

## Turkish tourism experience as model to be followed by ALGERIA

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### الملخص :

يعتبر القطاع السياحي من أهم القطاعات الاقتصادية التي تدر أموالا طائلة لخزينة الدولة، وهو يلاقي اهتماما بالغا من كثير من الدول، حتى أن السياحة في بعض الدول لها شهرة عالمية وهذه اللائحة تتضمن شقيقتنا تونس والمغرب مع أن الموارد التي تحتويانها أقل بكثير من الموارد التي تملكها الجزائر. إن الجزائر غنية بالموارد التي تمكنها من احتلال مراتب مهمة ضمن السياحة العالمية، فهي غنية بالآثار التاريخية، الثقافات المتنوعة، وكذا المناظر الطبيعية الخلابة والمتنوعة، حتى أنها تحتل مرتبة جد متقدمة في الترتيب العالمي لأجمل المناظر الطبيعية. إضافة إلى غياب الكثير من البلدان كتونس، سوريا، مصر... وغيرها عن الساحة في الوقت الراهن. ومع ذلك يضل القطاع السياحي متدهورا ويعاني من الإهمال وسوء التنظيم. من خلال الورقة البحثية التالية حاولنا تقديم دراسة تحليلية للنموذج السياحي التركي، وذلك من أجل استخلاص بعض الحلول لعلها تساعد على تطوير القطاع السياحي الجزائري. حيث أن النموذج التركي لا يعتمد على المنشآت الضخمة والبنىات العصرية (مثل الإمارات العربية المتحدة...) وإنما على استغلال الموارد الطبيعية والثروات التاريخية الموجودة في البلاد. أما كيفية استغلال هذه الثروات فقد تطرقنا إليها في ورقتنا منذ بداية الجمهورية التركية إلى يومنا الحالي مروراً بالمرحلة الأولى التي كان القطاع السياحي فيها مهملاً ويتم تنظيمه من قبل ديوان السياحة، وصولاً إلى المرحلة المتقدمة والتي أصبحت فيها وزارة السياحة من أهم الوزارات في البلاد. وهذا يتضمن قيام الدولة بتنظيم السياحة حتى مراحل متقدمة قبل أن تتاح الفرصة للقطاع الخاص حيث لا يزال يضيف لمسات خاصة ومتنوعة تجعل السياحة أكثر تميزاً.

### **Abstract :**

The tourism sector is one of the most important economic sectors that generate large sums of money to the state treasury, which is getting great attention from many countries, some countries have international tourism reputation and the list includes Tunisia and Morocco with their resources are much lower than the Algerians resources .

Algeria can get great tourism sector, it has historical riches, diverse cultures, very beautiful nature, and it is ranked as one of the most beautiful landscapes in the world. In addition to the absence of a lot of countries such as Tunisia, Syria, Egypt ... And others from the scene at the moment. However the Algerian tourism sector suffers from neglect and poor organization.

Through the following paper we have tried to provide an analytical study of the Turkish tourism model, in order to draw some solutions that perhaps can help to develop the tourism sector in Algeria. Because the Turkish model does not depend on large installations (such as the United Arab Emirates ...) but on the exploitation of natural resources and historical wealth in the country. As for how this wealth has been exploited is explained in the paper since the beginning of the Turkish Republic to the present day, since the tourism sector where neglected and organized just by the Tourism Office, until the advanced stage which became the Ministry of Tourism one of the most important ministries in the country.

### Introduction:

To sum up, Turkey **at the** present **time** with its enormous tourism potential and **its** great diversity of natural resources, historical treasures, cultural values and activities, life style, attractions and with its efficient, dynamic tourist industry offers wide selection of products that can satisfy the demand of different market segments including the most sophisticated and demanding traveler.

Over the last two decades Turkey has made considerable investments on infra and super structure. This also includes transport infrastructure such as improvement, modernization of airports and air terminals as well as construction of new ones. In addition to the international airports in the main cities and resort destinations, Turkey has domestic flights to all major cities and tourist centers. The highways crisscrossing the entire country; regular comfortable bus services and coach tours make travelling in Turkey easy and enjoyable. The transport infrastructure and the efficiency of services as well as advanced communication network system meet all the requirements of contemporary tourism.

The accommodation industry at present **times** includes a range of facilities from the top quality, super modern deluxe category hotels and holiday complexes, boutique hotels to the affordable ones. Although city hotels, summer resort hotels and holiday complexes constitute the greater part of the accommodation industry, there are numerous ski, winter resort and spa hotels in various parts of the country. Most high standard hotels and holiday complexes have a variety of recreation, entertainment facilities. There are also a number of golf courses of international standard in various parts of the country.

Turkey has invested heavily in tourism over recent years, and is now reaping the fruits of its efforts. In 2011, the number of visitors to Turkey reached 31 million, generating \$23 billion in tourism revenues. Minister of Culture and Tourism Ertugrul Gunay said that number of tourists visiting Turkey had increased by 137% since 2002. Similarly, the \$23 billion in tourism revenues last year is sharp increase from the 11.9 billion dollars in 2002. The number of visitors to museums and historical sites rose by 13 % in comparison to last year, reaching 28,462,893. The revenues generated by these visits increased from 170 million Turkish liras to 253.9 million liras. Clearly the Turkish tourism sector is very successful, since it is ranked from the 15th top countries most visited in the world. In this paper we are going to discuss the case of Turkish tourism sector, in chronicles order, so we can answer the main question:

What are the most important factors that made Turkish tourism sector so successful?

Our objective is to take an example that maybe we can reapply it for other countries, especially for Algeria. For doing that, we are going to divides this paper into 2 parts:

- The evolution of tourism sector in Turkey.
- SWOT Analysis of Turkish Tourism Sector

## 1- EVOLUTION OF TOURISM SECTOR IN TURKEY

### 1-1- THE FIRST PERIOD: INITIATION OF TOURISM ACTIVITIES (1923- 1950):

Tourism affairs in Turkey have started with the Traveler's Association in 1923, which dominated the tourism policy in Turkey. This association changed its name into the Touring and Automobile Club in 1930<sup>1</sup>, which served for the tourist, who especially came to Istanbul, in accommodation opportunities, it regulated the prices list of tourist destinations and organized meeting, congress and courses for the training of tourist guides. Moreover it was for more than a decade responsible for tourism activities in Turkey.<sup>2</sup>

In 1934, the Ministry of Economy opened a bureau called Turkish Office under the department of Foreign Trade, in order to deal with tourism affairs.<sup>3</sup>

In 1937 this bureau became independent and then a part of Ministry of Commerce in 1939.

The following year the tourism section was taken into the General Directorate of Press.

In the year 1949, Department of Press was reorganized and converted into General Directorate of Press, Publication and Tourism.

Through this period, tourism could not go beyond the small departments under certain institutions. The only significant event was the meeting of Tourism Advice Committee in 1949, and this committee played an important role in the formulation of national tourism policy by preparing Tourism Master Program.

### 1-2- THE SECOND PERIOD: THE INITIAL DEVELOPMENTS IN TOURISM SECTOR 1950-1980:

The early 50's witnessed considerable increase of government interest in tourism, as Turkish economy was suffering from critical shortage of foreign currency and serious deficit at balance of payment due to the liberalization of international trade that resulted in a sharp increase in imports and a very small increase in exports.

International tourism was considered among the basic measures taken to increase foreign currency earnings to be a solution for the deficit at balance of payments of the country.<sup>4</sup>

In order to increase tourism investments government decided to establish tourism facilities in accordance with international standards. To carry out such task, many hotels were built such as Istanbul Hilton, Tarabya, Izmir Büyük Efes and Büyük Ankara Hotels.

Second important progress in that era was the enactment of the Law for Encouragement of Tourism Industry. The importance was the first attempt to set a regulation to administrate tourism facilities in accordance with a policy. The law brought a Licensing System for the tourism facilities, meaning these facilities were obliged to fulfill certain standards and service quality to obtain the Tourism Certificate. With those requirements, it was aimed:

- To reach tourism facilities to contemporary standards,
- To provide incentives i.e. a credit system for tourism activities,
- To achieve uniform standards for similar type and class of accommodation facilities,

<sup>1</sup> : Nohutçu, Ahmet. *Evaluation Of Public Policymaking Within The Dynamics Of Governance In The Field Of Tourism: The Turkish Case. Unpublished Ph. D. Thesis. Ankara: The Graduate School Of Social Sciences of METU, 2002.*

<sup>2</sup> : Aker Avni, Nuray Serter. *Genel Turizm Bilgisi. Anadolu Üniversitesi Yayınları, Esitim Merkezi. Eskisehir.1989.*

<sup>3</sup> : Aslanyürek, Sükrü. *Organization of Management of Tourism in Turkey: 1963-1981. University of Birmingham, 1984.*

<sup>4</sup> : Tarhan, Cem. *Tourism Policies. Bilkent University School Of Tourism and Hotel Management, 1997.*

- To introduce a new price control system for tourism licensed operations,
- To provide a checklist for new investors including necessary equipments, accessories and services needed at accommodation units of certain kind and quality.<sup>1</sup>

The Law also introduced a commission to evaluate the applications of tourism certificate. The members of this committee were the representatives of government and private sector, meaning that there has been a comprehensive evaluation of applications.

Thirdly Tourism Bank was founded in 1955:

- To carry out promotion activities for the development of domestic and international tourism
- To establish travel agencies and organize tours
- To have relations with all tourism institutions
- To be involved in creating new capacities especially in establishing pilot and sample tourism facilities, when and where needed
- To provide credits for private sector in tourism investments, operations new institution was named as Ministry of Press Publication and Tourism and this was the first time tourism became a ministerial affair.<sup>2</sup>

Fifth important fact within this era was the establishment of State Planning Organization in 1961 to adopt a centrally planned economic model. This new model was set to serve for the optimum use of natural resources and maximize the economic growth with five-year development plans.

The First Five Year Development Plan was put into action for the years 1963-1967.

The aim was to make investments to create maximum amount of accommodation facilities where possible in order to meet minimum need<sup>3</sup>, which would soon increase the revenues as well.

The state and the private sector would both act in tourism activities; the state would undertake the building of infrastructure, rehabilitating transportation and upgrading communication, additionally provide health and hygiene, while private sector would make tourism investments.

Following development was the establishment of Tourism Coordination Committee within the State Planning Organization in 1963. This committee was chaired by the Minister of Tourism and the members were the undersecretaries of state for the ministries, i.e. Works, Reconstruction and Settlement, Forestry etc. The management of this committee was transferred to Ministry of Tourism and Promotion in 1971 with other powers on planning for tourism<sup>4</sup>.

The Second Five Year Development Plan was put into practice for the years 1968-1972. The plan had stressed the importance of national physical planning (TURSAB). Additionally this plan had focused benefiting from economic, social and cultural aspects and had foreseen the utilization of such functions. The objectives were:<sup>5</sup>

- To increase foreign tourism revenues, number of tourists, average consumption rate
- To develop domestic tourism,
- To foster the mass tourism activities in priority areas,
- To support such activities with financial, legal measures,

<sup>1</sup> : *IBid*, *TARHAN*, P63.

<sup>2</sup> : *IBid*, *Aslanyürek*, 1984.

<sup>3</sup> : *Turizm ve Tanıtma Bakanlığı, Turizm Genel Müdürlüğü. Turizm Yatımlar El Kitabı. Türkiye Ticaret Odaları, Sanayi Odaları ve Ticaret Borsaları Birliği Matbaası. Ankara 1975.*

<sup>4</sup> : *IBid*, *Nohutçu*, 2002.

<sup>5</sup> : *Olalg Hasan. Turizm Dersleri. Milli Eğitim Gençlik ve Spor Bakanlığı Yayınlar Dairesi Başkanlığı, İzmir. 1984.*

- To promote tourist activities,
- To rehabilitate infrastructure network in the hands of public sector,
- To encourage private sector for the establishment of other tourism facilities.

In 1972, the law organizing Travel Agency operations and establishing Union of Travel Agents (TURSAB) was enacted (Law numbered 1618) and Union of Travel Agents, a non-profit organization, was founded to represent travel agents, to assist The Ministry on promotional activities, to maintain professional ethics at travel agency activities and to protect consumers. Such law had two significant characteristics, which were the enabling attitude towards government on controlling travel agency activities, and reflecting the critical foreign currency shortages of those years .

For the years 1973- 1977 Third Five-Year Development Plan was put into practice and private sector was determined to carry out whole investments, and public sector was placed to intervene when private sector could not accomplish the tasks. The general tendency was towards mass tourism.

Investments would be on mass tourism developments. All promotional, investment, public control and organizational activities were defined to overlap with mass tourism's principles.

In order to provide imbalanced development, strong relations between land use, infrastructure and physical plans were set reserving national parks, coastal areas for the public use.<sup>1</sup>

The policy of developing domestic and social tourism<sup>2</sup> was among the important issues of this period. First significant government action on domestic tourism was to establish low price, public holiday facilities for public sector employee. These facilities have increased every year and reached to a capacity of 60.000 beds. After 1972, government implemented a credit program to encourage family pensions aiming to increase low price accommodation capacity at established holiday resorts.

As mentioned before, the aims of Five Year Development Plans were to intensify tourism activities in high tourism potential regions in order to reduce infrastructure costs and maximize the currency invested. In compliance with this policy, south Antalya tourism development Project was constituted.

The South Antalya Tourism Development Project is the most outstanding integrated tourism development of Turkey, which incorporates from the beginning, planning programming finance and operation stages within one project<sup>3</sup>, for doing the project an application was made to the World Bank to obtain the necessary credit of US\$ 26 million.

Nowadays Antalya is one of the most attractive places for tourists in the world, with 10 million visitors per year.

<sup>1</sup> : *Ibid* , *Olalg Hasan* , 1984.

<sup>2</sup> : *Social tourism was defined as the type of tourism, practiced by those who would not be able to afford the cost of a holiday without assistance of a public and/or private organization. For these people a holiday could not be possible without the assistance and subsidy of a public or private organization. The assistance or subsidy can be provided by government departments, local authorities, employers, trade unions, and welfare organizations.*

<sup>3</sup> : *Inskip, Edward. General Information South Antalya Development Project. Ministry of Tourism. 1991: Ankara.*

The final event of this period was the fourth five-year development plan. (1979-1983) Main objective of this plan was to develop Turkish tourism as faster as possible under the perspective of mass tourism development and to gain maximum amount of foreign currency. Importance of foreign investors, importance of tourism education and developing organized tourism regions were stated with this plan.

Under the light of above mentioned developments, it can be said that second period of Turkish Tourism Development generally composed of the attempts to set the instruments of tourism industry, means and ends of the progress, as tourism sector gained importance regarding merely its economic benefits, especially foreign currency generating feature of it.

### **1-3- THE THIRD PERIOD: THE ORGANIZED DEVELOPMENTS IN TOURISM SECTOR 1980-2001:**

#### **1-3-1- THE PERIOD BETWEEN 1980-1989:**

With the beginning of 80s, tourism was finally considered among the sectors of special importance for development and contributing to Turkish economy. Since the Tourism sector in Turkey was relatively new, there has been the opportunity to preserve natural, cultural, historical and archeological assets of the country.

In 1982 the Ministries of Tourism and Culture were merged to establish coordination between them and to realize these principles and assist the development of Turkish tourism industry.

Ministry of Culture and Tourism continued to develop physical infrastructure, monitor construction and investments, coordinate with industry and business organizations, and to promote Turkish tourism domestically and internationally. Special incentives have been introduced to increase the number and quality of beds available. Additionally new training projects took start. Moreover realizing the significance of natural, cultural and historical environment in tourism industry, a sustainable approach for tourism development was adopted as it was believed that tourism development should be ecologically sustainable in the long term, economically viable as well as ethically and socially acceptable.<sup>1</sup>

During that period, Tourism Encouragement Law numbered 2634 was prepared and issued in 1982. The law and 15 by-laws attached to it were designed as the indicator of the new tourism model in Turkey. Certain problems were forcing for new regulations, which were:

-There were not sufficient superstructure investments, which were creating shortage of capacity, and pressure on demand. For this reason, factors limiting the private sector investments had to be identified and to be solved by relevant regulations.

-Tourism investors were not being able to obtain suitable land for tourism investments, which had necessary natural features, right land use plan decisions, relevant size, **and** sufficient infrastructure.

- On the other hand, renting the state owned land was also being hard to achieve due to the long and hard bureaucratic formalities.

<sup>1</sup> : Küce, Savas. "Tourism Trends and Tourism Policies in Turkey". Seminar On Tourism Policy and Economic Growth, Session II: The Tourism industry in selected economies: assessment, experience, comparisons. Berlin, March 2001: Organization for Economic Cooperation and Development.

All these factors were obstructing investments and were slowing down the tourism development in Turkey. Tourism Encouragement Law numbered 2634 brought some solutions to some these problems:

-Ministry of Culture and Tourism had the power for defining tourism regions, tourism areas and tourism centers in spatial sense, only to be approved by the Council of Ministers. Within these tourism regions, tourism areas and tourism centers, Ministry of Culture and Tourism had the power over ministries such as Finance, Forestry etc.

-Ministry of Tourism gained increased functions and authority of coordinating some of the public sector investments like land use plans, allocation of state owned land... etc

-The law gives higher significance to tourism investments and problems affecting them. More specific issues concerning land use plans and use of state owned property were thoroughly handed.

In accordance with these, tourism investments increased rapidly and concentrated along the Aegean and Mediterranean coasts, where almost 80 % of Turkey's bed capacity exists.

The Fifth Five Year Development Plan was put into action for the years 1985-1989. With this plan, the focal points were determined as it was important to create a real tourism consciousness, to form a public institution, which has the authority about policy making, planning etc. in tourism, to determine the places where to invest and distribute funds, to set the duties of public and private sector, for tourism investors to gain financial support from state, to train personnel employing in tourism sector. The interventions of the state would be reduced and Tourism Bank would not directly make superstructure investments but would give credits to investors. The focus would be on mass tourism again, however Turkey's potential in historical, archeological, and cultural assets; winter sports, water sports, festivals, health and youth tourism would also be utilized with protecting ecologic balance, health and hygiene of the environment. While developing tourism health, hygiene and beauty of environment were also important. Therefore it was important no to change the balance of nature.

With the Fifth Five Year Development plan, the targets were stated as:

- Tourism revenues were expected to reach 540 million\$
- Total number of visitors was planned to reach 3 million people and
- Licensed bed capacity was expected to reach 100.000 beds.

In this period, the economic, social and legal features of tourism sector and high incentives, planning and infrastructure investments have led an authorized, specialized organization. Therefore **Ministry of Culture and Tourism** re-separated and Ministry of Tourism was established to focus on tourism affairs in 1989. Therefore, in 1989, the Ministry of Tourism launched the ATAK project .The main objectives of the project covered a wide range of issues such as planning, designing and construction of water supply and sewerage systems; wastewater treatment and disposal facilities; solid waste-disposal facilities; and pollution control studies including institutional requirements, financial and administrative studies.

This period has continued to cover mass tourism developments. Although the authorities were aware of sustainable growth of tourism sector, the creation of bed capacity still continued to meet only international demand.

### 1-3-2- THE PERIOD BETWEEN 1990-2001:

With the beginning of 90's, tourism policies had faced certain changes, which were:

-Public sector participation was reduced and pilot and sample investment policy was abandoned and tourism investments operations of public sector were stopped. Existing ventures, state owned tourism facilities were decided to be privatized.

-Government interferences on prices of private tourism operations were stopped. Operations were allowed to determine their prices themselves, and also to use their choice of currency unit for their prices.

This encouragement model expected to divert the private sector tourism investments. In order to increase the tourism demand to northeast and southeast regions, kinds of tourism operations, suitable for these regions were promoted and supported by incentives.

Diversification of tourism activities campaign, concentrated on rafting, trekking, high plateau tourism, skiing as alternative tourism to conventional kinds. The change at incentive policy was claimed to be a part of the economic policy to reduce the difference at the level of development among regions. But investments could not be directed to these regions but caused to sharp decline of tourism investments at the regions where most of the domestic and international demand were placed.

In this period tourism sector lost its acceleration due to the Gulf war, increasing terrorist activities and the earthquake happened in 1999. Regarding these, tourism sector in Turkey have led the crisis management.

The Sixth Five Year Development Plan was put into practice for the years 1990-1994. The main policies and precautions of the plan were:

-Protection and preservation of natural beauties and cultural assets would be given priority; certain areas would be opened to tourism activity under control and the utilization of such areas in tourism would be provided.

-Precautions would be taken to extend the activity season and raise the quality in tourism establishment, environment, tourist destinations etc.

-Stand by policies would be determined to make the winter, water sports, festivals, health, youth, yacht, congress, thermal, golf and 3rd aged tourism more attractive.

With the Sixth Five Year Development plan, the targets were stated as:

- Tourism revenues were expected to reach 4.488 million\$
- Total number of visitors was planned to reach 7.4 million people and
- Licensed bed capacity was expected to reach more than 350.000 beds.

The Seventh Five Year Development Plan was prepared after a one year transition program in 1995, and was put into action for the years 1996-2000.

With the Seventh Five Year Development plan, the targets were stated as:

- Tourism revenues in the year of 2000 would be expected to reach 8.5-11.9 billion\$,
- Total number of visitors would be expected to reach 13-17 million people and
- Licensed bed capacity would reach more than 1.3 million beds.

Tourism sector in Turkey has mainly focused on mass tourism; therefore the investments especially within this period were merely placed in coastal regions. The organized projects that initially took started in 1970s, have led huge investment attacks towards beaches.

#### **1-4- The Current Period:**

In recent years Turkey has become one of the most popular tourist destinations in Europe, reaching the eighth position in the world raking for revenue from tourism. In this context, in 2007 the Turkish Government launched a project for the development of the tourist sector, with plans extending into the future as far as 2023, envisaging 63 million tourists visiting the country compared to the 18.2 million today. These expectations are also corroborated by the significant potential of the Country which, with its temperate-Mediterranean climate, large cities and ancient history, attracts numerous kinds of tourists including business tourists and conferences, summer season tourists, traditional and cultural tourists. One form of tourism which is becoming more and more popular is fitness & wellness with people visiting Spas, and tourism associated with yachting.

In recent years Turkey has made notable investments in hotels, tourist villages, congress **centers**, facilities and villages for sport, marinas and transport infrastructures, to offer quality services and meet the expectations and requirements of visiting tourists.

Today the Turkish tourist industry offers a multitude of different proposals and various structures all the more able to meet the quality requirements of even the most demanding tourist, but at the same time due to the seasonal nature of Turkish tourism, there is always more of a need to extend the period facilities are open and find new approaches to expand the offer over the entire territory. Therefore, in this context of growth and development, Turkey has to exploit every area of the country, promoting the same with new methods and communications techniques.

## **2- SWOT Analysis of Turkish Tourism Sector**

The definition of strengths, weaknesses, opportunities and threats of Turkish Tourism Sector is very important for the first step. The strengths and weaknesses are about internal, the opportunities and threats are about external analysis.

### **Strengths:**

They are the values of Turkey as an attraction centre. The advantages that support the decision of preference of tourists are strengths. The strengths of Turkey can be enumerated as follows:

- Nice and sandy beaches
- Wonderful views/panoramas of mountain, forest and river
- Mild climate, natural resources, clean environment
- Bridge between Asia and Europe
- Traditional hospitable society
- Very young and dynamic population which can adapt to tourism concept
- Rich historical and cultural heritage
- Opportunities of great sport, yacht and sail
- Closeness to main markets because of geographical location
- Rich cuisine and delicious meals
- Large shopping opportunities
- Relatively a cheap attraction centre

-One of the famous destinations in the world. Natural beauties, strategic geography, rich and friendly culture are strongest features of Turkey. Tourism sector can evaluate all these components simultaneously.

### **Weaknesses:**

They may arise from the inside of the country or from the outside partly. They are:

- Seasonal problems and low capacity usage rates
- Insufficient substructure
- Low quality of tourist services
- Insufficiency of camping, self-catering and youth hostels
- Weak railways and roads
- Insufficient airway and their riggings
- Insufficient health conditions
- Insufficient educated personnel
- Distance to the countries which send tourists
- Chronicle high inflation rate
- The negative attitude of Turkish media

-Insufficient concern of municipalities and of Public Sector to Tourism Especially, turbulent economy, low quality in transportation and insufficient educated personnel are very important weaknesses for Turkey. For security of Turkey, these weaknesses must be solved immediately. Otherwise, the unsatisfied tourists may make word of mouth negatively. Therefore they may affect the potential tourists for Turkey.

### **Opportunities:**

Evaluation of the opportunities positively obtains advantages relatively to rivals. Opportunities may be profitable new markets or products in the future.

- The importance of Eurasia region
- Strategic place of politics and economics of Turkey
- Qualitative and cheap marine tourism
- The increasing interest of historical, natural and cultural tourism
- Thermal tourism facilities
- New markets in East Europe
- Using the secondary residences for tourism
- Great internal tourism potential
- The East Mediterranean Tourism Agreement became valid
- Developed transportation opportunities Thermal tourism, marine tourism, transportation facilities and being a bridge between Asia and Europe are important opportunities for Turkey. If Turkish tourism sector can use these opportunities strategically, it can be tourism paradise.

### **Threats:**

Danger and threats are the factors that affect both Turkey and the tourism sector negatively. Some of them are:

- The image problems which arouse from terror events eventually
- Negative effects of the close wars in Iraq and in Middle-east
- Chronicle high inflation problem of Turkish economy
- The increasing competition in Tourism sector
- New tourism countries in Far-east and in East Europe
- The supportive policies of EU just for the members

-The rival countries which are members of EU, increase their competitive advantages by using the support of finance and knowledge.

Recently, terror events, the negative effects of our neighbour countries, problems of Turkish economy and competitors in tourism are important threats. Therefore, the responsibility of Turkey is greater than the other competitor countries in tourism. For competitive advantages, Turkish tourism sector must analyse all these points, and must manage human resources strategically. Turkish tourism sector needs capable, educated, efficient and talented personnel in terms of very dynamic and changeable environment. Additionally, business strategy is also very important for tourism sector. Therefore, Strategic Human Resource Management is inevitable for Turkish tourism sector.<sup>1</sup>

### **Conclusion:**

Turkey is now among a group of countries that are accepted as the top tourism earners in the world. In addition to its historical and cultural inheritance, favorable climatic conditions and abundance of natural resources, the Turkish tourism sector also offers a qualified and reasonably priced tourism product. With scores of tour guides and travel agents, tourism promotion is done professionally. It attaches importance that its natural assets are conserved and a sustainable growth is achieved. The sector tries hard and seeks new initiatives to ensure its continuity.

Indeed, to accomplish a sustainable growth, the tourism industry is changing its emphasis from volume to a more selective department strategy targeted to improve the quality of a broader portfolio of tourism experiences.

The investments and reforms made in the tourism industry beginning in the 1980s , as well as the encouragement of the sector, helped Turkey to become a major tourist destination and increase the number of foreign travelers visiting the country.

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