

The Impact of Globalization on Competitive Strategies of Tourism and Hotel Enterprises in Türkiye: A Qualitative Study

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ARTICLE INFO	ABSTRACT
Keywords: Globalization Tourism and Hotel Businesses Competitive Strategies Sustainability	Purpose – The aim of this study is to reveal the positive and negative effects of the globalization process on Turkish tourism and the strategies adopted by hotel businesses to gain competitive advantage in this process based on qualitative data analysis. Design/methodology/approach – In the study, the data obtained through semi-structured interviews from qualitative methods were analyzed with MAXQDA software and a thematic framework was created. In this context, interviews were conducted with academicians, tourism vocational teachers, hotel managers, sector representatives, who are experts in their fields, with a sample of 20 participants. Results – The research findings reveal that globalization has had positive effects on Turkish tourism such as technological development, increasing numbers of tourists and improvement in service quality and employment on the one hand, and negative consequences such as environmental destruction, cultural transformation, economic dependency and devaluation of labour on the other. On the other hand, it reveals that hotel businesses have developed multidimensional strategies to achieve success in the global competitive environment. These strategies are concentrated in areas such as digitalization, people-oriented service delivery, employment of qualified personnel, innovative marketing, social responsibility, cultural sensitivity, international cooperation and publicly supported audits. Discussion – It is understood that the effects of globalisation on the tourism sector include not only economic but also social, cultural, environmental and political dimensions. Tourism businesses are making strategic adaptations in areas such as digital transformation, cultural authenticity, sustainability and international integration in order to survive in a global competitive environment. This situation shows that the globalisation process is not only a threat but also offers strategic opportunities. The results of the research emphasise the importance of regional differences and in-depth analyses at the enterprise level in future studies. The findings of this study provide guidance for policymakers and tourism managers to design sustainable strategies that balance global competitiveness with local authenticity, support qualified workforce development, and promote environmentally responsible and culturally sensitive practices in the hospitality sector.
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1. Introduction

Globalization is an objective irreversible trend that increases global interdependence creates a single sociocultural space, and connects all countries.. Tourism is an important tool that helps different cultures to get to know each other and establishes links between people and countries. The development of tourism can be shaped by a people-oriented understanding of globalisation, taking into account not only economic but also social, social and cultural effects (Stezhko, et al., 2020). Today, the concepts of globalization and tourism are one of the topics of great interest to researchers working in different disciplines, especially in social sciences. Although many studies have examined the impacts of globalization on tourism mainly from an economic perspective (Çeken, 2004), limited attention has been paid to its managerial and strategic implications at the enterprise level. This study addresses this gap by qualitatively examining how Turkish hotel businesses interpret and respond to globalization through multidimensional competitive strategies..With the rapid acceleration of the globalisation process worldwide in recent years, developed and developing countries are

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directly or indirectly affected by this process. Turkey is one of the countries that feel the effects of globalisation intensely (Civelek & Öcal, 2021).

With the effect of globalization, interest in different cultures and the desire of individuals to experience them in person have increased significantly. Combined with advances in transportation technologies and the reduction of geographical barriers, this trend has become one of the main drivers of the rapid global development of tourism.

Indeed, 1.4 billion international tourists travelled worldwide in 2024, a 99% recovery compared to 2019 and an 11% increase compared to 2023, reaching 140 million more international arrivals (UNWTO, 2025). In 2024, when the data on total visitors to Turkey are analyzed, it is seen how important the country is in international tourism movements. In this period, the number of tourists visiting Turkey reached 62 million, while tourism revenues totalled USD 61 billion (General Directorate of Investment and Enterprises, 2025). These data show that increasing international transportation opportunities, cultural interaction and destination diversity with the globalisation process have strengthened Turkey's share in the global tourism market. In addition, in order to gain a competitive advantage in globalisation movements, it is important for tourism enterprises in countries to develop more planned marketing strategies for target markets and to evaluate alternative tourism opportunities. With the acceleration of globalization, significant increases have been experienced not only in the number of tourists but also in tourism revenues. As in many other sectors, the effects of globalisation in the field of tourism are clearly felt and in this dynamic structure, businesses in the tourism sector are constantly renewing themselves and turning to strategic marketing practices in order to maintain their competitive position (Çeken, 2003).

In the 21st century, with the impact of the globalization process, geographical borders between countries have lost their meaning to a great extent and individuals have become able to travel to the countries of their choice in a faster, more comfortable and accessible way. The spread of international investments has encouraged investors to engage in cross-border economic activities, which has increased the opportunities for societies with different cultures to get to know and interact with each other. This interaction environment provided by globalisation has made significant contributions to the tourism sector. In particular, technological developments in transportation vehicles, democratization of travel, increases in tourism investments and the development of information-communication technologies have significantly increased international tourism mobility and enabled countries to get more share from this field (Çeken, 2003; Çeken et al., 2009; Akın, 2018).

The globalisation process has significantly increased competition in tourism businesses (Kirovska, 2011) and forced tourism businesses to constantly renew themselves in order to attract more tourists and increase their revenues. In order to respond to changing tourist expectations, businesses have improved their service quality and made strategic transformations. This situation contributes to a stronger position of destinations in terms of tourism demand and revenues. With globalisation, there have been significant developments in terms of comfort, speed, capacity and cost in transportation vehicles; these developments have supported the growth of the global travel sector (Çeken et al., 2009).

In this context, the main purpose of this study is to analyze the multidimensional effects of the globalisation process on tourism in Turkey and to reveal how tourism enterprises develop strategic responses to this process. The study makes both theoretical and practical contributions to the literature by addressing the globalisation-tourism relationship in Turkey. In this context, the study is theoretically grounded in Porter's Competitive Strategy Framework and the Resource-Based View (RBV). While the economic dimension of globalisation is generally highlighted in the literature, this study has a unique value in terms of focusing on the sectoral effects of globalisation in the context of hotel enterprises and its strategic reflections at the enterprise level.

2. Literature Review

In the 21st century, tourism is one of the most important sources of economic development for developed and developing countries (Bahar & Sarı, 2006). Globalisation and tourism are in interaction and tourism has become global rather than national, regional or local thanks to globalisation (Ryan, 1996; Özbey, 2002). Today's globalised market conditions and the dynamic structure of production factors increase the importance of the country's tourism in terms of competition and have made it necessary to develop strategies that will provide competitive advantage in the market (Coşar, 2008). After the 1980s, as a result of the acceleration of

technological developments with globalisation and the opening up of the economies of countries that are tourism destinations, the competitiveness of these countries in the sector and the share they provide from tourism have increased in parallel (Paksoy, 2005).

In recent years, international tourism has come to the forefront as a means of communication and intercultural interaction between people and societies and increasing international integration with globalisation has brought various opportunities and threats for both destinations and tourism businesses, and in this context, the ability of businesses to maintain their competitiveness has become dependent on developing strategies that adapt to global changes (Stezhko et al., 2020).

Globalisation has led to the emergence of speed, comfort, capacity, price, tourism investments, capital movements, increased relations between the finance and banking sectors and the tourism sector, innovations and developments in information and communication technologies, differentiated travel motives and distribution channels (Çetintaş, 2000; Özbey, 2002; Çeken, 2003).

In recent years, the multifaceted effects of globalisation on the tourism sector have started to attract more attention, and this situation has revealed that the issue has gained importance in the academic field and needs to be examined in depth.

When academic studies are examined, the economic dimension of tourism may come to the fore one step in the process of globalisation. In his study, Çeken (2004) mentions that for countries like Turkey, which are on the road to development and have touristic values, it has become a necessity to focus on tourism and that it is effective in issues such as increasing investments, reducing unemployment, accelerating the development process, reducing interregional imbalance and eliminating the balance of payments problem.

Javid and Katircioğlu (2017) examined the effects of economic, social and political globalisation indicators on tourism development based on dynamic panel data analysis with data covering 133 countries for the period 1995-2014. In the study, tourism development was measured with three indicators (tourism expenditures, tourism revenues and international tourist arrivals) using the sub-dimensions of the KOF Globalisation Index and the impact of each globalisation dimension on these indicators was tested.

Stezhko et al. (2020) examine the multifaceted effects of modern globalisation processes on international tourism. The authors emphasise that globalisation offers both opportunities and threats; on the one hand, it promotes international tourism by increasing interaction between different cultures, and on the other hand, it can lead to cultural homogenisation and erosion of local cultures.

İmre (2020), in his study evaluating the effects of the globalization process on the accommodation sector, states that accommodation businesses have started to operate on an international and global scale by going beyond local borders with the opportunities offered by globalisation.

Civelek and Öcal (2021) in their study, evaluated the effects of globalisation on the tourism sector by addressing its multidimensional structure. In the study, it is emphasised that globalisation shapes tourism not only economically but also with its cultural, social and technological dimensions. The authors state that the globalisation process has caused the borders between countries to lose their relative meaning, and with the developments in transportation and communication technologies, individuals' access to different destinations has become easier.

From a theoretical perspective, the relationship between globalization and competition in the tourism and hospitality industry can be conceptually grounded in strategic management theories. According to Porter's Competitive Advantage framework, firms sustain superior performance by adopting differentiation and cost-leadership strategies that allow them to respond effectively to global market pressures (Porter, 1985). Similarly, the Resource-Based Theory (RBT) emphasizes that competitive advantage arises from unique, valuable, and inimitable internal resources such as skilled human capital, technological capabilities, and service quality (Barney, 1991). In addition, Dunning's Eclectic Paradigm (OLI) highlights ownership, location, and internalization advantages that explain how globalization promotes cross-border collaboration and strategic expansion (Dunning, 1980). These perspectives collectively provide a robust conceptual basis for interpreting how Turkish hotel enterprises adapt their strategic behavior and resource allocation to the dynamics of globalization.

3. Methodology

This study was conducted based on semi-structured interview technique, one of the qualitative research methods. Since qualitative research models are generally based on verbal explanations and special quality images, it is inevitable to use different approaches than quantitative research models (Şimşek, 2012). The data collection process was structured to enable in-depth exploration of the participants' perceptions of the relationship between globalisation and tourism. In this context, one-to-one in-depth interviews were conducted with 20 participants (academics, tourism vocational teachers and hotel managers) who are experts in their fields between June and August 2025. The participants were selected by purposive sampling method, and this method was preferred because it provides the opportunity to reach individuals with the most appropriate knowledge and experience for the purpose of the research (Yıldırım & Şimşek, 2018; Başoda & Aylan, 2023).

3.1. Data Collection Process

In keeping with the goal of the study, 20 participants participated in semi-structured in-depth interviews as part of the data collection procedure, which allowed for a thorough examination of the participants' opinions, experiences, and perspectives. The interviews were conducted both face-to-face and online, depending on the availability of the participants and each interview lasted approximately 30–60 minutes. The study received ethical approval from the Scientific Research and Publication Ethics Committee in the Field of Social and Human Sciences with the decision dated 14.07.2025 and numbered E.447310.

All interviews were conducted in Turkish recorded via audio recording, supported by written notes and in some cases complemented with e-mail correspondence. The recordings were transcribed verbatim and checked for accuracy by the researchers. Participation was voluntary and informed consent was obtained prior to each interview. Data saturation was considered reached when responses began to repeat and no new themes emerged.

The semi-structured interview form included open-ended questions prepared in the light of the literature (Maxwell, 2013; Creswell & Creswell, 2018). The questions were meticulously formulated both based on the literature review and in a way to reveal the participants' in-depth thoughts on the subject. In this process, it was important for researchers to develop open-ended and non-directive questions by considering the perspective of the participants. Although there is no definite number of questions for in-depth interviews in the literature, the interviews conducted within the scope of the research followed this structure.

In this direction, information about the in-depth interviews conducted with 20 expert participants (academicians, tourism vocational teachers, and hotel managers) is presented in Table 1.

Table I. Profile of Interviewed Participants

Participants	Gender	Education Level	Profession	Years of Experience
P1	Male	Postgraduate	Academician	5 years
P2	Male	Graduate	Teacher	10 years
P3	Female	Graduate	Teacher	22 years
P4	Male	Graduate	Teacher	1.5 years
P5	Male	Postgraduate	Academician	4 years
P6	Male	Graduate	Hotel Manager	4 months
P7	Female	Postgraduate	Academician	2 years
P8	Male	Postgraduate	Academician	5 years
P9	Female	Graduate	Hotel Manager	7 years
P10	Male	Associate Degree	Hotel Manager	4 years
P11	Male	Postgraduate	Academician	3 years
P12	Male	Associate Degree	Hotel Manager	5 years
P13	Female	Postgraduate	Academician	4 years
P14	Male	Graduate	Hotel Manager	2 years
P15	Male	Postgraduate	Hotel Manager	8 years
P16	Female	Postgraduate	Academician	3 years

P17	Male	Associate Degree	Hotel Manager	6 years
P18	Male	Postgraduate	Teacher	5 years
P19	Male	Postgraduate	Academician	2 years
P20	Female	Postgraduate	Teacher	4 years

The participant profile in this study was structured to cover various occupational groups, education levels and experience periods in order to increase the validity of qualitative data. In the research, in-depth interviews were conducted as a qualitative data collection method and in this context, a total of 20 participants from different professional groups were studied.

The majority of the participants were male and represented three main professional groups: academics (n=8), tourism vocational teachers (n=5) and hotel managers / sector representatives (n=7) actively working in the tourism sector. When the education levels of the participants are analysed, it is seen that the majority of them have postgraduate education; however, there are also participants with bachelor's and associate's degrees. The length of service ranged from 4 months to 22 years, which allowed for the views of both newcomers and professionals with many years of experience. This diversity enabled the data obtained in the study to be analysed in depth in different contexts of experience, education and position, and enriched the thematic analysis process. Such heterogeneity among participants contributed to data richness and facilitated cross-validation among perspectives

To enhance methodological transparency and demonstrate the logical connection between the data collection and analysis stages, a summary table was prepared linking the main interview questions to the themes identified during the coding process (see Table 2). This practice follows the recommendations of Creswell and Poth (2018) for ensuring clarity and coherence in qualitative reporting.

Table II. Link Between Interview Questions and Emerging Themes

Interview Focus	Example Question	Related Themes
Effects of globalization on tourism	"How do you think globalization has affected tourism in Turkey?"	Positive impacts, Negative impacts
Hotel business strategies	"What strategies do hotel enterprises adopt to remain competitive in a global market?"	Digitalization, Service quality, Human capital
Sustainability and local values	"How do you see the balance between globalization and cultural authenticity?"	Cultural sensitivity, Social responsibility

3.2. Data Analysis

The qualitative data obtained in this study were evaluated by content analysis method and the analysis process was carried out through MAXQDA, a computer-assisted qualitative data analysis software. MAXQDA is a powerful analysis tool that allows the analysis of qualitative data obtained with different data collection techniques, which is widely used especially in the field of social sciences (Gülcan, 2025). Within the scope of the research, the data obtained through interviews were first converted into written text and then transferred to MAXQDA software for systematic coding and theme development processes (Dörnyei, 2007; Çelik et al., 2020).

In the analysis process, main themes and sub-themes were identified by using the visualisation and categorisation possibilities offered by the software, and these themes were structured by supporting the participant statements. The findings that emerged as a result of the coding process were organised within the framework of the Sub-Code Model and the coded sections of each theme were supported with numerical data (Hsieh & Shannon, 2005; Başoda & Aylan, 2023). This approach not only strengthened the transparency and scientific validity of the analysis process but also set an example for the researchers on the practical use of MAXQDA software. After the data obtained within the scope of the research were coded, the findings of the research were analysed using the Hierarchical Code sub-code model offered by MAXQDA. The numbers in brackets next to the main themes shown in the Hierarchical Code sub-code model indicate the coded sections related to the main theme in the model (the total number of statements related to that topic by the participants) and how many tourism stakeholders emphasised the relevant statement.

In order to ensure the trustworthiness of the study, the criteria of credibility, consistency, transferability, and confirmability were taken into account as suggested in the qualitative research literature (Creswell, 2013). Credibility was enhanced through the inclusion of diverse participant groups, prolonged engagement in the field, and careful verification of transcripts. Consistency (dependability) was addressed by employing a systematic coding procedure and reaching consensus among coders to reduce subjectivity. Transferability was supported by providing thick descriptions of the research context, participant profiles, and data collection process, allowing readers to assess the applicability of the findings to similar settings. Finally, confirmability was achieved through the maintenance of an audit trail of coding decisions, reflexive notes, and researcher triangulation, ensuring that the findings reflect the participants' perspectives rather than researcher bias. These strategies are also consistent with more recent discussions on rigor and trustworthiness in qualitative research (Nowell et al., 2017).

During the final stage of the qualitative content analysis, a total of 82 coded statements were identified across 3 main themes and 15 sub-themes. This distribution illustrates the overall coding density of the dataset and reflects the thematic saturation achieved during the analysis process. Thematic density was evaluated by examining the frequency and diversity of participant statement

s within each category, ensuring that no new patterns emerged beyond the identified sub-themes. Reporting coding density in this manner enhances methodological transparency and supports the credibility and dependability of the findings (Nowell, et al., 2017).

Since the interviews were conducted in Turkish, all quotations included in the findings section were translated into English by the researchers. To ensure translation accuracy and preserve the original meaning, the translations were first reviewed by a bilingual expert familiar with qualitative research terminology. The English versions were then cross-checked against the original Turkish transcripts to confirm conceptual equivalence and linguistic fidelity. This process ensured that participants' expressions were represented authentically while maintaining the integrity of the original language context (Van Nes, Abma, Jonsson, & Deeg, 2010).

4. Findings

In this study, the effects of globalisation on tourism in Turkey and the strategies developed by hotel businesses in order to gain competitive advantage are examined with a qualitative approach and a comprehensive evaluation is presented through the main and sub-themes obtained through the analyses made by MAXQDA software.

As a result of the analysis of the data obtained from semi-structured interviews, three main themes regarding the effects of globalisation were identified: Positive impacts on tourism in Turkey, negative impacts on tourism in Turkey and strategies developed by hotel businesses to gain competitive advantage.

These themes are presented in a holistic structure in the visual in Figure 1.

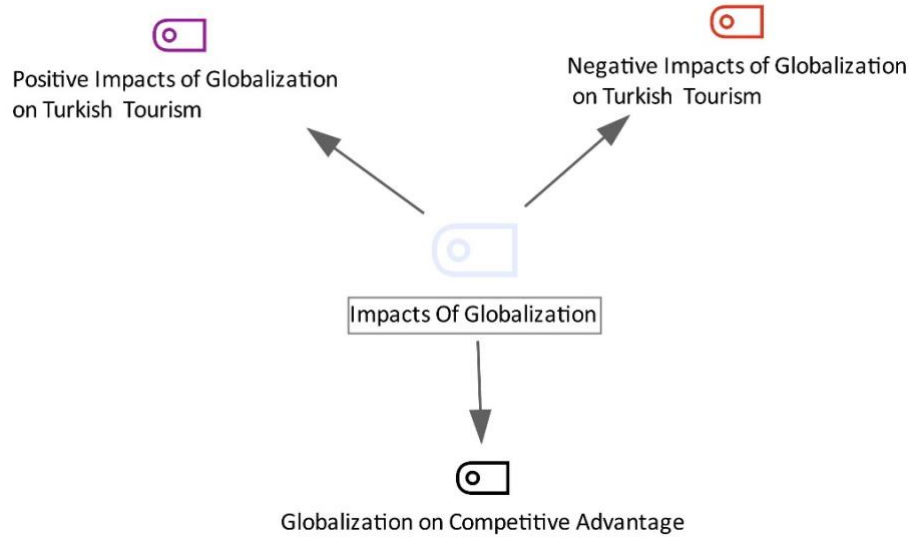


Figure 1. Thematic Structure on the Effects of Globalization

The positive effects of the globalisation process on tourism in Turkey were grouped under multidimensional themes (main and sub-codes) as a result of the analyses. The findings obtained in this context are visualized thematically in Figure 2.

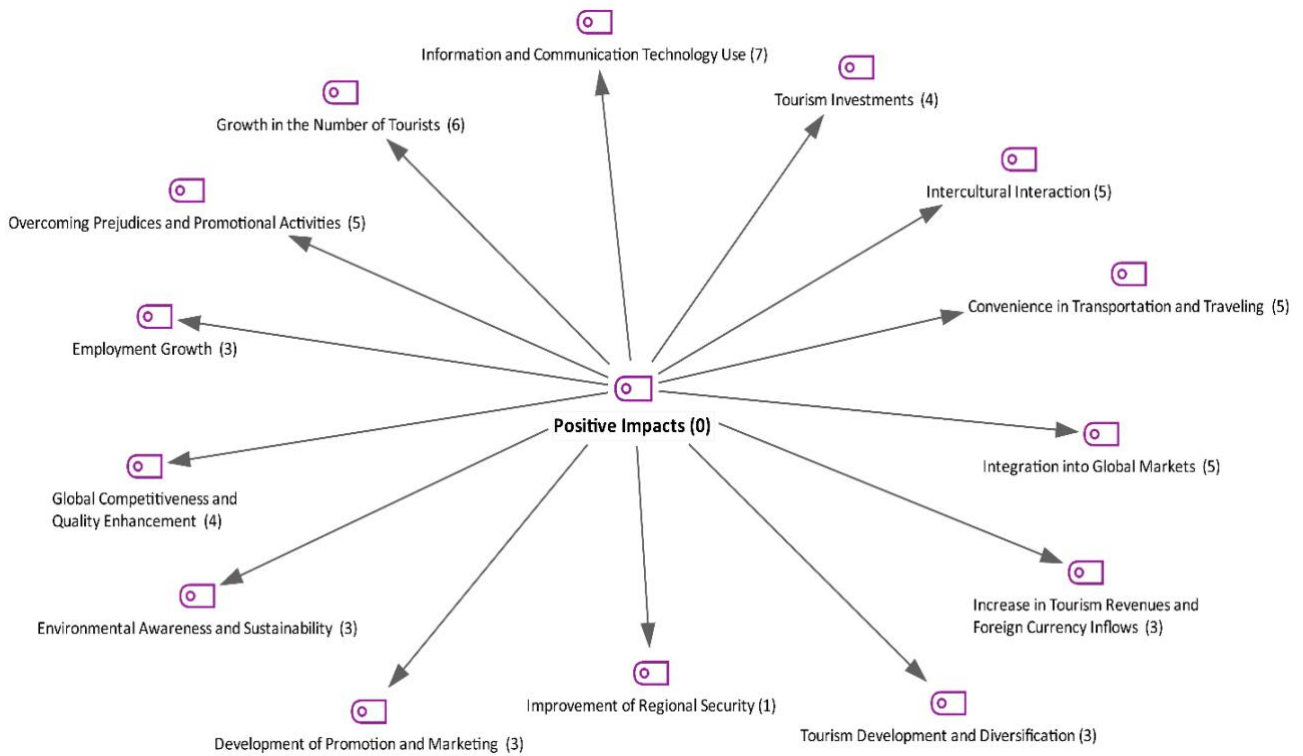


Figure 2. Positive Impacts of Globalization on Tourism

The analysis in the figure reveals the positive effects of globalisation on the tourism sector in a multidimensional manner. These findings obtained with MAXQDA software are derived from the participant views and thematically grouped under 15 sub-codes. The most emphasised positive impact is the use of information and communication technologies (7), followed by the increase in the number of tourists (6) and international interaction and integration into global markets (5 repetitions each). These findings suggest that globalisation has expanded Turkey's tourism potential through digitalisation and international mobility. Moreover, impacts such as ease of transportation, promotional activities, tourism investments, increase in tourism revenues and environmental awareness reveal that globalisation contributes to the sector not only economically but also socially, culturally and environmentally. The increase in employment and the improvement of regional security are indirect but strategically important impacts.

The codes 'Information and Communication Technology Use' and 'Growth in the Number of Tourists' are the most frequently mentioned codes under the main code of Positive effects of globalisation on tourism in Turkey by the participants. The statements of the participants coded P1, P8, P12 and P14 are as follows:

"Globalisation is a process that increases economic, social and political dependency that has an impact on information, communication and technology" (P1).

"The introduction of technological marketing tools, the ease of marketing and easy access to world citizens, the replacement of knowledge and skills by technology" (P8).

"In the globalising world, the travel of people has become easier as well as the travel of information" (P12).

"The negative effects on the environment are minimised with applications such as blue flag, green star, green key. The decrease in terrorist incidents by providing security has made travelling more reliable. Gathering the world economy in a single market also contributes to the national economy. With the development of technology in the world, communication and information acquisition in the tourism sector has accelerated. The deterioration of income distribution and the increase in poverty can be seen as negative aspects" (P14).

Although the globalisation process has made many positive contributions to tourism in Turkey, it has also brought along some negative impacts. As a result of the analyses based on participant opinions, natural and environmental destruction, social and cultural erosion, income inequality, competitive pressure and cheap labour and similar problems come to the fore. These negative themes are systematically visualised in Figure 3.

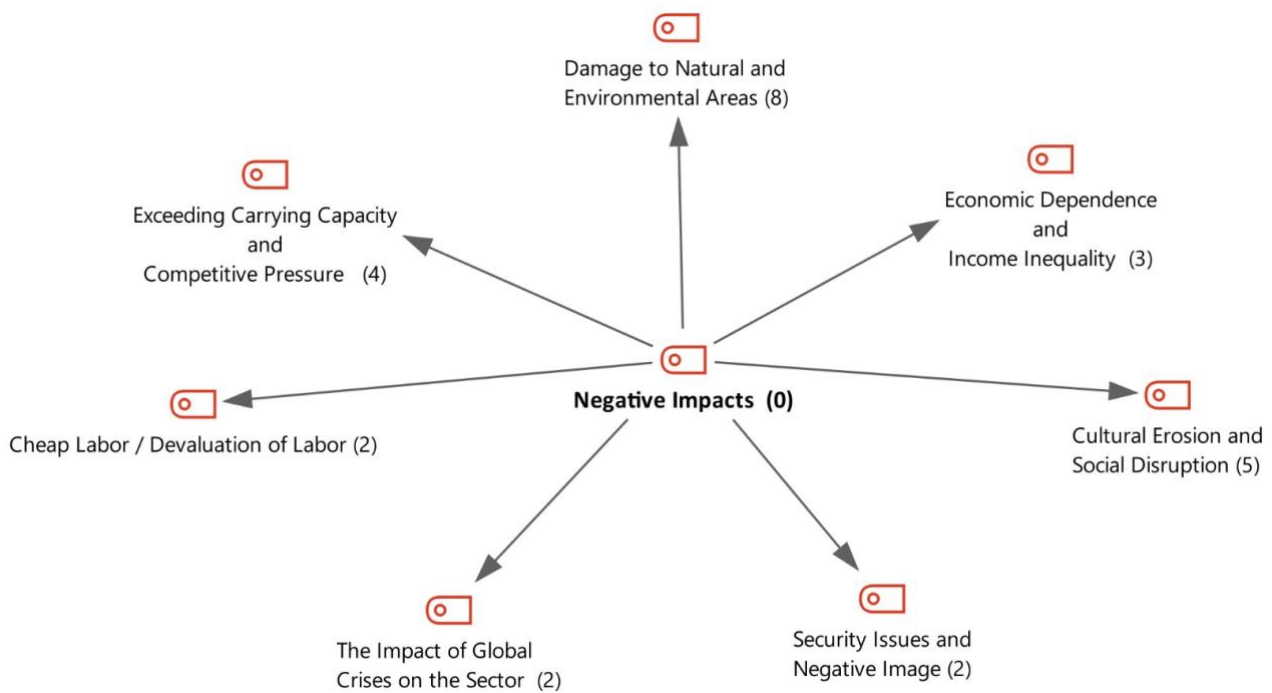


Figure 3. Negative Effects of Globalization on Tourism

Figure 3 shows the negative impacts of globalisation on the tourism sector within the framework of eight different codes. As a result of coding with MAXQDA based on participant views, the most emphasised negative impact was the damage to natural and environmental areas (8 repetitions). This situation reveals that especially mass tourism carries serious risks in terms of environmental sustainability. Cultural erosion and social deterioration (5), exceeding the carrying capacity and competitive pressure (4) and economic dependency and income inequality (3) point to the destabilising effects of tourism on social and economic structures. In addition, themes such as cheap labour, the impact of global crises and security/perception issues are less recurring but can have significant consequences. Overall, these themes suggest that tourism, together with globalisation, creates not only opportunities but also significant pressures on resource use, cultural structure, labour force and social cohesion.

According to the results of the analysis, 'Damage to Natural and Environmental Areas' and 'Cultural Erosion and Social Disruption' are the most critical negative impacts of globalisation. The open statements of the participants coded P2, P3, P6 and P11 on this issue are as follows:

"Transformation of tourism into a uniform form, social degeneration in touristic regions, environmental pollution, deterioration of the natural structure and concretisation" (P2).

"It has negative effects in terms of conservation and natural heritage. Concretisation and damage to nature are negative effects" (3).

We can evaluate the degeneration of local values and the destruction of local culture, exceeding capacity limits as negative aspects" (P6).

With the effect of globalisation, inflexible cheap labour force, destruction of natural beauties that seem unlimited, people coming from outside the region have a negative impact on the culture and way of life of the region." (P11).

Today, when globalisation is gaining momentum, hotel businesses are developing multidimensional strategies in order to gain competitive advantage and transforming their service structures by adapting to global dynamics in this process. The globalisation process is not only a threat for hotel businesses operating in the tourism sector, but also offers multidimensional opportunities to gain a competitive advantage. The analyses conducted in this context have gathered the main areas of globalisation that contribute to competitive advantage under eight sub-themes.

These sub-themes are given separately in the images below (a,b,c). Figure 4(a) visualises the three sub-codes that constitute the first of the competitive advantage themes identified in line with the analyses conducted.

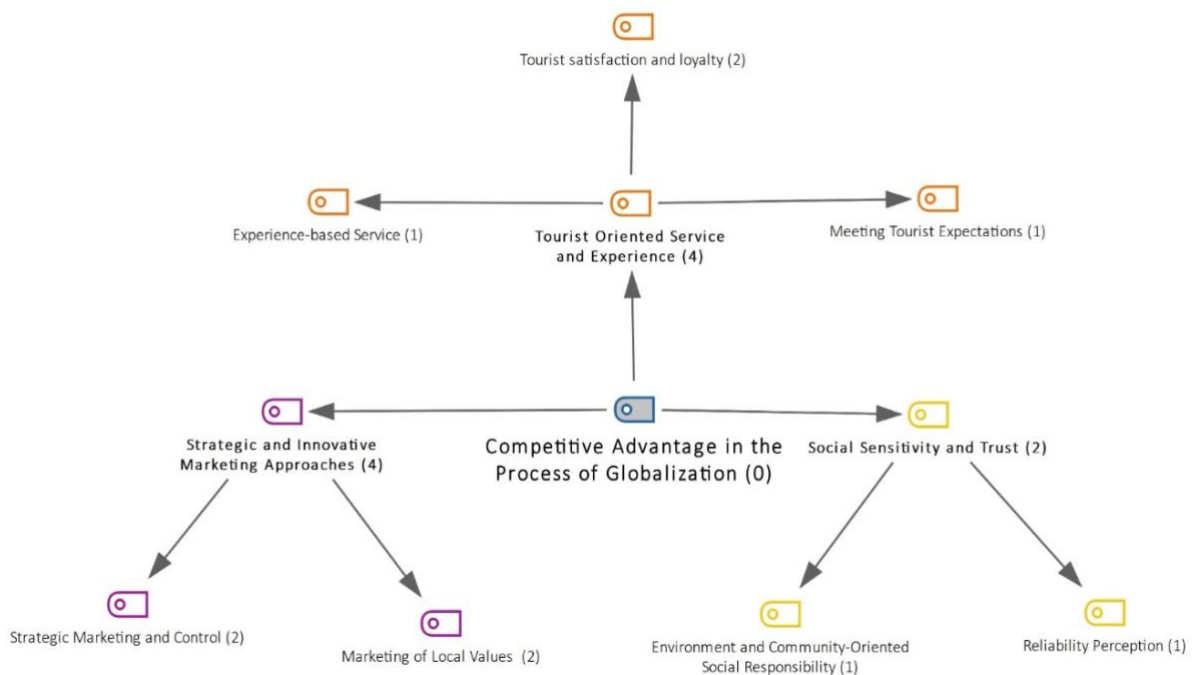


Figure 4 (a). Competitive Advantage/Strategies in the Globalization Process

This figure shows that hotel businesses that want to gain competitive advantage in the context of globalisation act through basic strategies such as customer orientation, marketing innovation and social responsibility. The sub-themes reveal that businesses can achieve competitive advantage not only economically but also with cultural, environmental and social sensitivity. P2, P16 and P18 and the explicit statements given by the participants on this subject are given below:

"Tourist expectations should be followed very well and these expectations should be responded quickly..." (P2).

"Social responsibility practices that protect the environment and society should be realised by hotel enterprises and other stakeholders" (P16).

"It should use marketing arguments well and offer innovation, be customer orientated, value internal marketing elements. In short, strategic marketing planning and feedback (evaluation and control) should be carried out correctly." (P18).

The second group of the competitive advantage main code determined within the scope of the analysis includes three sub-codes and is shown in Figure 4(b):

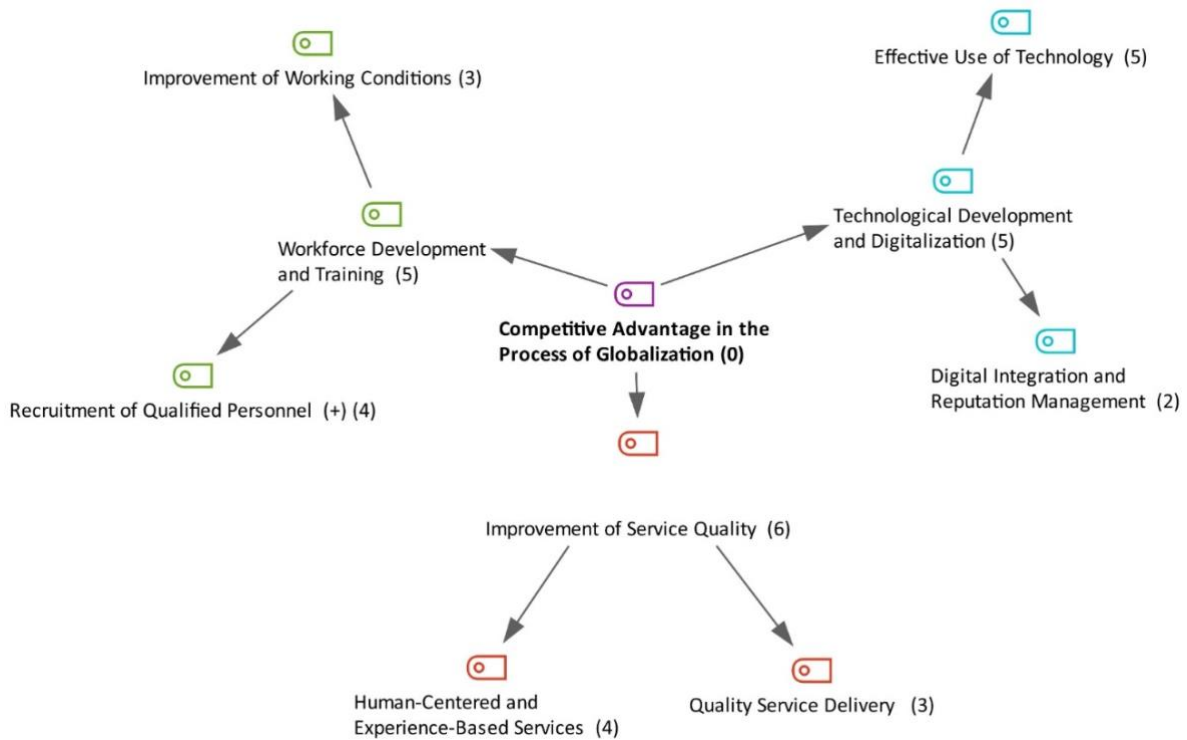


Figure 4 (b). Competitive Advantage/Strategies in the Globalization Process

This figure is a continuation of the previous thematic analysis and reveals in more detail the strategies of hotel businesses to gain competitive advantage in the globalization process. As seen here, technological development and digitalization enable businesses to use technology more efficiently and make processes such as digital integration and online reputation management more effective.

Secondly, Improvement of Service Quality is supported by people-oriented and experience-based service delivery, which in turn strengthens customer satisfaction and loyalty. The third strategic orientation is Workforce Development and Training, which directly contributes to service quality by recruiting qualified staff, improving working conditions and enhancing professional competencies.

These three key areas are critical for hotel businesses to achieve sustainable success in the global competitive environment.

The statements of P1, P2, P3, P6 and P10 participants on this issue are given below:

"An approach that is sensitive to intercultural communication and can use technology efficiently will provide a competitive advantage for businesses" (P1).

"Tourist expectations should be followed very well and these expectations should be responded to quickly, technological developments should be utilized, innovation management should be given importance, products and services should be constantly renewed, innovative methods should be utilized in marketing" (P2).

"Service quality should be increased, personnel should be selected according to their education and skills..." (P3).

"Better quality and original service understanding, consumer demands should be determined well..." (P6).

“Information-communication technologies should be closely followed and integrated into products and services at the same speed and level with the world. Since it is in the service sector, attention should be paid to the formation of a workforce that is more human-oriented, open to development and at universal standards” (P10).

Figure 4(c) shows the three sub-codes that constitute the third group of the competitive advantage main code determined within the scope of the analysis:

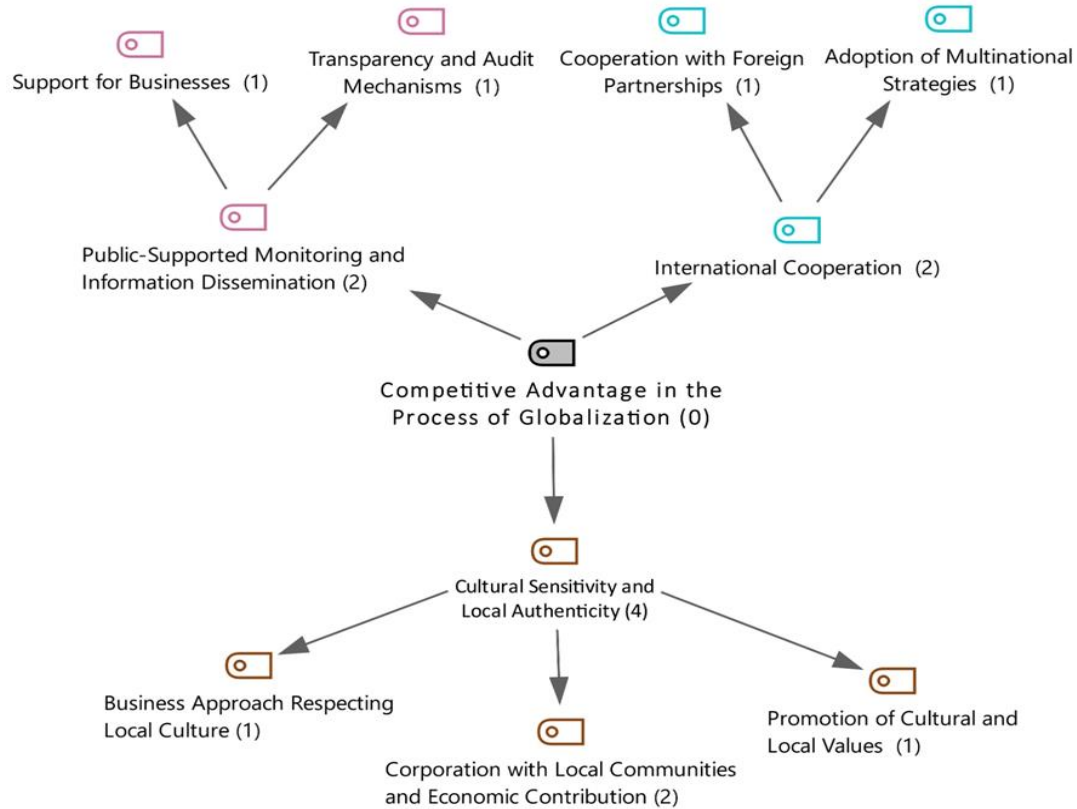


Figure 4 (c). Competitive Advantage/Strategies in the Globalization Process

This figure is a continuation of the previous thematic analyses and reveals the final components of strategies for achieving competitive advantage in the globalization process. Three sub-coda themes are prominent in the figure: Public-Supported Monitoring and Information Dissemination, International Cooperation, and Cultural Sensitivity and Local Authenticity. These sub-themes show that hoteliers pursue a competitive strategy based not only on operational and service quality, but also on governance, external relations and cultural sustainability. In this respect, the figure complements the previous strategic themes and reflects in a holistic way that businesses adopt a multidimensional approach to be successful in global competition.

The open statements of the participants coded P3, P4, P5 and P12 regarding this issue are given below:

“Tourism businesses should provide economic and social benefits for the local community and the region where the business is located, and the economic and social rights of employees should be improved” (P3).

“Foreign quality partnerships can be made, businesses should be supported as a state policy” (P4).

“Hotel businesses should continue their activities in a way that protects the local people and respects the local culture” (P5)

“Hotel businesses urgently need routine inspections. We estimate that there are still hotels that do not issue invoices and do not use automation. The Ministry should create informative platforms to cover all hotels” (P12).

The study examined the effects of globalization on tourism in Turkey in line with qualitative data and the findings revealed that the process has significantly transformed the sector with both positive and negative aspects. While positive effects such as technological developments, increasing number of tourists,

improvement in service quality and employment are noteworthy in the sub-codes obtained in the findings, negative results such as environmental damages, cultural change, economic dependency and decrease in the value of labor were also found. However, it has been observed that hotel businesses have developed various strategies to adapt to globalization. Many areas such as digitalization, people-oriented service, qualified personnel, marketing efforts, social sensitivity, cultural authenticity, international collaborations and publicly supported audits are sub-codes that stand out as effective elements in gaining competitive advantage.

The code cloud created according to the density of the codes obtained in the study is presented in Figure 5 in order to provide a visual expression of the prominent themes:



Figure 5. Code Cloud on the Effects of Globalization

The code cloud in Figure 5 was created according to the frequency of repetition of the codes obtained from the participant views on the positive and negative effects of globalization on tourism in Turkey and the competitive strategies developed by hotel businesses against this process. The dimensions of the codes visually reflect the extent to which the relevant theme is prominent in the data set. This code cloud summarizes the overall thematic density by presenting the most emphasized concepts together.

5. Conclusion and Discussion

The research findings reveal that globalization has a multidimensional impact on Turkish tourism and the competitive strategies of hotel businesses. These results are in line with previous literature. For example, as emphasized in İmre (2020), the globalization process causes not only service delivery but also brand value, customer satisfaction and quality standards to be redefined on a global scale in hotel businesses. In this context, factors such as technological transformation, increase in service quality, digitalization and integration into international markets support İmre's findings. In parallel with the increasing role of digitalization and immersive technologies in tourism education and management, it is evident that technological transformation supports innovation and service quality improvements in hotel enterprises. In particular, virtual reality (VR) applications offer interactive and cost-effective solutions that enhance professional learning and operational efficiency. As highlighted by Tokdemir et al. (2025) VR-based simulations enable tourism and hospitality students to gain realistic experience in hotel environments, bridging theoretical knowledge with practice. This perspective supports the notion that digital transformation is not only a tool for competitiveness but also an educational innovation shaping the future of the hospitality industry. Moreover, these results are in line with Stezhko's (2020) assessment of the multidimensional and bidirectional effects of globalization on tourism. The simultaneous existence of economic, technological, socio-cultural, environmental, and political effects reveals

the complex structure of globalization, which includes both opportunities and threats. This multifaceted structure indicates that strategic planning in the tourism sector should be addressed not only with economic but also cultural and environmental sustainability principles.

While the research findings reveal the positive and negative effects of globalization on Turkish tourism, a recent study reinforces these findings. For instance, in the study titled *“The Impact of Tourism on the Resilience of the Turkish Economy”* published in June 2025, the period 1990-2023 was analyzed econometrically and it was found that the increase in tourism revenues had a positive impact on economic growth (Sekreter et al., 2025). However, Buluk and Özkök's (2016) emphasis on the need for tourism businesses to adapt to change with globalization is in line with the prominent results of this study. In this context, it is important that hotel businesses should focus not only on economic success, but also on factors such as cultural harmony, social responsibility, environmental sustainability and sensitivity to local values. The research data show that businesses should invest in skilled labor, offer experience-based services and adopt strategic marketing techniques that will increase their competitiveness.

Finally, the study by Bayrakçı, Şapcılar and İş (2023) with data for the period 1995-2018 shows that tourism affects globalization with a lag in some countries. These findings reveal that tourism is not only an area affected by globalization but also an active component of global integration and support the themes of “international integration” and “cultural-digital interaction” emphasized in this study. Globalization is considered a multidimensional phenomenon in which international integration and interaction increase with the development of information and communication technologies, and time and space borders gradually lose their importance. In the 21st century, globalization leads to radical transformations in technological, economic, and socio-cultural fields. The global tourism market is increasingly shaped by competition among countries. As the competitiveness of tourism products changes in the global arena, the structure and direction of national tourism services are directly affected. In this process, Turkey's tourism sector and its stakeholders are also influenced, compelling destinations and tourism enterprises to integrate into the international competitive environment.

The findings revealed that globalization has both positive and negative impacts on Turkish tourism in terms of economic, technological, socio-cultural, environmental and political aspects. Among the positive outcomes of globalization, the effective use of information and communication technologies, integration into international markets, improved transportation and access opportunities, increased intercultural interactions and strengthened promotion and marketing activities stand out. The increase in the number of tourists, rise in income levels, expansion of employment opportunities and improvements in service quality are considered as important factors supporting sectoral development. On the other hand, the uncontrolled progress of globalization brings with it significant threats such as the destruction of natural and cultural resources, environmental degradation, weakening of local identity, economic dependency, income inequality and exceeding carrying capacity. This situation shows that both the opportunities and threats of globalization should be evaluated with a holistic approach for the sustainability of tourism in Turkey. Although this study discusses the effects of globalization on Turkish tourism at a national scale, the findings should also be interpreted within the context of Turkey's regional differences. For instance, the Aegean and Mediterranean regions—characterized by high international tourism intensity and mature hospitality infrastructures—tend to experience globalization primarily through technological innovation, digital tourism applications, and international investment. In contrast, regions such as Cappadocia or Eastern Anatolia reflect the process through cultural authenticity, local entrepreneurship, and heritage-based tourism models. These differences highlight that globalization in Turkish tourism does not occur uniformly but is mediated by each region's economic capacity, tourism maturity, and cultural resources.

The study also revealed the effects of globalization on competitive advantages and strategies for hotel businesses. Technological developments have contributed to service quality, reputation management and integration into international supply chains. People-oriented and experience-based service delivery are among the key elements that reinforce competitiveness by increasing customer satisfaction and loyalty. In addition, the supply of a qualified workforce, improvement of working conditions, enhancement of professional qualifications, innovative marketing strategies and sensitivity to local values are critical for achieving competitive advantage at the global level.

The findings of this study align with the main assumptions of Porter's Competitive Advantage framework and the Resource-Based Theory (Barney, 1991; Porter, 1985), showing that Turkish hotel enterprises enhance competitiveness through differentiation, innovation, and human-capital-based strategies. While these results support established strategic management theories, they also extend them by emphasizing context-specific factors such as public policy support, social responsibility, and cultural authenticity, which are particularly salient in emerging tourism markets like Turkey.

Based on these results, suggestions for future research can be made. First, examining the effects of globalization on the tourism sector at the regional level will contribute to a better understanding of local differences and unique dynamics. Secondly, conducting comparative studies on the impact of digitalization and sustainability strategies on the competitiveness of hotel businesses would be instructive in terms of sectoral development.

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