

## **THE FORMATION AND EVOLUTION OF TOURISM MANAGEMENT IN TURKEY**

**RAN XIYI**

Masters Student at Tashkent State University of Oriental Studies  
Email: [499087108@qq.com](mailto:499087108@qq.com)

**Annotation:** *Tourism is the process in which people leave their daily living areas to travel to other regions and, in those places, rest, explore, learn, or enjoy cultural and natural assets. During this process, people temporarily stay in these locations and utilize tourism services and products (such as hotels, transportation, dining, and excursions), which generate economic, social, and cultural outcomes. This process is managed by various actors who create these economic and social benefits. In other words, effective management is carried out through regulating, planning, developing, supervising, and organizing tourism activities. Modern tourism management is applied worldwide in various forms, with the main roles played by the government, tourism civil society organizations, and private sector organizations. Clearly defining the responsibilities and duties of these three parties is crucial for ensuring effective and sustainable management in the tourism sector.*

**Key words:** *Tourism Management, Modern Management, Government, Private Sector, Civil Society Organizations, Total Quality Management (TQM), Continuous Improvement, E-Tourism, Sustainable / Green Tourism*

**Annotatsiya:** *Turizm – bu odamlarning kundalik yashash joylaridan chiqib, boshqa hududlarga sayohat qilishlari va u yerda dam olish, ko‘rish, o‘rganish yoki madaniy va tabiiy boyliklardan bahramand bo‘lish jarayonidir. Turizm jarayonida odamlar vaqtincha joylashadi, turistik xizmatlar va mahsulotlardan foydalanadi (masalan, mehmonxona, transport, ovqatlanish, ekskursiyalar) va shu orqali iqtisodiy, ijtimoiy va madaniy natijalar yuzaga keladi. Bu jarayon iqtisodiy va ijtimoiy natijalarni yaratuvchi turli ishtirokchilar tomonidan boshqariladi. Boshqacha aytganda, turizm faoliyatlarini tartibga solish, rejalashtirish, rivojlantirish, nazorat qilish va tashkil etish orqali samarali boshqaruvi amalga oshiriladi. Zamonaviy turizm boshqaruvi dunyo miqyosida turli shakllarda qo‘llaniladi, va bunda asosiy rollarni davlat, turizm bo‘yicha fuqarolik jamiyati tashkilotlari hamda xususiy sektor tashkilotlari o‘ynaydi. Ushbu uch tomonning vazifalari va mas’uliyatlarini aniq belgilash, turizm sohasida samarali va barqaror boshqaruvni ta’minlashda muhim ahamiyat kasb etadi.*

**Kalit so'zlar:** *Turizm boshqaruvi, zamonaviy boshqaruv, davlat, xususiy sektor, fuqarolik jamiyati tashkilotlari, sifat boshqaruvi, doimiy takomillashtirish, E-Turizm, barqaror turizm, yashil turizm.*

## INTRODUCTION

Today, tourism has become a sector not only driven by people's desire to rest or explore new places, but also by the needs arising from various developing fields such as commerce, sports, religion, and healthcare. Tourism gradually developed over the past century and is now carried out through large-scale organizations, often referred to as a "*smokeless industry*" (i.e., an industry that generates revenue like traditional industries but without physical production). Economically, tourism occupies an important position in the global market, generating significant profits. Many people travel to relax, while others travel to develop themselves, enhance their knowledge, and enrich their culture. This is because working individuals need more rest, tranquility, and a temporary escape from the stress of professional life. Tourism, as in the rest of the world, is a sector supported by the state in Turkey. In particular, it is known that Turkey experienced a tourism boom starting from the second half of the 1980s. In terms of foreign currency revenues brought to the country, tourism is considered by some as a "*smokeless factory*" – an industry that generates income without traditional manufacturing.

However, in order to fully benefit from this resource, it is necessary to protect the natural and historical environment, complete the infrastructure, improve the physiological structures of facilities, increase service quality and accommodation capacity, and closely follow evolving technologies to implement them in the tourism sector. All of these require a long-term, planned approach within the framework of modern management philosophy. In this study, the concepts of management, modern management, and tourism management will first be explained within the framework of modern management philosophy, and subsequently, modern management practices in tourism will be examined.

## Main Body

Tourism refers to the trips organized by individuals outside their permanent residence for purposes such as exploring different cultures, visiting historical sites and natural attractions, entertainment, and relaxation. Tourism encompasses all events and interactions that arise as a result of foreign nationals traveling to a location and temporarily staying there, provided that the activity is not aimed at generating profit and does not involve permanent residence (Barutçugil, 1988: 15).

Management is the process of directing collective, organized human actions, determining their objectives, and ensuring coordinated efforts. Therefore, the study of

both the “directed” and the “directing” actors is essential for an accurate analysis of management. From this perspective, the analysis of tourism management should include government organizations, non-governmental organizations, and the private sector. It is well known that management exists only within organized structures, and the form of organization is determined by the nature of the service being provided. Tourism is generally regarded as a service sector operated by the private sector; hence, globally, the management and organization of the sector can be approached within a liberal framework. At the same time, tourism—which involves marketing natural resources as a tourist product—also represents a domain in which the state provides certain public services. Indeed, various laws assign the responsibility for the preservation of historical and cultural heritage to the Ministry of Culture and Tourism, the governmental body regulating tourism services. Additionally, non-governmental tourism organizations are also able to regulate the sector and provide various services within the tourism domain.

Tourism Management – another important aspect to consider in the study of tourism management is tourism policy. As public policy refers to the decisions (and non-decisions) made by a government on specific matters, tourism policy can be defined as the set of decisions, objectives, and strategies adopted to develop, manage, guide, and regulate the tourism sector. Tourism policies also establish certain determinations regarding the management of the sector. An analysis of development plans, which can be regarded as roadmaps of these policies, reveals that tourism management issues – such as defining the roles of the state and private sector in tourism, as well as establishing or restructuring governmental tourism organizations are explicitly addressed. The main actors in tourism management are the state, non-governmental tourism organizations, and the private sector. Each of these actors can be described as follows:

1. The State – Tourism is a sector that cannot be ignored by the state due to its economic and social impacts. The state constitutes the core element in tourism management, as it plays a leading role in providing essential services necessary for a sustainable and profitable tourism sector, including infrastructure development, destination management, marketing, and education and training. In other words, the presence of the state is crucial for the stable development of the tourism industry. The tourist product, which constitutes the marketed element of tourism, is based on the country’s national assets—namely, public goods such as historical monuments, seas, beaches, and the environment. To ensure equity and fairness in the consumption of these public goods between tourists and local residents, appropriate regulations must be implemented. Protecting public assets, preventing overuse, ensuring fair

distribution, and making them accessible to all are responsibilities of the state. Accordingly, the state establishes a legal and regulatory framework to protect the environment and preserve cultural and natural heritage [1].

2. Non-Governmental Tourism Organizations. In addition to the state, tourism management involves various groups that come together around shared interests and organize themselves to achieve these objectives. These groups are often structured as associations, chambers, or unions. These non-governmental tourism organizations can be regarded as interest or pressure groups in terms of their role in management. Although these groups were particularly noted in political science literature of the 1950s and are less frequently referenced in contemporary studies, they may provide explanatory insight into the role of tourism organizations beyond the state. Another category of non-governmental tourism organizations is trade unions, through which private sector employers and employees participate in tourism management [2].

Some of the civil society organizations active in Turkish tourism include:

- TÜRSAB – Association of Turkish Travel Agencies
- TÜROFED – Federation of Turkish Hoteliers
- TYD – Turkish Tourism Investors Association
- TUREB – Association of Tourist Guides

3. Private Sector - Private sector enterprises in tourism provide core tourist products, facilities, and essential services, including accommodation, transportation, food and beverage services, and various tourist attractions. Therefore, the private sector plays a significant role in tourism development. Large firms operating in the tourism sector often focus on several areas simultaneously. Leading Turkish holding companies also engage in various tourism-related activities alongside their operations in other sectors.

4. Modern Management Practices in Tourism. To adapt to a rapidly changing world and implement modern management philosophy, one of the most important tasks for tourism enterprises is to define their service strategies. To achieve this, organizations must establish their vision and mission, determine strategies and policies, target total quality in their services, continuously train employees to maintain quality, and adopt the Kaizen philosophy[3]. Moreover, companies should conduct benchmarking to identify the best practices in the sector and adapt or improve them, perform SWOT analysis to assess internal and external environments and identify strengths and weaknesses, and apply change management principles, embracing the philosophy that “the only constant is change,” to implement radical adjustments when necessary. Tourism firms, as service organizations, should strive to become learning organizations and cultivate learning individuals, recognizing that

learning is a continuous process, developing a unique corporate culture, exploring innovative practices to differentiate themselves from competitors, and testing the effectiveness of implemented strategies[4]. Technological developments should be closely monitored, and new methods for enhancing e-commerce applications should be developed. In tourism enterprises, the modern management techniques applied can be summarized as follows:

1. Total Quality Management in Tourism – Total Quality Management (TQM) represents the pinnacle of quality management in tourism. Historically, this development began when enterprises recognized quality as a phenomenon that needed to be monitored. Over time, quality evolved from being a monitored phenomenon to one that required control, ensuring the production of high-quality outputs, and eventually to a holistic approach of managing quality as an integral process[5]. Implementing TQM in tourism aims to produce products and services that meet the current or future needs of tourists, enhance operational efficiency, and reduce costs through effective financial control. Successful application of TQM requires the wholehearted participation of all employees across the organization's departments. Creating a quality-conscious culture, providing motivational environments and techniques, and supporting motivation through continuous training are essential to maximize participation. Strengthening participation enhances communication, motivation, and training throughout the organization.

2. Continuous Improvement (Kaizen Philosophy) in Tourism. Continuous improvement (Kaizen) is one of the key principles of modern management philosophy in tourism. In today's environment of rapid changes and increasing global competition, it is essential to continuously improve and innovate in the quality, cost, delivery, and features of products and services, as well as in service innovations. The goal is not merely to maintain a standard but to continuously and rapidly enhance performance. Any improvement, regardless of size or location, leads to enhanced quality and efficiency. Quality encompasses everything that can be improved. Continuous improvement primarily relies on small, ongoing enhancements implemented by employees, as no process or workflow is so perfect that it cannot be improved[6].

3. Application of SWOT Analysis in Tourism. SWOT analysis is a strategic management tool used by enterprises to identify their strengths and weaknesses and to detect external opportunities and threats. It is also applied in planning to define problems and generate solutions. For Turkey, which has significant potential as a tourism hub, effectively evaluating international conditions and its internal potential, while addressing weaknesses and maximizing opportunities, is crucial. In tourism

enterprises, especially accommodation businesses, SWOT analysis should be the initial step in the strategic management process. The analysis identifies competitive advantages and disadvantages of a product, anticipates potential opportunities and threats, and highlights the organization's internal strengths and weaknesses. The results of SWOT analysis are then used in subsequent strategic planning

**4. Benchmarking in Tourism.** Benchmarking is a managerial tool that allows enterprises to adjust to changes, improve quality, and align their operations with industry best practices. In other words, tourism enterprises should identify the best performers in the sector, use their practices as models, and continuously improve their own processes. Given tourism's global nature and the diversity of tourist destinations worldwide, monitoring changes and prioritizing quality is even more critical in tourism than in many other sectors. Therefore, benchmarking is considered an essential managerial tool in tourism enterprises[7].

The method allows enterprises to quickly measure service satisfaction, enabling faster and more effective responses to customer expectations. Benchmarking is particularly important in tourism organizations where customer relationships are close and interactive. This technique involves comparing an organization's processes with those of a leading enterprise or practice, identifying deficiencies, and taking necessary corrective actions

**5. E-Tourism Applications.** E-tourism can be defined as the implementation of all business functions in the tourism sector through electronic platforms. The tourism sector is highly responsive to technological developments and has the capacity to adopt them rapidly. Initially, office automation in tourism enterprises was conducted using typewriters and calculators. Later, the use of global reservation systems and online sales became widespread. As in other sectors of the economy, information systems in tourism can be categorized as: commercial transaction systems, office automation systems, management information systems, expert systems, executive decision support systems, and functional information systems.

The ultimate stage of using information technologies in tourism is e-commerce. E-commerce operations in tourism can encompass various activities, ranging from direct reservations and providing convenient payment options to consumers, to business-to-business transactions between travel agencies, tour operators, and other tourism service providers. In practice, e-commerce in tourism includes transportation ticket sales, hotel reservations and bookings, car rentals, and travel-related advertisements on websites. The internet has fundamentally transformed the ways in which tourists purchase and access holiday products. Furthermore, the number of

consumers using the internet to obtain and compare information on prices, hotels, and destination features is increasing rapidly[8].

**6. Timeshare System.** The Timeshare system, which has recently become an important and dynamic segment of the global tourism industry, is also widely implemented in the Turkish tourism sector. This system, known internationally as Timeshare, is applied under various names such as interval ownership, holiday ownership, facility-sharing, and timeshare in different countries. In Turkey, it is primarily implemented as timeshare ownership or interval-based vacation ownership. Initially, this practice involved allowing different individuals to use summer holiday residences for specific periods. Due to public interest and the need to address arising issues, new legislation was enacted to regulate this practice effectively.

During the 2000s, particularly with the growth and popularization of mass tourism, interest in the all-inclusive package tour model increased. Families with children especially preferred this system to avoid additional expenses throughout the day, which could almost equal the accommodation cost. The all-inclusive system also benefits travel agencies and tour operators by simplifying marketing processes.

The primary objective of the all-inclusive system is to minimize monetary transactions during the holiday, reduce financial decision-making, and eliminate potential inconveniences related to expenditures. While this system is considered a permanent and innovative marketing tool by many large-scale accommodation enterprises, some businesses perceive it as a temporary trend to align with market demands. The most important reason for the adoption of the all-inclusive system is its ability to increase occupancy rates.

The communiqué covers measures to reduce energy, water, and harmful substance consumption, minimize waste, improve energy efficiency, encourage the use of renewable energy, and ensure that facilities are environmentally planned and executed from the investment stage onward. It also emphasizes environmental compliance, eco-friendly design and activities, ecological architecture, raising environmental awareness, providing education, and collaborating with relevant institutions (General Directorate of Investment and Enterprises, 2008). Under the Ministry of Culture and Tourism's "Environmentally Friendly Accommodation Facilities" project, certified facilities that meet the specified criteria are awarded a green star label on their existing tourism certification plaques. This eco-label indicates that the facility is environmentally conscious. The Green Star system encompasses a wide range of measures, from preserving natural habitats, distributing surplus food to charitable organizations, producing fresh water from seawater, to providing environmental training for all staff. This application aligns with

contemporary requirements and is implemented by modern tourism enterprises committed to sustainability and environmental responsibility.

Tourism enterprises that have implemented and successfully adopted the Green Star application gain numerous advantages over competing businesses. These advantages include access to energy incentive packages provided by the Ministry of Culture and Tourism, easy utilization of renewable energy resources, and optimal use of labor. Additionally, by participating in the *green tourism market*, these enterprises can attract a wider customer base. The potential future alignment of the Green Star with an international eco-label similar to the Blue Flag, thereby adhering to international standards and recognition, further enhances the competitive advantage of participating businesses.

## CONCLUSION

Tourism, which has increasingly become a **mass movement**, is a key sector within the service industry. Over the last quarter-century, factors such as increased personal income, rising welfare levels, more leisure time, the popularization of vacations, the proliferation of mass media, and advancements in transportation, accommodation, and travel services have contributed to the rapid development of tourism.

Previously viewed as a simple service sector defined by sun-sea-sand tourism, contemporary tourism is now understood as an integration of human, cultural, and natural elements. Consequently, management practices in modern tourism enterprises have evolved rapidly in parallel with this holistic perspective. The continuity, growth, and revenue sustainability of tourism enterprises are therefore critical. The concepts of management and modern management philosophy in tourism contribute to branding and create value for both internal and external customers. Regardless of the purpose of travel, service quality, consistency, and the continuous improvement of offered facilities are indispensable for both employee and customer satisfaction. The tourism sector faces intense national and international competition. To withstand these conditions and elevate enterprises to an international standard, modern management techniques must be fully integrated and applied in light of technological advancements.

In conclusion, tourism enterprises that focus directly on human-centered services and apply modern management philosophies can sustain their operations and gain a significant advantage over competitors. Modern management practices are therefore critical for achieving strategic objectives, while enterprises that fail to adapt gradually become obsolete.

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