

TOURISM REPORT ON TURKEY AND TURKISH RIVIERA FOR THE POST-COVID19 PERIOD

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PRESENTATION



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TDMI, the Turkish Management Design Institute, carries out facilities in the fields of development of countries that in the fields of management, tourism, agriculture, technology and transportation, as well as economic and social development in order to contribute to increasing the welfare of the society. It turns something to good account the strengths, weaknesses, potentials, problems and threats of countries, regions, cities, sectors and organizations, and aims to an ensure harmonious integration between policy and environment.

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Turkey's tourism industry and especially visitor economy of Antalya and Muğla destinations, also knowm as the Turkish Riviera, has been evaluated in terms of current figures and analyses and potential changes. In this report, a number of suggestions that to be implemented immediately after the Covid-19 outbreak have been brought to the fore in order to take part in the strategy in the tourism sector which is an indispensable element of our social and economic development and has a very important place in the foreign currency balance of our country.

The sector has compensated for a large number of crises since the first Gulf War within reasonable periods of time. As for the Covid-19 crisis, the economy of the visitor faces different challenges since this year, Covid-19 has radically affected two systems which tourism is primarily interacting, i.e. transportation and human health, and is quality to change their habits of living. New orders at national and global scales will come into effect in airplanes, airports, tourism transfer vehicles, restaurants and accommodation facilities and for both customers and employees of such enterprises. Therefore, it is recommended to focus on solutions that require stricter and innovative approaches than previous crises.

In the introduction, after the summary of global developments in tourism, numerical data of Antalya and Muğla tourism were evaluated, in 2019, and in return for the number of package tour visitors and overnight stays hosted by the region, there was a remarkably low level of income in comparison to the regions that received individual tourists.

In the following section, The study has been completed under the titles of Main markets and competitors, Antalya-Muğla tourism transportation system, New tourism places for new themes, Necessity on tour operator, Preparation of the society after Covid-19, Training programs in tourism supply, Strengthening management in tourism enterprises, New tourism issues in the region, Tourism evaluation of industry management system, promotion-marketing on Basin basis and Tourism statistics on Region basis and R&D and Crisis desk.

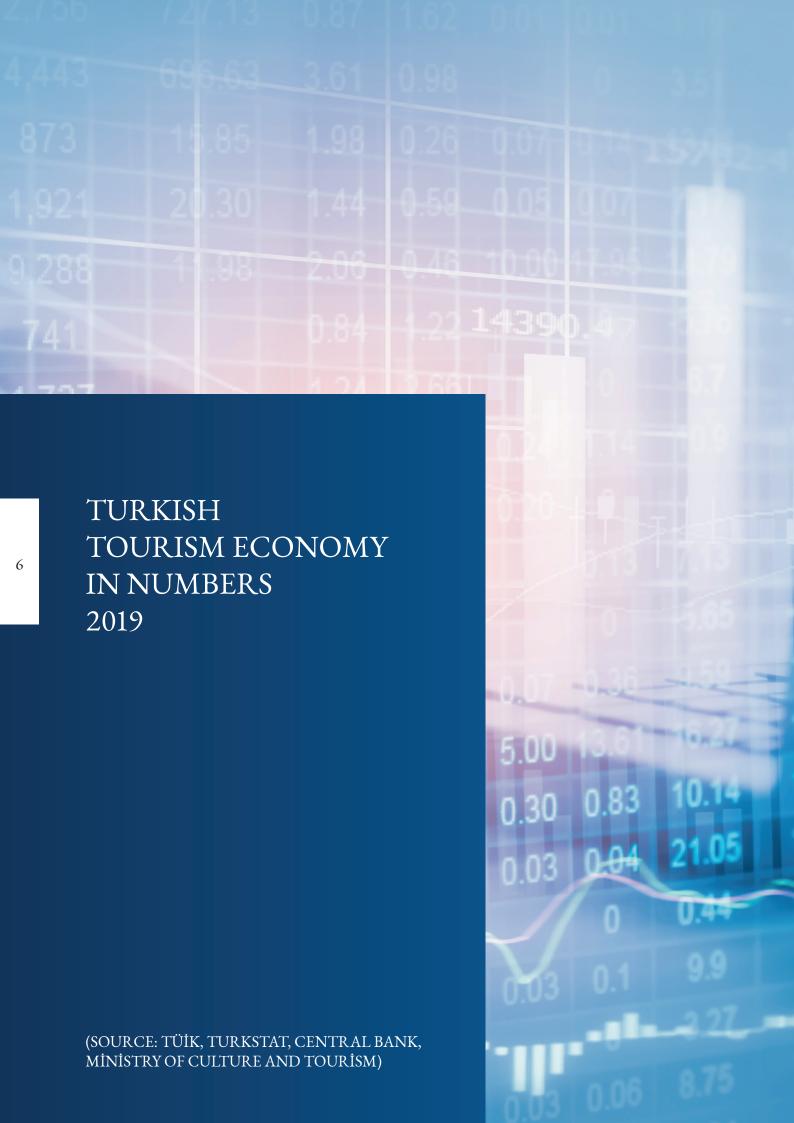
There have been limitations to working on the issues of Personal spending at the local level, except for the number of people coming to tourism regions, lack of statistical data which collecting age and income segments by season and dispersion in information-decision-application mechanisms in the tourism region.

The World Travel and Tourism Council, one of the most important authorities in the world in the field of tourism, has published a report that predicts that the sector will shrink by 25% in 2020 and that the sector will recover in as early as 10 months after the pandemic ends, due to the seriousness of the COVID-19 pandemic crisis. According to the statistics summarized by the council in the WTTC report, these two sectors employ one in every 10 employees (about 330 million people) worldwide. These sectors, which have grown 3.5% with an acceleration above the average of other sectors for the last nine years, are important in terms of creating one of every four new job opportunities in the last nine years. While the tourism sector constitutes 10% of the global GDP in recent years, it is understood that the contraction expected to be experienced will significantly affect other sectors. As a result of this contraction, it is estimated that at least 75 million people will be unemployed in the tourism sector in the first place, approximately 45 million of this number is estimated in Asia, 10 million in Europe, seven million five hundred thousand in America and the remaining amount will be in other continents. UNWTO, on the other hand, presents a more dramatic picture stating that there will be a 60-80% reduction in world tourism and that 100-120 million tourism workers are at risk of job loss in 2020.

In another report published in Oxford Economics, it is stated that the effects of restrictions applied to tourism and travel due to the Covid-19 outbreak will last at least 8 months and this will reduce travel by 39% globally, and this decrease will amount to 287 million tourists in Europe. The International Air Transport Association (IATA) estimates that global air transport revenues will decrease by 5% this year, while this rate corresponds to a decrease of around 29.3 billion dollars. It is known that at least three regional airline companies have already filed for bankruptcy in the USA and the UK, which are among the countries most affected by the problems in the sector.

4.6 million people are expected to remain unemployed until May only in the tourism sector in the US. While unemployment has become serious in the state of Nevada due to the closure of casinos and hotels in Las Vegas, which are popular worldwide through gambling tourism, Florida-based cruise companies have announced that they have been at a loss of around a billion dollars since January. In China, where the epidemic first started, while tourism revenues have been above the world average in recent years and constituted 11% of the country's GDP, there has already been a 84.5% decrease in the number of airline passengers due to discontinued flights that caused a decrease in revenues around \$ 2.94 billion.

From a European perspective, the impact of the pandemic on the tourism industry is estimated to be approximately one billion Euros a month. In France, which hosted 89.4 million tourists in 2018, tourism revenues accounted for 8% of the country's GDP, while this year is expected to decrease by at least 40% and the number of tourists will decrease by around 38 million. Italy is expected to have the highest tourist decline rate with 49%, and by 2020 it is expected to lose 31 million tourists and decrease tourism income by 7.4 billion Euros. Similarly, while only Amsterdam hosted 17 million visitors in 2018, it is seen that Holland has no chance to reach this year's tourism income target of 2.7 billion Euros. According to other predictions, while the number of tourists in Spain decreased by 42% and decreased by 34 million, in Germany and Greece, this decrease will be 39% and 36% respectively and countries will lose 15 and 11 million tourists respectively. As will be discussed in detail in the next section, according to EU authorities, this ratio would be 34% and is expected to correspond to the loss of 11 million tourists in Turkey. In this stage, it prepared a comprehensive certification criteria to be applied by Turkey has created uncertainty in the basis, COVID-19 process to restart stalled world tourism industry in the industry chain.



Number of visitors from abroad in 2019 are as follows: 51.7 million in total, Foreigners 45.1 million, citizens residing abroad are 6.7 million.

Transportation type of foreigners; It is 76.6% airline. Highway, 20.2%, seaway, 2.9%, railway, 0.07%, the top 5 countries and the number of visitors; Russia 7 million, Germany 5 million, Bulgaria 2.7 million, Britain 2.6 million and Iran 2.1 million.

Income statistics are as follows; total revenue generated; \$ 34.5 billion / year, \$ 28.704 billion from foreign visitors (83.2%) residing abroad\$5.692 billion (16.5%) from citizens and \$ 1.385 billion (0.4%) from GSM roaming and marina services.

Visitor expenditure per person; The average of \$642 in foreigners and \$796 in citizens was \$666.

Overnight stay figures of visitors; the total overnight stay is 211.3 million, the foreign visitor overnight is 132.9 million (62.9%). Antalya 82.6 million, Istanbul 23.6 million Muğla 10.2 million Aydın 3.7 million and Izmir 3 million.

The revenue generated by foreign visitors in Turkey \$ 9.1 billion / year package tours spend (in our country remaining part) and personal expenses are \$ 25.4 billion. Personal spending is divided into 14 categories.

While Distribution of Personal Expenditures are given in Table 1, Table 2 depicts Number of Tourist along with Estimated Income for Antalya-Muğla region in 2019.

Table 1. Distribution of Personal Expenditures

| | Spending Items | Spending Amount |
|----|--------------------------------|------------------|
| 1 | Eating and drinking | \$ 6.7 billion |
| 2 | Accommodation | \$ 3.6 billion |
| 3 | Health | \$ 1 billion |
| 4 | Transportation (within Turkey) | \$ 2,250 billion |
| 5 | Sports-education-culture | \$ 393 million |
| 6 | Local Tour services | \$ 142 million |
| 7 | International transportation | \$ 4.6 billion |
| 8 | Mobile phone roaming | \$ 85 million |
| 9 | Marina services | \$ 42 million |
| 10 | Other goods and services. | \$ 6.4 billion |
| 11 | Clothing and shoes | \$ 3.9 billion |
| 12 | Souvenir | \$ 1.4 billion |
| 13 | Carpet, rug etc. | \$ 120 million |
| 14 | Other expenses | \$ 1 billion |

Table 2. Antalya-Muğla Tourist Number and Income Numbers in 2019

| | | Turkey Total | Antalya-Muğla | Description |
|---|-------------------------------------|-------------------------|--|---|
| 1 | Total Number of Foreign Tourists | 45.1 Million | 15.5+ 3.3 = 18.8 | 41.68% of foreign visitors of Turkey has hosted in Antalya-Muğla region. |
| 2 | Total Foreign Overnight Stay | 132,9 Million | 82.6+ 10.2 = 92.8 | 69,82% of the total foreign overnight stay guests in Turkey took place in Antalya and Muğla. |
| 3 | Total Tourism Income | \$34,5 Billion | 7.550 + 2.000 = 9.550billion \$ (Package Tour + Individual) | 27.68% of the total tourism income of Turkey provided from Antalya-Muğla region. It is noteworthy that the number of tourists hosted and the low income in the face of high overnight stays. |
| 4 | Total Package Tourist | 20 Million (Approx.) | 14.2 + 2.4 = 16.6 Million | Approximately 83,9% of the 20 million tourists that came to Turkey with package tours have been accommodated in this region. |
| 5 | Total Package Tour Income | \$9,1 Billion | \$6.458 + \$1.092 = \$7.550 Billion | 82.96% Antalya- Muğla Aydın + İzmir Pk. Tourist = 3.400 people Aydın + İzmir Pk. Tour Income. = \$ 1,550 billion |

This study questions the existence of two problems with its suggestions.

Is Antalya-Muğla convicted of low income due to package tour addiction?

If the answer is YES, how can the region get rid of doomed to? Does an alternative occur in the Post C-19 process?





1) Evaluation of Main Markets and Competitors;

Countries with a coast in the Mediterranean, such as Greece, Italy, France and Spain, are an alternative to the Antalya-Muğla region. The main markets of Turkey, especially Antalya and Muğla are the CIS countries, Northern and Western Europe. Economic shrinkage and instability in these regions will negatively affect the audience participating in Mediterranean tourism. During the pandemic, statements are made one by one from the government officials of these countries towards the public, "Do not book a holiday this summer". Many countries, including European countries, including the Russian Federation, promote domestic tourism. There is easy transportation by road and train from Northern and Central Europe to the southern coasts. It is considered that the concern of boarding planes that have been in the ground for a long time will negatively affect the flow of foreign visitors to our region for a while. This can also make permanent changes in consumers' behavior. Being at a plane distance to all markets is strategically the weakest point of the region. The Turkish Riviera needs to protect its competitiveness against rival countries by working with new products and venues suitable for them with an institutional approach.

One of the most important elements of a strong tourism industry is strong domestic tourism movements. After the Covid-19 process, the sustainability and resilience of the visitor economy can be increased by encouraging domestic tourism, especially in the first years.

2) Evaluation of Tourism Transportation System and Analysis of Alternative Transportation Systems;

Transportation is at the center of tourism and travel activities and in terms of Antalya-Muğla, airline takes the lead in the transportation of foreign visitors. Therefore, taking measures to ensure that the regional airline connection is kept strong is a priority.

"Open Sky" policy should be evaluated at Gazipaşa and Dalaman airports for family groups and individual travel requests that will be born for new tourism themes to be developed in the region, and the new tourism paradigms of the Turkish Riviera should be supported by increasing the accessibility level of the destination in line with the individual travel trend. In this context, Isparta airport is included in the region's international tourism transportation system for "health tourism", and the Isparta City Hospital, along with Antalya-Muğla health facilities, can also evaluate the region's supply power in the scope of the project.

Domestic transportation and airport, city, museum, tour, shopping transportation, which contain system problems in

regional tourism, are in a size that deserves to be solved by dealing with a separate heading.

3) Preparing Tourism Facilities, Hospitality Enterprises and Environment After COVID-19 Outbreak;

Creating accommodation confidence for the visitors will be prominent while cleaning and hygiene will be at the center of the "new tourism approach". The training and qualifications of the facility employees will be asked by the guest. For most tourists, it will take time to resolve accommodation anxiety in hotels with 1000, 1500 people. High capacity facilities and chain hotels will have to organize special campaigns informing the communities about hygiene and behavior principles and practices.

In accommodation and catering services; With WHO, the Health authorities of the countries and the provincial sanitation boards should be expected to introduce new principles. The new rules will bring changes in service procedures as well as physical changes such as rooms, open and closed kitchens, food service areas, renovations in pools and beaches.

Small tourism enterprises development policies may be beneficial at new points in the region. Neighborhoods and streets that suitable for tourism in high altitude districts may interact with coastal tourism in Antalya and Muğla can be brought to environmental design with the participation of local colleagues. At these points, families and entrepreneurs willing to open their homes, gardens and small agricultural enterprises to tourism can be brought to the sector with "tourism and accommodation management" courses with the cooperation of local administration, tourism professional organizations and public education.

Hundreds of small tourism businesses can be gained in the new concept with some highland districts and some neighborhoods and tourist streets from Gazipaşa district to Bodrum. The project of bringing the second residences to tourism, where is located in the Muğla hills, which came to the agenda in the previous years, but not realized, can be integrated into the region's visitor economy with small investments with family or commercial business organization at COVID-19 standards.

Since Manavgat and Alanya coastal tourism in Antalya will easily interact with Gündoğmuş-İbradı districts, a pilot application can be started in Gündogmuş-Ibradı districts. According to the qualities of the places to be included in the project; Announcement of "touristic nature park", "touristic village/ neighborhood", "tourist street" by the ministry can provide ease of application and sustainability. Enterprises included in the project should be evaluated within the scope of "tradesmen exemption" in terms of tax procedures.

Accommodation projects that have not started to be invested in the basin and empty tourism areas should be considered for new tourism types that may arise in the future. In the 2040s, reserve areas will be needed in the region for new tourism trends.

4) New Ways of Doing Tour Operations and Agents and Individual Visitors;

Policies to be brought by states, national and international travel and economic authorities after COVID-19 will inevitably affect the way business operators and travel agencies do business and tourism pricing by 2020. Antalya- Muğla region, which is connected to the tour operator mechanism at the level of 80% in terms of foreign markets, will secure the policies and future of the existing tour operators and group / mass organizations, strengthen the hand of the region, and carry individual visitors besides tour operators group planes from abroad to the region with the increase of individual visitors. It is useful to bring to the table what can be done about scheduled flights with budget. It is considered that the study will be efficient if it is conducted within the scope of long-term crisis management with local / central-public / private sector decision mechanisms.

As seen in the region tourism section with numbers; Antalya and Muğla tourism works as a convict, even in connection with the tour operator-group system. The digital developments experienced and changes in consumer behavior accordingly also question the way the tour operators work. Why the choice of tour operator Turkey was capable of delivering quality products at affordable rates. Since new applications to be brought to all areas of the sector after Covid-19 will be added to the prices in terms of cost, operators should be expected to affect their policies. At this point, Antalya and Muğla region should focus on rapid actions on "branding" for family and individual preferences, with the establishment of a scheduled economic air transportation system that will encourage individual reservations to be shifted from groups in accordance with changing consumer behavior.

5) Preparation of Community Culture in the Context of Tourism Sector for the Post-COVID-19 Period;

Every sector that makes up the industries produces its goods and services in one system. Bread production system; Seed, Crop, Wheat, Milling, transportation, cooking and agriculture sector has entered with tools, machinery, tools, work with professional people with the terminology and culture. Entered in the process of tourism service; It is tourist-timetheme. The service is produced within the living spaces and in terms of sustainable quality, the thoughts, behaviors and cultures of the people who make up the tourism point ecosystem are as important as the person producing the tourist

service. Tourists stop the flow of nature weakened by Covidien-19 process, normalize and spend half of the increase in tourism of individuals, families and possibly leaving an informed way in the sector of the community. Particularly, the short tourism history, importance and terminology for the region can be transferred to the families and individuals in the new tourism points to be developed and their entry into the local tourism system can be made efficient.

6) System Improvement and Training-Support Programs in Supply and Affiliated Business Lines;

In general, it is seen that the tourism sector feeds from more than 50 business lines. Some of these are indirect business lines such as construction-machinery supply. However, measures should be considered for supply security in compliance with the rules after COVID-19 in sub-sectors where the main elements of tourism are fed, such as transportation, organization, food, drink and entertainment, organization. Training-support programs should be developed by professional organizations, associations, academics and experienced employers in the sub-sectors that directly provide goods and services to tourism. System problems of domestic transport vehicle owners, chauffeur and assistant personnel in tourism should also be solved within the scope of support projects.

7) After the COVID-19 in the Executive and Intermediate Staff Human Resources System;

Human resources in regional tourism has reached a very high performance in terms of Mediterranean tourism. However, it is necessary to prepare training programs by dividing the headlines of innovations with the style of thinking, approach and production that will be needed in the service production and management of the system, which will change with the effects of COVID-19. New jobs and actions must first be adopted by trainers. In this respect, it will be beneficial for institutions providing tourism education to start working closely with the regional tourism authorities.

In addition to accommodation and agency personnel, the problems of the personnel working in the sub-sectors providing tourism services and tourism transportation should also be reviewed by local tourism stakeholders in stages, and managers and personnel should be harmonized to the process after COVID-19.

8) Studies on alternative tourism themes;

The main raw material of the Visitor Economy is the "tourism theme". It will be inevitable for countries and facilities that offer tourism themes with exotic meals and extreme entertainment to make radical changes in their services and themes after the COVID-19 process. In our region, local

tourism organizations should be expected to work towards developing tourism themes that are suitable for COVID-19 measures and that will increase per capita spending outside the sea / beach.

In the last 20 years, new themes have entered the tourism industry. with marine tourism into the tourism sector in Turkey, "Culture and Arts" Culture and Tourism Ministry in the 2000s was introduced into the structure. All branches of sports, vocational and in-sector trainings apart from formal education, healthy life-rehabilitation apart from treatment, eco tourism and gastronomy themes have participated in the tourism industry processes. Horse riding and equine is an important title within the scope of sports and eco tourism. The completion of the hippodrome activities in the region with the cooperation of tourism will open a new field of activity.

During the past crisis periods, the Antalya-Muğla region concentrated on sports tourism and gained modern infrastructures and superstructures. This region also has wide geographical opportunities in terms of eco tourism. If the spatial arrangements stated in the 3rd article of the study are designed in accordance with the theme of Eco tourism, a new tourist profile can be gained.

Sufficient infrastructure accommodation facilities can warm up the sea water in their indoor pools and bring the sanatorium specialized services to the region with personal care-rehabilitation equipment. Turkey has trained specialized personnel who know the language resources in sufficient numbers to new types of tourism. Covidien-19 process in the 60's on to the country health benefits, and Turkey's high quality treatment infrastructure, assistance from countries to countries developed by this time "treatment" going to visit should be considered to encourage the orientation of Turkey. demand will tend to Turkey, with promotion of a sustainable goal-oriented "treatment tourism" has the potential to be converted into the stream. The Turkish Riviera has high opportunities in terms of "treatment tourism".

With the yacht ports to be established between Gazi-paşa-Muratpaşa districts with an average of 20 km intervals, the winter trip-maintenance-accommodation tourism of foreign excursion and pleasure boats can be developed. In the field of Botanic EXPO, the region can gain a new theme with the "IT and Communication Show Week". After the city of Barcelona started to host the world's largest IT Fair, it has achieved a serious increase in tourism revenues.

9) Cooperation Studies on Tourism Industry System Management (General-Local);

Tourism Industry System has three group elements;

- **9.1 Center Elements,** (1.Ministry, 2.Sector Professional Organizations, 3.Travel Agents, 4.Staying Sector),
- **9.2 Auxiliary Elements,** (up to 20 procurement and sub-sectors, Local administrations, and Academicians, Consultants, etc.),
- **9.3 Support Elements**, (lawmakers, political and administrative authorities, community culture, etc.).

They should be managed in a harmonious cooperation between. In times of crisis, the importance of harmony among system actors increases.

The central responsibilities of the country's horizontal and vertical axis tourism management and the responsibilities of the tourism region administrations should be determined significantly. In addition to the central government, which determines and implements country policies, local sector administrations that develop product and operation policies at tourism points, carry out promotional and marketing operations should have acquired budget and mobility.

Turkey Tourism Development and Promotion Agency is to determine the general policy and the implementation of Culture and Tourism Ministry will give power to work. There is a need for "local coordination" in transforming, developing, marketing the unique characteristics of the regions into tourism products and eliminating sectoral problems in the basin. Members of the tourism sector are aware of their responsibilities and have knowledge in professional associations, but the development and implementation of policies requires a mechanism with public authority. In this sense, regional studies (destination management) can be brought to higher speed, efficiency and sustainability by giving coordination duties and responsibilities to Development agencies that have 15 years of local experience with local tourism actors. The Tourism Coordination mechanism on the basin basis can be developed for other "tourism destinations" of the country following the pilot example of Antalya-Muğla.

10) Identification of promotion, marketing and regional tourism strategies;

Cooperation among all actors is of strategic importance in the promotion of Antalya-Muğla tourism after COVID-19. The work done abroad with the support of the Ministry, based on Antalya-Muğla in 2015 plane crash and Peace Shield crisis, with the participation of the Governorate, Metropolitan Municipality and sector organizations can be an example of cooperation in the promotion and marketing activities in the basin by 2020. Following the determination of the coordinating institution, budget and process management support can be obtained from the Ministry according to the points that the region will highlight and the strength of the road map. There is a need for communication that will make the region more selected in Mediterranean tourism.

Industry fairs play an active role in the promotion of countries and regions with their multiplier features. Milan (Italy), Fitur (Spain), Dubai are obvious examples. In order to become more prominent in world tourism after COVID-19, a tourism fair that will be based on the Mediterranean tourism concept in Antalya-Muğla region will give morale and R&D power to the management after the crisis. The organization, which is proposed with the cooperation of Public + Private sector, will carry multi-functional promotion and expansion potential as a platform that provides solutions to the main problems of the region if it is started by focusing on "tour operator-agency-airline-logistics-digital-themed accommodation-animation-sector financing".

At the end of the COVID-19 process, special attention should be paid to updating tourism products and services,

motivating individuals for tourism mobility and providing facilitating products and making tourism a way of life, taking into account customer interest, purchasing desires and concerns.

11) Establishment of Tourism Statistics, R&D and "Crisis Advisory Board";

Making sustainable professional innovations in the country and tourism regions requires R&D studies. For successful R&D, statistical data provided with a detailed and scientific approach is needed. A pool of statistical data should be created on the basis of tourism regions, analyzing the data in many ways according to the developments, and teamwork with the level of experience to present the management's decision designs with alternative future models.

By following and analyzing international digital and social media, tourism trends, consumer trends, priorities of the industry and new requirements etc. Establishing a unit to work on issues is vital.

Also; Flexible time volunteer "crisis advisory board" that will work in parallel with the R&D and crisis management team within the Ministry / Agency within the local sectoral management will meet an important need. The local crisis advisory board, which will work not only for revenue growth but also to reduce losses caused by bankruptcy multinational tour operators, will both contribute to the decision processes of the Ministry and will play a positive role in the rapid fulfillment of local losses.

CONCLUSION



As predicted by the authorities such as WTTC and UNW-TO, the potential revenue loss in global tourism industry would be between 34 to 80%. Considering the anticaped loss in Turkey occurs arround 50%, it will reflect a loss of 9.4 million foreign tourists in 2020 for Antalya-Muğla region that welcomed 18.8 million foreign visitors in 2019. The regional loss may be expected to be higher due to the absolute dependence on the operator and international air transport. Even if the COVID-19 vaccine started to be tested on humans in the 2021 tourism season, it should be expected that the spread of vaccines will reach 2022 in tourist sending countries. Accordingly, Turkey and Antalya-Muğla tourism movement, access to the figures of 2019, are included within the prolongation strong possibility the years of 2023.

Just like in many developing countries, the tourism sector in Turkey has dealt with the purpose of currency substitution as a public+private sector projects and has become one of the most important source of foreign currency in the country today. For this purpose, the rare coasts of the Antalya-Muğla region have been allocated to the sector. Despite some negativities, Turkey pursuing a solid place in the world tourism industry, it has gained serious experience. The low figures between 2019 visitors and income show that the tourism revenues in the Antalya-Muğla region have the potential to be significantly increased through well-designed, planned and central + local integrated studies. Efficiency will be ensured in investment capital with the "Tourism Management Model in Basin Scale". TGA (Tourism Development and Promotion Agency), which has just started working, reflected the good example of public + private cooperation in the top management with its COVID-19 certificate study. The effectiveness of the applications will increase the success of the study.

It is necessary to work on tourism centers that are suitable for new tourism themes, especially for Eco tourism, and new tourism themes in Antalya-Muğla geography until 2023-2024. The international tourist transportation system of the region is reconsidered, with the integration of Isparta City

Hospital-Isparta airport in health tourism, from abroad. Facilitating transportation should be considered by opening the lines that will carry individual visitors to our tourism points.

Taking into account the negative effects of bankruptcies of tour operators and the strategic importance of tour operators for this region, measures should be taken to support domestic tour operators with financial management contribution by following the advances in non-sectoral investments with reservation advances when necessary. Studies showing that the financial statements of multinational tour operators are monitored by the country of origin should be carried out, and a case of responsibility at the addressee country level should be considered in bankruptcies of foreign operators that damage local agencies and accommodation businesses.

COVID-19 process trainings at all levels from management to personnel should be maintained in accommodation, agency and supply businesses. By developing the concept of "Watershed Management in Tourism", a public + private local coordination organization should be created in regional tourism operations. Qualified staff of development agencies will contribute to the development of tourism. Applications, if it is successful in Antalya and Muğla, tourism operations management, coordination of local institutions (destination management) may be considered to be extended to other tourism regions of Turkey.

In order for local operations to be successful, detailed statistical data acquisition and processing mechanisms are needed on a regional basis. The R&D and "crisis negotiation management counter" in Tourism, which will work voluntarily by experienced managers in tourism regions, will increase their efficiency by relieving the burden of the responsible authorities in making the right decisions.

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