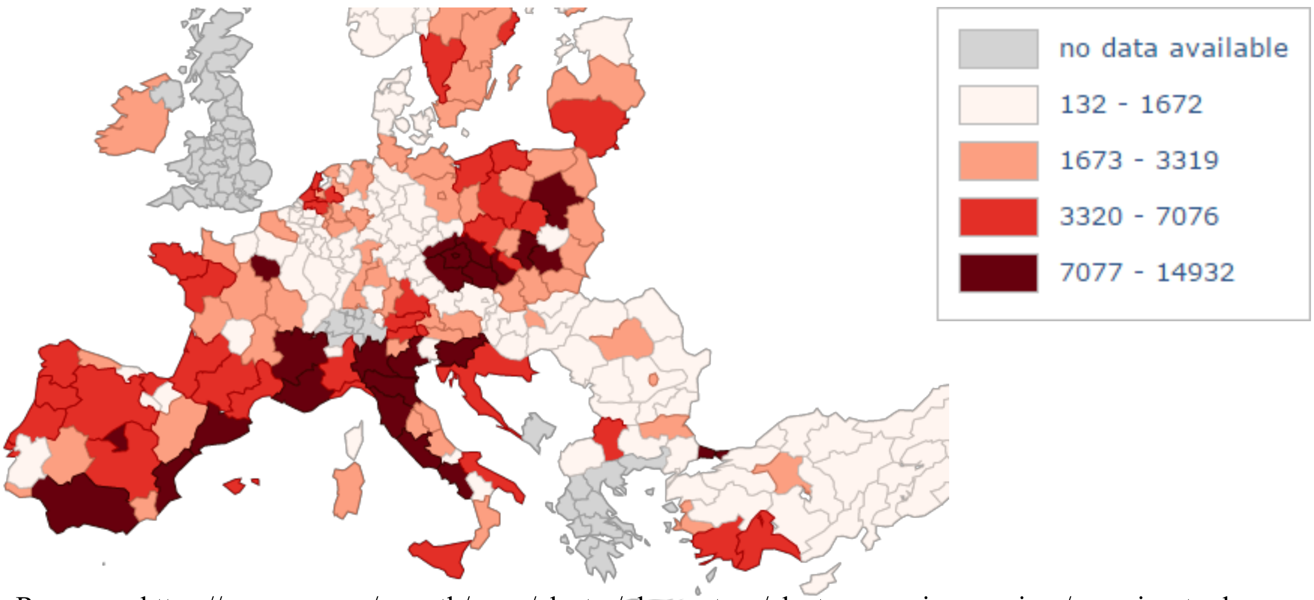
- ✓ The cluster organisation management activities must have been started at least two years ago.
- ✓ Within one year at least 15 % of the cluster participants shall be involved in bilateral and/or multilateral co-operation activities with each other.
- ✓ The cluster organisation must initiate and regularly update its web presence (webpage, social networks), giving overviews and details of the cluster and of the work of the cluster organisation and maybe even of the industrial and/or technological sector in general, as well as important contact points in the local language.
- ✓ More than half of the committed cluster participants shall be businesses (industry/service providers) within the cluster relevant sector or field of technology. The cluster shall also have research organisations and/or universities among its committed partners.

 ISSN: 2548-7583

- ✓ Within one year, the cluster management team must have been in direct contact with at least 20 % of the cluster participants, meaning
  - a contact during a visit at the participants premises or a visit of the participant in the premises of the cluster organisation,
  - an extensive bilateral exchange of information and experience via telephone or email, or
  - a joint work of the cluster management team and representatives of the participant in specific projects, working groups, and/or other joint activities.
- ✓ The involvement of companies in the process of strategic analysis is mandatory. Furthermore, a minimum of two of the following strategic instruments shall be used, in the context of strategic analysis:
  - Identification of the industry and market challenges, e.g. by conducting an industry analysis on the attractiveness of the strategic segments where the cluster participants compete or could compete, based on own studies and/or existing studies
  - Analysis of the value chain and value systems for the existing industrial/technological sector and for the needed value system for the transformation of the cluster strategy
  - Benchmarking against Advanced Buyers Purchase Criteria (locally and globally) in the new strategy, identification of key success factors to compete and benchmark the new value chain activities against best practices worldwide
  - Further strategic planning tools like SWOT or similar instruments

The cluster's strategic challenges shall be outlined in a documented (written format, ppt, multimedia, …) format, describing the previous analysis, the strategic options for the participants of the cluster and the way in which the cluster organisation plans to support them in the long, medium, and short term, stating aims and objectives.

Figure 1. Number of enterprises for hospitality and tourism in 2013



Resource: https://ec.europa.eu/growth/smes/cluster/observatory/cluster-mapping-services/mapping-tool_en

 ISSN: 2548-7583

It can be observed in the above-shown figure by EU that Andalucia, Istanbul, Tuscany, Rhone-Alpes are the regions with most enterprises for Hospitality and Tourism in 2013.

5.1. The cluster Montagne

Among the clusters awarded with gold label by ESCA, which is really challenging to have, there is only one in the tourism sector, which is the Cluster Montagne founded in France in 2012. The cluster organisation is located in the centre of the French Alphs. With its founders' words, one of the aims is to represent and promote French how-know for sustainable mountain tourism development around the world. Another one is to organize a structured tourism sector with the "French Travel" strategy towards foreign markets to sell the French excellence for infrastructure building, hosteling, events organization. When considering mountain tourism, they are now trying to improve summer tourism for the destination by collaborating with the Ministry of Foreign Affairs and International Development, Ministry of Sports, Ministry of Finances. The cluster has been mainly in cooperation with the countries such as Chile, China, Iran and United States through international organizations (https://www.clustercollaboration.eu/cluster-organisations/cluster-montagne). Having separately departments within the organisation, the Cluster Montagne offers its members professional services (Information, Innovation, International, Performance). The cluster Montagne is composed of 172 companies; 10 education including Université Grenoble Alpes, training and research centers and 25 institutions, which all have been also categorised in terms of their expertness (Environment, Governance&Public Policy, Natural Hazards, Operation-Service-Training, Summer Development, Urbanism&Architecture, Winter Development. 9 specialists are working also for the Cluster Montagne (http://www.cluster-montagne.com).

5.2 IDM Südtirol

IDM Südtirol was constituted in 2016 in order to provide South Tyrol in Italy with business services. IDM stands for Innovation, Development Marketing. IDM Südtirol is the only cluster organization in tourism sector, which has been granted the silver label by ESCA. Its aim is to ensure the sustainable development in the region and support business companies. They have been also promoting the region as a touristic destination. Since about 90% of all their visitors come from either German-speaking countries or Italy, they have been specialized in tourism marketing. Their ultimate intention in tourism sector is to vary their visitor countries (https://www.clustercollaboration.eu/cluster-networks/idm-sudtirol-alto-adige-south-tyrolean-network-ecosystems)

In March 2016, the Government of South Tyrol introduced the regulatory policy that would pave the way for its 'Future of Tourism' (Zukunft Tourismus) project in which three new Destination Management Units (DMUs) were founded with the aid of local tourism organizations. The government reorganized its tourism structure and gave them their first duties at the beginning of the year 2018. The DMUs have been attached to IDM Südtirol and are responsible for supporting local service providers. Alongside its work on marketing communications, IDM itself is also acting as a consultant for and coordinator of product development (https://www.idm-suedtirol.com/en/tourism-agricultural-marketing/tourism-marketing/-future-of-tourism-project.html)

5.3 Georgian Tourism Association

Having been founded in 2006, the Georgian Tourism Association (GTA) is a cluster organisation consisted of hotels, tourism and wine companies in Georgia. The cluster is working for cooperation among the tourism companies and sustainable tourism development in the country. The cluster is in cooperation with Georgian National Tourism Administration, Agency of Protected Areas, international Organisations (USAID, GIZ Private Sector Development project, GIZ regional communal development project, Eurasia Foundation, SDC, IUCN and etc.), local partners (i.e. Elkana, Geoland and etc.) and its member companies. GTA has already completed more than 10 projects some of which were internationally organized. They have totally 65 members: 46 incoming and outcoming travel companies, 10 hotel companies, 4 wine companies, 3 travel companies and 2 other tourism-related companies (http://www.tourism-association.ge/eng/main/index/56).

The organization has mainly focused on eco-tourism activities in order to improve sustainability of

ISSN: 2548-7583

tourism development in Georgia. They successfully conducted the Project "Sustainable Tourism Development in Protected Areas" in 2009 and the Project "Enhancing Sustainability of Tourism Development in Protected Areas of Georgia" (2010) as well as collaborating with NTA (National Tourism Administration in Georgia) to creat green certification for sector actors in tourism (https://www.oecd.org/env/outreach/Georgia%20pilot%20project%20report%20final%20EN.pdf).

5.4. The Tourism cluster Schleswig-Holstein

Having been awarded with a bronze label by ESCA, the Tourism Cluster Schleswig Holstein Project was launched in 2015 and it provides the following services: Building national networks to use actors and projects, Transfer of information and knowledge, increasing the amount of sustainable firms, supporting development of sustainable regions, supporting development of sustainable products. (http://www.tourismuscluster-sh.de) The Cluster aims for Tourism Strategy 2025 with new focuses for end customer-marketing. Until the year, The Cluster is supposed to enhance economic conditions for tourism; to improve competitive position; to develop image, brand and marketing; and they have also some quantitative objectives: to enhance 6,9 billion Euro in 2012 to 9 billion Euro in 2025 in tourism gross revenue; to enhance 24,8 million commercial overnights in 2013 to 30 million ones in 2025; and to be top-3 ranking in customer satisfaction in 2025, which was rated as 7 in 2013.(https://wtsh.de/wpcontent/uploads/2016/12/brochure_cluster_policy_Schleswig_Holstein.pdf)

Since July,2017 the cluster has been a member of the organization called "Futouris" which is working for preserving the natural and cultural heritage of our world and shaping the future of tourism in a sustainable way since its founding in 2009 (http://www.futouris.org/en/)

The cluster has been collaborating with the state administration of Schleswig Holstein for its tourism strategy 2025. Their motto is called "30-30-3", which is to have 30 million overnight stays; to increase the total tourist turnover by 30% to 9 billion euros; and to ensure that the state will be among the top 3 states with highest guest satisfaction in touristic activities by 2025(https://www.nordseetourismus.de).

5.5. Tuscany Wine Tourism

Wine tourism is the driving factor through which Tuscany has gained first place at the Wayn Award in 2012 achieving the nomination as "Best Wine Destination" one year after Florence and Siena received a similar nomination through "Travellers Choice Awards" by Tripadvisor (www.intoscana.it).

Considering Tuscan food and wine tourism we understand that in the region there are some key factors able to foster and wide the market: The landscape, the cultural heritage, the Italian life style and the rural lifestyle, the richness in typical and quality agricultural produce and products, the products brands and the territorial brands. Each feature is a value added to Tuscan tourism, a competitive advantage as well as an important element in the supply segmentation. The entire world is longing for our set of values that makes up a different life style.

Tuscany region has recently presented an innovative project concerning the wine offer; it merges the use of the technologies with the terroir features with the help of a smartphone to get all the information through the wine bottle label (area of origin, producer, vine variety, wine-making process, etc.) and to know all the other territorial quality products (Lemmi and Tangheroni, 2015).

Wine producers in Tuscany don't sell their wine products; but they are also selling the Tuscany destination as a "Tuscany experience". In this experience, you can observe many different but complementary actors from transportation agencies, vineyard owners to wine restaurant, service providers. In general, the taste roads represent a brand given to a wide area where the local specialties are integrated with various kinds of heritage and services, suggesting the visitors to follow an exploratory itinerary; they have innovative tools to invite tourists to visit cellars and oil mills, to meet the entrepreneurs, get information and create active tourists. (Lemmi and Tangheroni, 2015) Unlike other members of food and wine tourism destinations who are present-minded in their enterprises, wine producers in Tuscany could transform the agglomeration in the region into a well-functioning cluster in which they have regional competitive advantages compared to other ones. The connection between the brand and the territorial heritage gives the brand itself a synergic impulse that

 ISSN: 2548-7583

strengthens the local identity and makes the territory more competitive; as a matter of fact it represents a potentiality for a performance improvement (Lemmi and Tangheroni, 2015).

5.6. Andalucia Tourism Cluster, Spain

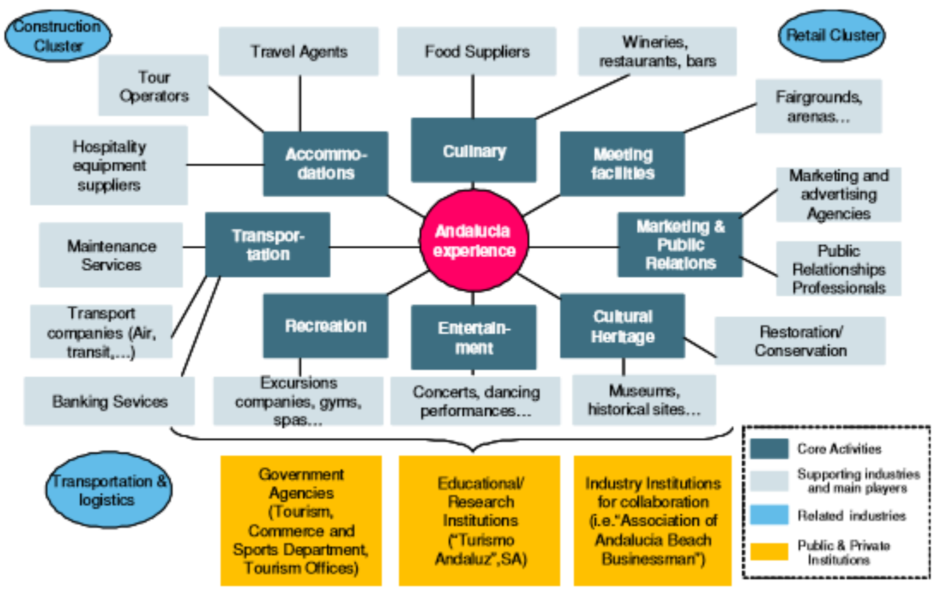
Although the tourism income of the Andalucia region, basic factor conditions and level of competition are very strong, the cluster is failing both to keep up with recent price-based competition from across Europe and to upgrade and differentiate itself to attract higher-end tourists. Having a mild climate all year circa 20º C, the region has also is located very close to Africa despite of being within the boundaries of Europe. Furthermore, it has 910 km of coastline including beaches of Atlantic and Mediterranean.

Owing to under-investment, quality of some tourism infrastructure (hotel buildings etc) have changed for the worse. The context of the Andalucian tourism is hindered by over- bureaucracy. Also, the four levels of administration generate delays in dealing with decisions such as giving a permit to open a restaurant: national, regional and local, as well as EU-wide regulation is involved.

In order to create more competitive tourism sectors, the Harvard Business Research team advises that The Ministry of Public Works should stimulate higher investment in quality tourism infrastructure. There is a lack of innovation in the tourism sector. Therefore, the different actors in the private, public and academic arena should be innovative in promoting innovation in product and processes through: collaborative university-firm R&D; company ingenuity (prizes); external pressure for innovation (e.g. quality standards) and strategic use of tax credits for technology adoption. The national and regional governments, along with the private sector and institutions for collaboration (IFCs) should conduct more aggressive marketing strategies by dedicating a cluster-wide marketing team that develops a high quality offer around the concept of "Andalucian experience" beyond sun and beaches (http://www.isc.hbs.edu/resources/courses/moc-course-at-harvard/Documents/pdf/student-projects/Spain_(Andalucia)_Tourism_2011.pdf).

At the below-given figure (Figure 2) by Business Hardvard School, actors of the Andalucia Tourism Cluster can be observed.

Figure 2. Table of Andalucia Tourism Cluster



Resource:(http://www.isc.hbs.edu/resources/courses/moc-course-at-harvard/Documents/pdf/student-projects/Spain_(Andalucia)_Tourism_2011.pdf)

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4.7 Turisfera Tourism and Innovation Cluster, Canady Islands

Turisfera is the first tourism cluster in Tenerife. It emerged in 2010 due to the need to meet the deficit of collaboration to innovate with entrepreneurs. The objective of the cluster is to generate and channel the innovative initiatives of companies in the tourism sector, and to create a network of tourism companies that carry out innovative projects. It was also awarded with the bronze label of ESCA. The cluster has 23 members. The organisation focuses on food and wine tourism. (www.turisfera.org).

The Tourism Cluster, Turisfera, of which the objective is to start up innovative projects of collaboration between companies on the basis of the three following strategic focuses: Environmental sustainability, improvement of the tourism product, and relationship with the customer (http://www.webtenerife.com/es/investigacion/informes-estudios/estrategia-planificacion/documents/review-tourism-strategy-tenerife-2012-2015.pdf).

6. Conclusion

Since tourism sector is consisted of a structure with several actors, the sector contains many details in itself. A well-functioning cluster enables these actors to come together for regional tourism development and sustainable cooperation.

With the help of tourism clustering, it is aimed to improve environmental sustainability, development of tourism products and relationships with customers (tourists). For this reason, the process is shaped with tourism product, touristic destination and tourism cluster. In this point, the difference of tourism sector from other sectors leads to more complicated structure in tourism clustering. In tourism clusters, interrelations of many cluster members with consumers (hotels, food and beverage enterprises, travel agencies, car rental firms, souvenirs etc) are the most basic essential difference. This increases the economic performance of actors in a cluster. The most significant success factors in tourism clusters are efficient communication network and cooperation. In addition to these, cooperative competition, supportive public policies, private sector leadership, involvement of cluster participants, flexible company boundaries are also fundamental.

ESCA identifies successful clusters in respect to outstanding elements in clustering activities, by awarding clusters with gold, silver and bronze labels. According to this evaluation, there is just a tourism cluster awarded with the gold label, which is the Cluster Montagne. Awarding with the gold label depends on many conditions, one of which is that cluster activities must have begun at least two years ago. This requires a significant strategical plan. Another is about the number of cluster members which need to be businesses (private sector) within the cluster. In terms of tourism clustering, strong network among the members and efficient cooperation of the members make regional development and cooperative competitiveness possible.

On the other hand, establishing clusters is a long and complicated process during which there may be some difficulties, for instance, the 12 months clustering process of South African tourism sector failed to achieve success due to some constraints. This might be because of unrealistic goals according to Nordin (2003). Lack of strong economy, security and human resources have also negative impact on this failure.

The success of today's clusters depends on the sustainable cooperation of their members and the channels through which they are in cooperation. It is relatively uncomplicated to get in touch with necessary people thanks to information technologies which are improving day by day. Another significant factor is support of facilitator institutions, especially governmental ones. Characteristics of the sector, geographical and cultural features and qualifications of companies play a major role in structural shapes of clusters. Clustering is one of the most significant applications to allow companies to grow at the macro level in spite of the competitive approach among each other.

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A critical view on the paradox of slow city - sustainable tourism

Yeşim Coşar[1]

Abstract

When the world tourism sector faced serious problems before entering the new millennium, the question of "what could be done?" started to be asked more intensely in order to make us think. What were these problems? Firstly, it was marketing of certain types of products. The other problem was that tourism activities were similar in countries or regions. Therefore, different regions or countries had to meet the tourism market by introducing alternative products. While focusing on individual tourism, mass tourism has emerged such as emergence of luxury tourism, coastal tourism, social and culture/city tourism. Similarly, as in hotels, all-inclusive concept has emerged as an alternative product to bed & breakfast or half-board. Perhaps in the future, nothing inclusive could be an alternative product to all inclusive. Suddenly slow-food appeared as an alternative to fast-food. With the success of the slow food movement, the concept of slow-city came out. This study focuses on the concepts of slow city and slow tourism which are alternative to mass tourism made with package tours, and the study will analyse how these two terms conflict with each other in tourism context. The concept of slow city and sustainable development supports each other. The purpose of concept of slow cities is to increase public investment and living standards in cities, to revive the local economy, to protect and maintain cultural and natural resources. However, in recent years, especially when the slow cities examined in our country, some developments that go against the spirit slow city has emerged. This study aims to form a critical view by slow city practice in our country and the aim of slow cities.
Keywords: *Slow city, cittaslow, sustainable tourism*

Yavaş şehir–sürdürülebilir turizm paradoksu üzerine eleştirel bir bakış

Öz

Daha yeni milenyuma girmeden dünya turizm sektörü ciddi sorunlarla karşı karşıya kalınca, neler yapılabilir sorusu daha yoğun sorulmaya ve bizleri düşündürmeye başladı. Nelerdi bu tür sorunlar? Hep belirli tip ürünlerin pazarlanması, oysa insanlar bir dönemden diğerine farklılık arayabiliyorlardı. Bir başkası da, hep benzer ülke ya da bölgelerde turizm faaliyetlerinin görülmesi idi. Bunun için de, farklı bölgelerin ya da ülkelerin alternatif ürünler olarak turizm piyasası ile tanışması gerekiyordu. Nasıl mı? Bireysel turizm derken karşısına kitle turizmi çıktı. Sosyal turizm derken lüks turizm, kültür/şehir turizmi derken kıyı turizminin ortaya çıkması gibi. Otellerden örnek vermek gerekirse, oda-kahvaltı ya da yarım pansiyonun karşısına herşey dahilin alternatif olması. Belki de ileride bunun karşısına da hiçbir şey dahil uygulamasının başlaması. Fast-food (ayakta yemek) derken birden slow-food (yavaş yemek) konuşmaya başladık. Yavaş yemek hareketinin başarısı ile birlikte slow-city (yavaş şehir) kavramı oraya çıktı. Bu çalışmada da paket turlarla yapılan kitlesel turizmin karşısına alternatif olan yavaş şehir ve yavaş turizm kavramlarına ve bunların turizm bağlamında taşıdığı zıtlığa değinmeye çalışacağız.Yavaş şehir anlayışının sürdürülebilir kalkınma ile birbirini desteklediğini görüyoruz. Yavaş şehirlerin var oluş amacı şehirlerdeki kamu yatırımlarının ve yaşam standartlarının yükseltilmesi, yerel ekonominin canlanması, kültürel ve doğal kaynakların korunması ve yaşatılması gibi uygulamalardır. Ancak son yıllarda özellikle ülkemizdeki yavaş şehirleri incelediğimizde bunun aksine gelişmeler yaşandığı gözlemlenmektedir. Bu çalışmada yavaş şehirlerin var oluş amacı ile ülkemizdeki uygulamalar üzerine yapılan çalışmalar incelenerek eleştirel bir bakış getirilmeye çalışılmıştır.

Anahtar sözcükler: *Yavaş şehir, cittaslow, sürdürülebilir turizm.*

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[1] Dr. Öğretim Üyesi, Dokuz Eylül Ün., Turizm İşl. ve Otelcilik Bölümü, Seferihisar Fevziye Hepkon UBY, İzmir. yesim.cosar@deu.edu.tr

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1. Giriş

Küreselleşme sürecinin etkileri, tüm dünyada ekonomik, kültürel, siyasi ve toplumsal alanlarda hissedilmektedir. Bütün yaşam çevrelerini etkisi altına alan küreselleşme, beraberinde yeni değişim hareketleri ve tepkilerin ortaya çıkmasına neden olmuştur. Bu değişiklerin sonucunda önümüzdeki yıllarda uluslararası turizmde yeni ülkelerin ve farklı ürünlerin piyasaya gireceği öngörülmektedir. Dünyada birçok kavram ya da uygulamanın zıtlıklar üzerine kurulduğunu görüyoruz. Zengin karşısında yoksul, kapitalizm karşısında sosyalizm, batı karşısında doğu vb. kavramlar gibi. Görünen o ki, turizm sektörü de kendi geleceğini ya da dönüşümünü bu tür zıtlıklar üzerine kurgulamaktadır.

Her zıtlık bir alternatife işaret ediyor. Günümüzde yaşadığımız metropoller ve hızlı yaşam karşısında var olan olgu ise yavaşlıktır. Yavaşlık anlayışının karşı olduğu hız kavramının, dünya üzerinde bir kargaşa ortamı yarattığı düşüncesinden ortaya çıkmış olduğu düşünülebilir. Oysa küreselleşmenin ve hızın ulaşamadığı pek çok yerleşim merkezinde yavaşlık, insan yaşamının normal bir akışı olarak görülmektedir. Çünkü henüz bu bölgelerde küreleşmenin doğal bir baskısı olarak ortaya çıkan hızlı ve dinamik yaşama, yer değiştirme, teknolojiye bağımlı olma gibi insan yaşamının büyük çoğunluğunu oluşturan örnekler en alt düzeyde olup, günlük geleneksel yaşamın bir parçası olan rahat ve sakin bir ortama sahip olma daha öncelikli olabilmektedir.

Son yıllarda yaşanan gelişmeler küreselleşmenin bir sonucu olan yerel kimliğin yok olmasının önüne geçilmesinin gerekliliğini ortaya koymaktadır. Hızlı şehirleşme ve sıradanlaşma insanları sakin, yerel kimliğini kaybetmemiş şehirlere yöneltmeye başlamıştır. Yerel kültürün korunması, organik gıda üretimi ve tüketimi gibi konularda çalışmaların yoğunlaştığını görmekteyiz. Bunun sonucu olarak dünyada yavaş akımlar ortaya çıkmıştır. İzmir'in Seferihisar ilçesi ülkemizde yavaş şehrin ilk örneğidir.

Yavaş şehir hareketi yerel değerleri koruyan, yaşam kalitesini arttırmayı hedefleyen, sürdürülebilir kentsel gelişim modelini benimseyen ve yerel yönetimler tarafından desteklenen uluslararası bir organizasyondur. Ülkemizde var olan mevcut yavaş şehir uygulamalarına baktığımızda ise bazı noktalarda yavaş şehir felsefesi ile örtüşmeyen uygulamalara rastlamaktayız. Bu çalışmada yavaş şehir felsefesine uygun olmayan uygulamalar irdelenerek, yavaş şehir felsefesinin benimsenmesine yönelik önerilere yer verilmiştir.

2. Yavaş şehir kavramı

Yavaş yemek hareketini kentsel boyuta taşımak amacı ile kurulan yavaş şehir hareketi 1999 yılında İtalya'da ortaya çıkmış ve günümüzde 28 ülkede 182 üyeye sahiptir (http://cittaslowturkiye.org). 28 Kasım 2009 tarihinde İzmir ilinin Seferihisar ilçesinin yavaş şehir unvanına sahip olması ile birlikte Türkiye yavaş şehir ile tanışmıştır. Mevcut olarak ülkemizde Akyaka (Muğla), Gökçeada (Çanakkale), Halfeti (Şanlıurfa), Perşembe (Ordu), Seferihisar (İzmir), Şavşat (Artvin), Taraklı (Sakarya), Uzundere (Erzurum), Vize (Kırklareli), Yalvaç (Isparta) olmak üzere 11 adet yavaş şehir bulunmakta iken çalışmanın devam ettiği tarih itibari ile bu illere Gerze (Sinop), Göynük (Bolu), Eğridir (Isparta) ve son olarak 2018 yılında Mudurnu (Bolu) eklenerek sayıları 15 olmuştur.

Yavaş şehir kavramı, günümüz modern şehir kavramına alternatif olarak ortaya atılmış bir kavramdır. Daha çok o şehirde yaşam süren yerel halkın, doğası ve kültürü bozulmamış bir ortamda, çevre kirliliğinden uzak bir şekilde günlük yaşamını belirli bir konfor içerisinde devam ettirmesini hedeflemektedir (Mayer ve Knox 2006).Yavaş şehir kriterleri çevre, altyapı, kentsel kalite için teknoloji ve tesisler, yerel üretimin korunması ve konukseverlikten oluşan yedi ana başlıktan oluşmaktadır (http://cittaslowturkiye.org).Yavaş şehir kriterleri ile sürdürülebilir turizm ilkelerinin birbirleri ile örtüştüğü görülmektedir.

Yavaş şehir akımının önemsediği ilkeler arasında bölgenin dokusunun karakteristik özelliğinin korunması ve geliştirilmesine yönelik uygulanan bir çevre politikası; bölgede oturmak için değil ona değer verildiği için, onu bozmayan fonksiyonel olarak uygulanan bir altyapı politikası; çevrenin ve şehir dokusunun kalitesini arttırmaya yönelik teknoloji kullanımı, geri kazanım ve geri dönüşüm tekniklerine değer verilmesi, genetiği değiştirilmiş gıdalar yerine doğal teknikler ile elde edilen ve doğaya uyumlu gıda maddelerinin üretim ve tüketiminin sağlanması, su ve toprak kalitesinin önemsenmesi, çevreye uyumlu yenilenebilir enerji kaynaklarının kullanımı sayılabilir

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(Mutdoğan 2010, Keskin 2012, Fullagar,Wilson ve Markwell 2012).

Yavaş şehir yaklaşımının temelinde, şehirlerin daha yaşanılabilir yerler olması gelmektedir (Knox 2005, Uslu 2009). Bu tür şehirlerde, yaşam koşuşturma içinde geçmemekte, büyük alışveriş merkezleri yerine küçük dükkanlar ya da mini marketlerden alışveriş yapılmakta ve hatta semt pazarından doğal ürünler rahatlıkla satın alınarak restoran ya da evlerde tüketilebilmektedir. Gürültü kirliliği, trafikte beklerken kaybedilen zaman sonucunda ortaya çıkan stres, şehir merkezinde ya da etrafında görselliği rahatsız eden bir yapılaşma gibi olumsuz örneklere rastlamak mümkün olmayabilir. İşte bütün bunlar, üretim yerine dünyanın kaynaklarını hızlı bir şekilde tüketime, koruma yerine kullanmayı teşvik eden metropol şehir mantığına alternatif olarak ortaya atılan "Yavaş Şehir" modelidir.

Metropol yaşamı ile yavaş şehir yaşamı arasındaki bu temel farklılık, sürdürülebilirlik anlamında doğrudan turizm sektörüne de hizmet vermektedir. Sahip olunan doğal, kültürel ve ekonomik kaynakların sadece günümüz insanları ya da turistinin temel ihtiyaçları için değil; aksine, ilerleyen yıllarda da benzer bir yaşama sahip olmayı hayal eden gelecek kuşakların ihtiyaçlarını da karşılayacak şekilde yaşam standartlarının koruma altına alınmasını hedefleyen bir anlayış biçimi olan sürdürülebilirlik, son yıllarda dünyanın birçok ülkesinde turizm sektörü açısından ayrıca ele alınmaya başlanmıştır. Çünkü turizm sektörünün doğrudan beslendiği doğal ve kültürel kaynaklar da kısıtlı düzeyde olup, sadece bugün için değil insanoğlu var olduğu sürece farklı zaman dilimlerinde turizm faaliyetlerine katılacak geleceğin turistleri için de temel bir gereklilik olacağı kuşkusuzdur.

Turizm sektöründe artan rekabet karşısında ülkeler, bir yandan bölgesel pazarları kontrol etmeye yönelik rekabet stratejileri uygulamaya çalışırken, diğer yandan da, diğer ülkeler ile belirli alanlarda işbirliğine dayalı stratejiler izlemektedirler. Ayrıca, sektörde turist davranışları ve beklentilerinin önemli ölçüde değiştiği görülmektedir. Şöyle ki, her ne kadar yavaş şehir kavramı, başlangıçta daha çok yerel halkın yaşam kalitesi için düşünülmüş olsa da, ilerleyen yıllarda turizm açısından bir çekicilik olarak tanıtılmaya başlanmıştır.

Geleceği tehlikeye atmadan, en iyi şekilde yararlanılması anlamında olan sürdürülebilirlik kavramı, destinasyonların sürdürülebilirliği açısından da önemlidir. Sürdürülebilirlik yalnızca doğal kaynaklar için değil aynı zamanda kültürel kaynaklar için de geçerli bir kavramdır. Turizmin etkilerinin yoğun olarak hissedildiği destinasyonlarda kültür ya da yaşam tarzında yozlaşmalar görülmekte ve tarihi mekanlar turist kalabalığından gördüğü fiziksel zarardan payını almaktadır. Turizmin geleceği açısından bu tür durumların önüne geçmek için gerekli tedbirlerin alınması ve politikaların belirlenmesi gerekmektedir.

Turizm ürünleri destinasyon kaynaklarına son derece bağlı olmakla birlikte bu kaynaklar turizm endüstrisinin kontrolünde değildir. Destinasyonlar turistler sayesinde popüler olmakta ancak aynı zamanda turizmin kendisi de destinasyonun çekiciliklerine zarar veren bir gelişim izleyebilmektedir. Dolayısıyla sürdürülebilir gelişim stratejileri, hem gelecek nesillerin ihtiyacını göz önünde tutarak geleceğe değer katmanın hem de kaynakları korumanın önemini vurgular. Sürdürülebilirlik turizm için önem taşımaktadır, çünkü turizm de bir bakıma madencilik gibi sınırlı kaynaklara sahip bir sektör olarak değerlendirilmektedir.

3. Yavaş şehir – turizm paradoksu

Dünyada sanayileşme sürecinin başlaması ile birlikte tarım toplumlarının kullandığı araç gereçler insan emeğinin yerini almaya başlamış ve kırsal alanlarda iş gücü fazlalığı ortaya çıkmıştır. Bu durum yoğun olarak tarımdan sanayiye ya da kırsaldan kente doğru bir göç hareketi oluşturmuştur (Cerrutti & Bertoncello 2003, Zhang & Song 2008). Dünyada olduğu gibi Türkiye'de bu süreçten etkilenmiş 1950'li yıllardan itibaren köyden kente göç hızlanmıştır (Güreşçi & Yurttaş 2008).

Ülkemizde 1920'li yıllarda 10 kişiden 8'i kırsal yerleşim alanlarında yaşarken günümüzde 10 kişiden 8'i kentsel yerleşim alanlarında yaşamaktadır. Özellikle 1950'li yıllardan itibaren ekonomik faktörlerin etkisi ile kırsal yaşam alanlarından kentsel yaşam alanlarına yoğun bir göç yaşanmıştır (Anonim 2017). Kentleşmenin sonucu olarak hızlı yaşamın var olduğu, kültürel değerlerin unutulduğu, hızlı yemek, hızlı alış veriş, trafik, gürültü, hava kirliliği

 ISSN: 2548-7583

problemlerinin yaşandığı sağlıksız beslenen tüketim toplumları ortaya çıkmıştır. Toplumlar tüketim odaklı, hızlı yaşam biçiminin kendilerini mutsuz ettiğini fark edince yeni alternatif arayışlar içerisine girmeye başladılar. Tam da bu noktada yavaş şehir felsefesinin bir çıkış yolu olabileceği umudu oluştu.

Yavaş şehir kavramı, başlangıçta yerel halkın yaşam kalitesi için düşünülmüş olsa da, ilerleyen yıllarda turizm açısından da bir çekicilik olarak tanıtılmaya başlanmıştır. Sürdürülebilir turizm kapsamında da ele alınmaktadır. Bir yandan turizm alanında gelişmek isteyen destinasyonların yavaş şehir kavramı ile ön plana çıkması, bir yandan kentlerde modern ve hızlı yaşamın zorluklarından bunalmış insanların küçük kasabalara göç etmeye başlaması ile birlikte ülkemizde yavaş şehirlerde beklenenin aksine olumsuz gelişmeler yaşanmaya başlanmıştır.

Dünyadaki yavaş şehir uygulamalarını incelediğimizde ülkemizden farklı örneklerle karşılaşmaktayız. Mendrisio (İsviçre), kent yönetiminin enerji politikaları ile "enerji kenti" (Energiestadt) unvanını almıştır (Bott ve diğerleri, 2009, s.29). Überlingen (Almanya), 2004 yılında çevresel yönetim sistemlerin arazi kullanımı planlamasını uyarlayan ilk Avrupa Birliği kenti olmuş ve sürdürülebilir arazi kullanımını ile ilgili planlar yapmaktadır (Knox ve Mayer, 2012, s. 62-63). Orvieto (İtalya), kent içi ulaşım sistemlerini yeniden yapılandırmış, karbon ayak izi bırakmayan teleferik hizmeti getirmiştir (Knox ve Mayer, 2012, s. 54). Levanto'da (İtalya) kent merkezi trafiğe kapatılmıştır. Levanto'da (İtalya), kamusal ve açık alanların yaşanabilirliğini arttırmak için kente özgü sokakları ve meydanlar iyileştirilmiş; tarihi meydanlar ve yapıların koruma ve restorasyon çalışmaları yapılmış; diğer kentsel alanlar ise çağdaş bir yaklaşım ile yeniden tasarlanmıştır (Bott ve diğerleri, 2009, s.40).

Ludlow'da (İngiltere), geleneksel tekniklerin korunması için çıraklık sistemine dayanan bir eğitim programı başlatılmıştır (Pink, 2008, s.100). Ludlow'da (İngiltere), kent yönetimi kent planlaması konularında halkın da katılımı ile onaylanmıştır (Multinovic, 2010, s.7). Slow Food'un merkezi olan Bra'da (İtalya), okul kantinlerinde sağlıklı ve yerel öğünler sunulmaktadır (Bott ve diğerleri, 2009, s.35). Überlingen (Almanya), tarımda genetiği değiştirilmiş mikro organizma kullanmayı reddettiğini beyan etmiş ve gönüllü olarak 70'den fazla çiftçi toplam 200 hektarlık bir alanda bu doğrultuda tarım yapmayı onaylamıştır (Knox ve Mayer, 2012, s. 54).

Ülkemizdeki yavaş şehir uygulamalarının belediyelerin nezdinde olması siyasi bir kurum olan belediyelerin yöneticilerinin değişmesi ile kriterlerin yerine getirilmesinde sorunlar yaşanma olasılığını da düşündürmektedir. Yasaların ülkeden ülkeye farklılık göstermesi yavaş şehirler ağı içinde bir bütünlük oluşturmanın önünde bir engel oluşturabilmektedir. Ülkemizde 2012 yılında büyük şehir yönetmeliğinde yapılan değişiklikle bazı iller büyük şehir statüsüne alınmış bu durum ilçelerin bazılarının mahalle olmasına bazılarının da sınırlarının ve nüfuslarının değişmesine neden olmuştur. Aydın, Ordu ve Muğla illeri 2012 yılında yapılan değişikliklerle büyük şehir oldukları için, bu bölgelerde bulunan ilçelerin bazıları mahalle olmuş, bazıları ise yeni mahallelerin eklenmesi ile birlikte nüfuslarında ciddi artışlar görülmektedir.

Akyaka (Muğla)2011 yılında yavaş şehir unvanını aldığında nüfusu 2.539 iken, Muğla ilinin 2012 yılında büyük şehir olması ile birlikte şu anda Ula ilçesinin bir mahallesi olmuştur. Ula (Muğla) ilçesinin 2017 yılındaki nüfusu24.419 dir. Bu nedenle Akyaka'nın yavaş şehir olup olmama durumu yeniden değerlendirilmeye alınmıştır. Ordu'nun Perşembe ilçesinde 4 yıl gibi kısa bir sürede ciddi bir nüfus artışı görülmektedir. Perşembe (Ordu) yavaş şehir unvanını aldığı 2012 yılında nüfusu 9.168 iken,2017 yılında nüfusu 30.812 olmuştur. Bu artışın nedeni yavaş şehir unvanını almış olması ile bağlantılı olmadığı açıktır. Ülkemizin siyasi yapısına baktığımız zaman yasa ve yönetmeliklerde yapılan değişiklikler yavaş şehirlerin nüfuslarını ve büyüklüklerini de etkilemektedir. Bu durumda siyasi yapımızla yavaş şehir uygulamalarının örtüşmeyen bir yanı olduğunu söyleyebiliriz.

Yavaş şehir üzerine yapılan çalışmaları incelediğimizde araştırmacıların olumlu ve olumsuz etkilerini değerlendirdiklerini görmekteyiz. Yapılan çalışmalarda ağırlıklı olarak olumlu yönlere değinilmiştir. Yavaş şehir unvanına sahip olmanın gerektirdiği kriterler şehirleri olumlu yönde geliştirmeyi, daha yaşanılır kentler yaratmayı, yerel halkın yaşam kalitesini yükseltmeyi hedeflemektedir. Bu kriterler doğrultusunda bu şehirlerde çevre düzenlemeleri, restorasyon çalışmaları, kültürel ve

ISSN: 2548-7583

doğal varlıkların korunmasına yönelik çalışmalar yapılması gelmektedir.

Yavaş şehir kriterler içinde yerel üretimin desteklenmesi yer almaktadır. Bu amaçla küçük işletmelerin desteklenmesi, insan emeğinin değer bularak kadınların ve gençlerin üretime katılması için yeni istihdam alanlarının yaratılması ile sürdürülebilir yerel ekonomik bir kalkınma modeli hedeflenmektedir. Bu amaçla projeler geliştirilmekte, kooperatifler kurulmakta ve el sanatlarının korunması ve geliştirilmesine yönelik çalışmalar yapılmaktadır. Bu bölgelerin turizm çekiciliğinin artması ile birlikte ev pansiyonculuğunu geliştirmeye yönelik çalışmalar yapılmaktadır.

Yavaş şehir unvanını alan bölgelerde turizmin artması ile birlikte yeni istihdam alanları yaratılmış, araziler değer kazanmış ve halkın refah düzeyinde artış yaşanmıştır. Doğal ve kültürel mirasın öneminin anlaşılması ile doğal ve kültürel mirasın korunmasına yönelik uygulamalar başlatılmıştır. Bu uygulamalar arasında yenilenebilir enerji kaynaklarının kullanımı, geri dönüşüme önem verilmesi, çevreyi korumaya yönelik önlemler alınması, trafik sorununun çözümü, gürültü kirliliğinin önlenmesi ve çevre düzenlemeleri sayılabilir. Tüm bu çalışmalar o bölge hakkında olumlu imaj yaratılmasına katkı sağlamaktadır.

Tablo 1.Yavaş Şehir/Turizm konusunda daha önce yürütülen araştırmalarda ele alınan olumlu-olumsuz yönler

No	Yazar/lar	Çalışılan Mekan/şehir	Olumlu yönler	Olumsuz yönler
1	Mutdoğan (2010)	Seferihisar, İzmir	Yaşam kalitesinin yükseltmesi, geçmiş değerlere, kültüre, geleneklere ve lezzetlere sahip çıkılması ve yaşatılması, doğal çevrenin koruması.	
2	Şahinkaya (2010)	Bra, İtalya	Trafik sorunu ve gürültü olmaması, bisiklet kullanımının yaygın olması, reklam panoları ve çanak antenlerin bulunmaması, binalar restore edilmiş, yöresel yiyecekler üretimi, istihdam, gıda festivali düzenlenmesi, geri dönüşüme önem verilmesi, yerli ürünlerin üretim ve satışı.	
3	Şahinkaya (2010)	Seferihisar, İzmir	Çocuklar için doğal üretim bahçelerinin yapılması, bisiklet yollarının yapılması ve kullanımının yaygınlaşması, köy pazarının kurulması, balkon ve pencerelerin çiçeklendirilmesi, Seferihisar sözlü tarih kitabının hazırlanması, rüzgar ve güneş enerjisinden yararlanılması, ev pansiyonculuğunun desteklenmesi, yerel yemek lokantalarının açılması.	
4	Yurtseven, Kaya (2011)	Seferihisar	Yavaş şehir ve yavaş yemek hareketi doğrudan turizm amaçlı değildir. Destinasyon gelişimi ve kaliteli bir itibar oluşturulabilir, Seferihisar'a gelen turistleri adanmış, ilgili ve kazara turistler olmak üzere üç gruba ayırmışlar. Adanmış ve ilgilenen turistlerin yavaş şehirlere olan ilgisi yüksek, bilinçli ve çevreye duyarlı turistler. Yavaş turizm niş turizm olarak algılanabilir.	Kazara turistinin gelmesi, kitle turizminin bir parçası olan turistler.

 ISSN: 2548-7583

5	Ergüven (2011)	Vize		Cittaslowlaşmanın problemleri başlığı altında değinilmiştir. Yavaş şehirlerin küreselleşmesi, aynı kriterler farklı ölçüde uygulanması, elit olarak algılanması.
6	Karabağ, Yücel, İnan (2012)	Türkiye	Özgünlük, kültürel çeşitlilik, marka kimliği, destinasyonun tanıtımı, kültürel mirasın korunması, kültür turizminin gelişmesi, ekonomik büyüme, bölgeler arasındaki gelir dağılımının eşitlenmesi, halka ek gelir imkanları yaratması, sürdürülebilirlik anlayışının benimsenmesi, yerel hizmetlerin gelişmesi.	
7	Keskin (2012)	Türkiye	Yerel sürdürülebilir ekonomik kalkınma modeli, yenilenebilir enerji kaynaklarının kullanımı, yerel ürünlerin değer kazanması, kentsel yaşam kalitesini arttırmaya yönelik çalışmalar, doğal kaynakların korunması, kültürel zenginliklerin korunması ve dünyaya tanıtılması.	
8	Sırrım (2012)	Türkiye	Yerel ekonomide canlanma, istihdam ve refah artışı, farklı ve özgün tarzlarıyla yavaş şehirler turistik cazibe haline gelmekte, ana girdisinin turizm gelirlerinden oluştuğu yerel ekonomik kalkınma modeli oluşmakta.	Avustralya'nın bir zamanlar gelişen bir nehir limanı şehri Goolwa’nın, Sakin Şehir olduktan sonra turist akınına uğradığını, tarihi binalardaki sanat galerilerinin, kafelerin ve küçük pansiyonların ziyaretçilerin hizmetine sunulduğunu görüyoruz (Serin, 2009).
9	Sungur (2013)	Mevcut Yavaş Şehirler	Ev pansiyonculuğu, halıcılık, deri ve keçeden el sanatları, geleneksel lezzetlerin üretilmesi, hayvancılık ve organik tarımın gelişmesi, kooperatiflerin kurulması.	
10	Coşar (2013)	Seferihisar, İzmir	Ek gelir yaratılması, organik tarımın teşvik edilmesi, kadınların üretime katılması, yeni istihdam alanlarının yaratılması, arazinin değer kazanması.	Trafik ve gürültünün artması, yapılaşmanın artması, fiyat artışı, nüfus artışı, hızlı yapılaşma, rant artışı ile birlikte sit alanlarının yapılaşması, büyük otellerin kurulması, otopark sorunu, göç, kültürel yozlaşmaya, dokusunun bozulması, halkın bilinçsiz ve kısa vadeli çıkarlarını düşünmesi, çok fazla bilinirliğinin artması ile birlikte büyük şehre yakın olduğu için korunması zor bir bölge, yatırımcıların ilgisini çekmesi.
11	Çakıcı, Yenipınar ve Benli (2014)	Seferihisar, İzmir	İstihdam artışı, kamu hizmetlerinin gelişmesi, yaşam standartlarının yükselmesi, yerel ekonominin canlanması, yatırımların artması, yeşil alanların ve doğal kaynakların korunması.	

 ISSN: 2548-7583

12	Şahin, Kutlu (2014)	Türkiye	Yavaş şehir ve sürdürülebilir kalkınma anlayışı birbirini teorik olarak desteklemektedir. Alışıldık turizm anlayışının yavaş şehirle birlikte değişeceği, geri dönüşüme önem verilmesi.	Büyük kentler açısından Cittaslow'un uygulanabilirliğinin nüfus kıstası nedeniyle olmaması, Siyasal bir kurum olan belediyeler nezdinde üye olunması devamlı bir bağlılık, açısından risk oluşturabilir. Yasaların ülkeden ülkeye farklı oluşu çevre, ekonomi ve yaşam parametreleri alanında da bir çeşitliliğe neden olmaktadır. Bu durum birlik içinde yekpare bir yapının oluşması önünde bir engel teşkil etmektedir.
13	Karadeniz (2014)	Perşembe, Ordu	Doğal ve kültürel kaynakların korunması, bozulmamış doğa ve kültürün değerlendirilmesi, yerel üretimin ve küçük işletmelerin desteklenmesi, yavaş şehir unvanını alarak imaj oluşturmak, organik tarımın yaygınlaşması, insan emeğinin değer bulması, görüntü kirliliğinin en aza indirgenmesi, yerel halkın yaşam kalitesinin artmasını desteklemesi.	Halkın bilinçli olmaması, yavaş olarak algılanmak, lüks tüketim olarak algılanması, ilerleyen zamanda talebin karşılanamaması, kontrol edilememesi ve yönlendirilememesi, sürdürülebilirliğin üç boyutu arasında çatışma yaşanması, halkın tepkisi, yavaş seyahat eden turistlerin beklentilerini karşılayamamak.
14	Tunçer ve Olgun (2017)	Seferihisar	Ekonomik mali yapı, kadın istihdamı ve yenilenebilir enerji üzerine etkilere değinilmiş.	Şehirlerin tanınırlığı arttıkça nasıl bir sonuç doğacağı tahmin edilememesi ve nüfus artışı.
15	Özmen ve Can (2018)	Mevcut Yavaş Şehirler	Cittaslow Hareketi'ne Eleştirel Bir Bakış	Seferihisar'da emlak piyasasının hareketlenmesi, göç alması, soylulaşma riski, yöre halkının fazla katılım göstermemesi, yerel yönetimlere ve siyasete bağımlı olması, yavaş şehirlerin ekonomik odaklı görülmesi sonucu plansız ve kontrolsüz turizm gelişimi.

Araştırmalar yavaş şehir unvanına sahip olan bölgelerde turizmin ve arazi değerlerinin artmasının ilk yıllarda olumlu algılandığını zamanla bu durumun olumsuz yönlerinin ortaya çıktığını göstermektedir. Özellikle bu bölgelerde göç ile birlikte nüfus artışı görülmekte bu durum trafik ve gürültü kirliliğine yol açmakta, arazinin değer kazanması ile rant oluşmakta ve fazla yapılaşma görülmektedir. Bunun sonucu olarak bu şehirlerde de büyük şehirlerde yaşanan karmaşa yaşanmaya başlamaktadır.

Araştırmaların sonuçlarını değerlendirdiğimizde yavaş şehirlerin varoluş amacı ile ülkemizdeki algılanışı ve uygulama biçiminden kaynaklanan farklılıklar dikkati çekmektedir. İlk yıllarda yavaş şehirlerin görmüş olduğu ilgi olumlu algılanırken ilerleyen yıllarda artan talebin karşılanamaması olumsuz sonuçlar doğurabilir. Turizmin plansız gelişiminin sonuçlarında biri olan kapasite aşımı yavaş şehirler için gelecekte olası sorunlar arasında yer alabilir. Yavaş şehir anlayışının sadece ekonomik gelişme olarak görülmesi de gelecekte bu şehirlerin dokusunun bozulmasına ve yerel halkın yaşam kalitesinin düşmesine yol açabilir.

4. Sonuç

Yavaş şehir üyelik sürecinde yapılan çalışmalar sürdürülebilirlik ilkesi ile örtüşmekte ve destinasyonlara kentsel tasarım, yerel üretim, kentsel yaşam kalitesi ve yenilenebilir enerji, kullanımı için farklı bakış açıları ve fırsatlar sunmaktadır. Sosyal ve kültürel yönde olumlu değişimler ile yaşam kalitesinin arttırması hedeflemektedir. Uluslararası bir birlik olması örgüt içerisinde işbirliği ve güç ile başarıyı

 ISSN: 2548-7583

arttırmaktadır. Yavaş şehir anlayışının benimsenmesinde yerel yönetimlerin, halkın ve karar vericilerin işbirliği büyük önem arz etmektedir. Olumlu bir bakış açısıyla kurulmuş uluslararası bir birlik olmasına karşın bazı yavaş şehirlerde olumsuz durumlarla da karşılaşılabilmektedir. Yerel bir hareket olarak, yerel değerlerin korunması ilkesi benimsenmiş olsa da küreselleşme yönünde gelişmeler görülmektedir.

Yavaş şehir yerel kalkınma modelini benimseyen, sürdürülebilirlik ilkesi ile hareket eden bir anlayışla kurulmasına karşılık yerel halk tarafından bir rant kapısı olarak görülebilmektedir. Yerel halkın böyle bir yaklaşım içinde olmaması için öncelikle yavaş şehir anlayışını benimsemesi gerekmektedir. Yerel halk ne kadar katılım gösterirse yavaş şehir farkındalığı ve başarısı o derece artacaktır. Yavaş şehirde yaşamanın ayrıcalık olarak görülmesi bu şehirlere olan talebi artırmaktadır. Bu durum yavaş şehirlerin göç almasına ve bunun sonucunda nüfus artışı, trafik ve gürültü sorunlarına, konut ve arsa fiyatlarında artışa neden olmaktadır. Yavaş şehir sayılarında görülen artış farklı ve özel olma algısını zamanla ortadan kaldırabilir ve şehirlere olan ilgiyi azaltabilir (Knox, 2005).

Özgün ve yerel değerlerin ekonomik kalkınma odaklı ele alınması bölgeye yeni yatırımları çekmekte ve turizmin hızla gelişimini desteklemektedir. Kontrolsüz ve plansız turizm gelişimi bölgede kitle turizminin gelişimine neden olabilir. Oysa yavaş şehir anlayışı kitle turizmine karşı duran bir anlayıştır. Ancak yerel halkın beklentisi bu unvana sahip olmakla birlikte ekonomide ve turizmde beklenen hızlı gelişmeler olduğu görülmektedir.Yavaş şehir ve turizm konulu çalışmaların çoğunda ekonomik gelişim potansiyeli üzerine vurgu yapıldığı görülmektedir.

Yavaş şehirlerin pazarlanması ve tanıtımı için fazla reklam yapılması bu bölgelere olan ilgiyi arttırmaktadır. Bunun sonucunda bazı yavaş şehirlerde aşrı talep artışı görülmektedir. Zaman içerisinde oluşan talebin karşılanmasında, yönlendirilmesinde ve kontrol edilmesinde sorunlar yaşanabilir. Bu bakımdan yavaş şehirler sadece turizm gelişimine odaklanmamalı ve bu şekilde pazarlanmasının doğuracağı olumsuzluklar göz önünde bulundurulmalıdır.

Kısa vadeli çıkarların düşünülmesi kültürel yozlaşmaya, şehrin dokusunun bozulmasına ve yerel özelliklerin kaybolmasına neden olmaktadır. Bu şehirlere olan talebin artması zamanla talebin karşılanamaması ve kontrol edilememesi riskini oluşturmaktadır. Turizmde daha çok niş pazara hitap etmesi gereken yavaş şehirler kitle turizminin bir parçası olan destinasyonlara dönüşerek özelliğini kaybetme riski ile karşı karşıya kalacaktır. Şehirlerin dokusuna uymayan büyük otel ve tatil köylerinin bulunduğu destinasyonlar haline gelme riski taşımaktadırlar.

Ülkemizde yerel seçimler 5 yılda bir yapılmakta ve bu süre sonunda yerel yöneticiler değişebilmektedir. Bu durum yerel yöneticinin değişimi ile birlikte yavaş şehir anlayışının sürdürülebilirliğini de etkilemektedir. Bunun sonucunda aynı kriterler farklı şehirlerde farklı biçimlerde uygulanabilmektedir. Yavaş şehir unvanına sahip kentlerin siyasetten bağımsız, yerel yönetimler üstü bir kuruluş tarafından yönetilmesi sürekliliğin sağlanması açısından önem arz etmektedir.

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Extended abstract in English

When the world tourism sector faced serious problems before entering the new millennium, the question of "what could be done?" started to be asked more intensely in order to make us think. What were these problems? Firstly, it was marketing of certain types of products. The other problem was that tourism activities were similar in countries or regions. Therefore, different regions or countries had to meet the tourism market by introducing alternative products.

While focusing on individual tourism, mass tourism has emerged such as emergence of luxury tourism, coastal tourism, social and culture/city tourism. Similarly, as in hotels, all-inclusive concept has emerged as an alternative product to bed & breakfast or half-board. Perhaps in the future, nothing inclusive could be an alternative product to all inclusive. Suddenly slow-food appeared as an alternative to fast-food. With the success of the slow food movement, the concept of slow-city came out. This study focuses on the concepts of slow city and slow tourism which are alternative to mass tourism made with package tours, and the study will analyse how these two terms conflict with each other in tourism context.

The concept of slow city and sustainable development supports each other. The purpose of concept of slow cities is to increase public investment and living standards in cities, to revive the local economy, to protect and maintain cultural and natural resources. However, in recent years, especially when the slow cities examined in our country, some developments that go against the spirit slow city has emerged. This study aims to form a critical view by slow city practice in our country and the aim of slow cities.

The research on the slow city accession process align with the principle of sustainability and offer different perspectives and opportunities for urban design, local production, urban quality of life and renewable energy use. The positive changes in social and cultural aspects of the city improves the quality of life. The cooperation of local governments, the public and decision-makers is of great importance in the formation of the slow city concept. Slow city is an international union and this increases the success and cooperation within the organization. Despite this, there may be some problems in slow cities. As a local movement, the principle of the protection of local values has been adopted but globalisation also plays a role in this process.

Local people may regard slow city as a source of commerce to make profit although it was established to support local development and adopted principle of sustainability. In order to avoid such a profit-based approach, the local people should first adopt a slow city approach. The more the local people participate, the more slow city awareness will increase. Living in a slow city is also considered as a privilege, which increases the demand for these cities. This causes slow cities to receive migration and they face population growth, traffic and noise problems, and increase in housing and land prices. The increase in the number of slow cities can disrupt the perception of being different and special and decrease the interest in cities (Knox, 2005).

The focus on the development of original and local values and economic development attracts new investments in the region and supports the rapid development of tourism. Uncontrolled and unplanned tourism development may lead to mass tourism in the region whereas slow city is based on an understanding against mass tourism. However, there are rapid developments in economy and tourism and in most of the slow city and tourism studies, there is an emphasis on potential economic development.

Increasing advertisement, marketing and promotion of slow cities increases interest in these regions. As a result, there is an increasing demand in some slow cities, which may create problems in meeting and controlling this demand. In this respect, slow cities should not only focus on tourism development, but also the possible disadvantages the marketing may bring.

The consideration of short-term interests causes cultural degeneration, deterioration of the city's structure and loss of local characteristics. Although the demand for these cities increases, there is always a risk of not being able to meet and control this demand. The slow cities need to address the niche market in tourism but they face the risk of losing their fame by turning into destinations that are part of mass tourism. They may also become a destination with large hotels and holiday villages that do not fit the spirit of the cities.

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In Turkey, local elections are held every 5 years and at the end of this period, local administration can change. This situation affects the sustainability of the slow urban understanding with the change of the local administration. As a result, the same criteria can be applied in different ways in different cities. It is important that the cities with slow city title are managed by an independent local administration units which do not have any political influence on them.

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What does the hotel logo say? And what do consumers perceive?

Şirvan Şen Demir[1], Erge Tür[2]

Abstract

The main purpose of this research is to comparatively evaluate the goals of hotel enterprises while designing their logos and the perception those logos create on consumers by using a method of surveying hotel managers and guests. This research deploys a qualitative method approach. The research was conducted on hotel managers in Bodrum and people of various professional groups in Isparta. The data were obtained by face-to-face interviews with 3 hotel managers and 20 people belonging to various occupational groups through semi-structured questionnaire in February-April period. The data were evaluated by making direct references to the original expressions of the participants as much as possible. As a result, logo itself may not be of great significant for the customers. For this reason, companies need to make their names visible in the logo. Business should create logo in accordance with the sector they operate. And also, the survey of hotel managers and consumers, in designing hotel logos matching colors, letter fonts, memorability, and compatibility with the sector are significant factors.

Keywords: *Logo, Logo design, Awareness, Hotel logo*

Otel logosu ne söyler? Tüketiciler ne algılar?

Öz

Bu araştırmanın temel amacı, otel işletmelerinin logolarını tasarlarken hedeflerini ve bu logoların tüketiciler üzerinde oluşturduğu algıları belirlemek ve logonun vermiş olduğu mesajı otel yöneticileri ile tüketiciler açısından karşılaştırarak ortaya koymaktır. Bu çalışmada nitel araştırma yöntemi kullanılmıştır. Araştırma Bodrum'daki otel yöneticileri ve Isparta'da çeşitli meslek gruplarından tüketicilerle yapılmıştır. Veriler Şubat-Nisan döneminde yarı yapılandırılmış anket yoluyla 3 otel müdürü ve çeşitli meslek gruplarına ait 20 kişiyle yüz yüze görüşülerek elde edildi. Verilerin analiz ve yorumlanmasında mümkün olduğunca katılımcıların özgün ifadelerine bağlı kalınarak değerlendirilmiştir. Sonuç olarak, tüketiciler açısından logo tek başına çok fazla anlamlı olmayabilir. Otel işletmelerinin bunu da düşünerek logoyu anlaşılır şekilde tasarlaması gerekir. İşletmeler iş dünyasında faaliyet gösterdikleri sektöre göre logo oluşturmalıdır. Ayrıca otel yöneticileri ve tüketicileri açısından logolardaki renkler, yazı tipleri, akılda kalıcılık, sektörle uyumluluk gibi faktörler de önemlidir.

Anahtar Sözcükler: *Logo, Logo tasarımı, Farkındalık, Otel logosu*

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[1] Doç. Dr., Süleyman Demirel Üniversitesi, İİBF Turizm İşletmeciliği Bölümü, Isparta. sirvansendemir@gmail.com
[2] YL. Süleyman Demirel Üniversitesi, İİBF Turizm İşletmeciliği Bölümü, Isparta. erge_17@hotmail.com

1. Giriş

Küreselleşen dünyada aynı tür mal veya hizmeti üreten kurum ya da kuruluşların tüketiciler nezdinde kalite haricinde ilk görüşte ayırt edilebilmesi müşterilere karşı ilk izlenimin oluşturulması anlamında oldukça önemlidir. Kurum ya da kuruluşlar böyle bir izlenimi marka görsel kimliğinin oluşturduğu logo ile sağlayabilirler. Logo, hizmet öncesi kurumun hedeflediği pazarlama ve satış rakamlarının tutturulması açısından önemlidir. Çünkü, logonun tüketici algısında yaratacağı olumlu veya olumsuz etki markanın tercih edilip edilmemesine yol açabilir.

Logo ve marka arasında doğrudan bir ilişki vardır. Marka, benzer ürün ya da hizmetleri diğer kurum ya da kuruluşların ürün ya da hizmetlerinden ayırt etmek amacıyla kullanılan veya belirli bir hizmetin sunulması sırasında kullanılan ayırt edici işaretlerdir (Çakırer, 2013:7). Bu ayırt edici işaretlere markanın görsel kimliğini oluşturan logolar örnek verilebilir. Logonun zihinde yarattığı etki markanın dikkat çekiciliğine emsal teşkil etmektedir. Logo, kurumsal kimlik oluşumunun bir göstergesi, kurumun tanınabilirliği ve prestijini arttırabilmesi için seçilen bir yoldur. Doğru yönetildiği takdirde, rekabet avantajı da yaratır (Hynes, 2009: 545-546). Logo tasarımı yapıldıktan sonra, kurum tarafından benimsenir ise, artık ilgili kurum ya da kuruluş bir görsel kimliğe sahip olmuş demektir. Bu görsel kimlik logo olarak ifade edilir. Logo, kurumu ya da kurum bünyesinde yer alan markayı temsil etme gücüne sahiptir. Aynı zamanda kurumun kültür ve değerlerini temsil gücü yüksek olan bir araçtır (Ustaoğlu, 2012: 30).

Bu çalışmada logo, otel işletmeleri paralelinde ele alınmaktadır. Otel işletmelerinin tüketiciler tarafından tercih edilmesinin nedenleri tesisin bulunduğu coğrafyaya, otelin hizmet kalitesine, popüleritesine, güvenilirliğine hatta son dakika rezervasyonlarına göre değişebilmektedir. Bu olguların her biri bile başlı başına bir sebeptir. Ancak, belirttiğimiz gibi logo da bir görsel kimlik olgusudur. Herhangi bir konaklama tesisinin oluşturmuş olduğu logo tüketiciler tarafından tesisin tercih edilmesine etki edebilir zira insanlar üzerinde ilk algı çok önemlidir. Bir otel logosunun müşteriler üzerinde oluşturacağı algı ise olumlu veya olumsuz olabilir. Örneğin, logoda tercih edilen renk, logonun çizim tekniği, logoyu oluşturan font (yazı tipi) gibi biçimsel özellikler bu algıda söz sahibi olabilir. Aynı şekilde logonun sade ve yalınlığı da müşteri üzerinde satın alma algısını oluşturmada etkilidir.

2. Literatür taraması

2.1. Logo

Kurumsal kimliğin duayeni olarak gösterilen ve dünyadaki sayılı usta grafik tasarımcıları arasında yer alan Paul Rand logoyu, “bir bayrak, bir imza ve bir arma” olarak tanımlamaktadır (1). Bir logo, bir ürün ya da hizmetin tüketicilere sunduğu kalite göstergesinden daha az önemli olduğu halde, markanın neye benzediğini temsil etmesi açısından daha önemlidir (Sevildi, 2014:34). Logo, temel amacı markanın hitap ettiği iç veya dış çevresinde iletişim kurmak olan ve bu amaç doğrultusunda marka görsel kimliğine farkındalık kazandıran bir işaret sistemidir (Henderson ve Cote, 1998:14).

Logo, bir ürünün, firmanın ya da hizmetin isminin, harf ve resimsel öğeler kullanılarak sembolleştirilmesidir (2). Bir başka deyişle logo, ticaretin başladığı yıllardan beri ürünleri, kuruluşları ya da hizmetleri birbirinden ayırt etmeyi sağlayan bir ya da birkaç tipografik karakterden meydana gelen bir nevi işaretlemedir (3) Logoyu tamamlayan bir başka kavram olan amblemden de söz etmek mümkündür. Amblem, en basit anlamıyla bir kurumu, bir ürün ya da hizmeti görsel olarak temsil eden simgeler olarak ifade edilirken, logo ise markanın görsel kimlik sembolü konumundaki amblem ile marka isminin dikkat çekici biçimde bir araya gelmesiyle oluşmaktadır (Al ve Ries, 2004:131).

Logo ve amblem ürün, hizmet ve kurumları tanımaya yardımcı olan görsel kimliklerdir. Tüketicide kalite algısı yaratıp, özgünlük garantisi verirler. Böylece, birçok alternatifle karşılaşılan durumlarda tüketicinin karar verme konusunda hazır olmasını sağlar. Bu bakımdan, logolar için, tüketicinin arzuladığı kalite ve güvenilirlik sözünü veren “güven işaretleridir” denilebilir (Parlak, 2006:127).

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Şekil 1. Otel logoları

2.2. Logonun önemi

Logolar insanlar üzerinde seçim yapmak zorunda olduğu ürüne karşı, olumlu veya olumsuz etki bırakma gücüne sahip olduğundan, son derece önemli şirket ve marka sembolleridir (4). Bu özelliğiyle logolar, tüketicilerin ürün satın alma kararı üzerinde doğrudan etkilidir. Logonun, tüketicinin algısında yarattığı etki olumlu ya da olumsuz olabilir. Bu son derece doğaldır fakat kurumun kârlılık üzerinden ayakta durabilmesi logonun tüketici zihninde yarattığı olumlu algı ile mümkündür. Tüketici algısında olumlu bir satın alma kararı oluşturan logolar amacına ulaşmış demektir ve satış gerçekleşiyorsa 'başarılı bir logodan' bahsedilir.

Bazı kurumların ya da markaların kendilerini sadece tek bir isim ile ifade etmeleri akılda kalıcılık ve tüketici dikkatini çekme konusunda başarılı olmayabilir. İşte, bu gibi durumlarda akılda kalıcılığı ve dikkat çekiciliği sürekli kılmak, görüldüğünde o markanın akla gelmesini sağlamak amacıyla oluşturulmuş sembollere logo denilmektedir. Bu sebeple logo, marka veya kurumların içerisinde barındırdıkları tüm anlamı ve ilgili şirketin kurumsal kimliğini hızlı bir görsel ile yansıtmakta olduğundan ciddi derecede önem arz eder.

Logo, tasarım açısından da oldukça önemlidir. Tüketici tarafından dikkat çekici bir niteliğe sahip olması gereken logolarda, tasarım aşamasında seçilen font, renk büyük önem taşır. Bunun yanında logo tasarımı yapılırken özgünlük ve kolay anlaşılabilirlik gibi özellikler de hatırı sayılır bir önem arz eder. İyi tasarlanan bir logo ürünü, markayı veya kurumu olduğundan daha iyi yerlere taşıyabilir. Ancak logo doğru tasarlanmadığı takdirde, kurumu veya markayı bulunduğu seviyeden daha geriye de götürebilir.

Logo, markaların hatırlanmasında, işletmelerin pazardaki diğer rakiplerinden ayırt edilmesinde, tüketiciler üzerinde marka farkındalığı yaratmada önem teşkil eden ve marka ile bütünleşmiş bir unsurdur. İşletmeler bünyesinde barındırdıkları markalarını tanımlamak için, markayla birlikte ya da marka olmadan kendi logolarını kullanırlar (Selvi, 2008: 95-96).

Logo estetik açıdan markaya görsel bir farkındalık kazandırdığından, ürün ya da hizmetin tüketiciler tarafından tercih edilmesine olanak sağlar (Demir ve Demir, 2015). Logolar, herhangi bir kurum ya da kuruluşun yüzüdür. Bu nedenle tamamıyla özgün olmalı ve piyasadaki diğer rakiplerini taklit eder nitelikte olmamalıdır. Taklitçi bir niteliğe sahip olan logolar, kurum ya da kuruluşa karşı olan güven ve prestiji büyük ölçüde sarsar. Herhangi bir marka ya da şirketin kurumsal kimliğini tüketicilere doğru bir şekilde yansıtıyorsa logolar, başlı başına bir satış ve pazarlama unsuru olarak görülebilir. Zira satış sonrasında marka üzerinden kuruma kârlılık ve prestij sağlıyorsa "başarılı bir logo seçilmiştir" demek mümkündür. Bu nedenle logonun gerek işletme (Demir, 2017) gerekse tüketici açısından (Demir, Demir ve Nield, 2013) etkisi oldukça fazla ve rekabetteki katkısı önemlidir.

Birçok firmanın sadece logoları sayesinde topladıkları müşteri sayısı, toplam müşteri sayısının yarısından fazla olduğu düşünülürse, logoların ne denli önemli olduğu daha kolay kavranabilir. Günümüzde spor kulüplerinden gazetelere, marketler zincirinden yayınevlerine, nakliyat firmalarından internet sitelerine hemen hemen her ekonomik kuruluş kurumsallaşma konusunu en önemli hedefi haline getirmiştir. Kurumsallaşmanın olmazsa olmazı da kurumun bir logosunun olmasıdır.

2.3. Logotype

Bir firmanın ismini yansıtan yazı, çizgi ve resimle yapılan işaretlere logotype denilmektedir. Yani logotype, bir kurumun, bir ürün veya hizmetin, harf ya da kelime dizisinin resimsel öğeler yardımıyla kullanılması sonucunda oluşturulan, yasal olarak tescil edilmiş işaretler olarak tanımı yapılabilmektedir (Çam, 2006:15).

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Şekil 2. Logotype logotype örneği

RAMADA
WORLDWIDE

Bir marka ya da kuruluşun ismini içeren hem marka hakkında bilgi veren hem de tipografi harf tasarımlarında semboller içeren resim ve metin içeriğin bütünü olan logotype, üzerinde sadece marka ismi bulunan ve anlamının Türkçe karşılığı bulunmadığından ötürü, yazılı logo, metin içerikli logo, sadece harflerden oluşturulmuş logo tasarımı olarak ifade edilen bir kavram niteliği taşımaktadır (5).

2.4. Amblem

Amblemler, tek bir simgeyle yahut görsel ile birçok anlamı birlikte sunmayı hedeflemektedir. Bu hedef doğrultusunda, tüketicide yarattığı etki dikkat çekici ve merak uyandırıcı olmalıdır.

Bazı uzmanlar amblemi; "ilgili olduğu markayı, kurum ya da kuruluşu, en yalın ve özgün biçimde ifade eden bir sembol" olarak tanımlamaktadır (Odabaşı, 2002:175). Kurumların mal veya hizmetini simgeleyen markalara, görsel kimlik kazandırma gayesi içinde olan, sözcük özelliği göstermeyen, soyut ya da nesnel görüntülerle oluşturulan işaret yahut figürlere amblem denilmektedir (Selvi, 2008:95-96). Amblemler, logo bütünü içerisinde yer alarak ya da tek başına bir kurumun veya markanın sembolü olabilir. Şekil ve işaretlerin sözcüklere göre akılda kalıcılığı daha yüksektir (Özer, 2015:15).

Şekil 3. Otel amblemleri

Ramada Resort Hotel	Isis Hotel	Xanadu Island Hotel

2.5. Amblem logo ve logotype arasındaki farklar

Markanın görsel sembol öğeleri olarak ifade edilen amblem, logo ve logotype'ın birbirlerinden ayırt edilmesini sağlayan birtakım farklar mevcuttur. Bu farklar şunlardır (7):

- Amblem genellikle bir logo ile birlikte kullanılır.
- Logolar tek başına da kullanılabilir.
- Logotype ise bir bütündür, yalnız kullanılır.
- Logo tasarımları genellikle font (yazı tipi) kataloğundan alınmış gerçek harf karakterini yansıtır.
- Logotype'ta ise yeni bir tasarı, yeni bir grafiksel düzenleme söz konusudur.
- Logotype'ta yazı ile birlikte resimsel semboller kullanılır.
- Amblem sadece semboldür. Logo ve logotype şirketin ismini ifade eden yazılardır.

Belirtildiği üzere, amblem, logo ve logotype aslında bağlı bulundukları markayı temsil etme bakımından ortak bir özellikle gösterseler de biçimsel olarak birbirlerinden farklılıklar göstermektedir. Logo, bir kurumun ya da ürünün isminin harf ve resimsel öğeler kullanılarak sembolleştirilmesidir. Logo, amblemden farklı olarak kurum ya da markanın ismini de yansıtır (Işıklı, 2012: 22).

3. Araştırma

3.1. Örneklem

Çalışmada nitel araştırma yöntemi tercih edilmiştir. Dolayısıyla araştırmanın örneklemini 3 otel yöneticisi ile, Isparta ili sınırları içerisindeki yerel halktan 20 kişi oluşturmaktadır.

3.2. Veri toplama aracı

Araştırma Bodrum'daki otel yöneticileri ve Isparta'daki çeşitli meslek gruplarına ait kişiler üzerinde yapılmıştır. Veriler, 2017 yılı Şubat-Nisan döneminde yarı yapılandırılmış soru formu aracılığıyla 3 otel yöneticisi ve çeşitli meslek gruplarına ait 20

ISSN: 2548-7583

kişiyle yüz yüze gerçekleştirilen mülakat sonucu elde edilmiştir.

3.3. Veri analizi

Veri analizinde, bir araştırmanın bulgularını genelleyebilmek için öngörülen bir hipotezi/teoriyi ölçme ve geliştirmeyle ilgili olan analitik tümevarım yöntemi uygulanmıştır (Sözbilir, 2009:2). Veriler, katılımcıların özgün ifadelerine mümkün olduğunca bağlı kalınarak ve karşılaştırma yapılarak değerlendirilmiştir.

4. Bulgular ve tartışma

Araştırma kapsamında Ramada Resort Hotel, Isis Hotel ve Xanadu Island Hotel yöneticilerine 8 adet ortak soru sorulmuştur.

- Logoyu oluştururken kurum olarak hedeflediğiniz nedir?
- Görsel kimliğinizin oluşmasına vesile olan logonuzun herhangi bir hikayesi var mıdır?
- Logo tasarımında kimler rol oynuyor? (Bir kurul ya da tek bir kişi mi karar veriyor?
- Kurumsal logonuz ile birlikte herhangi bir logo yarışmasına katılıp, derece elde ettiniz mi?
- Logonuz ile ilgili olarak otel misafirleri tarafından bugüne kadar olumlu ya da olumsuz bir değerlendirme aldınız mı ?
- Kurumsal logonuzun insanların algısı üzerinde farkındalık yarattığını düşünüyor musunuz? Bu farkındalığın belirlediğiniz satış hedeflerinize ulaşmada etkili bir rol oynadığına kanaat getiriyor musunuz?
- Sektörde rekabet içerisinde olduğunuz diğer kurumların logolarıyla kıyasladığınızda, logonuzun ayırt edici bir niteliğe sahip olduğunu düşünüyor musunuz?
- Sizce başarılı bir logo seçiminin kriterleri nelerdir? İlgili kriterleri değerlendirdiğinizde logo seçiminde kendinizi kurumsal olarak başarılı buluyor musunuz?

Logoyu oluştururken kurum olarak hedeflediğiniz nedir? sorusuna üç otelin yöneticisi de aynı doğrultuda cevap vermiştir. Ramada Resort Hotel, kurumsal logoyu oluştururken, logonun göze hoş gelen, estetik açıdan güzel bir görünüme sahip olmasının yanı sıra, insanların zihninde farkındalık oluşturmasını amaçlamıştır. Isis Hotel, kurumsal logoyu meydana getirirken, güçlü bir marka imajının logonun akılda kalıcı olmasıyla doğru orantılı olduğuna inanmıştır. Xanadu Island Hotel, kurumsal logoyu oluştururken işveren ve çalışanlar arasında karşılıklı güven, sevgi ve saygıyı, misafire sunulan hizmetlerde yüksek kalite prensibi ve sürekli iyileştirme ilkesiyle birleştirerek otel misafirleri ile çalışanların yüzde yüz memnuniyetini sağlamayı hedeflemiştir. Ramada Resort Hotel ile Isis Hotel kurumsal logolarının tasarımında farkındalık oluşturmayı hedeflerken, Xanadu Island Hotel ise otel misafirleri ile otel çalışanlarının %100 memnuniyetini sağlamayı hedeflemiştir.

Görsel kimliğinizin oluşmasına vesile olan logonuzun herhangi bir hikayesi var mıdır? sorusuna, Isis Hotel, Isis'in tanrıça anlamında kullanıldığını belirterek logo üzerinde yer alan Goddess of Bodrum (Bodrum'un Tanrıçası) sloganı ile bir bağlantı olduğunu ifade etmiştir. Dolayısıyla Isis Hotel logosunun oluşturulmasında tanrıça figüründen yola çıkıldığı ve bu doğrultuda bir logo hikayesinin mevzu bahis olduğu belirtilmiştir. Xanadu Island Hotel'in logosunun da Moğol Kağanı Cengizhan'ın torunu olan Kubilayhan'ın yazlık sarayı anlamındaki Xanadu'nun isminden geldiği ifade edilmiştir. Ramada Resort Hotel'in logosu oluşturulurken herhangi bir hikayeden esinlenilmediği belirtilmiştir.

Logo tasarımında kimler rol oynuyor? Sorusuna, Ramada Resort Hotel logo tasarımının New Jersey'de yer alan markalama ve pazarlama merkezinde hazırlandığını belirterek, logo kullanımında son karar vericilerin yönetim kurulu olduğunu belirtmiştir. Aynı şekilde Isis Hotel ve Xanadu Island Hotel yöneticileri ile görüşüldüğünde logo tasarımında yönetim kurulunun etkili olduğu ve son karar vericilerin de bu doğrultuda yönetim kurulu olduğu cevabı alınmıştır. *Kurumsal logonuz ile birlikte herhangi bir logo yarışmasına katılıp, derece elde ettiniz mi?* sorusuna ilgili üç otelin de cevabı (Ramada Resort Hotel, Isis Hotel, Xanadu Island Hotel) kurumsal logolarıyla herhangi bir logo yarışmasına katılmadıkları yönünde olmuştur.

Bugüne kadar logonuz ile ilgili otel misafirleri tarafından olumlu ya da olumsuz bir değerlendirme aldınız mı? sorusuna üç otelin yöneticisi de olumlu değerlendirme aldıklarını belirterek Ramada Hotel'in logosundaki renk uyumu, Isis Hotel'in tanrıça figürü ve Xanadu Island Hotel'in rozet, bagaj etiketleri,

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anahtarlık vb ürünlerde otel logosunun estetik bir değer taşımasından dolayı otel logolarıyla ilgili birçok olumlu değerlendirme aldıklarını ifade etmişlerdir.

Kurumsal logonuzun insanların algısı üzerinde farkındalık yarattığını düşünüyor musunuz? Bu farkındalığın belirlediğiniz satış hedeflerinize ulaşmada etkili bir rol oynadığına kanaat getiriyor musunuz? sorusuna araştırmaya dahil olan üç otelin yöneticisinin de cevabı olumlu yönde olmuştur. Ramada Resort Hotel, logo üzerinde tercih edilen renk ve yazı tipinin müşterilerinin algısı üzerinde farkındalık oluşturduğunu ifade etmiştir. Satış hedefleriyle, logo farkındalığı arasındaki ilişkinin başka bir araştırma konusu dahilinde değerlendirilebileceğini belirtmiştir. Isis Hotel, renk uyumu, slogan (goddess of bodrum) ve tanrıça figürünün tüketici zihninde farkındalık oluşturabileceğini ifade ederek, satış hedeflerine ulaşmada logonun görsel çekiciliğinden ziyade reklam ve tanıtımın etkili olduğuna vurgu yaptı. Xanadu Island Hotel ise, logonun akılda kalıcı bir nitelik taşıması ile insanların zihninde farkındalık oluşturmasının doğru orantılı olduğuna değinerek, kendi logolarının da ön plana çıkmasının yüksek kalitede hizmet sonucu oluşan misafir memnuniyeti ile birlikte değerlendirerek, bu anlamda başarılı olduklarını savunmuştur.

Sektörde rekabet içerisinde olduğunuz diğer kurumların logolarıyla kıyasladığınızda, logonuzun ayırt edici bir niteliğe sahip olduğunu düşünüyor musunuz? sorusunu üç otel yöneticisi de kendi logolarının ayırt edici nitelik taşıdığını belirterek cevaplamıştır. Ramada Resort Hotel, kurumsal logolarının ayırt edici olduğunu ifade ederek, rekabet içerisinde olduğu diğer işletmelerden bu yönüyle avantajlı konumda olduğunu savunmuştur. Isis Hotel, logo üzerindeki renk uyumu, yazı tipinin okunaklı oluşu ve otel isminin tanrıça figürüyle desteklenmesi hususunda diğer otel işletmelerinden farklı bir konumda olduğunu ifade etmiştir. Xanadu Island Hotel ise, kurumsal logonun tesis hedeflerini yansıtması bakımından ayırt edici nitelik taşıdığını belirtmiştir.

Sizce başarılı bir logo seçiminin kriterleri nelerdir? İlgili kriterleri değerlendirdiğinizde logo seçiminde kendinizi kurumsal olarak başarılı buluyor musunuz? sorusuna Ramada Resort Hotel, logo seçiminde estetiğin yanı sıra ilgili logonun akılda kalıcı olması gerektiğini ve bunun yolunun da markaya karşı vurgulamayla olabileceğini ifade etmiştir. Bu anlamda değerlendirildiğinde Ramada Resort Hotel kurumsal logosunun, başarılı sınıfına girebileceği otel yöneticisi tarafından belirtilmiştir. Isis Hotel ile yapılan görüşmede, logonun işletme ile insanlar arasındaki en güçlü bağlardan birisi olduğu ve logoların bu önem derecesiyle tasarlanarak müşterilerin beğenisine sunulması gerektiği, ayrıca logo tasarlanırken ortaya konan ürünü iyi ifade eden, kolay anlaşılır, akılda kalıcı, çarpıcı unsurları taşıması gerektiği otel yöneticisi tarafından belirtilerek logonun bu unsurları renk, yazı tipi veya üzerindeki semboller vasıtasıyla desteklemesi gerektiği inancı mevcuttur. Isis Hotel logosu incelendiğinde, slogan olarak kullanılan 'Bodrumun Tanrıçası' anlamı logoda kullanılan renkler ve mısır piramitlerinde bulunan bir parça yazıt figürü ile ifade edildiğini ve başarılı bir logonun söz konusu olduğunu ifade etmektedir. Xanadu Island Hotel ise, başarılı bir logo seçiminin kriterlerini, sektörle bütün olmak, hedef kitlenin ilgisini çekmek, global olmak ve globalliğe rağmen özgün bir kimliği yansıtmak, markanın simgesi olduğu için tasarımda titiz davranmak şeklinde özetlemiştir. Xanadu Island Hotel yöneticisi de kendisiyle yapılan görüşmede özetlediği hususları değerlendirerek logo seçiminde kurumsal anlamda kendilerini başarılı bulduğunu ifade etmiştir.

Araştırma kapsamında Ramada Resort Hotel, Isis Hotel ve Xanadu Island Hotel'in logolarının değerlendirilmesi amacıyla Isparta ili sınırları içerisinde yaşayan çeşitli meslek gruplarına (esnaf, öğrenci, işçi, öğretim görevlisi, sağlık personeli, otobüs şoförü, devlet memuru) ait 20 kişiyle yapılan yüz yüze mülakatta aşağıdaki sorular sorulmuştur.

- Görmüş olduğunuz logo hangi sektörde faaliyet gösteren bir işletmeye ait olabilir?
- Görmüş olduğunuz logolardan hangisi bir otele ait olabilir?
- Logo içerisindeki sembol (amblem) neyi ifade ediyor?
- Logo üzerindeki yazı tipinin sade ve okunaklı olması hususunda en başarılı logo hangisidir?
- Logo-otel ismi ilişkisini göz önünde bulundurduğunuzda bu anlamda en başarılı logo hangisidir?

 ISSN: 2548-7583

- En iyi renk uyumuna sahip olan logo hangisidir?
- Görmüş olduğunuz logolardan hangisi aklınızda kaldı?
- Bir oteliniz olsaydı hangi logoyu oteliniz için kullanırdınız?

Tablo 1. Tüketiciler tarafından logolara göre kurumların yer aldığı sektör tahminleri

İşletme adı	Sektör	n	%
Ramada Resort Hotel	Ulaştırma	7	35
Ramada Resort Hotel	Turizm	6	30
Isis Hotel	Eğlence	6	30
Isis Hotel	Tekstil	4	20
Isis Hotel	Turizm	3	15
Xanadu Island Hotel	Müzik	4	20
Xanadu Island Hotel	Banket Organizasyon	3	15
Xanadu Island Hotel	Kozmetik	2	10
Xanadu Island Hotel	Otomotiv	2	10

Çalışmanın temelini oluşturan tüketicilere yönelik mülakat sorularında ilk olarak, ilgili logoların bir otele ait olduğu bilgisi verilmeden, logoların hangi sektördeki kurumlara ait olabileceği sorulmuştur. Bu doğrultuda, *Görmüş olduğunuz logo hangi sektörde faaliyet gösteren bir işletmeye ait olabilir?* sorusu yerel halka sorularak, üç otelin (Ramada Resort Hotel, Isis Hotel, Xanadu Island Hotel) logosu için ayrı cevaplar alınmıştır. Tablo 4.1'e göre tüketicilerin Ramada Resort Hotel'in logosu için %35 lik bir oranla ulaştırma sektöründe faaliyet gösteren bir işletmeye ait olabileceğini ifade ettikleri görülmektedir. Ulaştırma sektörünün ardından katılımcıların %30'u ise bu logonun turizm sektöründe hizmet veren bir işletmeye ait olabileceğini belirtmişlerdir. Katılımcıların çoğunluğunun Ramada Resort Hotel logosunun, bir ulaştırma sektöründeki işletmeye ait olabileceğini belirtmesinin nedeni, logo üzerindeki sembolün bir kuş figürünü çağrıştırması ve bir yerden başka bir yere ulaşımı temsil ettiğini düşünmeleridir.

Isis Hotel logosunun hangi sektörde faaliyet gösteren bir işletmeye ait olabileceği sorusuna Isparta yerel halkından %30 oranında ilgili logonun Eğlence sektöründe hizmet veren bir işletmeye ait olabileceği yönünde cevaplar alınmıştır. Eğlence sektöründen sonra, %20 oranındaki bir kısım Isis Hotel logosunun Tekstil sektöründe faaliyet gösteren bir işletmeye ait olabileceğini ifade etmiştir. Genel çoğunluğun Eğlence sektörünü ifade etmesinin sebebi, logo üzerindeki bayan figürünün dans eden bir bayanı çağrıştırması ve bu yönüyle de ilgili logonun gece kulübüne ya da dans eğitimi veren bir işletmeye ait olabileceği yönünde çağrışım yapmasıdır. Tekstil sektörünü savunan bir kısım katılımcı da bayan figürünü zarafet ve giyimi temsil edebileceğini ve bu yüzden ilgili logonun bir tekstil firması tarafından kullanabileceğini ifade etmişlerdir.

Xanadu Island Hotel logosunun hangi sektörde faaliyet gösteren bir işletmeye ait olabileceği sorusuna ise Isparta ili sınırları içerisinde yaşayan 20 kişiden %75'lik oranındaki kısım, Müzik sektörü (%20), Banket Organizasyon sektörü (%15), Dövüş Sporları (%10), Kozmetik (%10), Otomotiv (%10) ve Yiyecek-İçecek Sektörü (%10) cevabını vermişlerdir. Katılımcıların, ilgili logonun müzik sektöründe yer alan bir işletmeye ait olabileceğini ifade etmesinin sebebi, logo üzerindeki X simgesinin bir müzik notasına benzediğini, bu nedenle de logonun müzik şirketi tarafından kullanabileceğini düşünmeleridir. Katılımcıların, %15 oranındaki kısmının logonun Banket Organizasyonları gerçekleştiren bir işletmeye ait olabileceğini belirtmelerinin sebebi ise, logo üzerindeki X simgesinin italik olarak yazılmasıyla, bir düğün davetiyesi yahut kurdele simgesini çağrıştırması olarak açıklanabilmektedir.

Görmüş olduğunuz logolardan hangisi bir otele ait olabilir? sorusuna tüketicilerin %60'ı Isis Hotel logosunun bir oteli çağrıştırabileceğini ifade etmişlerdir. Geriye kalan %25'lik kısım Ramada Resort Hotel'in, %15'lik kısım ise Xanadu Island Hotel logosunun bir otele ait olabileceğini belirtmişlerdir. Katılımcıların büyük çoğunluğunun Isis Hotel logosunun bir oteli çağrıştırabileceğini savunmasının sebebi, logo üzerindeki bayan figürüyle birlikte güneşi, denizi, tatili ve konukseverlik algısını pekiştirici öğelerin yer almasıdır. Ramada Resort Hotel logosunun bir otele ait olabileceğini savunanların (%25) ortak düşüncesi, logo üzerindeki kuş simgesinin martıyı çağrıştırabildiği gibi, aynı simgenin deniz dalgası şekline bürünmesi olarak ortaya çıkmaktadır. Xanadu Island Hotel logosunu bu anlamda değerlendirenlerin oranı ise %15 dir. Bu logonun üzerindeki X simgesinin uzak doğu motifleriyle

ISSN: 2548-7583

yazıldığını düşünerek, uzak doğuda hizmet veren bir otele ait olabileceğini ifade etmişlerdir.

Katılımcılara üçüncü soru olarak üç otel logosu için de *logo üzerindeki semboller size göre neyi ifade diyor?* şeklinde soru yöneltilmiştir. İlgili sorulara verilen cevaplar tablo 4.2. de yer almaktadır.

Tablo 2. Logo üzerindeki sembollerin tüketici algısındaki çağrışımları

İşletme adı	Tüketici cevabı	n	%
Ramada Resort Hotel	Kuş Figürü	10	50
	R Harfi	6	30
Isis Hotel	Kadın Figürü	10	50
	Tanrıça	6	30
Xanadu Island Hotel	X Harfi	5	25
	Müzik Notası	4	20
	Uzakdoğu Alfabesi	4	20

Tablo 2'ye göre, Ramada Resort Hotel logosu için, katılımcıların %50'si kuş sembolü cevabını verirken, %30'u da logo üzerindeki sembolün R harfi olduğunu ifade etmişlerdir. Aynı soru, Isis Hotel logosu için sorulduğunda katılımcıların %50'si logo üzerindeki simgede bir bayan figürünün yer aldığını belirtmişlerdir. Katılımcıların %35'i ise tanrıça figürü olarak ifade etmişlerdir. Xanadu Island Hotel logosu için ise X harfi (%25), Müzik notası (%20) ve Uzakdoğu ülkelerinin alfabesindeki bir harf (%20) yönünde cevaplar alınmıştır.

Tablo 3. Logo üzerindeki yazı tipi sade ve okunaklı mı? sorusuna tüketicilerin verdiği cevapların oranı

Soru	İşletme adı	n	%
Yazı tipi sade ve okunaklı mı?	Ramada Resort Hotel	13	65
	Xanadu Island Hotel	4	20
	Isis Hotel	3	15

Logo üzerindeki yazı tipinin sade ve okunaklı olması hususunda size göre en başarılı logo hangisidir? sorusuna tablo 3. incelendiğinde katılımcıların %65'inin Ramada Resort Hotel, %20'sinin Xanadu Island Hotel, %15'inin ise Isis Hotel cevabını verdiği görülmüştür. Katılımcıların büyük çoğunluğunun Ramada Resort Hotel logosunun üzerindeki yazı tipinin sade ve okunaklı olduğunu ifade etmesinin sebebi, tek renk ile büyük puntolarla yazılmasının kolay anlaşılabilir olduğunu düşünmeleridir.

Araştırmada tüketicilere yöneltilen diğer sorular ise şunlardır:

- Logo ve otel ismi ilişkisini göz önünde bulundurduğunuzda bu anlamda en başarılı logo size göre hangisidir?
- En iyi renk uyumuna sahip olan logo hangisidir?
- Görmüş olduğunuz logolardan hangisi aklınızda kaldı?
- Bir oteliniz olsaydı hangi logoyu kullanırdınız?

Tablo 4. Tüketicilere yöneltilen diğer sorular

Soru	İşletme Adı	n	%
Amblem-otel ismi uyumu?	Isis Hotel	13	65
Renk uyumu?	Ramada Resort Hotel	8	40
	Isis Hotel	8	40
Akılda kalıcılık?	Ramada Resort Hotel	9	45
	Isis Hotel	9	45
Hangi amblemi kullanırsınız?	Isis Hotel	12	60

Araştırmada tüketicilere yöneltilen bir başka soru, *logo ve otel ismi ilişkisini göz önünde bulundurduğunuzda bu anlamda en başarılı logo size göre hangisidir?* şeklindeydi. Bu soru sorulduktan sonra katılımcılara otelin ismi ile sembol hakkında bilgi verilmiştir. Örneğin, üç otel yöneticisiyle yapılan yüz yüze mülakat neticesinde Ramada Resort Hotel üzerindeki simgenin R harfi olduğu, Isis Hotel üzerindeki simgenin bir tanrıça figürü olduğu ve Xanadu Island Hotel üzerindeki simgenin X harfinin Vivaldi yazı tipiyle oluşturulan bir simge olduğu yönünde cevaplar alındığı, sorunun muhatabı olan yerel halka bildirilmiştir. Yerel halka bu bilgiler verildikten sonra, Tablo 4. incelendiğinde katılımcıların %65'i logo-isim uyumu olarak Isis Hotel'i bu anlamda daha başarılı bulmuştur. Bunun nedeni, Isis'in Mısır tanrıçası olması sebebiyle ilgili mitolojik olguyu logolarında yansıtmasıyla birlikte logo-otel ismi uyumu bakımından ön plana çıkmasıdır. Logo-otel ismi uyumu bakımından katılımcıların, %20'si Xanadu Island Hotel'i başarılı bulurken, %15'i de Ramada Resort Hotel'i bu anlamda başarılı bulmuştur.

Otel logolarında kullanılan renklerin birbirleriyle ahenk içerisinde olmasıyla ilgili yerel halka sorulan *en*

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iyi renk uyumuna sahip olan logo hangisidir? şeklindeki soruya, katılımcıların iki otel logosuyla ilgili ortak paydada buluşmaları dikkat çekmiştir. Tablo 4.'e göre, katılımcıların %80'i Ramada Resort Hotel (%40) ve Isis Hotel (%40)'in renk uyumu bakımından başarılı olduğunu ifade etmiştir. Ramada Resort Hotel'in tema olarak kırmızı renk kullanması tüketiciler tarafından uyumlu olarak ifade edilirken, aynı şekilde Isis Hotel'in de altın sarısı ve mavi rengi uyum içerisinde kullandığı katılımcılar tarafından belirtilmiştir. Renk uyumuyla ilgili katılımcıların %20'si de Xanadu Island Hotel'i başarılı bulmuştur.

Logoların katılımcıların zihninde oluşturduğu farkındalığı belirlemek amacıyla, yerel halka *görmüş olduğunuz logolardan hangisi aklınızda kaldı?* şeklinde bir soru yöneltilmiştir. Tablo 4. incelendiğinde katılımcıların %90'lık kısmının Ramada Resort Hotel (%45) ve Isis Hotel (%45) cevabını verdiği görülmüştür. Ramada Resort Hotel logosunun akılda kalıcı nitelikte olduğunu savunanların büyük çoğunluğu, ilgili logoda tema olarak kullanılan kırmızı rengin dikkat çekici özelliğe sahip olmasıyla doğru orantılı olduğunu ifade etmişlerdir. Isis Hotel logosunun akılda kalıcı olmasını ise katılımcılar, logo üzerindeki bayan figürünün mitolojik bir öğeyle birlikte tanrıça olarak değerlendirilmesinin zihinlerinde yer etmesi şeklinde ifade etmişlerdir. Akılda kalıcılıkla ilgili katılımcıların %10'u ise Xanadu Island Hotel logosunun ön plana çıktığını belirtmişlerdir.

Son olarak, yerel halka sorulan *bir oteliniz olsaydı hangi logoyu kullanırdınız?* şeklindeki soru, katılımcıların genel olarak hangi logoyu renk uyumu, logo-otel ismi uyumu, akılda kalıcılık ve logo üzerindeki yazı tipinin sade ve okunaklı oluşu bakımından başarılı bulduğunun genel bir değerlendirmesi olarak karşımıza çıkmaktadır. Sorulan bu soruya, tablo 4. incelendiğinde katılımcıların %60'lık kısmı, Isis Hotel logosunu estetik ve hikayesi bakımından beğendiklerini belirterek bir otelleri olsaydı aynı logoya benzer bir temayı logolarında kullanabileceklerini ifade etmişlerdir. Katılımcıların %40'ı Ramada Resort ve Xanadu Island Hotel logolarını hikaye, estetik, uyum bakımından beğendiklerini ifade ederek, bir otelleri olursa bu tarzdaki logoları otellerinde kullanabileceklerini ifade ettiler.

Bulgular içerisindeki birinci bölümde Ramada Resort Hotel, Isis Hotel ve Xanadu Island Hotel yöneticilerine ortak olarak sorulan sorulara, yöneticiler tarafından verilen cevaplar, ikinci bölümde Isparta ili sınırları içerisinde yaşayan yerel halktan 20 kişiye sorulan sorulara katılımcıların verdiği cevaplar incelenmiştir. Bulgular kısmının üçüncü bölümünü ise ilgili araştırmanın temel dayanak noktasını oluşturan otel logolarının tüketici algılarını ölçmeye yönelik olacaktır. Bu doğrultuda hem otel yöneticilerine hem de yerel halka sorulan 4 adet ortak soru cevaplarıyla birlikte karşılaştırılarak değerlendirmeye tabi tutulacaktır. Otel yöneticileri ile yerel halka sorulan ortak sorular aşağıda yer almaktadır;

- Logo içerisinde tercih edilen yazı tipinin sade ve okunaklı olduğunu düşünüyor musunuz?
- Logo üzerinde tema olarak kullanılan renklerin uyumlu olduğunu düşünüyor musunuz?
- Logonuzun akılda kalıcı bir nitelik taşıdığını düşünüyor musunuz?
- Logo üzerindeki semboller neyi ifade ediyor?

Tablo 5. Otel yöneticisi cevapları ile tüketici cevaplarının karşılaştırılması

Sorular	**İşletme adı**	**Otel yöneticisi cevabı**	**Tüketici cevaplarının sayısal ve yüzdesel dağılımı**	
			n	**(%)**
Yazı tipi sade ve okunaklı mı?	Ramada Resort Hotel	Evet	13	65
	Xanadu Island Hotel	Evet	4	20
	Isis Hotel	Evet	3	15
Renk uyumu?	Ramada Resort Hotel	Evet	8	40
	Isis Hotel	Evet	8	40
	Xanadu Island Hotel	Evet	4	20
Akılda kalıcılık?	Ramada Resort Hotel	Evet	9	45
	Isis Hotel	Evet	9	45
	Xanadu Island Hotel	Evet	2	10

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Logo içerisinde tercih edilen yazı tipinin sade ve okunaklı olduğunu düşünüyor musunuz? sorusuna Ramada Resort Hotel yöneticisi yazı tipinin marka için özel olarak tasarlandığını belirterek, sade ve okunaklı bulduğunu belirtmiştir. Aynı soru yerel halka sorulduğunda da katılımcıların %65 i Ramada Resort Hotel logosu üzerindeki yazı tipinin sade ve okunaklı olduğunu ifade etmiştir. Bu açıdan değerlendirecek olursak Ramada Resort Hotel'i yazı tipi seçimi bakımından yerel halk tarafından başarılı bulunduğunu ifade etmek mümkün olmaktadır (Tablo 5.)

Logo üzerinde tema olarak kullanılan renklerin uyumlu olduğunu düşünüyor musunuz? şeklindeki soruya, tablo 5. incelendiğinde üç otel yöneticisinin de *uyumludur* cevabını verdikleri görülmektedir. Aynı soru tüketicilere *en iyi renk uyumuna sahip olan logo hangisidir?* şeklinde sorulmuştur. Katılımcıların verdiği cevaplar incelendiğinde, Ramada Resort Hotel (%40) ve Isis Hotel (%40) aynı oranda başarılı bulunmuştur. Ramada Resort Hotel'in logo üzerinde kullandığı kırmızı renk, Isis Hotel'in logo üzerinde kullanmış olduğu altın sarısı ile mavi renk katılımcılar tarafından çoğunluk olarak uyumlu bulunmuştur. Bu anlamda renk uyumu bakımından hem Ramada Resort Hotel'i hem de Isis Hotel'i başarılı olarak ifade etmek mümkün olmaktadır.

Logonuzun akılda kalıcı bir nitelik taşıdığını düşünüyor musunuz? sorusuna üç otel yöneticisi de *evet* cevabını vermişlerdir (Tablo 5). Ramada Resort Hotel yöneticisi akılda kalıcılığı, logonun sahip olduğu renk uyumu ile yazı tipinin kolay anlaşılabilir olmasına bağlarken, Isis Hotel yöneticisi de logolarının akılda kalıcılığını logonun sembolünün tanrıça figürünü ön plana çıkarmasına borçlu olduğunu belirtmiştir. Xanadu Island Hotel yöneticisi ise, logonun üzerindeki X simgesinin italik olarak yazılmasının estetik açıdan değerlendirildiğinde akılda kalıcı olabileceği yönünde değerlendirmede bulunmuştur. Aynı soru tüketicilere *görmüş olduğunuz logolardan hangisi aklınızda kaldı?* şeklinde sorulmuştur. Katılımcıların verdiği cevaplar incelendiğinde Ramada Resort Hotel (%45) ve Isis Hotel (%45) aynı oranda başarılı bulunmuştur. Ramada Resort Hotel logosu üzerinde kullandığı kırmız renk ile dikkat çekici nitelik taşıdığından, Isis Hotel logosu ise bayan figürüyle mitolojik bir simge olan tanrıçayı birleştirdiğinden yerel halk tarafından akılda kalıcı olarak değerlendirilmiştir.

Tablo 6. Logo üzerindeki sembollerin neyi çağrıştırdığına yönelik tüketicilerden alınan cevaplar ile otel yöneticilerinden alınan cevapların karşılaştırılması

İşletme adı	**Otel yöneticisinin cevabı**	**Tüketici cevabı**	**Tüketici cevabının yüzdesel dağılımı**	
			n	**%**
Ramada Resort Hotel	R Harfi	Kuş Figürü	10	50
		R Harfi	6	30
Isis Hotel	Tanrıça Figürü	Kadın Figürü	10	50
		Tanrıça Figürü	6	30
Xanadu Island Hotel	X Harfi	X Harfi	5	25
		Müzik Notası	4	20
		Uzakdoğu Alfabesi	4	20

Tablo 6. incelendiğinde, *Logo üzerindeki semboller neyi ifade ediyor?* şeklindeki soruya üç otel yöneticisinin de kendi çalıştıkları otellerin logoları için ayrı cevaplar verdikleri görülmektedir. Örneğin, Ramada Resort Hotel yöneticisi, logo üzerindeki simgenin R harfi olduğunu ifade ederek, marka vurgusunun yapıldığını belirtmiştir. Aynı soru tüketicilere sorulduğunda, katılımcıların %50'si logo üzerindeki simgenin bir kuşu çağrıştırdığını, %30'u ise bu simgenin R harfi olabileceğini belirtmişlerdir (Tablo 6). Bu doğrultuda otel yöneticisinin belirttiğine göre simge R harfi olarak oluşturulurken araştırma kapsamındaki yerel halkın yarısı aynı simgeyi bir kuş sembolü olarak ifade etmiştir. Buradan hareketle, otel logosunun belirttiği simge ile tüketicilerin algıladığı simgenin farklı olduğunu ifade etmek mümkün olmaktadır. Katılımcıların %30'u sembolün R harfi olduğunu belirtmiştir. Bu açıdan değerlendirildiğinde, yerel halkın otel ile aynı doğrultuda düşündüğü ortaya çıkmaktadır. Isis Hotel yöneticisi, logo üzerindeki sembolün tanrıça figürü olduğunu ifade etmiştir. Aynı soru yerel halka sorulduğunda, katılımcıların %50'si bayan figürü, %35'i de tanrıça figürü olarak cevap vermiştir (Tablo 6). Burada otelin logoyu oluştururken tasarladığı sembolün ismi ile tüketicilerin aynı sembolden algıladığı figürün birbirleriyle uyumlu olduğundan söz etmek mümkündür. Zira, gerek bayan figürü, gerekse tanrıça figürü yönündeki cevaplar otelin hedeflediği tanrıça figürü simgesi ile aynı anlamı oluşturmaktadır. Son olarak Xanadu Island Hotel yöneticisi ile yapılan görüşmede, logo üzerindeki

simgenin X harfinin Vivaldi yazı tipiyle yazım şekli olduğu belirlenmiştir. Aynı soru yerel halka sorulduğunda katılımcıların %25'i X harfi, %20'si Müzik notası ve Uzakdoğu alfabesindeki bir harf olarak cevap vermiştir. Bu açıdan değerlendirildiğinde, ilgili simge için X harfi yorumunu yapan katılımcıların, otel ile aynı doğrultuda düşündükleri ortaya çıkmaktadır (Tablo 6).

5. Sonuç ve öneriler

Logo, kurumların görsel kimliğini oluşturmada önemli bir görev üstlenmektedir. Tüketici ihtiyaçlarına yönelik mal veya hizmet üreten işletmeler, tüketicilerin zihnine ilk olarak görsel kimlikleriyle girebilmektedirler. Hizmet odaklı faaliyet gösteren turizm işletmeleri için de bu durum geçerlidir. Bir turistin, herhangi bir otel işletmesini logolarındaki estetik öğelerin nitelikli olmasıyla tercih edebilir. Bu açıdan bakıldığında, kurumun marka değerini artırmasıyla tüketicilerin ilgili kurumu tercih etmesi arasındaki doğru orantının sonucu işletmenin kullandığı logonun niteliği ile ilgilidir şeklinde bir değerlendirmeden söz edilebilir.

Logo içerisinde tercih edilen yazı tipi, logonun anlaşılabilirliğini etkilemektedir. Araştırma kapsamında Ramada Resort Hotel logosunun kullandığı yazı tipi çoğunluk tarafından, kolay anlaşılabilir, sade ve okunaklı olarak ifade edilmiştir. Bu açıdan bir değerlendirme yapıldığında logo tasarımı gerçekleştirilirken, işletmenin isminin görünür ve anlaşılır olmasının son derece önemli olduğunu belirtmek mümkün olabilmektedir. Logolar tek başlarına bir anlam ifade etmeyebilir. Bunu nedenle işletmelerin logo içerisinde kendi isimlerini de görünür kılmaları gerekmektedir. Ayrıca, logoda kullanılan koyu renklerin işletme adını silik göstermemesi, işletme ismini ikinci plana atmaması da gerekmektedir. Logoların tüketici zihninde bırakacağı etki de okunaklı ve algılanabilir bir yazı tipiyle doğru orantılı olabilmektedir. Logo üzerindeki yazı tipi büyük puntolarla yazıldığında ya da renklerin arasında kaybolmadığında tüketici zihninde farkındalık yaratıp, olumlu etki bırakabilir. Aksi yapıldığında tüketiciler tarafından fark edilmeyip, işletmenin rekabet içerisinde olduğu başka bir kurum bir adım öne çıkabilir. Dolayısıyla, logo tasarımında her kurum titiz davranmalı ve işletme ismini oluşturduğu yazı tipini, okunaklı ve anlaşılabilir olarak belirlemelidir.

Logoların renk uyumu bakımından uyumlu olması estetik açıdan önemlidir. Logonun estetik bakımından dikkat çekici niteliğe sahip olması, işletmenin rakibi olan diğer işletmeler arasında ayırt edilebilmesini olanaklı hale getirmektedir. Yapılan araştırmada logo üzerindeki renk uyumu bakımında en başarılı logoların Ramada Resort Hotel ve Isis Hotel'e ait olan logolar olduğu tespit edilmiştir. Tüketiciler, renk uyumunu nitelendirirken renklerin tek renk olarak seçilmesi ya da birbiriyle ahengi olan iki rengin uyum içerisinde kullanılması gerektiğini düşünerek, bu doğrultuda yorum yapmışlardır. Buradan anlaşılacağı üzere, işletmeler logolarında kullandıkları renkleri özenle seçip, kontrol ettikten sonra logolarını faaliyete geçirmeleri gerekmektedir. Tasarlanan logoların faaliyete geçirilmesi hususunda son karar vericiler olan yönetim kurulunun renk uyumu anlamında hassas davranması işletmenin yararına olacaktır.

İşletmelerin kurumsal kimliğinin bir kolu olan logoların oluşturulmasında diğer önemli bir etken de logonun zihinde kalıcılığının hedeflenmesidir. Logonun zihinde kalıcılığı araştırma içerisindeki akılda kalıcılık öğesiyle ifade edilmiştir. Otel yöneticilerine yöneltilen*, logonuzun akılda kalıcı olduğunu düşünüyor musunuz?* sorusu ile, yerel halka sorulan, *görmüş olduğunuz logoların hangisi aklınızda kaldı?* sorusu aynı doğrultuda sorulmuştur. Tüketicilerin çoğunluğuna göre, Ramada Resort Hotel ve Isis Hotel logoları akılda kalıcı olarak nitelendirilmiştir. Tüketiciler akılda kalıcılığı renk uyumu, yazı tipinin anlaşılabilirliği, logo üzerindeki figürler ve figürlerin hikayesi bazında değerlendirmiştir. Özellikle, hikayesi olan mitolojik öğelerin logolarda sembol olarak kullanılması tüketicilerin dikkatini çekmektedir. Çünkü mitoloji her zaman dikkat çekici olmuştur. Dolayısıyla, işletmelerin logolarında bu tür mitolojik öğelere yer vermesi tüketici zihninde farkındalık yaratacak ve belki de işletmelerin tüketiciler tarafından mal veya hizmet satın almak amacıyla tercih edilmesini mümkün hale getirecektir. Bu nedenle logoların tasarlanması sırasında, hedef kitle olan tüketicilerin zihninde yer etmek amaçlanmalıdır.

Logoların biçimsel özellik bakımından bulunduğu sektörü yansıtması gerekmektedir. Başka bir deyişle, işletmeler faaliyet gösterdiği sektörle uyumlu bir logo meydana getirmelidir. Örneğin; Tekstil sektöründe hizmet veren bir ayakkabı firmasının oluşturduğu

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logoyu, tüketici incelediğinde tekstil sektörünü anımsamalıdır. Bu doğrultuda, ilgili çalışmamızda Ramada Resort Hotel, Isis Hotel ve Xanadu Island Hotel logoları üzerindeki otel isimleri gizlenerek yerel halka, bu logolardan hangisi bir otele ait olabilir şeklinde bir soru yöneltildiğinde tüketicilerin büyük çoğunluğu Isis Hotel logosunun bir otele ait olabileceğini ifade etmiştir. Tüketiciler, Isis Hotel logosunun bir otele ait olabileceğini ifade ederken, logo üzerindeki sembol ile birlikte denizi, güneşi, tatili ve konukseverliği algıladıklarını belirtmişlerdir. Dolayısıyla, Isis Hotel'in faaliyet gösterdiği turizm sektörünü logosundaki bu öğelerle pekiştirdiği yönünde bir sonuç ortaya çıkmaktadır. Bu nedenle, kurumların kendi logolarında faaliyet gösterdiği sektörü tüketicilere anımsatması son derece önemli olmakla birlikte, bu durum tüketici algısını şekillendirici bir rol oynamaktadır.

Turizm işletmeleriyle birlikte tüm sektörlerde faaliyet gösteren diğer işletmeler içerisinde kurumsal kimliğe bürünen ve örgütsel yapıda çalışmalar üreten bir Logo Tasarım Kurulu oluşturulması, bu işi ehli olan kişilerin yapmasını olanaklı hale getirebilir. Logo Tasarımı Kurulu örgüt olarak nitelendirilen herhangi bir işletme departmanı içerisinde yönetim kurulundan bağımsız olarak çalışarak, ilgili işletmenin hedefleri, müşteri tipi ve faaliyet gösterdiği sektör doğrultusunda logo alternatifleri üretmeye yönelik çalışmalar yapabilir. Bu kurul içerisinde çalışan kişilerin logo oluşturmada tüketici özelliğini de dikkat alacağından üniversitelerin iletişim fakültesi mezunu ve logoyu biçimsel olarak estetik açıdan nitelikli hale getireceğinden üniversitelerin güzel sanatlar fakültesi grafik tasarım bölümü mezunu olan kişilerden oluşması işletmenin yararına olacaktır.

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Extended abstract in English

There is a direct relationship between the logo and the brand. Traditionally, a brand is defined as "a name, term, sign, symbol, or design, or combination of them which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors" (Kotler, 1997, p. 443). Logos are one of the examples of these distinctive signs that forms the visual identity of the brand.

As a part of the visual identity, logos are crucial for businesses as well as for consumers. While designing business logos, an aesthetically pleasing design creates a positive consumer perception. The consumer perception created by logos has an important role on business goals-consumer perception nexus.

The effect created by the logo in the mind sets an example for the brand's attention. Logo is important for both businesses and consumers as being an element of visual identity. The fact that the logo is aesthetically pleasing in the design of the business logos enables the perception on the consumer to produce positive results. Perceptions of logos caused by consumers have an important role in the relationship between business goal and consumer perception.

Purpose of the study: The main purpose of this research is to comparatively evaluate the goals of hotel enterprises while designing their logos and the perception those logos create on consumers by using a method of surveying hotel managers and guests.

Literature: Paul Rand, one of the world's most well-known graphic designers and a leading expert on corporate identity defines a logo as "a flag, a signature and a blazon. The main purpose of a logo is to communicate with the internal or external environment of the brand, and for this purpose, it is a sign system that gives awareness to a brand's visual identity. (Henderson & Cote, 1998: 14). Logo is the symbolization of the name of a product, company or service using letter and pictorial elements. As critical company and brand symbols, logos have the power to positively or negatively influence people's choice of a product. Thus, they directly affect consumer's purchase decisions. A logo fulfills its goal if it creates consumer perception of positive purchasing decision and a finalized sale is a sign of a "successful logo". Since a logo needs to attract attention of the consumer, the font and color chosen during design process are of great importance. In addition, authenticity and straightforwardness are also important factors that needs to be considered while designing logos. Any alphabetical configuration that is designed to identify by name an individual, product, service, publication or company is called logotypes. The emblem aims to provide many meanings with a single icon or visual. In line with this purpose, emblem's impact on the consumer should be remarkable and intriguing. An emblem can be defined as a symbol that expresses the brand, institution or organization in the most simple and original way (Odabaşı, 2002: 175). An emblem can be a symbol of an organization or brand by itself or as a part of the logo.

Methodology: This research deploys a qualitative method approach. The research was conducted on hotel managers in Bodrum and people of various professional groups in Isparta. The data were obtained by face-to-face interviews with 3 hotel managers and 20 people belonging to various occupational groups through semi-structured questionnaire in February-April period. The data were evaluated by making direct references to the original expressions of the participants as much as possible. Within the scope of the research, 10 common questions were asked to the managers of Ramada Resort Hotel, Isis Hotel and Xanadu Island Hotel. The questions include: (1) What is your goal as an organization when creating the logo? (2) Is there any story of your logo, which is the cause of your visual identity? (3) Who plays a role in logo design? Does a committee or a single person decide? (4) Have you ever participated in any logo contest with your corporate logo? (5) Have you ever received a positive or negative assessment of your logo by hotel guests? 6) Do you think your corporate logo creates awareness on people's perception? (7) Do you believe that this awareness plays an effective role in achieving your sales goals? (8) Do you think that your logo has a distinctive property compared to the logos of other institutions that you are competing in the sector? (9) What do you think are the criteria for choosing a successful logo? (10) Do you find yourself successful in choosing your logo when you consider the relevant criteria?

During the interview questions for the consumers, initially respondents were asked which sector the logo belongs without informing that the related logo

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belongs to a hotel. Then the following questions were asked, (2) Which of the logos you have seen belongs to a hotel? 3) What do the symbols on the logo mean for you? 4) Which one is the most successful logo for you? (5) When you consider the relationship between logo and hotel name, which is the most successful logo for you? (6) Which logo has the best color matching? (7) Which of the logos you have seen stick in your mind? (8) What logo would you use if you had a hotel? The answers were compared with the answers of the hotel managers to the questions related to their own business logos.

Result and conclusion: Logo itself may not be of great significant for the customers. For this reason, companies need to make their names visible in the logo. The darker colors used in logo should not compromise the visibility of business names and overshadow the brand. When the letters on the logo are written on larger fonts and do not disappear in the background color, they better stick in consumers' minds and causes a positive impact. From an aesthetic point of view, color harmony is also important. Consumers propose that either a uni-color logo or a combination of two matching colors. Another important factor in logo designing is how memorable it is for the consumers. Particularly, logos that include well-known mythological segments draw consumer attention. In other words, business should create logo in accordance with the sector they operate. As a result of the survey of hotel managers and consumers, in designing hotel logos matching colors, letter fonts, memorability, and compatibility with the sector are significant factors.

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Targeted soft power in Turkish new foreign policy and its impact on origins of in-bound tourists

Onur Şen[1]

Abstract

This article is a preliminary study on impact of targeted soft power on origins of in-bound tourists. By focusing on the case of Turkey, it argues that the origins of foreign visitors to Turkey is affected by its targeted soft power policies within the new Turkish foreign policy. Since the AKP government came to power in 2002, Turkey experienced a significant foreign policy orientation shift. This new foreign policy doctrine prioritizes increasing country's soft power towards targeted regions. Using several foreign policy tools, Turkey tries to increase its soft power among countries that have cultural and historical ties to itself. Increasing soft power of Turkey in these targeted countries significantly and positively impacts the number of in-bound tourists since early 2000s.

Keywords: *Targeted soft power, Turkish foreign policy, Turkish tourism*

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[1] Dr., University of Georgia State, Atlanta, USA

1. Introduction

In November 2002, following the economic crisis of 2001 in Turkey, the AKP as a new political party branded as conservative democrats, blending neo-liberal economic policies with conservative political Islam rhetoric gained majority of votes (34.28%) to form a single-party government. The government followed an extensive economic and social reform process in line with the EU accession process and resulted in substantial economic growth, which helped the AKP to win four consecutive elections and stay as the ruling party till this day.

In addition to the reforms in economic and social areas, one can observe unprecedented changes in Turkish foreign policy orientation and rhetoric during this period. This "new Turkish foreign policy" doctrine includes an emphasis on increasing country's soft power particularly towards targeted regions. This article examines the relation between "targeted soft power" goals in Turkish foreign policy and their impact on the origins of tourists visiting the country. The research question of the article is "how targeted soft power approach in new Turkish foreign policy affect the tourist profile of the country?"

In answering this question, the article first defines "targeted soft power" based on the literature on trade mark concept of "soft power" by Joseph Nye. It then puts forward the new priorities in Turkish foreign policy since 2002. Finally, it addresses the soft power targets of Turkey and how they correlate with the origins of in-bound tourists. The findings show a strong correlation between targeted regions where Turkey tries to increase its soft power and number of tourists visiting the country from these regions. The results of this article lead the way to further research on how foreign policy priorities of tourism-based emerging economies can impact the number and origins of tourists.

2. The Turkish new foreign policy

In addition to several economic and social reforms, the AKP government, since coming to power in 2002, is responsible for unprecedented changes in Turkish foreign policy. Party leaders such as Recep Tayyip Erdogan (Prime Minister of Turkey 2003-2011, President of Turkey 2014-today) and Abdullah Gul (Prime Minister of Turkey 2002-2003, Deputy Prime Minister and Minister of Foreign Affairs 2003-2007, President of Turkey 2007-2014), as well as several party elites contributed to the changes in Turkish foreign policy during the AKP government. Turkish scholar Pinar Ipek (2015), based on Goldstein and Keohane's theoretical approach, attributes the changes in Turkish foreign policy to the convergence of principled and causal beliefs of AKP elites. She points out some of the major actors in AKP government who were influential on shaping AKP's foreign policy vision.

Among these elites Ahmet Davutoglu (Chief Advisor of Foreign Policy to the Prime Minister 2003-2009, Minister of Foreign Affairs 2009-2014, Prime Minister 2014-2016) is one of the most influential figures in shaping Turkey's foreign policy. Davutoglu in his book "Strategic Depth: Turkey's International Position" (2001) formulated a new foreign policy approach for Turkey, which was the blueprint for Turkish foreign policy under the AKP government. The idea of Strategic Depth is rather a simple one. Turkey, due to its unique geographic location between Asia, Europe and Africa as well its historical and cultural ties inherited from the Ottoman era, has the responsibility to be an active agent in its region. Turkey's foreign policy cannot be reduced to one dimension or one region like the West, as it has been the case during the Cold War.

During his post as Minister of Foreign Affairs, Davutoglu wrote an article to Center for Strategic Research (2011) where he summarizes the strengths of Turkish Foreign Policy. Firstly, he states that the new Turkish foreign policy "is formulated with reference to a holistic understanding of historical trends and a sense of active agency". Turkey's "historical depth, geographical positioning and rich legacy in international affairs" enables it to formulate a foreign policy through "a solid and rational judgment of the long-term historical trends and an understanding of where we are situated in the greater trajectory of world history".

Secondly, Turkey can build a "proactive foreign policy" as it has established a stable and peaceful domestic order. Since Turkey has established the security-freedom balance, now it is "more self-confident about its international position, and is trusted by its neighbors and the international community".

ISSN: 2548-7583

And thirdly, Turkey is reintegrating with its neighbors and consolidating ties with its region. He claims that one of the strengths of the new Turkish foreign policy is reconnecting with the people in its region “with whom we shared a common history and are poised to have a common destiny”.

In the same article, he states that Turkey is following a value-based foreign policy while defending its national interests by assuming “the responsibilities of a global actor” and being recognized “as a wise country in the international community”. While becoming a wise country, he continues that Turkey needs “new instruments which might be missing in Turkey’s traditional foreign policy toolkit”.

Another party elite, Ibrahim Kalin (special advisor to Recep Tayyip Erdogan during his Prime Ministry and Presidency), also comes from an academic background like Davutoglu and draws a map of the changing international environment and Turkey’s position in his writings. He often emphasizes the changes in power centers in the world and the declining importance of the West in world affairs. In a 2009 article in Insight Turkey, he calls for a new vision and geographical imagination for Turkey in the 21st century. He also claims that Turkey, which he defines as “a modern country larger than a nation-state and smaller than an empire”, still has power and responsibilities over “Turks, Arabs, Persians, Kurds, Bosnians, Macedonians and others in its vast neighborhood”. Putting Turkey in a central position in the region due to its history, geography and culture is mirroring Davutoglu’s “Strategic Depth” vision for Turkish foreign policy.

The principles he puts forward for Turkish foreign policy includes a new imagination, a different geo-strategic map and a new set of tools. The new imagination contains moving ahead of the “bridge” country image to a central position. The new geo-strategic map means engaging with previously ignored regions of the world while maintaining relations with traditional partners. And the new set of tools entitles moving beyond the traditional hard power-oriented tools to ones that meet the changing nature of the international environment such as soft power generating tools of foreign policy. His use of the concept of soft power is rather broader than the original definition of Joseph Nye. He suggests that “soft power in the non-Western world…is grounded in some larger concepts of cultural affinity, historical companionship, geographical proximity, social imagery and how all of these create a sense of belonging”.

As can be seen from the writings of the architects of new Turkish foreign policy, Turkey in this new era put emphasis on increasing its soft power particularly towards targeted regions, most of which has been ignored since the Westernization project of republic era. Before moving forward with policies that Turkey has been using in order to increase it is soft power in target regions and its relation to origins of tourists visiting country, it is timely to define and conceptualize “targeted soft power”.

3. Targeted soft power and its place in Turkish new foreign policy

Despite their fundamental differences on theoretical, conceptual and methodological issues, one commonality among established International Relations approaches such as Realism, Liberalism, Constructivism, Feminism, Post-Modernism is that power matters in international relations. Since the beginning of the academic field in early 20th century, there is an on-going scholarly debate about material versus relational understanding of power.

A frequently used definition of power by Robert A. Dahl (1957) defines power as “A causing B to do something that B would not do otherwise”. This approach sees power in terms on material resources such as military, economy and demographics. Power as relation approach can be traced back to Lasswell and Kaplan’s seminal work “Power and Society” (1950). This type of power as defined by in Baldwin’s (2002) article “is an actual or potential relationship between two or more actors (persons, states, groups, etc.) rather than a property of anyone of them”. Based on this division about power some IR scholars focuses on “brute material forces” while others on “ideas and cultural contexts” (Wendt, 1999). Embedded in relational approach of power, norms, values, ideas and cultural contexts matter in defining power.

Based on this century long debate Joseph Nye (1990; 2004; 2007; 2011) introduced the concept of “soft power” which he defines as “the ability of affect others through the co-optive means of framing the agenda, persuading, and eliciting positive attraction in

ISSN: 2548-7583

order to obtain preferred outcomes" (Nye, 2011: 20). He adds that "the ability to establish preferences tends to be associated with intangible assets such as an attractive personality, culture, political values and institutions, and policies…" (Nye, 2004, p. 6). He states that "all power depends on context-who relates to whom under what circumstances-but soft power depends more than hard power upon the existence of willing interpreters and receivers (p. 15-16). He also claims that culture is a source of soft power "in places where it is attractive to others" (p. 11).

By reading Joseph Nye's concept in depth, we can understand that soft power is related to context which includes culture and other similarities between nations. Therefore, while countries are trying to increase their soft power, they can do so focusing on overall soft power of the country or relative soft power based on targeted regions, states or groups of individuals. Some policies can add to the soft power of a country in the eyes of international community in general while other policies can be more channeled towards certain targets. By this understanding I introduce the concept of "targeted soft power", which is defined as "attractiveness of a country towards a particular nation, public or a group of individuals in order to gain recognized power status and influence policies in line with national interests of the home country".

Soft power lays in the center of new geo-political imagination, rhythmic, proactive and multidimensional foreign policy of Turkey, as repeatedly stated in Turkish foreign policy rhetoric. In addition to increasing its military capabilities and economic growth, Turkey has invested a considerable amount of resources on soft power generating policies and institutions over the last decade. In line with primary resources of soft power which are "the attractiveness of a country's culture, political notions and policies", Turkey has been following a foreign policy particularly rooted in this value-based definition of power.

Cultural attractiveness is particularly emphasized by Turkish foreign elites. For example, Ibrahim Kalin (2011) notes that "Turkey's soft power is different from that of other countries in its form and content. Turkey's soft power potential, which extends from the Balkans and the Middle East to inner parts of Central Asia, emerges from the cultural and historical experience it has inherited". Similarly, influential International Relations scholar Meliha Altunisik (2008) praises increasing soft power of Turkey in its region by stating that "it is clear that in recent years Turkey's soft power in the region has increased. Thus, Turkey's military and economic might in the region is now supported by its soft power, particularly through its increasing attractiveness and its ties with conflicting actors in the region".

Cultural affinity and geographical proximity are two main pillars of Turkish soft power policies. Therefore, it can be argued that Turkey tries to increase its soft power in a targeted fashion. Targeted soft power aims to increase attractiveness of a country towards a particular nation, public or a group of individuals with the goal of creating friendly relations in order to influence policies in line with national interests of the home country. The remainder of this article focuses on whether or not Turkey's target soft power policies affect the origins of tourists visiting the country.

4. Tools of targeted soft power for Turkey

During the AKP government, Turkey has created several government institutions while redefining the roles of the existing ones in line with its targeted soft power policies. Public diplomacy efforts were in the center of this policy supported by several governmental and non-governmental institutions such as TIKA (Turkish International Cooperation and Development Agency), the Ministry of Foreign Affairs, the Ministry of Tourism and Culture, The Presidency for Turks Abroad and Related Communities, TRT (the Turkish National Broadcaster), Anadolu Agency (Turkish semi-governmental news agency), Kizilay (the Turkish Red Crescent), the Yunus Emre Foundation (the Turkish cultural foundation), and several non-governmental organizations. With the goal of increasing coordination among these institutions towards a common goal of increasing Turkey's targeted soft power with political, diplomatic, economic and cultural activities, The Office of Public Diplomacy under the Prime Minister's Office was founded in January 2010 with the motto of "Turkey has a message and a story to share".

During this period Turkey used several visible tools to contribute to its targeted soft power policies. One of the activities that Turkey pursued over the last 15 years

ISSN: 2548-7583

was to increase its diplomatic missions. Increasing official representation of Turkey abroad was one of the tools that was emphasized in multi-dimensional foreign policy vision of Ahmet Davutoglu as he states that “our axis is in Ankara, and our horizon is 360 degrees” (kdk.gov.tr). During this period number of Turkey’s diplomatic missions increased from 163 in 2002 to 228 in 2015. The highest number of increases in Turkish diplomatic missions happened respectively in Africa and Asia. In 2002, among 54 countries in Africa, Turkey only had 12 embassies and 2 consulates. In 2015, this number increased to 39 embassies and 4 consulates.

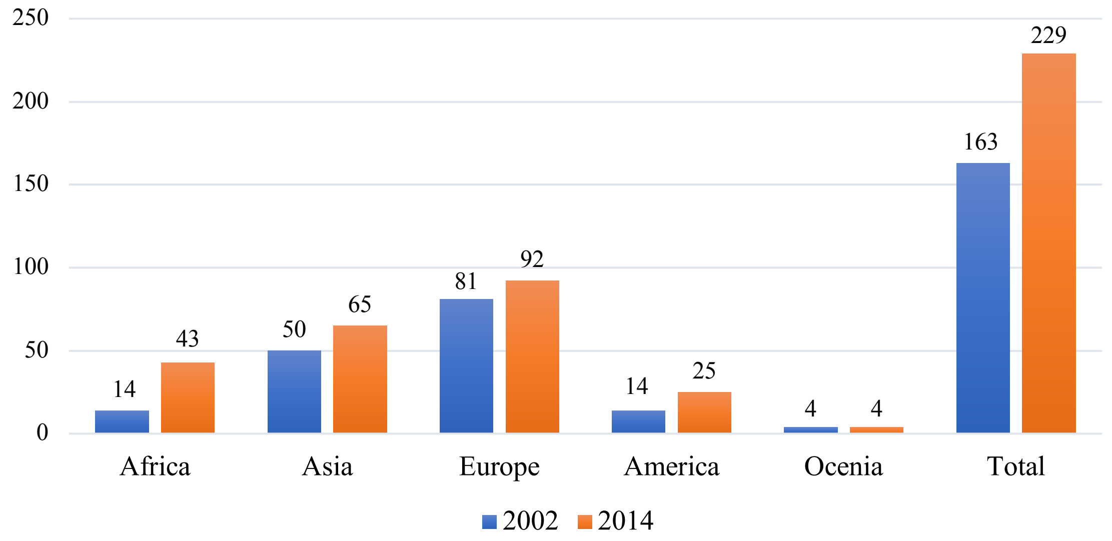

Figure 1. Turkish diplomatic missions in 2002 and 2014

Number of foreign students in higher education has been used as one of the indicators of a country’s attractiveness in several indexes. Increasing number of foreign students in a country is correlated with a country’s soft power. According to UNESCO data base on in-bound internationally mobile students, the number of foreign students in Turkey has increased from 18.337 in 2002 to 72.178 in 2015, approximately 300% increase (Unesco.org).

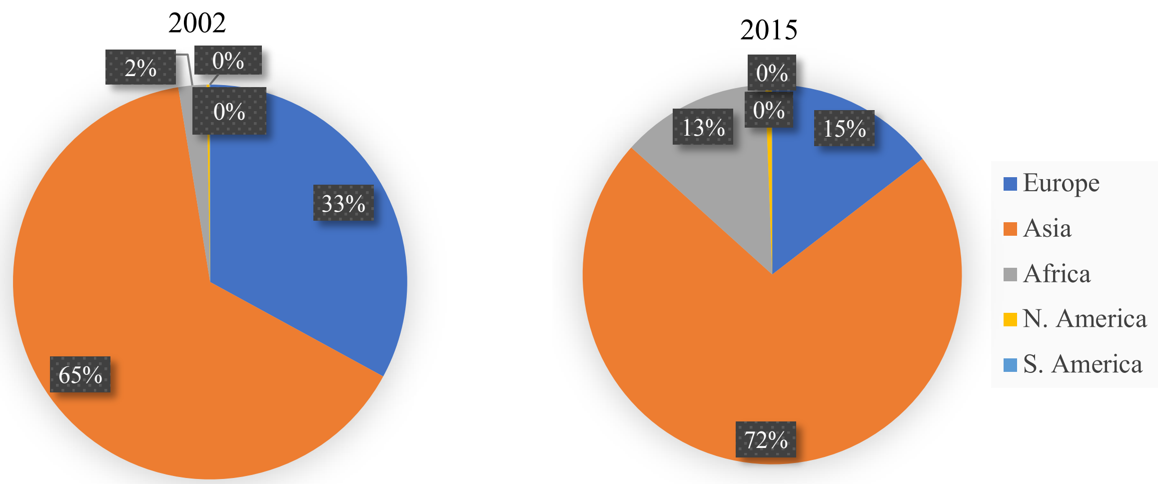

Figure 2. Percentage of in-bound foreign students by continent in 2002 and 2015

The highest increase in absolute number of foreign students in Turkey was from Asia region which includes the Middle East. While the number of students from Asia was 10.504 in 2002, it reached 51.597 in 2015. The number of students from Africa region reached 9.125 in 2016 from only 376 in 2002. The highest percentage increase in foreign students in Turkey has been from this continent. In the same period, foreign students from Europe, despite its geographic proximity, did not show any dramatic

ISSN: 2548-7583

change with 5.367 in 2002 and 5.497 in 2009. With increasing availability of scholarships to students from Eastern Europe and the Balkans, number of foreign students from Europe reached to 10.435 in 2015. As can be seen in the graph, number of foreign students in Turkey by region shows a correlation with the regions where Turkey is seeking targeted soft power.

Table 1. Soup opera exports by country

Targeted Regions	Targeted Regions	Other
Afghanistan	Lebanon	Germany
Albania	Macedonia	Austria
Azerbaijan	Malaysia	Czechia
U.A.E.	Egypt	China
Bahrain	Uzbekistan	Estonia
Bosnia Herzegovina	Pakistan	Croatia
Brunei	Romania	Sweden
Bulgaria	Syria	Switzerland
Algeria	Tunisia	Japan
Indonesia	Oman	Korea
Morocco	Jordan	Latvia
Georgia	Yemen	Lithuania
Iraq	Ukraine	Hungary
Iran	Greece	Russia
Montenegro		Slovakia
Qatar		Slovenia
Kazakhstan		Thailand
Kuwait		Taiwan
Libya		Vietnam

Promoting a country's culture and values through movie and TV show industry is not a new practice. The Hollywood was an effective tool in the hands of US government during the Cold War to gain worldwide attractiveness to liberal Western values and the Hollywood effect is still relevant today. Within the last decade, Turkey has also started to use this tool particularly through its high-quality production soap operas. According to Turkish Ministry of Culture and Tourism, 70 Turkish soap operas are broadcast in 75 countries across the world as of 2014. In addition to its contribution to the country's economy, "reaching some of the highest ratings in the countries they are broadcast, Turkish soap operas contribute to Turkey's image as a strong means of soft power" as stated in the website of the Office of Public Diplomacy.

Airlines companies have a crucial role on international tourism and integrating between tourists and destinations in the world (Demir, 2017). Turkish Airlines (THY) is arguably the most recognizable national brand of Turkey. National brands, according to Gaye Asli Sancar (2015), "serve as tools to communicate the public diplomacy" by contributing to "the familiarity, reputation, and quality of the country in question all over the world". Turkish government in recent years put special emphasis on the growth of THY and as its flag-ship carrier, it is used as an economic, political and soft power tool, and "one of the dynamos of Turkey's active foreign policy" (kdk.gov.tr). Awarded as best airline in Europe for four consecutive years, THY now flies to 264 destinations, 219 of which are international. While flying to 55 countries in 2002, THY increased its destination countries to 108 in 2015, which makes it the airlines that flies to the highest number of countries in the world. In addition to its contribution to Turkey's economy with 11.1 billion dollars revenue and 603 million dollars net operating profit in 2013, it is used as a soft power tool following a growth strategy in line with the priorities of Turkish foreign policy. The highest increase in THY flights was observed to the targeted regions of Turkish foreign policy particularly in Africa, the Middle East and Asia. Since 2002, destinations in Africa increased from 4 to 42, in the Middle East from 111 to 34 and in Asia from 15 to 45 (kdk.gov.tr).

Official development assistance (ODA) was added to Turkey's foreign policy toolkit and have been an integral part of the targeted soft power policy. The Turkish model of foreign aid is neither purely based on security or economic interest of Turkey nor needs and democratic performances of the recipient countries. Rather Turkey's goal with its development assistance policy is to create a network of states, nations and groups of individuals that has a positive view of Turkey and willing to support Turkey towards reaching its ambitions of becoming a regional power and an active agent in international affairs. In doing so, Turkey focuses on a targeted audience that is historically, geographically or culturally similar to itself as it expects to see the highest return for its investment in terms of soft power. Therefore, cultural affinity and historical ties are the main determinants of Turkish aid during this period.

As the evidence supports, Turkey uses several tools to increase its soft power in target regions during the

ISSN: 2548-7583

period studied here. The following part addresses the main question of this article that whether or not the origins of tourists visiting Turkey during this period have been affected by the target soft power policies of Turkey. In other words, do we observe a correlation between origins of in-bound tourists and the regions targeted by soft power policies of the new Turkish foreign policy?

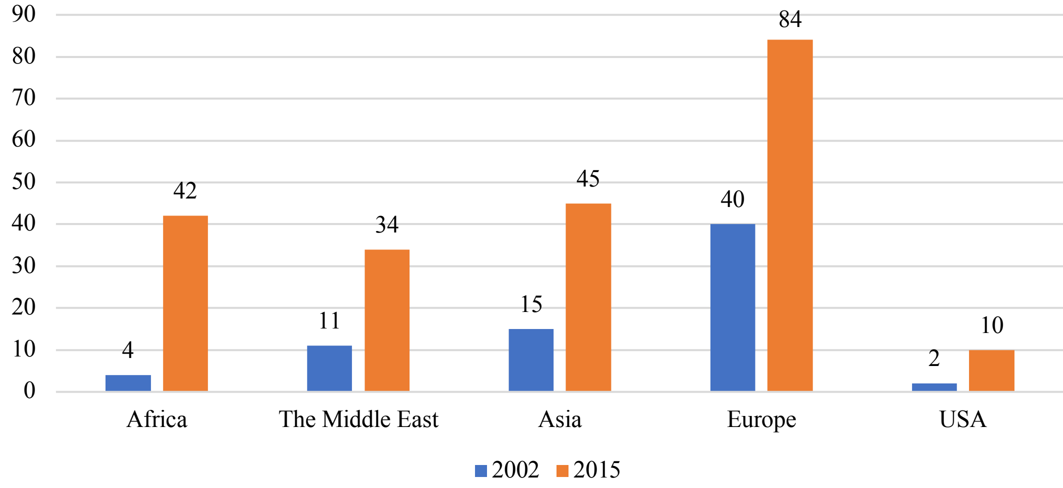

Figure 3. Number of THY international flights by region in 2002 and 2015

5. Correlation between targeted soft power and in-bound tourists

Figure 5 below compares the number of tourists visiting Turkey from 15 OECD countries in 2002 and 2017. These countries are outside of Turkey's targeted soft power regions within the new Turkish foreign policy. Although important trading partners of Turkey and traditional origins of in-bounds tourists to Turkey, during the time period studied in article, we do not observe a significant increase in number of tourists from these countries. In fact, in the case of Austria, Italy, Ireland and Japan, there is decrease in visitors since 2002.

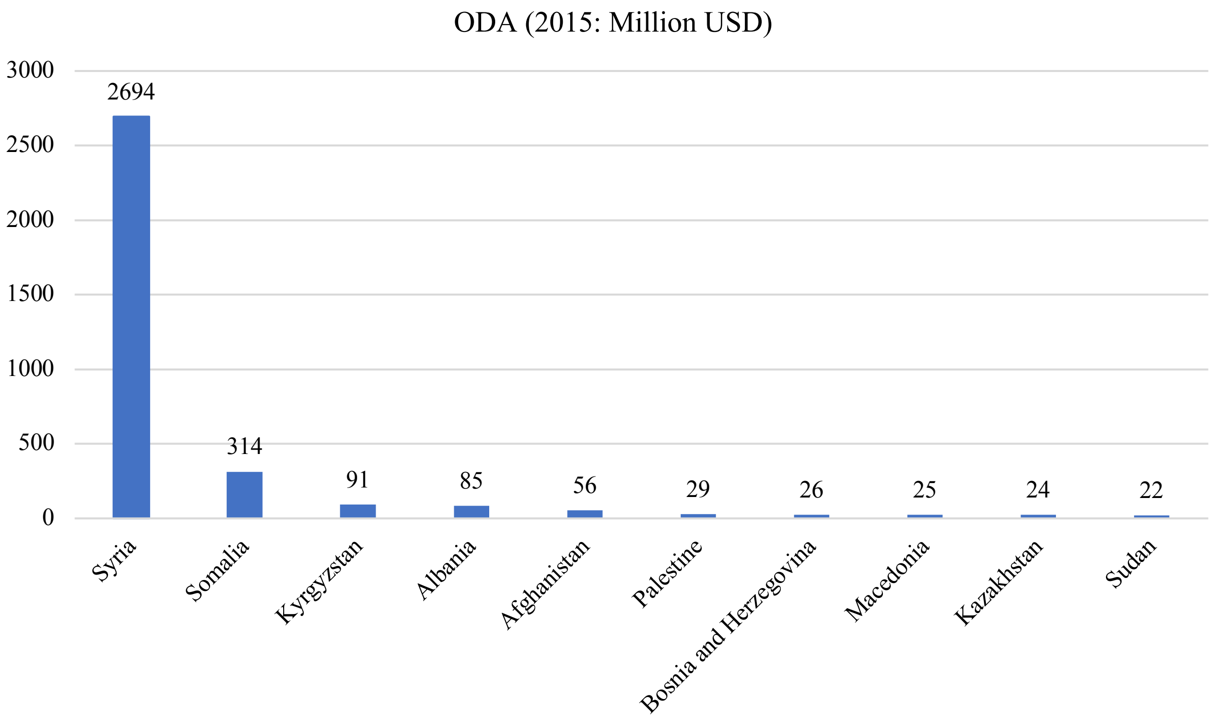

Figure 4. Top 10 recipients of Turkish ODA in 2015

ISSN: 2548-7583

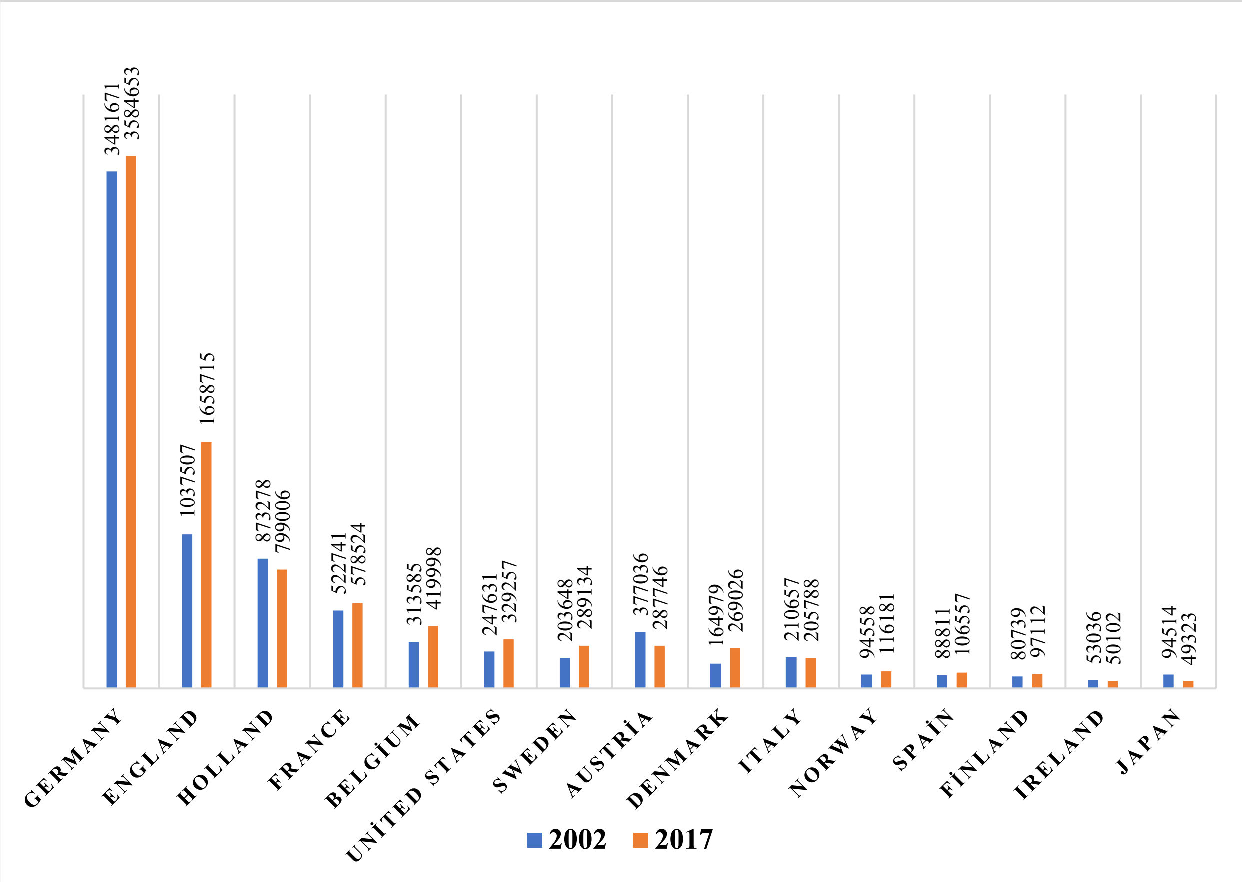

Figure 5. In-bound tourists to Turkey from 15 OECD countries in 2002 and 2017

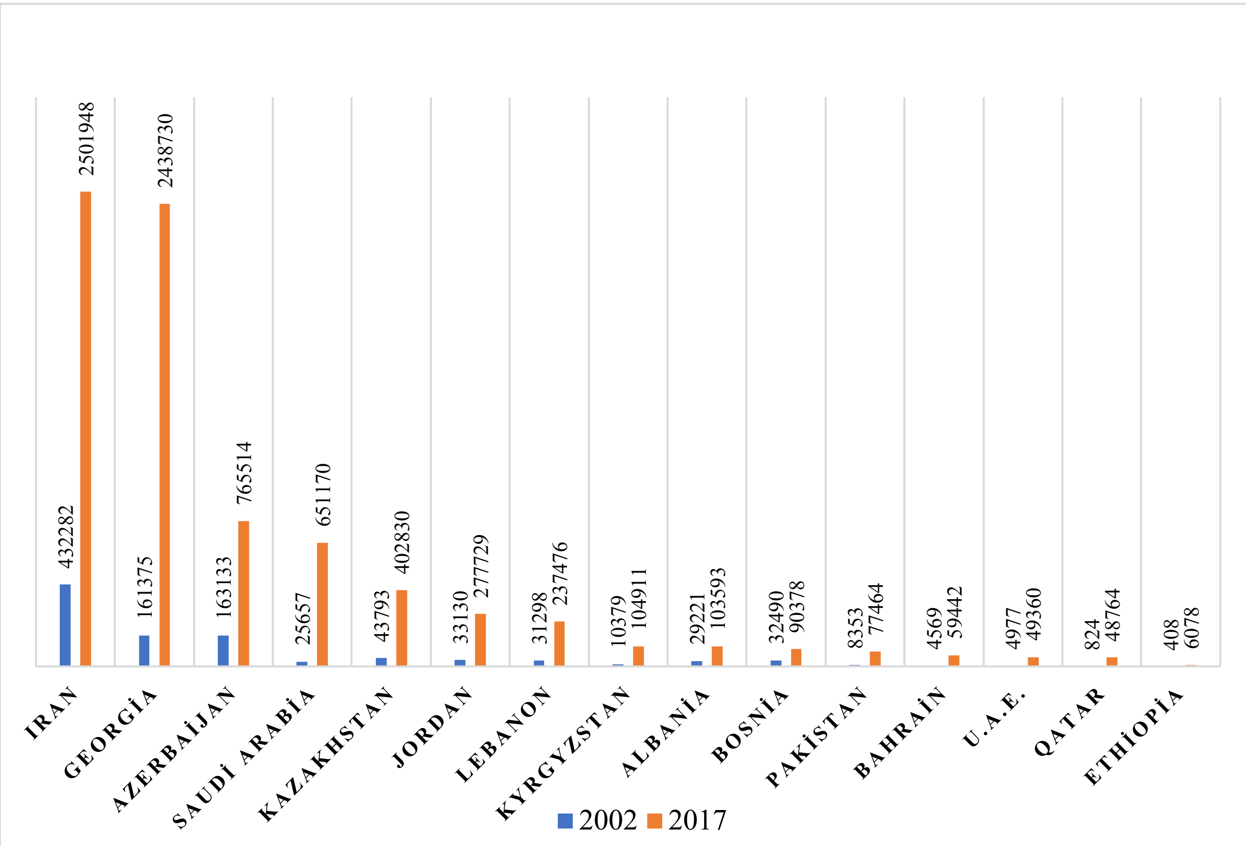

Figure 6. In-bound tourists to Turkey from 15 targeted countries in 2002 and 2017

Figure 6, on the other hand, shows an opposite trend in number of tourists from targeted regions of Turkey's new foreign policy. It is evident that there is a drastic increase in number of tourists from 15 countries that are culturally and historically similar to Turkey, which are the main targets of Turkish soft power policies. As argued in this article, Turkey mainly focuses on regions that has a cultural or historical tie, which includes countries in former Ottoman territories, such as the Middle East and the Balkans, Turkic republics in Central Asia, and majority Muslim countries in Africa.

In all the 15 countries in the figure that are within the targeted regions for Turkey, we see a significant increase in number of in-bound tourists as high as 25,15, and 5 folds for Saudi Arabia, Georgia and Iran, respectively. The relatively stable number of tourists from OECD countries and the dramatic increase in number of visitors from targeted regions cannot be explained with natural fluctuation of tourists to Turkey. It is a result of a planned shift of foreign policy priorities for Turkey, particularly a result of its targeted soft power policies.

There is a visible correlation between origins of tourists visiting Turkey and official development assistance recipients, importers of Turkish soup operas, new destinations of THY flights, origins of in-bound foreign students and other tools of target soft power for Turkey. Therefore, we can conclude that for an emerging economy with a significant tourism industry, a foreign policy approach that prioritizes targeted soft power can affect the origins of in-bound tourists.

6. Conclusion

With its "new Turkish foreign policy" doctrine under AKP government, Turkey reoriented its foreign policy priorities within the last two decades. Seeking a recognized regional power status, the AKP foreign policy elites have been using several tools including increasing countries soft power particularly within targeted regions. Turkey has invested in soft power generating policies towards regions where it has historical and cultural ties. This article studies the impact of targeted soft power policies of Turkey on in-bound tourists visiting the countries. The data shows a correlation between the regions that are targeted by Turkey's soft initiatives and number of tourists visiting the country from countries in these regions.

The finding of this study is preliminary and only leads the way for further research on this topic. This article only puts forward a hypothesis that there is a positive correlation between soft power target regions and number of in-bound tourists from those regions. To argue a causation between the two, further quantitative analyses are necessary A study that includes several other emerging economies with serious tourism industry and a cross-sectional time-series analysis of factors that affect the origins of in-bound tourists can yield more robust results.

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