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Identification of Tourism Scenarios in Turkey Based on Futures Study Approach

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ABSTRACT

This study aims to identify the plausible scenarios of tourism in Antalya, Turkey. For this purpose, the drivers and key factors of the research were first identified by reviewing the literature and interviewing Turkish tourism experts. Then these factors were screened using binomial nonparametric test and eight factors were eliminated from the 19 key factors. Two key factors of government policy in the tourism field and value of country currency were selected using cross impact analysis technique in order to write plausible scenarios. Based on these two uncertainties, four scenarios of luxury tourism, cheap tourism, tourism deterioration and unplanned tourism were identified.

Keywords: Tourism; Plausible Future; Soft Systems Methodology; MICMAC

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Introduction

Tourism has a great influence on the economic, cultural, and political dimensions of a country. Tourism creates employment, inflows economic capitals, increases domestic security by increasing demand for domestic travel and leads to political legitimacy at international level. Security, economic, social and cultural infrastructure is required to enhance the attractiveness of the tourist destination. Governments are seeking to promote visitor attraction in terms of sustainability, sustainability and cultural accessibility. Moreover, the security of the closed space itself is a negative factor for the overall picture of the target country in the minds of visitors and governments seeking to turn the security space into a democratic one and thus improve the democratic credibility of the political system and governance of the country. In fact, tourism has turned into an important part of global economic growth and has contributed significantly to poverty reduction and improvement of quality of life and has had positive cultural and social relations.

The World Tourism Organization (UNWTO) report shows that the number of international tourists has grown by 5% in the year to 8.5 billion, reaching a record total of 1 billion and 5 million tourist trips in the year 2017 and that was a growth of 4 million trips a year earlier. At the same time, the number of international tourists in 2019 has grown by between 3 and 4 percent (UNWTO, 2018). Turkey's tourism revenue in the first quarter of 2019 increased by 6.4% to \$ 4 billion 629 million and 679 thousand dollars. According to the Turkish statistics agency, the country's tourism revenue in the first quarter of 2019 increased by 4.6 percent to \$ 4 billion 629 million and 679 thousand dollars. 8.3% of this income came from foreign tourists and 19.7% from Turkish citizens residing in foreign countries. According to the report, Turkey's \$ 4 billion 86 million and 903 thousand tourism revenue came from personal expenses and \$ 542 million and 776 thousand from tourism packages. Tourists spent an average of \$ 697 during this period. This averages \$ 678 for foreign tourists and \$ 765 for Turkish citizens residing in foreign countries (TURKSTAT, 2019).

In 2010, the number of tourists in the world totaled around 9.39 billion and revenue from the tourism industry was about 928 billion dollars at growth rate of 5 percent (Mao et al., 2014, p.369). The tourism sector plays a major role in Turkey's economy, insofar as direct spending of tourism sector of this country comprised about 5% of its GDP in 2015, taking into account the indirect contribution of travel and tourism to its economy, its contribution rate reached about 13% of its GDP in 2015. This industry has flourished in Turkey since 2004, and its sustained growth can be attributed to the incentive mechanisms and regulations that have been included for it in this country. In 2017, Turkey hosted more than 37.6 million foreign tourists, although it was less than last year, it has been one of the most visited countries in the world. Famous Turkish cities like Istanbul, Ankara, Antalya and İzmir attract millions of travelers from all over the world each year. The Turkish Ministry of Culture and Tourism reports, among two million tourists who selected Antalya in June 2018 as their tourist destination, a significant number of 1.94 million were foreign tourists and more than 68000 people were domestic tourists. In terms of nationality, the Russians, who comprised more than

826 thousand tourists (42.56% of the total number of tourists), were on the top of the list of foreign tourists visited Antalya, and this figure indicated 28.55% growth as compared to the figures of June 2017, and the next places are occupied by German (254000 tourists), Ukrainian (153000), British (91000), and Polish (66000) tourists, respectively. Antalya is a major tourist destination in Turkey with many natural, cultural, artistic, historical, and recreational attractions. Therefore, a coherent, strategic and forward looking planning will lead to the economic flourish and prosperity of this region.

The present study seeks to identify the drivers and key factors affecting Antalya tourism in Turkey. After identifying these drivers, plausible futures that await this area will be identified. Plausible futures are part of possible futures that are in line with current human knowledge. Writing tourism scenarios will help actors and stakeholders in this industry prepare themselves for the future and develop strategies in advanced to deal with different situations.

1. Literature Review

There are several definitions of tourism and the World Tourism Organization (WTO) also defined it in 1991. This organization has defined tourism as follows: "Tourism is all the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business or other purposes." Tourism has different kinds including vacation, business, Visiting Friends and Relatives (VFR), educational (scientific), sports, medical, wellness and religious tourisms (Lordkipanidze, M. and Brezet, 2005). In another definition tourism defined as follows: "tourism is a set of operations, services and enterprises comprising travel experience including transportation, accommodation, food and beverage shops, retail outlets, catering and banquet services prepared for a person or group traveling far from their place of residence" (UNWTO, 2010). Due to its unique features, tourism industry has been recognized as hidden export and smokeless industry by scientists and experts. In recent years, this industry has been ranked third in the significant economic fields of the world after oil and automotive industries and it is expected to become the world's largest industry and economic activity by 2020 (UNWTO,2000). Tourism can be categorized based on geography, nature of the activity, effects, motivations, tourist attractions, personal traits and characteristics, transportation, the duration of the stay in the destination. Categorizing tourists is an important step towards recognizing their interests, characteristics, and consumption behavior, and it helps the managers of destinations develop specific tourism and segment markets. WTO has categorized tourism activities into the following categories (WTO, 1995): cultural, nature, business, religious, and sports tourisms. This research seeks to investigate strategic foresight of tourism in Antalya using scenario planning as an instrument.

Ambiguity about the future of businesses, businesses and industries forces managers, on the one hand, to look for new methods and techniques to identify future situations and, on the other, to create future situations. One manager can choose one of these

three ways in understanding a changing and unpredictable environment: (1) Selection of a passive behavior-loss of market position, (2) using past practices, often incompatible with the current requirements, and (3) Systematically and structurally shaping the future, while taking advantage of future environmental opportunities. If the third route is selected, the use of futures study should be taken into consideration as a valuable tool for creating the future (Ejdys et al., 2015, p.377).

Today, the study of the future is defined as a systematic study of "possible, probable and preferred futures," as well as behind them "worldviews and myths". Futures studies have grown historically from the field of "astronomy, forecasting, and prediction" to the era of "structuring the future and understanding the historical patterns of change" and from there into the space of "study and creation of desirable images of the future" (Inayatollah, 2005, p.1). Table (1) shows the important features of a variety of futures study definitions.

Table 1: Futures study definitions

Futures study definitions			Emphasized key factors	Goals
Martin	1995	A systematic process	Scientific, technological, economic and social factors	Emergence of newfound technologies
Giorgio	1996	A systematic look to the future	Evaluation of economic and social factors in addition to scientific and technological factors	Emphasis on social impacts
Horton	1999	A systematic process	Expansion of possible ways for future development	Deciding to create the best possible tomorrow
Becker	2002	A systematic, contributive, and collecting process of future perceptions	Adoption of updated decisions and mobilization of joint actions	Collecting views of various stakeholders
Webster	2004	A systematic and purposeful process	Collecting the opinions and expectations of various actors about technology	Developing strategic perspectives about future
UNIDO	2005	Futures study activity, systematic effort	Long-term focus on economic/social needs as well as technology factors	Directing futures studies activities towards newfound technologies

		Emphasis on the contribution of stakeholders	Collecting different perspectives	Making balance between the pressure of science/technology and the tension of demand
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Source: personal data

In the following section, some investigations carried out in various fields of tourism and futures studies will be reviewed. Højlund and Rohrbeck (2018) conducted research on the role of organizational foresight in the discovery of new businesses (evidence from three studies on the markets under the pyramid (BOP)), and examined the impact of organizational foresight activities in discovering new markets.

This research aimed at classifying corporate development operations using organizational foresight in unclear environments. This research has examined patterns of identifying new markets by identifying the aforementioned items in the field of business development in BOP markets. In an article titled "organizational foresight and integrated road mapping as an innovation management tool: investigating Russian companies," Vishnevskiy et al. (2015) examined the foresight status of Russian companies that were active in the fields of oil and gas and transportation through more than 40 projects and interviews within five years. This study aimed to create an understanding of recent approaches of foresight (futures study) and the importance of recognizing the relationship between foresight and road mapping in building corporate strategy and managing innovation. Tripl et al. (2015) investigated the function of future universities in regional development and established theoretical models and strategy institutes in three countries: England, Sweden and Austria. These researchers stated that they wrote this article to provide a framework for analyzing universities and their role in regional economy and social development.

The research models were: University model of entrepreneurship, university model of regional innovation, university model of mode 2 and interactive model of university. In a study, Bhuniyan et al. considered 47 indicators from different environmental, economic and social aspects and examined the sustainability extent of tourism based on the effects and reciprocal relationships of resources, society and tourism on each other in Lake Kenyir in Malaysia. The results of the research showed that there is a close relationship between the conditions of society and tourism in the study area (Bhuniyan et al., 2016, p. 1029). In an investigation entitled "strategic planning of tourism industry using SWOT and QSPM, Abya et al (2015) explored the tourism industry in Galugah (a city in the north of Iran). The results showed that the strategy of the region is toward SO strategies.

The results of prioritization section indicated that SO3, ST3, and WO1 strategies have the highest priorities respectively, and contribute to flourish the jobs related to protecting natural and cultural attractions, natural attractions and ecotourism and the development of communication networks, respectively. Țîtu et al (2016) studied the quality of tourism services and concluded that service quality is the first factor that tourists consider when they want to choose a hotel, and hotel managers can obtain tourist satisfaction and make profit through enhancing the quality of products and services (Țîtu et al, 2016).

In 2016, Muriuki et al conducted a study titled "Determinants of Kenya's branding of religious tourism: a cross-sectional study". This paper demonstrates potential market attractiveness contribution and credibility in the tourism industry in Kenya's western and eastern parts. A multi-stage random sample of 700 samples was used. The questionnaires were conducted using a structured interview from February 2012 to April 2013.

The questionnaires considered the type of temples, the rate of use, perceptual importance, and the extent of their current development. In the following, the strategies feasible for branding the religious tourism were evaluated in different areas. Qu et al investigated the destination brand in tourism and found that tourists generally come across many options for choosing a destination that has the same characteristics and features such as high quality residences, beautiful scenery, as well as friendly and kind people. A destination to attract tourists should not be introduced in a set similar to other destinations, but it needs to be unique and different from other destinations; therefore, the concept of destination branding for a tourist destination is necessary so that its purpose becomes distinct from that of other destinations in the mind of the market (Qu et al., 2011, p.465).

Lertwant towit and Gulid discussed the relationship between pleasure and loyalty to tourism services and highlighted the direct impact of satisfaction on psychological loyalty. That is, it leads to repeat purchase, word of mouth and positive feelings and interpretations and it also has an indirect effect on alternative options. They confirmed that there is a positive relationship between satisfaction and behavioral loyalty of medical tourists (Lertwannawit & Gulid, 2011, p.6).

2. Research Methodology

The present research is applied in terms of orientation and exploratory in terms of purpose. This research uses scenario planning for the futures study of tourism in Antalya City. Futures study seeks to identify plausible scenarios of various phenomena. Plausible scenarios build up plausible futures. Plausible future is a part of the possible future that seems logical and is possible with the present knowledge of mankind. Experts of this study are Turkish tourism professionals and university professors working in this area. The steps of this research are:

1. Identifying the key drivers affecting the future of tourism in Antalya by reviewing the literature and interviewing experts;
2. selecting the final drivers for the development of plausible tourism scenarios of Antalya through cross impact analysis technique;
3. Writing plausible scenarios by using the soft systems methodology (SSM).

2.1. Case Study

Antalya is Turkey's eighth most populous city and the capital of Antalya Province Located on the southwestern coast of Anatolia bordered by the Taurus Mountains, Antalya is the largest Turkish city on the Mediterranean coast with more than one

million people in its metropolitan area. Antalya is Turkey's biggest international resort on the Turkish Riviera (**Figure 1**). Tourism has been introduced via large-scale development and government funding. In 2014, a record 12.5 million visitors crossed the city (Turkey's Renaissance Tourism, 2014).

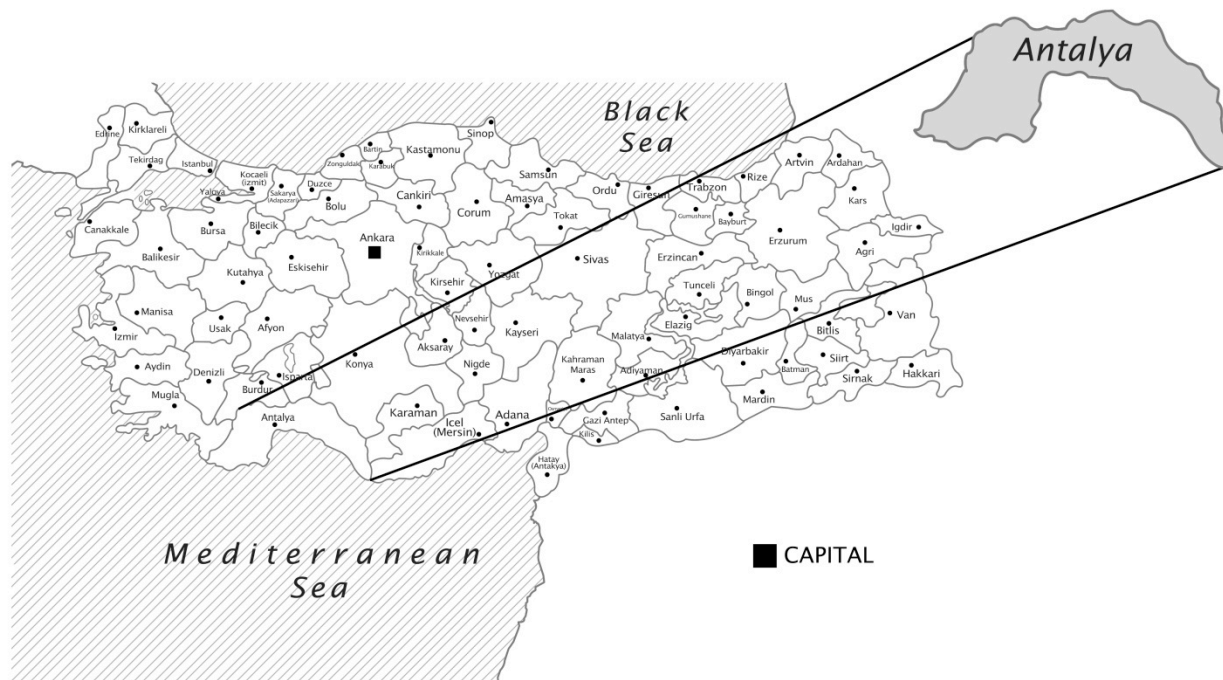


Figure 1: Location of Antalya City

Source: by authors

3. Analysis

3.1 Identifying the Key Factors of the Future of Tourism in Antalya

For the future of tourism in Antalya, 19 effective factors were first identified through interviewing experts and reviewing the literature. These factors are presented in Table (2). Meta-synthesis was used to extract key proponents of the future of tourism in Antalya. Meta-synthesis requires the researcher to conduct a thorough and in-depth review of the relevant research and to integrate the results of previous research. Sandelowski and Barroso have presented a seven-step model for cross-synthesis (Sandelowski & Barroso, 2007): 1- Setting the research question, 2- Systematic review of the texts, 3- Searching and reviewing related articles, 4- Extracting relevant information, 5- Analyzing and combining qualitative findings, 6- quality control, and 7- presentation. The first step is to focus on "what" in a study, to frame the study issue. This research aims to define the main factors that will impact the future of tourism in Antalya.

To accomplish this goal, the following questions must be answered:

Who: represents the community under study. In this study, reputable journals with a valid ISI profile in the field of tourism were considered.

When: shows the time frame of the research. In this study, articles between 2000 and 2018 were reviewed.

How: This is the method used to conduct research. The main question in this section is identifying and extracting factors related to the future of tourism. The researchers then concentrate on systematically searching for articles published in the research journals in question, and the researchers select the relevant keywords. The keywords searched for in the research publications include: tourism, tourism future, tourism infrastructure, tourism trends, effective tourism factors, and strategic tourism planning. At the beginning of the search process, the researcher determines whether the articles found fit the research question.

For this purpose, selected articles are evaluated several times. The total number of references found was 125 according to the keywords in these publications. 30 articles were excluded after studying the title. Twenty-five articles were excluded after the study and 20 after the content review. Finally, 50 articles were selected for final analysis and evaluation. A tool commonly used to evaluate the quality of an initial qualitative study is the Critical Appraisal Skills Program (CASP). Based on CASP index, research goals, research logic, research design, sampling, data collection, reflectivity, ethical considerations, analytical accuracy, clear expression of findings, research value are reviewed. In the present study, the CASP tool was used to filter the articles from the 50 articles to select the best articles. In this section, all articles have been evaluated by the researchers, based on the 10 questions previously mentioned. Based on the scores obtained, the average score is 46. Out of the total number of articles with a score higher than the mean (46) according to the CASP index, there were 33 articles selected for final analysis. Interviews were also analyzed using theme analysis tools.

Table 2: Key Factors extracted from literature and interview

Row	Factor	Reference
1	Foreign Investment	Mathiyazhagan et al (2013)
2	Government Policies in the Field of Tourism	Yüksel et al (2005)
3	Turkish Foreign Policy	Interview
4	Tourism Infrastructure	Interview
5	Business Space	Abernathy et al (2006)
6	Progressive Competitors	Interview
7	Purchasing Power of Target Countries (customers)	Tse (1999)
8	Value of Country Currency as Compared to other Countries	Walsh (1996)
9	Stability and Security	Interview
10	Soft Power	Thompson et al (2017)
11	Event-Driven Tourism	Thompson et al (2017)
12	Strengthening the Private Sector Active in the Field of Tourism	Interview
13	Costs (of Goods, Services and Transportation) in the Host Country	Naudé and Saayman (2005); Halicioglu (2005)

14	Branding	Muriuki et al (2016)
15	Quality of Tourism Services	Eid (2012)
16	Tourism Marketing	Kartal et al (2015)
17	Education	Subrahmanya (2015)
18	Specialized Human Power	Perron (2005), Hillary (2000)
19	Entrepreneurship	Dincer et al (2015)

Source: by authors

After performing the binomial test, some factors were eliminated. 8 factors of the total 19 factors extracted from the literature were eliminated. The list of final factors is given in Table (3).

Table 3: Final Factors

Row	Final factors
1	Foreign investment
2	Government Policies in the Field of Tourism
3	Turkish Foreign Policy
4	Business Space
5	Progressive Competitors
6	Purchasing Power of Target Countries (Customers)
7	Value of Country Currency as Compared to Other Countries
8	Stability and Security
9	Soft Power
10	Quality of Tourism Services
11	Education

Source: by authors

3.2. Formation of Cross Impact Matrix

In this section, the questionnaire prepared in the previous step, using the factors extracted with the aid of the binomial test, was given to 63 experts in this field to determine the impact of these key factors. Table (4) show the average scores provided by Individuals. The questionnaire used to screen the key factors in this study is an expert questionnaire. The expert questionnaire designed in this study was designed to examine key factors derived from backgrounds and interviews with tourism experts, experts and professors at prestigious Turkish universities specifically in Antalya using the Likert spectrum. Research experts commented on the importance of each factor in a range of five from very low to very high. The number of questions in the questionnaire was 19, and each question rated the importance of the relevant key factor. The t-test was also used to test the questionnaire questions. The sampling method used in this study is judgmentally available. The sampling method was not possible and the samples were selected based on their expertise and expertise. The reason for using binomial test to screen for factors was the non-normality of the research data.

Table 4: Completed Cross Impact Matrix of key factors

	1 : Foreign in	2 : Turkish Fo	3 : Government	4 : Business S	5 : Progressiv	6 : Value of C	7 : Purchasing	8 : Stability	9 : Soft Power	10 : Quality of	11 : Education
1 : Foreign in	0	1	0	2	0	1	0	0	1	0	1
2 : Turkish Fo	0	0	0	2	1	0	2	0	1	3	1
3 : Government	3	1	0	2	0	0	1	2	1	2	0
4 : Business S	2	0	0	0	1	1	1	0	0	1	0
5 : Progressiv	0	0	1	2	0	0	1	0	1	0	1
6 : Value of C	1	0	2	1	2	0	2	1	0	0	2
7 : Purchasing	1	0	1	0	2	2	0	0	1	2	1
8 : Stability	0	1	0	2	0	2	0	0	2	1	0
9 : Soft Power	0	1	0	1	1	0	1	0	0	2	1
10 : Quality of	1	2	1	0	2	0	1	2	2	0	1
11 : Education	0	3	2	0	1	0	1	0	1	0	0

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Source: personal data

3.3. Formation and Analysis of Cross Impact Matrix by Mic-Mac Software

After the data of the questionnaire was entered into the software, the effects of factors were calculated directly and indirectly. The direct and the points of each factor are shown in the column and the matrix row. Table (5) shows the direct effects of factors.

Table 5: The Matrix of Direct Effects of Factors

Number	Variable	Total number of rows	Total number of columns
1	Foreign investment	6	8
2	Turkish Foreign Policy	10	9
3	Government Policies in the Field of Tourism	12	7
4	Business Space	6	12
5	Progressive Competitors	6	10
6	Value of Country Currency as Compared to Other Countries	11	6
7	Purchasing Power of Target Countries (Customers)	10	10
8	Stability and Security	8	5
9	Soft Power	7	10
10	Quality of Tourism Services	12	11
11	Education	8	8
	Totals	96	96

Source: by authors

Table (6) shows the indirect effects of factors.

Table 6: The Matrix of indirect Effects of Factors

Number	Variable	Total number of rows	Total number of columns
1	Foreign investment	424	601
2	Turkish Foreign Policy	768	663
3	Government Policies in the Field of Tourism	826	519
4	Business Space	426	818
5	Progressive Competitors	431	796
6	Value of Country Currency as Compared to Other Countries	797	426
7	Purchasing Power of Target Countries (Customers)	764	750
8	Stability and Security	601	364
9	Soft Power	553	738
10	Quality of Tourism Services	857	826
11	Education	665	611
	Totals	96	96

Source: by authors

Table (7) lists the factors affecting based on its influence and dependence directly and indirectly.

Table 7: Impact score of factors affecting based on its influence and dependence

Rank	Label	Direct influence	Label	Direct dependence	Label	Indirect influence	Label	Indirect dependence
1	Government	1250	Business S	1250	Quality of	1205	Quality of	1161
2	Quality of	1250	Quality of	1145	Government	1161	Business S	1150
3	Value of C	1145	Progressiv	1041	Value of C	1120	Progressiv	1119
4	Turkish Fo	1041	Purchasing	1041	Turkish Fo	1079	Purchasing	1054
5	Purchasing	1041	Soft Power	1041	Purchasing	1074	Soft Power	1037
6	Stability	833	Turkish Fo	937	Education	935	Turkish Fo	932
7	Education	833	Foreign in	833	Stability	845	Education	859
8	Soft Power	729	Education	833	Soft Power	777	Foreign in	845
9	Foreign in	625	Government	729	Progressiv	606	Government	729
10	Business S	625	Value of C	625	Business S	598	Value of C	598
11	Progressiv	625	Stability	520	Foreign in	596	Stability	511

Source: by authors

3.4. Interpretation the Influence and Dependence of Factors

The most important output of the Mic-Mac software is the Influence and Dependence of Factors as a chart. In this chart, the areas are classified into four parts, where each factor in each part represents the type of factor. Figure (2) shows the status of key factors in Tourism.

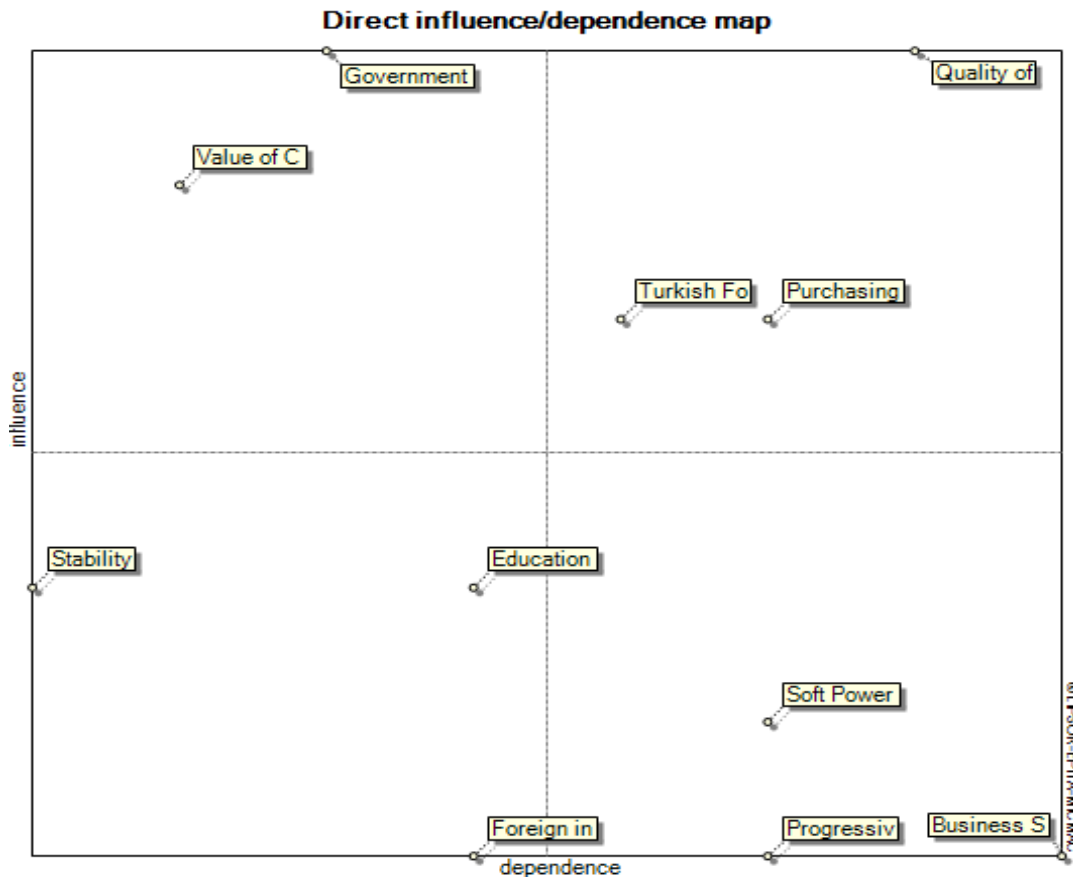


Figure 2: Positioning of factors based on their status
Source: by authors

After determining the status of each factor affecting the future of tourism in Antalya, the relationships of these factors were investigated in the Mic Mac method and the relationships of the effects of factors were shown directly and indirectly in the figures below.

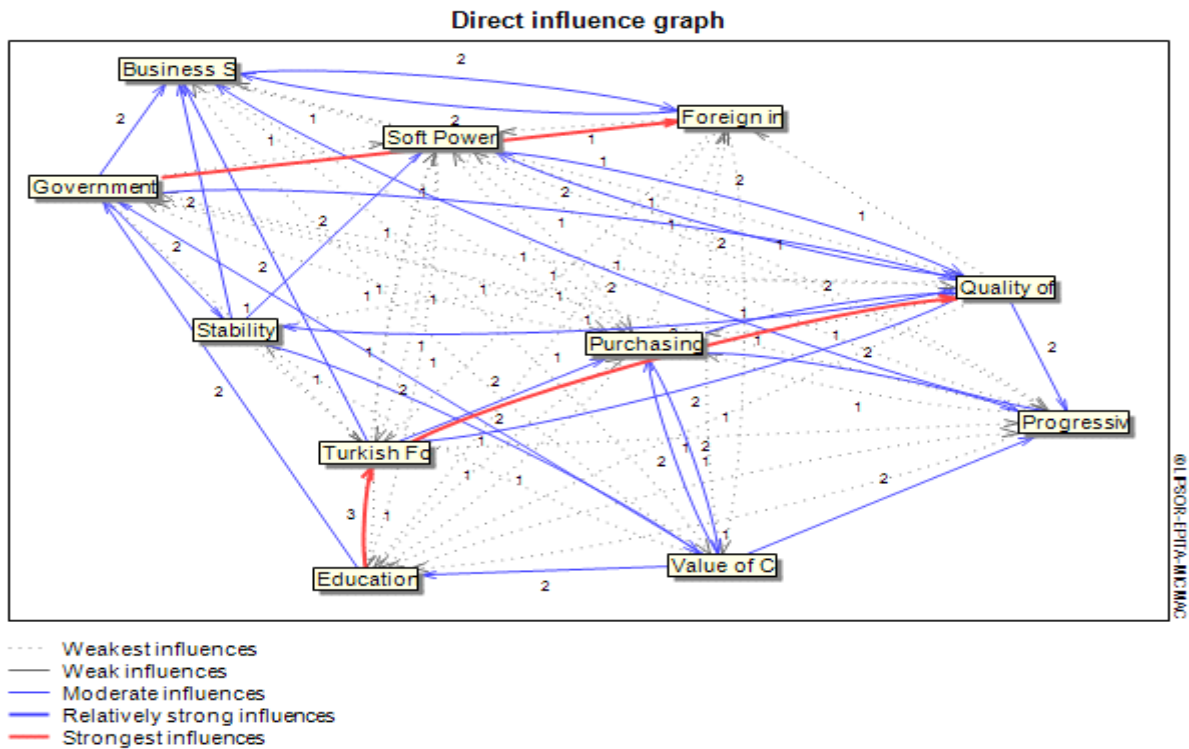


Figure 3: Direct effect diagram (very weak to very strong effects)

Source: by authors

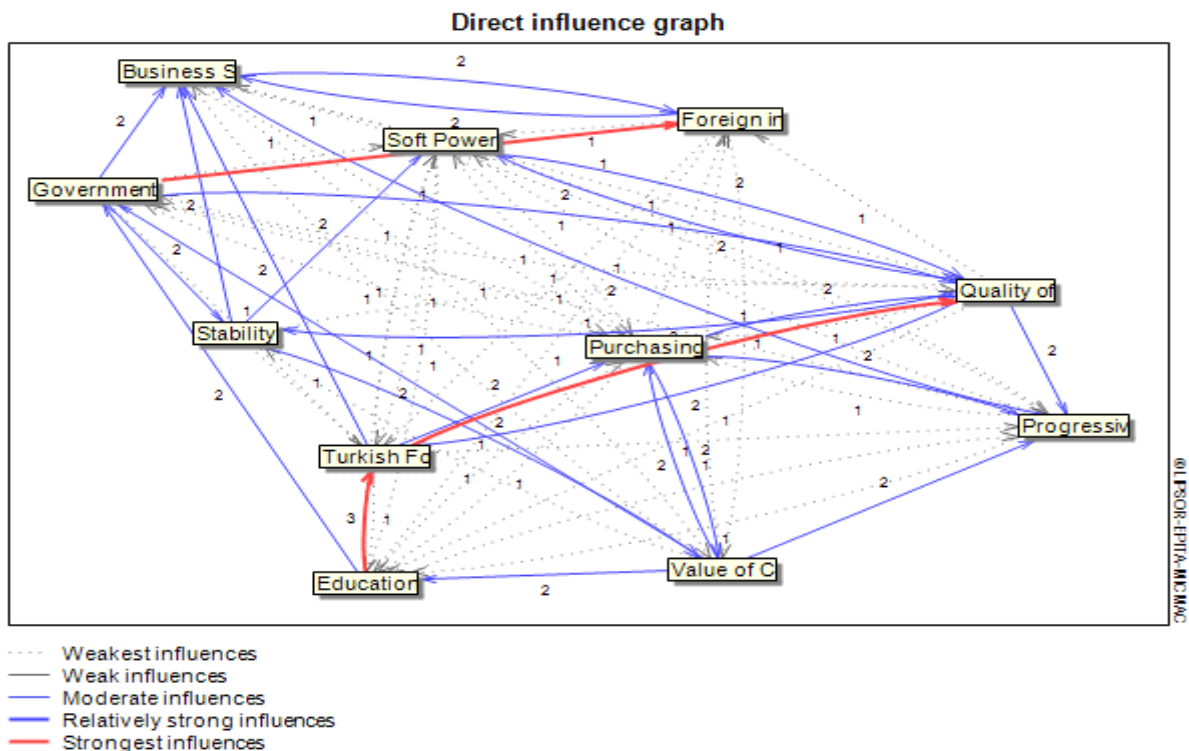


Figure 4: Direct Factor Diagrams (relatively strong to very strong effects)

Source: by authors

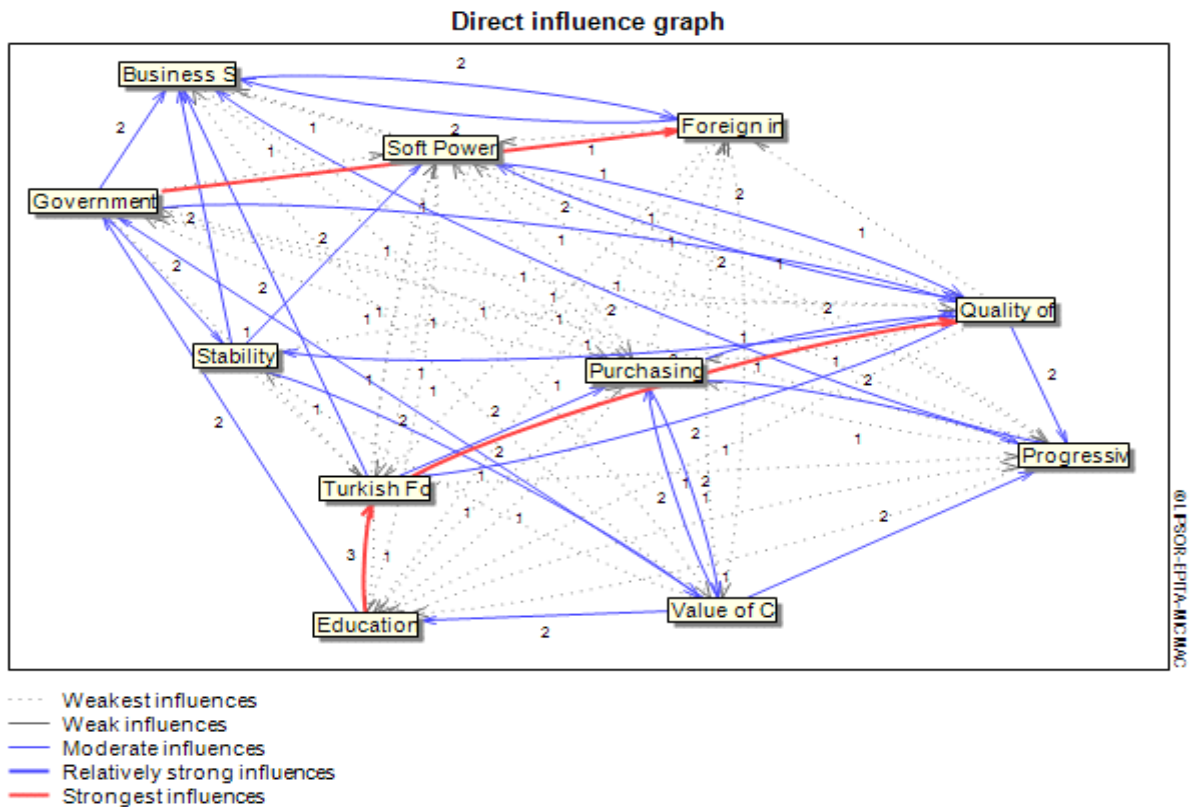


Figure 5: Indirect Factor Diagrams (very weak to very strong effects)
 Source: by authors

4. Explanation of Scenario

The results showed that the two factors of government policies in tourism and value of country were the most important ones as compared to other factors. Therefore, considering these two uncertainties, four different scenarios can be developed for the future of Antalya tourism. In the following, each of these scenarios is explained. These four scenarios are shown in Figure (6) given the two mentioned uncertainties. Based on these two key factors, four plausible scenarios were identified that will be described below.

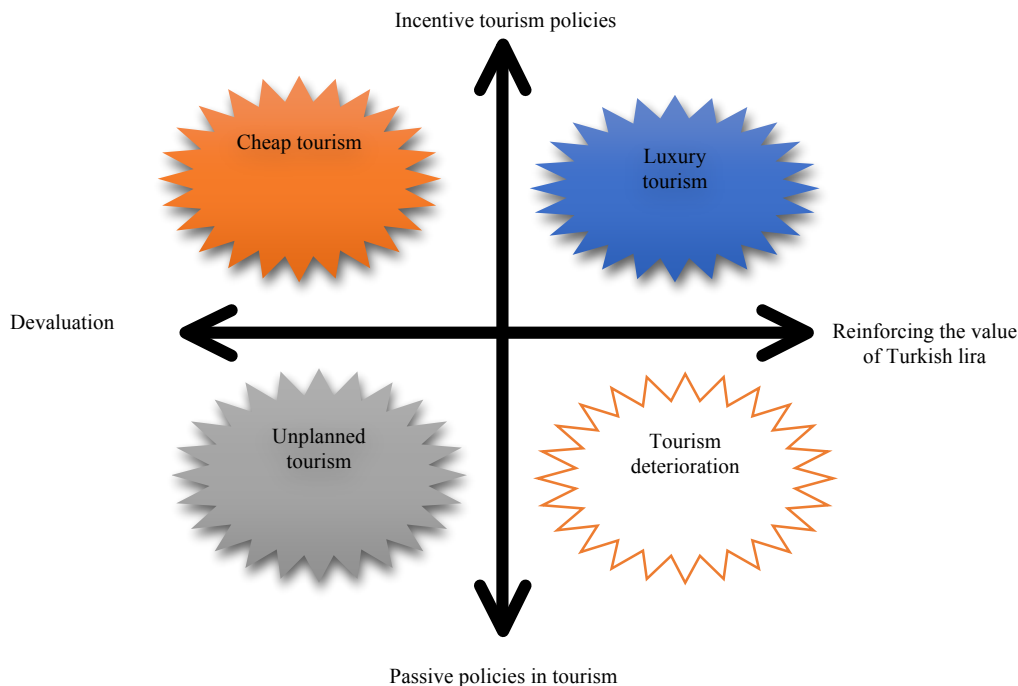


Figure 6: Plausible scenarios of Tourism in Antalya

Source: by authors

Plausible scenarios will be formulated using soft systems methodology. Systems methodology has seven stages. Some of these stages represent the real world, and some characterize a conceptual world. SSM is a loop learning system using models of human operation to discover the status of actors in the real world, their perceptions of this status and their willingness to decide on targeted activities; it also examines the actor's different perceptions, decisions and principles (Checkland, 2000). Typically, CATOWE and PQR tools are used to compile scenarios. In this research, CATOWE tool will be used to formulate scenarios. The focus group interview tool was used to enrich and produce the content of the scenarios. In fact, the researchers analyzed and summarized the views of the research experts on each of the components of CATOWE, namely customers, actors and actors, problem or system owners, worldviews, the transformation process, and the environment. At this stage, 10 experts participated in the interview.

Thus, SSM is implemented through the following steps:

Step 1: Assess the state of the problem.

Step 2: Write the state of the problem.

Step 3: Define root definitions.

Step 4: Construct conceptual models.

Step 5: Compare the model with the real world.

Step 6: Define the possible changes.

Step 7: Take the necessary action (Zelevnik et al., 2017).

Luxury tourism scenario: In this scenario, currency of Turkey is boosted due to special regional policies of Turkey and regional developments, as well as economic policies of Turkey and improvement in business space. When value of Turkish currency is boosted, travel cost and the cost of tourist services like hotels will increase for many countries, including Eastern European countries such as Ukraine, Greece, Russia, as well as some Middle Eastern countries like Iran. In this case, it is necessary to make vast plans in order to compete with tourism destinations such as France, Italy and Greece, which are considered as luxury tourism destinations. In this scenario, the government tries to eliminate the banking, tax, and customs obstacles to improve tourism, and provide necessary conditions for the development of luxury tourism by delivering reasonable financial support and removing tourism barriers. The powerful private sector and foreign investment attraction are among the most important features of this scenario. The private sector will compete with leading countries through developing new ideas and emphasizing on tourism marketing and upgrading the service quality. Moreover, the government will attempt to establish a safe and secure environment for the presence of luxury tourists from Western European cultures such as Germany, through close proximity to the European Union and the United States, and by developing rational policies that support détente. Therefore, Turkey's foreign and regional policy will play an important role in this scenario. Investment on education and specialized human power will help the development of tourism, given the competitive advantage of Antalya.

Since the economy of Antalya is dependent on tourism, it seems that the development of academic disciplines that are based on tourism will be beneficial for training needed human power. The disciplines that need to be developed should be more proficient and respond to tourism needs in the short-term and applied periods. The development of these fields requires close links between the academic sector and private sector actors in the field of tourism. Instead of focusing on broad areas, these programs should focus on specific programs in detail. For example, some of these programs can be related to hospitality, tourism planning, tourist guidance, transportation and tourism, tourism marketing.

Luxury tourism scenario based on CATWOE structure can be explained as:

Scenario customers: Tourists from Western European countries and some Arab countries that are not worried about the travel costs;

Systems actors: Active state and local actors, strong and powerful private sector, domestic and foreign investors, foreign partners;

Transformation process: Provision of luxury tourism services with the highest quality;

Scenario worldview: It is necessary to pay a price if you want to be special and different;

Scenario environment: Business space of tourism at international scale.

Cheap tourism scenario: In this scenario, value of Turkish currency falls sharply for reasons such as the volume of liquidity, inflationary policies, Turkish foreign and domestic policy and ambiguity growth. As a result of the devaluation of Turkish currency, Eastern European and Iranian tourists can travel to Turkey easily. In this case,

the government will try to facilitate the arrival of tourists through developing policies such as eliminating visa for tourists and reducing administrative formalities. In this scenario, the quality of tourism services will fall and, the number of Western European tourists will be greatly low due to some political tensions, but on the other hand, tourists from countries with low-value currency will visit Turkey. In this scenario, the tourism sector will try to invest in cost strategy and provide affordable tourism services. In this kind of future, the amount of foreign investment in the tourism sector will greatly reduce due to political tensions. In this scenario, the government will try to improve the business space by means of corrective actions, and to overcome the barriers that active enterprises of this field encounter. Furthermore, state actors will try to improve their economic ties to some countries, including China and Russia in order to compensate for the Western investment loss. In short, the role of government in this scenario is very high, since the devaluation of country currency and the withdrawal of some investors will result in the vulnerability of private sector, and the government will play a critical role in preserving Antalya's tourism status through empowerment policies. In this scenario, domestic rivals of Antalya, such as Alanya and Kusadasi, as well as foreign rivals of Antalya including Armenia and Georgia, also make the situation harder. Both luxury tourism and cheap tourism scenarios are considered as good opportunities for promoting the soft power of Turkey if social media and notification tools are used properly, celebrations are held, and cultural traditions and handicrafts are introduced. Cheap tourism scenario based on CATWOE structure can be explained as:

Scenario customers: Who are mostly Eastern European, Central Asian and Iranian tourists;

Systems actors: Very strong state and local actors, private sector of Turkey, investors who are mainly from China, Russia, Iran and Qatar;

Transformation process: Providing tourism services with standard quality and affordable prices for tourists who are worried about costs;

Scenario worldview: Maintaining the minimum quality at reasonable prices;

Scenario environment: Orient-centered international business space of tourism.

Tourism deterioration scenario: In this scenario, country currency will be boosted and the overall business space of Turkey will improve, but tourism will continue to decline in Antalya due to poor tourism policies of government. In this scenario, the government may focus on other fields, such as automobile or textiles, and tourism will be weakened. Of course, the state's perspective towards tourism, especially in Antalya, depends on the perspectives of politicians. If currency value of Turkey is boosted, people of some countries, such as Iran and Russia, will be able to pay the travel prices particularly due to the devaluation of their country currency in recent years, and they will travel to Turkey less and less. Even if the tourists of the mentioned countries enter Turkey, they do not contribute to the economy of Antalya. On the one hand, because of inappropriate government policies and lack of support for the tourism sector in terms of banking, taxation and investment laws and regulations, tourism in Antalya will not flourish as compared to its competing countries such as Cyprus and Greece. Lack of tourists along with the deterioration of the business space of tourism in Turkey, which

is in contrary to the general business space of the country, will damage the tourism infrastructure and will also reduce the quality of tourism services in the long run. Perhaps this is the worst situation that may happen for tourism in Antalya in the future. This scenario based on the CATWOE structure can be expressed as follows:

Scenario customers: Tourists from different countries but mainly from Western European countries such as Germany;

Systems actors: weak private sector, unsupportive government and some investors;

Transformation Process: Providing expensive and sometimes low-quality tourism services, especially in the long run;

Scenario worldview: Other economic sectors are prioritized;

Scenario environment: Local business space of tourism.

Unplanned tourism Scenario: In this scenario, devaluation of Turkish lira is a good opportunity to boost economic and cost-effective tourism. If proper economic policies are developed and tourism sector is supported, this field will turn into a profitable industry for Turkey at international level and it can also be beneficial and profitable for other economic sectors such as transportation industry. However, since government is not supportive and private sector is damaged as the result of economic impacts, tourism in Antalya may become attractive only for domestic tourists and some cheap countries like Iran. Perhaps because in this scenario, tourism will also be damaged along with industrial sectors as a result of economic impacts, such as US sanctions, and government cannot pay enough attention to this sector due to various economic problems, such as unemployment and inflation, political problems such as insecurity and instability, and civil tensions among parties and political parties and the ruling party. In this case, tourism will exist without any clear vision and certain program in various fields such as education, advertising, soft power development, and investment in infrastructure. Unplanned tourism scenarios based on CATWOE structure can be described as follows:

Scenario customers: Domestic tourists and some poor neighbors, such as Iran and some poor Eastern European countries such as Belarus and Ukraine;

Systems actors: Private sector and government in a weak and inconsistent manner;

Transformation process: Provision of diverse and dispersed (and sometimes non-standard) tourism services;

Scenario worldview: There is no room for tourism due to a great deal of problems;

Scenario environment: Local business space.

Discussion and conclusion

This study aims to identify the plausible scenarios of tourism in Antalya, Turkey. The drivers and key factors of the research were identified for this purpose first by reviewing the literature and interviewing Turkish tourism experts. Then these factors were screened using binomial nonparametric test and eight factors were eliminated

from the 19 key factors. Two key factors of government policy in the tourism field and value of country currency were selected using cross impact analysis technique in order to write plausible scenarios. Based on these two uncertainties, four scenarios of luxury tourism, cheap tourism, tourism deterioration and unplanned tourism were identified. Luxury tourism happens when value of country currency is boosted, and this value boost has brought significant growth to the tourism services, including hotels, catering, and transportation. However, government policies concerning the actors of private sector in areas such as financing, elimination of regulations and formalities, tourism education and improvement of business space, will make Antalya a strong competitor for expensive tourist destinations such as France and Italy. Cheap tourism is a scenario in which country currency is devaluated and because of this devaluation, Antalya will be an attractive tourist destination for Eastern European and some Middle Eastern countries, such as Iran. The government's support for this industry and long-term and targeted plans at the domestic and local levels has led to a dramatic increase in travel and tourism statistics due to the use of the cost strategy. In tourism deterioration scenario, Turkish lira boost and lack of programs will weaken competitive advantage of Antalya, and therefore, the competitive position of this region will become weaker than competitors. Because on the one hand, Eastern European, Iranian and Central Asian tourists will visit Turkey less when the value of Turkish lira is boosted, and on the other hand, lack of a program for strengthening the tourism industry in Antalya and improving the quality of services has led to the loss of luxury customers of Western European countries such as Germany and England. The last scenario, entitled "Unplanned Tourism," will be the result of devaluation of country currency and inability of government to make plans. In this scenario, factors such as regional, political, and domestic tensions as well as economic problems will significantly devalue country currency, but the lack of government attention to the tourism sector due to the priority of other sectors such as textiles and automobile or lack of centralization of the government due to paying too much attention to other various problems will make travel to this area more attractive for poor people who do not have any other option. If such situation continues, the quality of tourism services will deteriorate significantly in the long run.

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