



## Destination Life Cycle: A Conceptual Approach Based on the Turkish Experience

\* Kurtuluş KARAMUSTAFA <sup>a</sup> , Mustafa YILMAZ <sup>b</sup> 

<sup>a</sup> Erciyes University, Faculty of Tourism, Department of Tourism Management, Kayseri University, Rector's Office, Kayseri/Turkey

<sup>b</sup> Erciyes University, Faculty of Tourism, Department of Tourism Management, Kayseri/Turkey

### Article History

Received: 25.02.2020

Accepted: 19.10.2020

### Keywords

Destination Life Cycle,  
Tourist Area Life  
Cycle,

Destination  
Development,  
Multinational Hotel  
Chains

### Abstract

The aim of this study is to produce a conceptual understanding to the issue of destination life cycle within the context of Turkey's experiences as a mature mass tourist destination and to determine the impact of multinational hotel chains on the destination life cycle processes of Turkey. By this way, it is hoped that this study will make a contribution to the related body of knowledge. For this purpose, an in-depth review of the literature is carried out, and the ways of sustainable destination life cycle is elaborated in the context of Turkish tourism development. On the framework of updated objectives of Turkey Tourism Strategy 2023 Action Plan, it is concluded that Turkey has the potential to receive a greater share from the world's tourism pie through product and market diversifications, and auditing the market needs which are expected to make greater contribution to the consolidation stage of destination life cycle of Turkey. This study emphasizes that multinational hotels have significant impacts on each stage of destination life cycle of Turkey.

### Article Type

Conceptual Article

\* Corresponding Author

E-mail: [karamustafa@erciyes.edu.tr](mailto:karamustafa@erciyes.edu.tr), [karamustafa@kayseri.edu.tr](mailto:karamustafa@kayseri.edu.tr) (K. Karamustafa)

DOI: 10.21325/jotags.2020.696

## INTRODUCTION

Destinations have a life cycle like any other products be they either physical or service based and reach a certain level of saturation over the years after being discovered for the first time and later on. Once having reached to a certain level of saturation, destinations either lose their popularity by proceeding to decline stage or continue their life cycle by re-structuring.

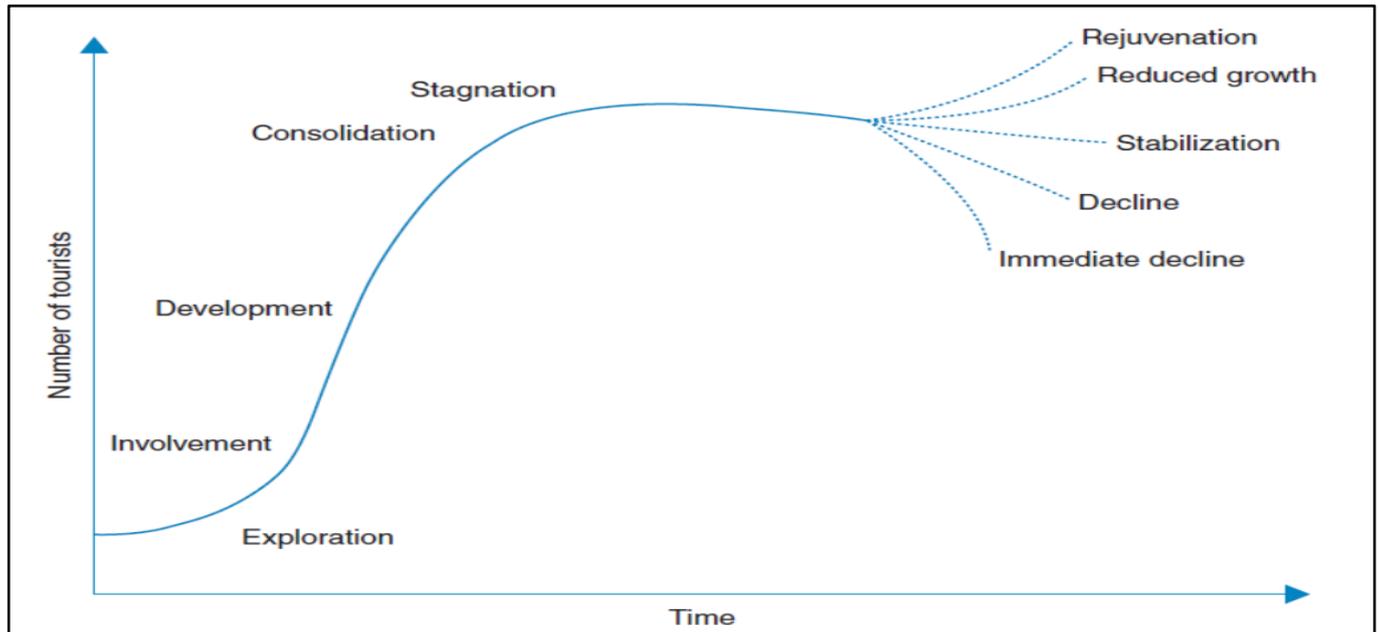
After the World War II, the demand for travelling increased rapidly; especially sunlust tourists have rushed to the Mediterranean coastlines for their holidays and created demand for 3S (sun-sea-sand) type of tourism. This has led to the rapid development of multinational large hotel chains as well as local chains and independent hotel properties of course not without the willingness of tour operators and air transportation services to the Mediterranean basin from the tourist generating countries for Turkey. To satisfy the rapidly increased demand for tourism, large tour operators integrated with travel agencies, airlines and hotels vertically and even with other businesses which have been interested in tourist markets in different sectors other than tourism diagonally, hence mass tourism developed worldwide, and new destinations have been created for tourists to spend their holidays such as Turkey.

Turkey has spacious attractions among Mediterranean countries mainly with its favourable climate, nature and cultural values. The number of large scale accommodation businesses has increased in Turkey since 1982 with the issue of Tourism Encouragement Law no. 2634. In 1990, there were 3,181 accommodation businesses which obtained either a tourism operation or an investment license from the Ministry of Culture and Tourism with the capacity of 498,742 beds (Ministry of Culture and Tourism, 2020a). In February 2020, the number of accommodation businesses and the bed capacity reached to 4,780 and 1,176,536 respectively (Ministry of Culture and Tourism, 2020b). The rapid development of large-scale hotels on the Mediterranean and Aegean coastlines plays a major role in this increase. Moreover, the number of travel agencies increased from 4,077 in 2000 to 11,410 in 2019 (Ministry of Culture and Tourism, 2020c). Both developments indicate that tourism industry in Turkey has been developing rapidly since the beginning of 1980.

When relevant literature is reviewed, it is seen that there are some studies evaluating the destination life cycle of regions such as The Isle of Man (Cooper & Jackson, 1989), Niagara Falls (Getz, 1992), Peru (O'Hare & Barrett, 1997), and Alpine destinations (Schuckert, Möller, & Weiermair, 2007). To the best of authors' knowledge based on the intensive literature review, the impact of multinational hotel chains on the destination life cycle has not been studied with a specific focus. This shows that this study is thought to be one of the pioneer studies and is expected to make contribution to the relevant knowledge. In this context, this study aims to produce a conceptual understanding perspective to the destination life cycle literature based on Turkish experience considering the impact of multinational hotel chains on this process.

### Destination Life Cycle

The life cycle approach was developed by Rink & Swan (1979) and Day (1981) in marketing. Butler (1980) adapted this life cycle as a tourist area life cycle (in this study it is called destination life cycle) and this concept is common in tourism literature (Figure 1). According to this life cycling process, there are five stages of a destination development process: (1) exploration, (2) involvement, (3) development, (4) consolidation, and (5) stagnation. After the stagnation stage, the destination either proceeds to decline stage or continues its life cycle through rejuvenation.



Source: Butler (1980).

**Figure 1:** The Destination Life Cycle

*Exploration:* Destinations are visited for the first time by tourists in this stage (Butler, 1980). During this period, the destination is discovered by them and irregular visits are made. In terms of tourist typology, Plog (1974) calls these tourists as “*allocentrics*” and Cohen (1972) calls them as “*the explorers*”. At this stage; natural and cultural attractions in the relevant destination attract foreign tourists to the relevant destination. There is no accommodation facility in the destination and its nature has not been destroyed yet. During this period, tourists visiting the destination have high communication with the local inhabitants (Butler, 1980, p.7). Exploration stage, in fact, refers to the discovery of the places with their forefront attractions matching the travel motivations of the people ready (in terms of money, time and travel willingness) to leave their normal place of residence.

*Involvement:* At this stage; local inhabitants provide some facilities such as catering and accommodation. The contact between foreign tourists visiting the destination and local inhabitants are high. Local inhabitants or local government can give more importance to each tool of promotional mix to attract more foreign visitors. At this stage, the target market is defined for the first time with the arrival of visitors. Transport and all other facilities are carried out with the support of local government for the development of tourism activities in the relevant destination (Butler, 1980, s. 7). This stage indicates that the local authorities have interest in the development of tourism as a sector of the economy. Therefore, the support and the involvement of government occur at this stage of tourism development.

*Development:* At this stage, the place whether it is a town, a city or a country is defined as a tourist destination for tourist generating countries as a result of intense marketing activities aiming to promote related to the attractions of the relevant geographic place. Local inhabitants’ control over the destination and participation to tourism activities are reduced. In addition to natural and cultural attractions, man-made facilities are supportive attractions for the destination. It is an expected result that the natural environment changes with the human intervention. Change in the natural environment is a situation that is not widely accepted by local inhabitants. In addition to this, the number of tourists can exceed the number of local inhabitants in the high season of the destination. During this stage, according to Plog (1974) the tourists that visit the destination are “*mid-centrics*” and according to Cohen (1972) they are “*institutionalized tourists*” (Butler, 1980, s. 8). Development stage indicates that the destination is now a commercial

product with its attractions, accessibility, amenities, activities, availability of tour packages and ancillary services as they are called 6A's of tourism development by Buhalis (2000) plus image which should be taken care of as a living and unnegligible element of tourist development .

*Consolidation:* At this stage, companies operating in the destination maintain the competitiveness of the area with other tourism destinations and dominate the tourism industry at the related destination (Bittar Rodrigues, 2017, s. 217). Although the rate of increase in the number of tourists visiting the destination has decreased, the number of tourists visiting the destination continues to increase during this stage. The economy of the destination has become largely dependent on tourism based on the general structure of the economy. Advertising and other promotional tools are carried out worldwide. Large-scale chain hotels start to operate in the destination whether multinational or national/local. The life of local inhabitants who do not work in tourism-related job is greatly affected at the destination (Butler, 1980, s. 8). Large-scale accommodation businesses lead to and guide the touristic activities in the destination during this stage.

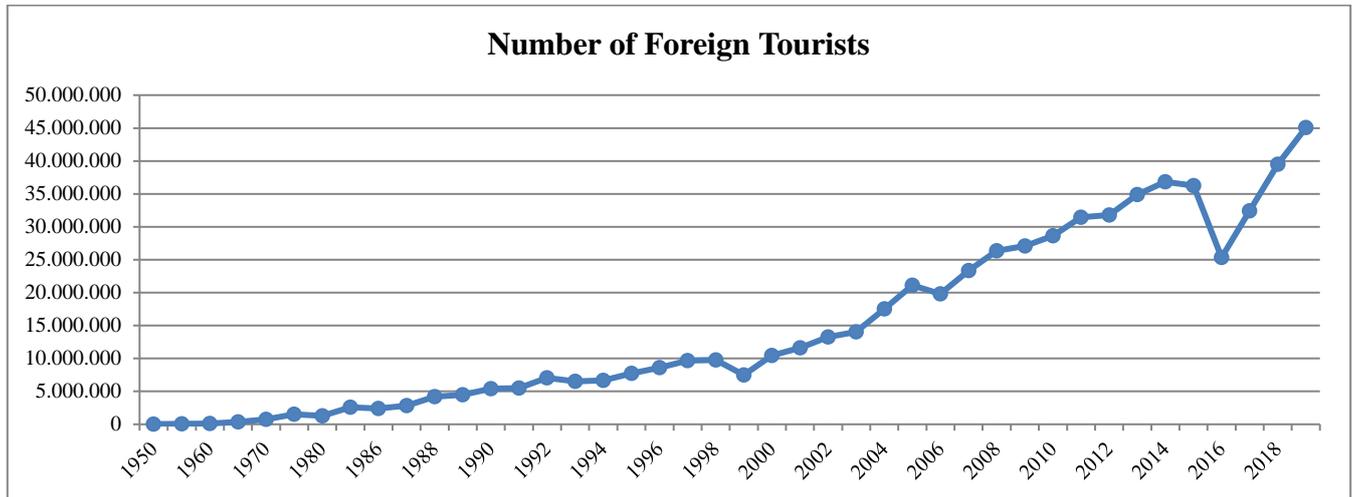
*Stagnation:* At this stage, number of tourists visiting the destination reaches to peak and the destination loses its popularity among tourists (Cooper & Jackson, 1989, s. 378). Since the peak numbers have been reached, the destination may start to encounter environmental, social and economic problems. As a result of losing its popularity, surplus bed capacity occurs in the destination because of the decrease in tourist numbers. At this stage, the type of tourist that visits the destination changes at the same time. According to Plog (1974), they are “*psychocentrics*” and according to Cohen (1972), they are “*organized mass tourists*” (Butler, 1980, p.8-9). For a destination which is at the end of stagnation stage, there are five different alternatives to follow. These are (a) rejuvenation, (b) reduced growth, (c) stabilization, (d) decline and (e) immediate decline. The destination can go to restructuring by choosing one of them, or it loses its attraction in the tourism sector and declines immediately.

### **Tourism Development in Turkey**

Number of tourist arrivals is one of the major determinants of a destination's life cycle stage. As it shows that whether the destination is on the rise or decline. In this context, the number of foreign tourists visiting Turkey is an important performance indicator for the life cycle of Turkey. Number of tourists visiting Turkey by year is shown at Figure 2. According to this figure, Turkey welcomed only 28 thousand tourists in 1950, 1.3 million tourists in 1980 and 10.4 million tourists in 2000, while it welcomed 28.5 million in 2010. It has reached to 45 million<sup>1</sup> in 2019 (Ministry of Culture and Tourism, 2020d). There are only two dramatic decreases from 1950 to 2019, which are the years of 1999 and 2016. As a result of crises such as global economic crisis of 1999, a coup attempt in 15<sup>th</sup> July 2016 and other terrorist attacks which occurred both inside and on the southeast borders of Turkey. As a result, the tourism industry in Turkey has been affected negatively, though recovered quickly.

---

<sup>1</sup> Temporary data



Source: Kuşluvan, (2016, p.181); Ministry of Culture and Tourism (2020e).

**Figure 2:** Number of Foreign Tourists Visiting Turkey by Year

It is supposed that there was little tourism awareness of local habitants in Turkey from the year 1950 to the early 1980s. Beginning from the early 1980s to the early 1990s, it can be stated that local inhabitants began to be aware of the favours that can be gained through the tourism sector and many of them involved in tourism directly by operating any tourism related businesses such as accommodation and catering facilities or indirectly by involving in activities induced by tourism services. After the early 1990s, tourism industry in Turkey was on the rise. Many new accommodation businesses were opened and number of travel agencies operating in Turkey began to increase. As a result of this development, it is seen that both number of tourists visiting Turkey and the rate of increase in the number of tourists are rising continuously. Since the early 2000s, tourism was the leading sector amongst the service related businesses and the importance of tourism in the Turkish economy has increased. Many large scale hotel chains began to operate in Turkey and promotion and other marketing activities related to Turkey as a destination started to be carried out worldwide. As a result of these activities, foreign tourists from all over the world started to visit Turkey. Beginning from the early 2000s, there is a rapid increase in the number of foreign tourists visiting Turkey. The number of tourists arriving in 2019 increased four times compared to one in 2000.

Comparing to other European countries, which accommodate the large proportions of the international tourist arrivals with large amount of tourism receipts, the number of foreign tourists visiting Turkey seems to be satisfactory though the receipts could be increased with the increase of per capita tourist spending either by increasing average night spent or by attracting high income tourist segments. Of course government and private professional organizations have plans and activities to increase the foreign tourist arrivals and receipts. For this purpose, it is stated on the 11<sup>th</sup> Development Plan of Turkey that the target for the year 2023 is 75 million tourists visiting Turkey creating approximately US\$65 billion to the Turkish economy (Strategy and Budget Department of the Presidency of the Republic of Turkey, 2019).

From the Turkish tourism development experiences, there are some trends to be learned to extend the destination life cycle in many tourist areas in the world, particularly those similar to Turkey. Many tourist destinations those apply these trends may gain competitive advantage without wasting time and resources.

### ***From Mass Tourism to Alternative Tourism***

Mass tourism and alternative tourism concepts have been widely discussed by researchers for decades. However, there are no consensus on the conceptualizations of these two terms (Nunkoo & Gursoy, 2016, p. 321). In addition, the precise definition of the term “mass tourism” is problematic (Robinson & Novelli, 2005, p. 2). Mass tourism is simply defined as “the production of industrially organized tourism that supports the movement of large number of people” (Cooper & Hall, 2008, p. 62). Broadly speaking, mass tourism has two main characteristics (Vanhove, 1997, s. 51): (a) the participation of a large number of people in tourism; and (b) the holiday is standardised, rigidly packaged and inflexible. In this respect, for a host country, mass tourism means large scale tourism development and requires international travel intermediaries which put individual components into one standardised package. Mass tourism is controlled by large tour operators which bundles together transportation, accommodation, catering, and entertainment services etc. under the name of package tour (Egresi, 2016a, s. 5) and sells them at a fixed price to large number of people. Large scale mass tourism development means increased dependence on international travel intermediaries and market conditions in the tourist generating countries. On the other hand, alternative tourism is described as small-scale tourism with low impact on local culture and natural environment and is tied with the local economy, is based upon the genuine experience of local lifestyle with some product labels such as “*ecotourism*”, “*soft tourism*” and “*responsible tourism*” being identified as some of these forms of alternative tourism (Hunter, 2002, s. 14). While mass tourism offers standardized and homogenous products to a large number of people, alternative tourism offers more heterogeneous products to a lesser number of people (Marson, 2011, s. 9).

In strictly economic terms, large scale tourism may provide some economic advantages to a host economy, such as providing foreign exchange earnings and employment opportunities. However, since it involves participation of a large number of people and large scale tourism development, its sociocultural and environmental effects can be a burden to a host community. Therefore, it is argued that tourism development should be sustainable (Croall, 1995; Middleton & Hawkins, 1998; Mowforth & Munt, 1998; Pigram & Wahab, 1997).

There is a comparison of perceived attributes of mass tourism and alternative tourism in Table 1. Perceived attributes of mass tourism are high number of tourists, high number of package tours, high level of dependency on external financing and investment because of large scale tourism establishments, high seasonality, low differentiation of products, low level of authenticity, high pressure on physical and socio-cultural environment, low-middle income levels of market, low interest in special interest tourism, high market power of international tour operators and tourists focus on prices in mass tourism. On the other hand, the perceived attributes of alternative tourism are low number of people, low dependency to package tours, low level of dependency on external financing and investment, high return on economy of destination community, low pressure on physical and socio-cultural environment, high level of authenticity, low dependency to season, high differentiated products, low market power of international tourism operators, middle-high education level of people, middle-high income level of market, high interest in special interest tourism and people focus on quality in alternative tourism.

**Table 1.** Continuum of idealized attributes of mass and alternative tourism

Perceived attributes of mass tourism	Dimension	Perceived attributes of alternative tourism
High numbers	Tourist numbers	Low numbers
High numbers	Number of package tourists	Low numbers
High concentration	Spatial distribution of tourists and infrastructure	Dispersed
Focus on price	Price/quality trade offs	Focus on quality
High levels	Level of dependency on external financing and investment	Low levels
Low	Economic return to destination community	High
High pressure	Pressures on physical and socio-cultural environment	Low pressure
Low	Levels of authenticity	High
High	Seasonality	Low
Low	Differentiation of product	High
High	Reliance on developed or mature generating markets	Low
High	Market power of international tourism operators	Low
Low	Degree of destination control of supply chain and distribution channels	High
Low-middle	Income levels of market (at generating area)	Middle-high
Low-middle	Education levels of market	Middle-high
Low	Interest in SIT	High

**Source:** Cooper & Hall (2008, p.65).

Mass tourism has negative impacts on the destination's life style and natural environment compared to alternative tourism. Mass tourism is no longer considered best practice for tourism industry (Benson, 2005, s. 133). Therefore, there is a movement from mass tourism to alternative tourism, in other words special interest tourism or niche tourism (Cooper & Hall, 2008, s. 63) which is supported by the sustainable tourism.

Sustainable tourism is advocated as a concept which claims to make a low impact on the environment and local culture while helping to generate money, jobs, and the conservation of wildlife and vegetation (Frommer, 1994; Lumsdon & Swift, 1998). In other words, sustainable tourism is seen as a form of tourism development which uses resources sustainably, supports the local economy, respects and cares for the community life, enables communities to care for their own environments and integrates development and conservation. For any tourism activity to be sustainable, it should take place on a smaller scale and located within the community, with low import leakage and a higher proportion of profits remaining in the country. In this regard, sustainable tourism is considered to yield more benefit to destinations to some aspects.

Ministry of Culture and Tourism wants to develop the tourism industry in Turkey. However, tourism in Turkey is concentrated on the Aegean and Mediterranean coastlines. Mass tourism is also associated with 3S tourism (sun, sea, sand) which is the core tourist product of Turkey. Mass tourism in Turkey dates back to 1980s (Egresi, 2016b, s. 35). To move from mass tourism to alternative tourism, Ministry of Culture and Tourism should concentrate on each province's local attractions and market and promote them. Nature-based tourism (the highland tourism), geotourism, thermal tourism, cultural tourism (heritage tourism), festivals, religious tourism, health tourism, shopping tourism, gastronomy tourism, halal tourism (Egresi, 2016c), congress and conference tourism, sport tourism (golf, rafting, mountain tourism, ski tourism) are examples of alternative tourism types. It is important to create a synergy between mass tourism and alternative tourism, because they support and complement each other (Okumus, Avci, Kilic, & Walls, 2012, s. 653).

Turkish government developed the Tourism Strategy 2023 Action Plan in 2007 (Ministry of Culture and Tourism, 2007). According to this plan, tourism development regions (Phrygia, Troy, Aphrodisia, Söğüt, Cappadocia, Lakes

Region, Hittite, Urartu and Southeastern Anatolia Project-GAP), tourism development corridors (Olive, Winter, Faith Tourism, Silk Road Tourism, West Black Sea, the Highland and Thrace Cultural Corridors), new tourism cities as touristic attractions (İğneada, Kilyos, Saros, Kapıdağ Peninsula, Datça, Kaş-Finike, Anamur, Samandağ, Maçka, Kahta) and eco-tourism regions were created to diversify the tourism industry and the importance of the alternative tourism types such as health and thermal tourism, winter tourism, golf tourism, ecotourism, the highland tourism and congress and conference tourism etc. were emphasized. Within the scope of the objectives in the 11<sup>th</sup> Development Plan and based on the outputs of the 3<sup>rd</sup> Tourism Council, Turkey targeted market-oriented growth and promotion model in tourism strategy by updating the plan (Ministry of Culture and Tourism, 2020f). With this update, Turkey focused on alternative tourism types as well as mass tourism and targets to increase its foreign visitors' arrivals and to spread tourism to the whole country.

### ***From Large to Small Scale Hotel Business***

After the World War II, the demand for tourist movements increased rapidly; especially sunlust tourists have rushed to the Mediterranean coastlines for their holidays and created demand for 3S (sun-sea-sand) type of tourism. This rapid development has created mass tourism which developed worldwide based on the development of air transport services, large tour operators and large-scale accommodation businesses. As a result of mass tourism movements, many new tourism destinations are created. With the development of mass tourism, many multinational hotel chains built large-scale hotels in these new tourism destinations.

In Turkey, there were also rapid increases in the number of large-scale hotel businesses and bed capacity with the development of mass tourism. Tourism Encouragement Law No. 2634 was put into effect in 1982. Numerous incentives were given to the investors and with these incentives, investors invested in large-scale hotels in the south and southwest of Turkey and the bed capacity increased as a result of these large-scale hotels over the years (Tosun, Okumus, & Fyall, 2008, s. 132). In 1990, there were 3,181 accommodation businesses which obtained either a tourism operation or an investment license from the Ministry of Culture and Tourism with 498,742 bed capacity (Ministry of Culture and Tourism, 2020a). In February 2020, the number of accommodation businesses and the bed capacity reached to 4,780 and 1,176,536 respectively (Ministry of Culture and Tourism, 2020b). This situation is a clear evidence of the incentives.

Mass tourism is not best practice in tourism sector since 2000s (Benson, 2005, s. 133). Many alternative tourism types emerged after 2000s as a complementary product to the mass tourism. As a result of the increase on these alternative tourism types, tourists visiting the destinations began to require more individualized product that meets their special interest. Therefore, small scale hotels built in line with the alternative tourism requirements. To build small scale hotels at destinations is very easy because small scale hotels do not require large investments. In addition, the services offered to tourists are individualized in these hotels and the satisfaction of tourists becomes high. Moreover, small-scale hotels do not require large number of employees and three meals a day within the concepts of all-inclusive services. Thus, the cost of hotel decreases compared to large scale hotels. In addition to these, the profitability of these hotels is high because alternative tourists or special interest tourists spend more money compared to mass tourists. Small-scale hotel businesses are very important for the local people because they buy almost all of their food locally (Telfer & Wall, 2000, s. 441). In addition, small-scale hotels employ the local people. Therefore,

they contribute to the economy of the destination by reducing the leakages particularly for those dependent more imports in the context of large scale mass tourism development.

Multinational hotel chains are thought to be aware of these changes since they began to involve in small-scale hotel properties with unique architectures once they used to involve in large scale hotel properties before the mid-1990s. For example, Hilton opened its brands of DoubleTree by Hilton, Hampton by Hilton and Hilton Garden Inn in Turkey to serve tourists in a small scale. Accor Hotels Chain introduced its economy and midscale brands of Ibis Hotels, Ibis Styles, Mercure Hotels and Novotel in Turkey. As of February 2020, there are 27 economy and midscale Accor Hotels operating in Turkey: two Ibis Styles, twelve Ibis Hotels, six Mercure and seven Novotel (Accor Hotels, 2020). Starwood Hotels opened four small-scale hotels in Turkey: one Aloft Hotels, one AC Hotel, one Four Points by Sheraton and one Courtyard by Marriott (Marriott International, 2020). In addition, Dedeman Hotels has a project under the brand name of Smart by Dedeman with customized food and beverage services (Dedeman Hotels, 2020). From these examples, it is clear to notice that multinational hotel chains shift from large scale to small scale in Turkey to serve their guests.

### **The Estimated Destination Life Cycle of Turkish Tourism**

It is estimated that tourism in Turkey was on the exploration stage before the 1980s, particularly during the 1960s and the 1970s; because there was no regular involvement in tourism both from the public and private bodies, irregular independent traveler, particularly the backpackers were the explorers the cultural and natural attractions as visitors and transit travelers to the east and/or the middle east. It can be expressed that the tourism industry was at the involvement stage in the 1980s as the regular involvement of the government emerged by issuing laws to support or encourage the tourism industry. The 1990s and also the starting of the millennium have witnessed the development stage since both the number of supply capacity in terms of air transport and accommodation facilities, and the demand related indicators such as arrivals and earnings have increased continuously. Furthermore, continuous increase in the number of foreign tourists visiting Turkey, from the early 2000s, has resulted with the construction of large-scale accommodation businesses and rapid increase in the number of travel agencies; this indicates that Turkey as a tourist destination has started to shift to the consolidation stage of the Butler's (1980) Destination Life Cycle Model in the context of mass tourism development. However, before the stagnation stage, Turkey developed the Tourism Strategy 2023 Action Plan in 2007 to receive a greater share from the world's tourism pie. For this purpose, in line with the objectives of the 11<sup>th</sup> Development Plan and the outputs of the 3<sup>rd</sup> Tourism Council, Turkey set goals such as product and market diversifications by focusing on new markets in the Far East, Central Europe and the Americas. On the other hand, consolidation of transport infrastructure and employment of qualified staff for high-income tourists were also amongst the measures taken to keep Turkey's tourism on the track. Turkey has also aimed to diversify the tourism product by focusing on small scale special interest tourists within the scope of gastronomy, health, culture, cycling, faith and congress tourism as well as mass tourism. Special interest tourism development tends to require small-scale tourism development.

The measures taken both by the public and private bodies have led Turkey, as a tourist destination, to extend its product life cycle with the increase of arrivals and earnings. During this process, the shift of multinational hotels' involvements in Turkey from large scale to small scale made significant contribution to this life cycle process.

## **The Impact of Multinational Hotel Chains to the Destination Life Cycle in Turkey**

Large scale 3S mass tourism is still the core tourist product of Turkey. However, Turkey should differentiate current and potential tourism products by spreading tourism related activities throughout the country. To do this, Turkey has to concentrate on alternative tourism types. Correspondingly, multinational hotel chains noticed the importance of small-scale hotels in the tourism sector and started to operate small scale properties throughout the country since the year of 2000. As discussed above, Turkey is on the gates of consolidation stage of destination life cycle. At this stage, the tourism industry is vital for the Turkish economy because of its saturated economic benefits. In addition, many multinational tourism establishments operate in many destinations of Turkey dominate the market not only in tourist generating regions but also in many tourist destinations of Turkey be they either holiday resorts or business oriented cities. Turkey competes with other tourism destinations by developing new marketing and advertising activities and keeps these activities updated, multinational companies make significant contribution to the competitiveness of Turkey as a tourist destination.

Martin & Uysal (1990) pointed out that there is a negative relationship between the destination life cycle and local inhabitants' responses. At the early stages of life cycle, local inhabitants play active role in tourism development at the region. After the tourism industry developed over the years at the destinations of Turkey, much international tourism related companies started to operate with great interest. However, large scale tourism companies dominated the tourism industry by ignoring the local inhabitants resulting with the conflict. Small scale multinational tourism establishments by employing the residents, and purchasing and consuming local items like food created more integrated economic benefits to local economy. In other words, most of the multinational hotel chains, as a growing trend among them, have started to involve small-scale properties in Turkey; this makes contribution to the local economy and is extending the destination life cycle process.

### **Conclusion**

In this study, the concept of destination life cycle was evaluated based on the Turkey's experience and the impact of multinational hotel chains on the destination life cycle was examined. It was aimed to contribute to the relevant knowledge through these evaluations. Destination life cycle was examined widely in the context of the development of Turkey's tourism industry based on the development of number of tourists, accommodation businesses and travel agencies over the years.

Number of tourists' arrivals is an important indicator for the destination life cycle. According to this, Turkey's tourism industry is on the consolidation stage. There is a continuous increase in the tourism sector in Turkey. However, the rate of increase in the number of tourists is decreasing. Before the stagnation stage, Turkey should take some precautions. Within the scope of the objectives in the 11<sup>th</sup> Development Plan and based on the outputs of the 3<sup>rd</sup> Tourism Council, Turkey set goals such as product and market diversifications, the creation of new focus markets in the Far East, Central Europe and the Americas, consolidation of transport infrastructure and employment of qualified staff for high-income tourists. In addition to this, Turkey should focus on alternative tourism types as well as mass tourism. Small-scale hotel businesses are very important on alternative tourism because the tourist type of alternative tourism spends more money and wants to get an individualized service. To develop the alternative tourism in Turkey and to extend the destination life cycle, more small-scale hotel establishments should be opened by multinational hotel chains because their service quality are very high and their service is standardized in all

establishments. Moreover, they employ the local inhabitants and buy some foods for their operation from residents. Therefore, Turkish government should support these establishments.

Based on the authors' knowledge, this study is one of the few ones that examines the impact of multinational hotel chains on the destination life cycle. As an exploratory research, however, it has some limitations. In this study, a conceptual perspective to the destination life cycle was drawn based on the Turkish experience. In future studies, a questionnaire can be applied to tourism authorities, to foreign visitors or tourism professionals to evaluate the state of the art of Turkey's tourism and to decide the stage of the destination life cycle. Second, future researchers can add some other tourism statistics to evaluate the tourism industry. Third, empirical data can be obtained from international tourists to investigate their travel preferences such as health, conference, congress, sport etc. Finally, future studies can examine other solutions to extend the destination life cycle.

## REFERENCES

- Accor Hotels. (2020). Map of All Regions. Retrieved February 12, 2020, from <https://group.accor.com/en/hotel-development/regions/all/map-all-regions>
- Benson, A. (2005). Research Tourism - Professional Travel for Useful Discoveries. In *Niche Tourism: Contemporary Issues, Trends and Cases*, ed. M. Novelli, Oxford: Elsevier Butterworth-Heinemann, 133-142.
- Bittar Rodrigues, C. (2017). Butler's Model (Tourism Destination Life Cycle). In *Tourism Theory Concepts, Models and Systems*, eds. G. Lohmann & A. P. Netto, Croydon / United Kingdom: CABI Publishing, 217-219.
- Buhalis, D. (2000). Marketing the competitive destination of the future. *Tourism Management*, 21(1), 97–116.
- Butler, R. W. (1980). The Concept of a Tourist Area Cycle of Evolution: Implications for Management of Resources. *Canadian Geographer*, 24, 5–12.
- Cohen, E. (1972). Toward a Sociology of International Tourism. *Social Research*, 39(1), 164–182.
- Cooper, C., & Jackson, S. (1989). Destination life cycle: The Isle of Man case study. *Annals of Tourism Research*, 16, 377–398.
- Croall, J. (1995). *Preserve or destroy: Tourism and the environment*. London: Calouste Gulbenkian Foundation.
- Day, G. S. (1981). The product life cycle: Analysis and applications issues. *Journal of Marketing*, 45, 60–67.
- Dedeman Hotels. (2020). Smart by Dedeman. Retrieved February 12, 2020, from <https://www.dedeman.com/EN/3131-Is-Gelistirme/3184-Smart-By-Dedeman/>
- Egresi, I. (2016a). Globalization, mass tourism, and sustainable development. In *Alternative Tourism in Turkey: Role, Potential Development and Sustainability* ed. I. Egresi, Cham, Switzerland: Springer International Publishing AG, 3-22.
- Egresi, I. (2016b). Tourism and Sustainability in Turkey: Negative Impact of Mass Tourism Development. In *Alternative Tourism in Turkey: Role, Potential Development and Sustainability* ed. I. Egresi, Cham, Switzerland: Springer International Publishing AG, 35-53.

- Egresi, I. (2016c). *Alternative Tourism in Turkey: Role, Potential Development and Sustainability*. Cham, Switzerland: Springer International Publishing AG.
- Frommer, A. (1994). Writing Reasonable Rules for Real Ecotourism, *Travel Holiday*, 25.
- Getz, D. (1992). Tourism planning and destination life cycle. *Annals of Tourism Research*, 19, 752–770.
- Hunter, C. (2002). Sustainable Tourism and the Touristic Ecological Footprint. *Environment, Development and Sustainability*, 4(1), 7–20.
- Kuşlivan, S. (2016). Genel Turizm Bilgisi. O. Emir (ed.), In Türkiye’de Turizm Eskişehir, Türkiye: Anadolu Üniversitesi Açıköğretim Fakültesi, 178-213.
- Lumsdon, L. M. & Swift, J. S. (1998). Ecotourism at a Crossroads: The Case of Costa Rica, *Journal of Sustainable Tourism*, 6(2), 155-172.
- Marriott International. (2020). Explore Our Brands. Retrieved February 12, 2020, from <https://www.marriott.com/marriott-brands.mi>
- Marson, D. (2011). From mass tourism to niche tourism. P. Robinson, S. Heitmann, & P. Dieke (eds.), *In Research Themes for Tourism*. Oxfordshire: CAB International, 1–15.
- Martin, B. S., & Uysal, M. (1990). An examination of the relationship between carrying capacity and the tourism lifecycle: Management and policy implications. *Journal of Environmental Management*, 31(4), 327–333.
- Middleton, V. T. C. & Hawkins, R. (1998). *Sustainable Tourism: A Marketing Perspective*. Oxford, United Kingdom: Butterworth-Heinemann.
- Ministry of Culture and Tourism. (2007). Türkiye Turizm Stratejisi 2023 Eylem Planı 2007-2013. Retrieved February 11, 2020, from <https://www.ktb.gov.tr/Eklenti/906,ttstratejisi2023pdf.pdf?0>
- Ministry of Culture and Tourism. (2020a). Turizm Belgeli Tesisler. Retrieved February 10, 2020, from <https://yigm.ktb.gov.tr/TR-9860/turizm-belgeli-tesisler.html>
- Ministry of Culture and Tourism. (2020b). Turizm Yatırım ve İşletme (Bakanlık) Belgeli Tesis İstatistikleri. Retrieved February 10, 2020, from <https://yigm.ktb.gov.tr/TR-201136/turizm-yatirim-ve-isletme-bakanlik-belgeli-tesis-istati-.html>
- Ministry of Culture and Tourism. (2020c). Yıllara Göre Seyahat Acentası Sayıları. Retrieved February 10, 2020, from <https://yigm.ktb.gov.tr/TR-243988/yillara-gore-seyahat-acentasi-sayilari.html>
- Ministry of Culture and Tourism. (2020d). Turizm İstatistikleri. Retrieved February 10, 2020, from <https://yigm.ktb.gov.tr/TR-9851/turizm-istatistikleri.html>
- Ministry of Culture and Tourism. (2020e). Sınır İstatistikleri. Retrieved February 10, 2020, from <https://yigm.ktb.gov.tr/TR-249702/sinir-istatistikleri.html>
- Ministry of Culture and Tourism. (2020f). Bakan Ersoy Türkiye’nin 2023 Turizm Stratejisi’ni Açıkladı. Retrieved February 10, 2020, from <https://basin.ktb.gov.tr/TR-243786/bakan-ersoy--turkiyenin-2023-turizm-stratejisini-acikla-.html>

- Mowforth, M. & Munt, I. (1998). *Tourism and Sustainability: New Tourism in the Third World*. London, United Kingdom: Routledge.
- Nunkoo, R., & Gursoy, D. (2016). Political trust and residents' support for alternative and mass tourism: an improved structural model. *Tourism Geographies*, 19(3), 318–339.
- O'Hare, G., & Barrett, H. (1997). The destination life cycle: International tourism in peru. *Scottish Geographical Magazine*, 113(2), 66–73.
- Okumus, F., Avci, U., Kilic, I., & Walls, A. R. (2012). Cultural Tourism in Turkey: A Missed Opportunity. *Journal of Hospitality Marketing and Management*, 21(6), 638–658.
- Pigram, J. J. & Wahab, S. (1997). *The challenge of sustainable tourism growth, in tourism, development and growth: The challenge of sustainability*, eds. S. Wahab & J. J. Pigram, London, United Kingdom: Routledge, 1-11.
- Plog, S. C. (1974). Why Destination Areas Rise and Fall in Popularity. *Cornell Hotel and Restaurant Administration Quarterly*, 14(4), 55–58.
- Rink, D. R., & Swan, J. E. (1979). Product life cycle research: A literature review. *Journal of Business Research*, 78, 219–242.
- Robinson, M., & Novelli, M. (2005). Niche Tourism: An Introduction. M. Novelli (ed.), *In Niche Tourism: Contemporary Issues, Trends and Cases*, Oxford, United Kingdom: Elsevier Butterworth-Heinemann, 1–11.
- Schuckert, M., Möller, C., & Weiermair, K. (2007). Alpine destination life cycles: Challenges and implications. R. Conrady & M. Buck (eds.), *In Trends and Issues in Global Tourism 2007*. Leipzig, Germany: Springer-Verlag Berlin Heidelberg, 121–136
- Strategy and Budget Department of the Presidency of the Republic of Turkey. (2019). On Birinci Kalkınma Planı. Retrieved December 11, 2019, from <http://www.sbb.gov.tr/wp-content/uploads/2019/07/OnbirinciKalkinmaPlani.pdf>
- Telfer, D. J., & Wall, G. (2000). Strengthening backward economic linkages: Local food purchasing by three Indonesian hotels. *Tourism Geographies*, 2(4), 421–447.
- Tosun, C., Okumus, F., & Fyall, A. (2008). Marketing Philosophies. Evidence from Turkey. *Annals of Tourism Research*, 35(1), 127–147.
- Vanhove, N. (1997). Mass Tourism: Benefits and Costs. S. Wahab & J. J. Pigram (eds.), *In Tourism, Development and Growth: The Challenge of Sustainability*. London: Routledge, 44-69.