

ANALYSIS OF NEW APPLICATIONS IN HOTEL ENTERPRISES MAIN DEPARTMENTS

Editor

Assoc. Prof. Dr. igdem ZKAN



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Analysis of New Applications in Hotel Enterprises Main Departments

Editor • Assoc. Prof. Dr. Çiğdem ÖZKAN • **Orcid:** 0000-0002-9823-4117

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e-mail • livredelyon@gmail.com



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PREFACE

Hotel businesses, like all other businesses in the world, have had to keep up with technological developments at all departmental levels. In hotel businesses, new methods and techniques are applied in many departments such as business conduct, management styles, specialization, leadership, marketing tools and types, customer satisfaction studies, investment plans, financial management tools, human resources management. While the businesses that apply the current information to their own businesses survive in the sector, the others either closed or had to stay in place. Customers, one of the most important stakeholders of hotel businesses, care about the quality of service they receive. In hotel businesses, which are a service business, customer satisfaction is one of the most important issues. Current practices are used in subjects such as measuring customer satisfaction and increasing satisfaction.

The main purpose in the preparation of this book called “Analysis of new applications in hotel enterprises” is to inform the reader about the methods and techniques applied today in the basic departments of hotel enterprises. For this reason, the chapters have been researched and written by experts in the field of tourism processing.

I would like to take this opportunity to express my endless gratitude to all the authors who contributed to the chapters by working hard and devotedly. I wish the book to be useful to all users, and I would like to present my respects to all my teachers who shared their knowledge with us through the books they wrote in the fields of tourism and management.

EDITOR
Assoc. Prof. Dr. Çiğdem ÖZKAN
Çanakkale, 15.10.2022

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CHAPTER I

ANALYSIS OF NEW APPLICATIONS IN FRONT OFFICE DEPARTMENT AT HOTEL ENTERPRISES

Asst.Prof. Dr. Neslihan KAN SÖNMEZ

*Harran University, School of Tourism and Hotel Management, Recreation
Management Department, neslihankan@harran.edu.tr
Orcid id: 0000-0001-6198-8129*

1. INTRODUCTION

Accommodation and tourism industry is the most comprehensive and most rapidly growing industry of the world (Chen et al., 2017; Walker, 2002; Widiningrum, 2008). In parallel, the need for the components of the industry such as accommodation services, airway transportation, food-beverage services and travel agency and tour operators has increased day by day. Particularly, chain hotel enterprises serving at global scale have reached to enormous dimensions in terms of numbers and the bed capacities owned (Kozak et al., 2008). Despite these hotel enterprises implement contemporary management and operation techniques by using opportunities provided by technological developments, their main capital continues to be the “human” (Regev Sharon et al., 2014).

In general, hotel industry is an intangible industry. Therefore, guests assess their hotel visit experiences depending on tangible parts of an intangible product and service they receive from the hotel staff. Service experience realizes at meeting points between the staff and the guest. The most important of these meeting points is known as the front office department in hotel enterprises (Regev Sharon et al., 2014). Front office is the department which the guests encounter first after entering the hotel door and achieve their first expressions (Gumaste et al., 2015). Front office management bears important roles in creating and reserving the image and reputation of a hotel and enabling the loyalty (Gumaste et al., 2015; Hai-Yan and Baum, 2006; Regev Sharon et al., 2014).

Before the smart tourism technologies are provided for use in hotels, front office duties were being realized very differently despite it was similarly integrated and the system was very regular and effective (Szende and Reddy, 2017). In recent decades, major changes and tendencies are observed in the front office department, that is the façade of these smart hotels after proliferation of hotels which the tourism services are provided through smart technology applications such as artificial intelligence, internet of things, cloud computing. Monitoring of observed changes and tendencies is very important for tourism sector staff as well as academicians and students. Depending on this importance, in this section which examine new applications revealing in terms of smart tourism technologies at the front office; place and importance of front office at hotels, and functions owned by the front office are available.

2. FRONT OFFICE DEPARTMENT IN HOTEL ENTERPRISES

a. Place and Importance of Front Office Department in Hotel Enterprises

The first priority of hotel enterprises is to enable customer satisfaction by providing high standard service (Geetha et al., 2017; Pungpho et al., 2021; Sheng et al., 2018). Succeeding this and encouraging in-house sales are very important for the continuous financial success of the hotel (Bardi, 2003). In order to reach these goals, the front office providing service at the front side in hotel enterprises always had a very important position (Gumaste et al., 2015).

The front office is the first contact point (Gumaste et al., 2015; Regev Sharon et al., 2014; Szende and Reddy 2017) and possible the last contact point of guests with a hotel (Ball et al., 2011; Tuna and Akça, 2018). A guest, before entering into the hotel, he/she is in contact with the front office during the reservation demand (Kızıldemir, 2012; Pekduyurucu, 2009; Şener, 2009). Reservation officers working at the back office of the front office provide information about services provided by the hotel, availability status, price details, etc, the reservation may be approved. Upon arriving at the hotel of accommodation, the guest is initially welcomed by the front office, entrance and check-in transactions, and placed at the room by the front office, their demands during the accommodation process are realized depending on instructions coming from the front office, check-out and related front accounting processes are again completed at the front office (Pekduyurucu, 2009; Rutherford, 2002).

Front office must work in cooperation and harmony with all departments of the hotel including housekeeping, food-beverage, accounting, technical service, banquet, security, sales and marketing, public relations and human

resources for rendering services to guests at high standards. Because, the front office is the department where information about all activities realized in the hotel are gathered, arrangements are performed and distributed to all related units. In this regard, regardless the class or type of the hotel, the front office is defined as the central nerve system of the hotel (Fitriyani and Evita, 2021; Koma Febdilan, 2022; Sanders, 2011; Toh and Potapova, 2013; Widiningrum, 2008). All departments in interaction with the front office see it as a contact point for rendering guest services (Bardi, 2003).

It is also important to have a well-planned physical arrangement of the front office in order to establish a communication link with each of the departments and to ensure guest satisfaction (Szende and Reddy, 2017). The physical arrangement means the front office must be accessible. It should be easily seen and reached in a short distance when needed by guests and hotel staff (Ball et al., 2011; Koma Febdilan, 2022). The front office employee should have a point of view to monitor the activities in the hotel lobby, and be able to see who enters the hotel and who leaves the elevator (Bardi, 2003). Accordingly, the front office is usually located at the entrance of the hotel, adjacent to the lobby and close to the elevators. It is also separated from the lobby by the reception desk; consists of a front office and a back office. The front office is the part where the guest can physically see and face to face communication can be established. Front office, where reception equipment and supplies are located, front office and information services are offered. Behind the front office is the back office where reservation and switchboard services are provided (Şakar Başkaya, 2009, Tuna and Akça, 2018).

b. Functions of the Front Office Department in Hotel Enterprises

Regardless of the size of the hotel business, the functions of the front office are very diverse (Kızıldemir, 2012). Some of the main functions Tewari (2009) pointed out regarding the front office are: (1) room sales, (2) guest check-in, (3) room availability, (4) guest complaints and problems. handling the guest check-out, (6) conducting the pre-accounting (invoicing and receiving payment), (7) providing information about the environment, (8) coordinating guest services, and (9) ensuring communication between departments in the hotel (Datu, et al., 2020). According to Bardi (2003), front desk confirmation of guest reservations, guest registration, room allocation, key delivery, communication with housekeeping department, answering phones, providing information and directions about local attractions, currency exchange, connecting hotel and guest. It can encompass many functions such as Kozak (1998) and Gökdeniz (2003), on the other hand,

discussed the functions undertaken by the front office in more detail. According to this; The front desk has to evaluate and respond to the reservation requests of the guests who want to stay at the hotel as soon as possible. They should greet the guests coming to the hotel with a smiling face and courtesy, and ensure that the registration forms containing information about accommodation and guests are filled in regularly and completely. The bell boy must take the room key and the luggage of the guest and take the guest to the room. In this process, the guest should give preliminary information about the room and the services offered in the hotel. The front office should deal with the guest's requests, needs and complaints, and if it is not sufficient to provide immediate solutions, they should inform the senior management. It should cooperate with other departments to ensure guest satisfaction by providing high standard service and to create guest loyalty. It should provide the guests with the necessary information about the hotel and the touristic destination where the hotel is located. The guests should be informed about the artistic and cultural events taking place in the hotel's surroundings during their stay. Receive letters, telex, telephone messages or packages from guests and deliver them to them as soon as possible. The guests should keep their relics in the safe boxes in the back office, return them to the guest when requested, and arrange the relevant forms completely in this process. It should check the guest accounts regularly, add any missing expenses before check-out, and collect all expenses of the guest during check-out. In this process, it should take into account the payment of deposit, credit rooms and extra expenses in groups. It should perform foreign exchange transactions such as the conversion of currencies of different countries. It should check the rooms that are ready for sale at the hotel, and sell the most suitable room to the guests who want to stay in line with their demands. It should follow up the rooms used as VIP, Complimentary and House-Use in the hotel. The designated guest should send treats such as fruit baskets, champagne and flowers to their rooms. Keep daily statistical reports covering information about guests and their accommodation. (Pekduyurucu, 2009; Şakar Başkaya, 2009). It is possible to examine the functions of the front office, which is generally divided into five basic sub-units, namely reservation, reception, concierge, front office cashing and call center, through these sub-units (Demir, 2017; Tuna and Akça, 2018). Accordingly; The functions of the reservation sub-unit are to evaluate and answer the guest's room reservation request as soon as possible, to confirm the reservation by taking into account the final agreed form, to save the confirmed reservation in the front office automation system, to negotiate with travel agencies and businesses, to make price agreements, maximizing the profit and preparing a forecast report. Reception sub-unit is responsible for functions such as meeting

guests with reservations or walk-in, making room sales, checking out when the front cashier is not present, and providing high-level product information about the hotel and its surroundings. The functions of the front cashier sub-unit are to keep the guest accounts regularly, to close the account and collect the check-out guest, and to perform the foreign currency exchange functions. The information unit is responsible for informing guests about the hotel's facilities and services, considering guest requests, expectations and complaints, and offering solutions. The functions of the switchboard sub-unit, on the other hand, meet the internal and external communication needs of the guests in a fast and efficient manner, in line with predetermined minimum standards (Akıncı, 2016; Demir, 2017; Emeksiz and Yolal, 2005; Kozak, 1998; Özdemir, 2013; Şener, 2009; Tuna and Akça, 2018).

Considering the important functions the front office undertakes, it is clear that front office personnel have the challenging task of being technically proficient in some of the advanced hospitality and business software while simultaneously mastering customer service skills (Sanders, 2011). Today, the operation of hotels has to adapt to technological transformations in order to be competitive and to carry out effective marketing activities. In this context, front office staff should be familiar with new technologies used in smart tourism and should be continuously trained in order to actively use smart tourism technology applications (Toh and Potapova, 2013). Typically, these are accomplished with minimal vocational training (Fitriyani and Evita, 2021). Successful vocational training is expected to increase the quality and qualification of front office staff, so that staff performance can be more efficient and optimal (Soelton, 2018). Unfortunately, in the process of change experienced by hotels, the inadequacy of the vocational training provided for the front office from time to time adds more importance to the training processes provided by the hotels (Baum and Devine, 2007). Besides being educated, the front office staff should consist of individuals whose social aspects are well-developed, paying attention on personal health, cleaning and hygiene, having work discipline, neat, managing the time well, managing crisis processes with practical intelligence because these are very important for customer satisfaction and enabling the front office to be successful in its functions (Tuna and Akça, 2018).

3. CURRENT APPLICATIONS IN FRONT OFFICE DEPARTMENT

With the spread of technology, innovations and developments have occurred in many areas in the world. These innovations are also showing their effect in the tourism sector and have started to be implemented as “smart tourism” with

the integration of service and technology (Li et al., 2017). Smart tourism is tourism that uses technological and scientific infrastructure to create innovative and creative tourism experiences with the cooperation of guests (Buonincontri and Micera, 2016; Hunter et al., 2015). Wang et al. (2016), on the other hand, defines smart tourism as tourism that brings together tourism resources and technologies such as artificial intelligence, internet of things and cloud computing in order to provide accurate information and high quality service to guests. Similarly, according to Zhang and Yang (2016), smart tourism applications consist of artificial intelligence, internet of things, cloud computing and mobile communication technologies.

a. Artificial Intelligence

Artificial Intelligence is actively used in hotels as a smart tourism application. Many data that can exceed human memory can be stored with these artificial intelligences, and many operations are handled simply without loss of time (Güler, 2021; Yalçın Kayıkçı and Kutluk Bozkurt, 2018). For example, almost all of the employees at Tokyo Nishikasai Henn na Hotel, which broke new ground in the world, are robots developed with artificial intelligence technology. Robots that can speak more than one language are used in the check-in and check-out processes at the front office. Guest luggage is brought to the room by a robot bellboy. Thanks to face recognition technology, room keys are not needed. There is even a robotic orchestra in the lobby (Travel Channel, 05.05.2022). The Hilton McLean Tysons Corner Hotel in Virginia uses a robot concierge. Inspired by Conrad, the founder of Hilton, this robot named Connie can communicate with guests, answer their questions, and provide information about the attractiveness of the hotel and tourist destination. Since the robot concierge ‘Connie’, which is the pilot project of IBM with Hilton, is powered by artificial intelligence, she gains new information every time she interacts with the guests, improves herself with the questions asked and increases her current knowledge for the questions to be asked in the future (Social Tables, 03.04.2022). Yobot, the luggage-carrying robot of Yotel Hotels in New York, can carry around 300 pieces of luggage per day. The Belgian Marriott Hotel’s robot named Mario, who can speak 19 languages, delivers the room keys to the guests and also provides information about the recreational activities offered by the hotel and touristic destination (Akmaz and Kale, 2020).

The existing and potential use of robots developed with artificial intelligence technology in other departments of hotels other than the front office is possible (Ivanov et al., 2017). For example, Aloft Hotel’s butler robot, which is the first

hotel brand to use robot technology, can make deliveries by traveling around the entire hotel. He wants to be evaluated through the interface on it instead of tip in return for the service he provides. (Markoff, 2014; Social Tables, 03.04.2022). Las Vegas Planet Hollywood Hotel has a bar with robot employees. Similarly, the bionic bar at Royal Caribbean International is served by robot bartenders (Royal Caribbean International, 10.06.2022). Two robots are employed in the park and lobby of the California Pechanga Resort Casino. Clarion Hotel Amaranthen in Stockholm has an AI-powered Chatbot room assistant connected to Amazon Echo. This robot is equipped with the features of a human employee employed in the hotel (Demir, 2021). There are hotel examples where robots developed with artificial intelligence technology are also used for serving in restaurants, delivering room service orders, preparing food in the kitchen, cutting grass, cleaning corridors and towels (Ivanov et al., 2017).

b. Internet of Things- IoT

The Internet of Things (IoT) is another smart tourism application used in hotels. The Internet of Things is the global network that provides each object with a unique identifying digital identity, helping it to communicate with any object in the world. Objects that communicate with each other can be physical or virtual objects that exist in the real world, be smart enough to configure themselves independently, and operate without human intervention. (Agrawal and Das, 2011; Erkmén, 2021). One of the most common applications within the scope of the internet of things in hotels is identification with radio frequencies (RFID) (Yılmaz, 2019). As an example of the usage area of RFID, when the entrance cards are equipped with RFID reader chips in the front office, the places of the tourists can be tracked (Wang et al., 2013). Providing guest tracking and control is especially beneficial for the safety of child guests. It also allows family members to reach each other easily within the hotel. Thanks to RFID reader chips, it is also possible to track the belongings and luggage of the guests. It is important in terms of facilitating the task of the bellboy during check-in and check-out, preventing guest luggage from being mixed up and sent to the wrong rooms, and finding lost or stolen goods and luggage in the hotel. Thanks to RFID-enabled door locks, tourists can enter their rooms without contact (Chen, 2013). Thanks to the RFID-enabled room card given to the guest during check-in at the front desk, the door of the room opens automatically when the guest approaches. The information received from the RFID readers in the minibar is transformed into the handset of the relevant hotel staff as a task information that includes the product need to be renewed. Thus, the missing product is completed and

the guest does not have any problems with the products in the minibar during their stay (Bilgihan et al., 2011). It is possible to pay for a product or service purchased in any department of the hotel with an RFID tag wristband, card or room key without using cash (Yılmaz, 2019). This system used in hotels makes it convenient and fast to pay for products and services, encourages payments from anywhere in the hotel, and also reduces the cases of cash theft as it eliminates the need to carry cash (Kibe et al., 2019). Thanks to RFID-based information devices, it is possible to inform the guests about the different facilities of the hotel such as spa, pool, fitness center, as well as touristic places and artefacts exhibited in museums (Gökalp and Eren, 2016; Öztayşi et al., 2009).

Self-Service Check-in and Self-Service Check-out are other technology applications realized through the Internet of Things in hotels. While a guest coming to the hotel can check-in by contacting the receptionist at the front office, filling out the registration form, and obtaining the room key; After closing the account at the front office, check-out can be done by handing over the room key to the receptionist. On the other hand, it is also possible for the guest to check-in/check-out using the Internet of Things, automatic check-in, check-out kiosks or smartphone applications without assistance from the reception desk (Szende and Reddy, 2017). Check-in/check-out processes at Istanbul Cloud 7 Hotel and Starwood Hotels & Resorts can be done with smart phones (Yalçınkaya et al., 2018). Marriott Hotel offers its guests a smart phone application so that they can check-in/check-out. With this application, the heating and lighting systems of the room can be controlled by the guest (Prentice et al., 2020). These hotels represent examples of the effective implementation of the internet of things, one of the smart tourism technologies, in their operation, and it is possible to multiply these examples.

Another of the most common applications used within the scope of the internet of things in hotels is wearable technologies (Yılmaz, 2019). Wearable technologies are networked devices that can collect data, monitor activities, and customize experiences according to users' wants and needs. These technologies can also be expressed as networked smart devices equipped with microchips, sensors and wireless communication capabilities (Thierer, 2015). Wearable technologies can take many different forms, such as watches, glasses, bracelets or pieces of jewelry. (Ching and Singh, 2016). Wearable technologies in the tourism sector offer guests the opportunity to see the touristic destination they want to go without leaving their physical location. It can be a factor in the development of market shares by adding guests who postpone tourism demand

due to time and cost constraints of tourism enterprises to their portfolios (Özgüner Kılıç, 2017). As an example of the usage area in the front office; thanks to the Starwood Preferred Guest application, which is compatible with Starwood Hotels & Resorts Google Glass, those with Google Glass smart glasses have the opportunity to learn the location of the hotel, access promotional images, make reservations and access event information (Moscaritolo, 2014).

c. Cloud Computing

Cloud computing is another smart tourism application used in hotels. The data collected from technology applications through channels such as the Internet of Things are brought together in a single center thanks to cloud computing and continuous synchronization is ensured (Cabi, 2019). Cloud computing creates a dynamic virtualization, allowing users and administrators to access necessary information instantly. Cloud computing for hotels is a model that can be purchased remotely, does not require investment and reduces costs. Hotel data can be stored remotely through cloud computing, so that information can be protected in times of crisis. Cloud computing also provides unlimited working flexibility to hotels, as it provides access to data at any time and place. In addition, since this system is easy to use with Application Programming Interfaces, it allows the faults in the hotel to be fixed in a short time, increasing the quality and continuity of guest service (Erkmen, 2021; Yıldız, 2019). As can be seen, it is clear that cloud computing is an important resource for smart hotels. However, cloud computing allows a two-way communication between the guest and the hotel (Nadda et al., 2020). Thus, the front office can easily access detailed information about the personal preferences, consumption behaviors and travel experiences of a guest who wants to stay at the hotel; It can offer the most suitable accommodation alternatives in line with the demands and expectations of the guests. This is important as it increases hotel occupancy rates. One of the functions of the front office is to inform the guest about the hotel and the services it offers during the stay. Since the guest can access this information spontaneously through cloud computing; It is also possible to say that cloud computing alleviates the workload of front office personnel.

4. CONCLUSION

The biggest reason for the spread of smart tourism applications in hotels in recent years is the development of technology. Developing technology has led to a change in the demands of tourists, and hotels have not been able to remain

indifferent to these changes for their competitiveness (Cabi, 2019). Nowadays, super-smart tourists (Bahar et al., 2019), whose tourist typology is called Tourist 5.0, which adapts rapidly to advanced technology, are more actively involved in tourism activities. The fact that this tourist typology has different expectations from hotels makes it necessary to use smart tourism technology applications in hotels.

Smart tourism applications, which include technologies such as artificial intelligence, internet of things, cloud computing, provide significant benefits to hotels. Thanks to smart tourism technology applications, offering personalized tourism experiences to guests, rapid response to guest requests and complaints, and increasing employee productivity, the rewarding rates and competitiveness of hotels increase. In addition, the technologies used in smart hotels contribute to reducing energy costs, increasing the revenue of the hotel and strengthening its image (Çolak ve Karakan, 2021; Gretzel et al., 2015; Huang et al., 2017; Jaremen et al., 2016; Kılıvcım, 2021; Kim et al., 2016). Considering these benefits; As a management department, it is clear that smart tourism technologies should be used in all other departments of the hotel such as housekeeping, food and beverage, accounting, technical service and security, especially the front office.

Although the application of smart tourism technologies in hotels has very important benefits, it is possible to say that it also creates some difficulties. As it is known, guest data in smart hotels can be easily accessed via cloud computing. The fact that it is possible to access private data, which is similar to the lifestyle of guests in their private lives, worries some guests (Demir, 2021). Therefore, it is very important for hotels to be able to protect this data. Failure to protect data can create privacy and security risks. Since smart tourism technologies are implemented in a virtual environment, the possibility of fraud is another risk that should be taken into account (Gökalp and Eren, 2016). In addition, for smart tourism technology applications, hotels should develop software, as well as provide wireless connectivity, smart phones, tablets, sensors, RFID-labelled devices and servers. Although it seems more possible for large-scale hotels to cover the costs and to make such an installation, these costs for medium and small-sized hotels are high (Gökalp and Eren, 2016). In addition, it is thought that in the future, all the functions undertaken by the front office in hotels where smart tourism technologies are applied will be performed by smart systems (Akmaz and Kale, 2020). Therefore, although the risk of job loss is foreseen for the front desk personnel, smart tourism technology applications are in a position that facilitates the work of the personnel and assists them (Demir 2021). Thus,

these applications will enable the front office personnel to concentrate on more skilled and brain-powered jobs (Akmaz and Kale, 2020).

In order to benefit from the benefits of smart tourism in hotels and to cope with the challenges, connections and interactions with government agencies and local governments are required, which necessitates the formulation of an overall smart tourism strategy at the hotel, tourist destination and even that region level (Gretzel et al., 2016).

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CHAPTER II

ANALYSIS OF NEW APPLICATIONS IN HOUSEKEEPING DEPARTMENTS AT HOTEL ENTERPRISES

İbrahim Armağan AYDEĞER

*Çanakkale Onsekiz Mart University, Faculty of Tourism, Ph.D. Program
in Tourism Management; armagan@anzachotels.com*

Orcid id: 0000-0001-8919-2819

Ecevit SAYILIR

*Çanakkale Onsekiz Mart University, Faculty of Tourism, Ph.D. Program
in Tourism Management; ecevit.sayilir@gmail.com*

Orcid id: 0000-0001-9522-3757

1. INTRODUCTION

Today's competitive business environment, environmental sustainability concerns, the ever-changing social needs of consumers and employees, and technological developments lead to dramatic changes in customer expectations and business practices. Sustainability and cost-effectiveness have become one of the major driving forces of the industry to manage this challenge. Doing so, companies should adopt existing business practices into ongoing technological and social developments and offer innovative services. This attitude should also be internalized from top to bottom level in managerial practices. This would lead to effective management of labor force, capital and knowledge and leverage the companies' assets.

Due to the labor-intensive nature of hotel business, following up-to-date trends to meet the customer's ever-changing needs is vital for sustainability. Offering 'feeling as at home' comfort is one of the basic principles of hotel businesses. Housekeeping department plays a crucial role in sustaining this feeling. Particularly in city hotels, it is stated that hotel guests spend two third

of their time in hotel rooms and other related areas, where the housekeeping department plays a significant role (Yıldız, 2001). This assumption heavily reinforces the importance of the housekeeping department of hotels. Within this perspective, hotel hygiene and related practices can be considered as one most critical issues. Without any exception, all the guests expect to stay in a clean, safe, comfortable, well-organized, and aesthetic place. This perspective also supports the sustainable use of hotel equipments.

By offering niche and innovative services and products in the housekeeping department, hotels do not only gain cost effectiveness but also can achieve sustainable growth. In the current business climate, ecological sustainability has become one of the major concerns in the hotel business. Nowadays, in hotel housekeeping departments, ecology-sensitive approaches and outsourcing are not only perceived as cost-saving practices but also a necessity for competitive business advantage. This perspective supports business development and secures the competitiveness of hotels (Tiwari et al., 2022). Housekeeping operations, which are led with a scientific approach and mechanical standardization, have become a common practice. Effective housekeeping management maintains continuous cleanliness and prevention of hotel goods and equipments and polish the aesthetic face of products and services (Singh, 2014).

In this chapter, we will explain the importance of the housekeeping department of hotels and current sustainable practices.

2. HOUSEKEEPING DEPARTMENT

2.1. The Importance of Housekeeping Department

One of the leading products of hotels can be stated as room sales, which is expected to be safe, clean, and comfortable (Singh, 2012). Housekeeping department of a hotel is not only responsible for cleaning and hygiene of rooms and public areas of the hotel, but also maintenance of these areas and creating charming environments (REVFINE, 28.08.2022; Verma et al., 2020)

Although tourists' travel motivations may vary, their expectations from a hotel reflect several resemblances. These expectations can be summarised as hygiene, safe atmosphere, comfortable and clean room, and safe and delicious food (Mohammad & Som, 2010; Esichaikul, 2012). As mentioned earlier, maintaining hotel goods and equipments can be considered as one of the department's essential responsibilities, besides cleaning and safety issues.

Furthermore, housekeeping department utilizes related technologies to manage, track, and apply tasks and housekeeping practices. (REFINE, 28.08.2022; Erdem, 2010). Doing so, housekeeping department works closely in coordination with most of the leading departments of hotels such as front office, sales & marketing, food & beverage, kitchen, technic service, activity, accounting, and so on to offer a safe and comfortable stay.

Hotels are complex living properties, which offer several functional units, and leisure areas such as rooms, lobbies, hallways, lounges, recreation areas, cafes and restaurants, kitchens, bars, activity areas, spas, beaches, and many more depending on the size and concept of the hotel. Therefore, housekeeping department has the largest working zone in coordination with other related departments (Rutherford & O’Fallon, 2007). Doing so, housekeeping also deals with aesthetic issues and works closely with technical department for maintenance of these places, goods, and equipments. One of the essential sub-branches of the housekeeping department is ‘Laundry’ section. Laundry section is responsible for hygiene and cleaning practices of all textile products of the hotels. Cleaning of hotel staff uniforms and laundry service for hotel guests are also performed by laundry section. Considering the housekeeping department’s wide range of responsibilities and physically large areas to manage, its role in hotel administration is perceived as one of the key departments for competitive advantage (Andrews, 2008). According to a survey commissioned by cleaning products brands CLR and TNS, 86 percent of hotel guests quoted cleanliness as the most important criteria during their search for an online hotel or a holiday rental (MEWS, 28.08.2022).

In today’s competitive hotel industry, quality service and cleaning are top priorities to increase the percentage of repeat guests (Bhatnagar ve Nim, 2019; Singh, 2012). In reverse, a hotel in poor conditions such as old, broken goods and equipments, untidy atmosphere, and lack of necessary cleaning would negatively affect the existing customers and the potential ones. The digital platforms for word of mouth can be considered as review web sites. Unhappy guest experience may spread world-wide with a single click, which would have an immense negative effect on the hotel’s sales for future reservations. (Bardi, 2011).

Akoğlan Kozak (1990) likened the role of the housekeeping depart to the pillars of a building. Doing so, the success of the housekeeping department contributes heavily to direct room sales and repeat guests, while playing a crucial role in cost reduction.

3. EMERGING PERSPECTIVES & PRACTICES IN HOUSEKEEPING DEPARTMENT

As mentioned in the earlier parts, housekeeping department constitutes the highest portion of the yearly hotel budget and plays a vital role in customer satisfaction. Therefore, adoption to up-to-date procedures, practices, and emerging technologies is a necessity to sustain competitive advantage. For instance, although to have an air condition unit or a tv set in a hotel room was a distinctive facility in the past times, today these technologies are no longer an option, it is a must in addition to several other technologies such as internet, minibar and so on. This fast technology driven change has also stimulated the change in customer behaviors, needs, and expectations (Sharma, 2016; Wickhamn et al., 2017).

As mentioned earlier, the housekeeping department's responsibility zone includes the entire hotel area and works in coordination with several departments. Moreover, the department's success can be monitored by increasing repeat guest numbers and reputation of the property. The success of housekeeping department also leads to cost reduction and sustainability. This wide coverage and complex relationship with other departments require a complete business plan, strict task management and tracking, smart staff management, and good relationship management with other departments and customers.

We can evaluate current emerging perspectives and practices in the housekeeping department in 3 main areas. Those can be stated as 'Covid 19 triggered', 'technology-driven', 'environmental sustainability' (Shin & Kang, 2020; Li et al., 2022; Horng et al., 2017).

Covid 19 pandemic has resulted in several changes in the tourism industry. Increased health and safety concerns, social distancing themes particularly in food & beverage outlets, and increased hygiene sensitiveness have radically changed consumer behaviours and triggered the pace of adoption of some technologies. Some well-known technologies, whose penetration pace were accelerated with the effects of Covid 19, can be stated as; QR code applications, front office kiosks, and hotel robots, which functions in different areas such as concierge, front office, restaurant, rooms as robotic vacuum cleaners.

Furthermore, keyless technologies, which allow guests to check in and room entry with their smartphone applications, are also becoming widespread (FORTUNE 28.08.2022; REVFINE, 28.08.2022). Several hotel chains have adopted contactless technologies. Marriott, Hilton, and Hyatt Hotels have started to offer mobile check-in systems, kiosks, and robots for different purposes such as cleaning, concierge, service, and so on (Tiwari et al., 2022).

With the emergence of the Covid 19 pandemic, air purifier technologies have received a huge demand. The quality and safety of air have become one of the major concerns of hotel guests. In doing so, HEPA filters are preferred by many hotels to remove pollutants and impurities from the air (REVFINE, 28.08.2022).

Although the effects of Covid 19 triggered penetration and adoption of some of the existing or emerging housekeeping technologies, in a broader perspective, we can assess these developments under the technology-driven changes.

REVFINE (2022) summarizes these technologies as follows:

1. Housekeeping PMS Software
2. Training Technologies
3. Mobile and Digital Applications
4. Housekeeping Robots
5. Artificial Intelligence & Internet of Things (IoT)

3.1. Housekeeping PMS Software:

Most of the hotels does not have a sole housekeeping software but a PMS (Property Management Software), which includes housekeeping software as sub-module. The main function of this module is to manage tasks, workflow, and track the progress of the housekeeping team. All housekeeping staff can access housekeeping module with restrictions according to their responsibilities. For instance, attendants can enter their reports regarding room cleaning with pc/tablet terminal, click when the room is ready, report any damage or issues regarding the room, and so on.

The housekeeping module also includes a lost and found item database, where all the information is stored accordingly. Since it is a part of PMS, all the necessary data can be retrieved and checked by other departments, such as front office, technics, and accounting, general management.

Some housekeeping modules may also include employee information for accounting purposes.

3.2. Training Technologies

Particularly most seasonal hotels suffer from high employee turnover, which has a big negative effect on the performance of the housekeeping department. Therefore, training new staff is an important challenge for hotels to manage. In doing so, emerging technologies such as knowledge management software,

artificial intelligence, motion recognition technologies, cloud-based internet systems, and digital learning materials offer great opportunities for hotels and employees to handle the training routines of housekeeping departments.

3.3. Mobile and Digital Applications

Nowadays, mobile applications are taking the role of PMS software solutions for hotels. An increasing number of mobile housekeeping applications are becoming widespread.

Housekeeping mobile applications allow managers to delegate and track tasks, manage workflows, and track performance. On the other hand, the attendant can check his/her tasks, follow work routines, and report any failure or damage by his/her smart phone or wireless tablet.

Furthermore, mobile applications allow users to communicate effectively in the department and with other departments such as technic, front office, etc.

Last but not least, hotel guests can also be the interactive part of these applications. For instance, a guest can download a hotel application, and there he/she can report any problems with the room or send any request, such as an extra pillow, room cleaning, or any damage or malfunction in the room (ICIBOT, 31.08.2022).

3.4. Housekeeping Robots

Robotic assistance is one of the niche areas of development in the housekeeping industry. In doing so, one of the most common practices is robotic vacuum cleaners, which support and increase the performance of room attendances. Developments in artificial intelligence and machine learning would inevitably result more functionality in housekeeping robot technology (Aker et al., 2012).

3.5. Artificial Intelligence & Internet of Things (IoT)

It is stated that attendants spend %10 - %15 of their working time finding the next available room to clean (MEWS, 28.08.2022). Wireless technologies, artificial intelligence, and Internet of Things (IoT) solutions ease this problem with seamless communication with room appliances. Bluetooth technology or RF-ID systems are also used to communicate with devices, such as digital DND (do not disturb) systems.

3.6. Environmental Sustainability

Consumers are increasingly aware and alert to climate change and sensitive usage of world's natural resources. These concerns raise the importance of

sustainability. As a result, the support for green tourism is increasing, and more tourists are paying more attention to environmentally sensitive hotels for their vacation.

All these green tourism and sustainability efforts result in important changes in housekeeping departments.

Recycling of wastes and smart waste management, energy efficiency with led technologies, solar panels, alternative energy resources, nature friendly and reduced chemical use for cleaning, and waste water consumption management are crucial for hotels and housekeeping departments. On one side, these practices positively affect the customer's attitude to green hotels; on the other, they support the hotel's sustainability efforts. Claver-Cortes et al. (2017) mentioned that these sustainability efforts not only positively support the cost-cutting efforts of hotels but also reduce environmental harm. Jayakumar (2020) stated some of the green sustainability efforts of hotels as using recycling products, effective waste management, using local products, reuse of textiles in rooms, which stay more than one night, reducing water waste, and using environment-friendly cleaners. Sing (2019) also stresses the increasing demand for 'Going green' trend in hotels, which targets saving water, solar or wind energy production, and reducing solid waste, while saving money.

3.7. Outsourcing of services

Nowadays, housekeeping departments are outsourcing some of their in-house responsibilities as a part of their strategic business management. Some outsourced branches can be stated as laundry, pest control, swimming pools, and so on (Singh, 2019). With outsourcing, hotels can work with specialized companies in certain areas, which offer better solutions at lower costs. This strategy reduces costs in training and staff management (Oshri et al., 2015).

4. CONCLUSION

Housekeeping can be considered as one of the most labor intense departments of hotels, which deals with cleaning, hygiene, safety, maintenance, and aesthetics of entire physical areas. The success of the housekeeping department has a crucial role in the competitive advantage of hotels. Therefore, strategic and dynamic management of the housekeeping department can be stated as a key for success. By doing so, quick and seamless adoption of hotels to emerging trends and technologies would strengthen the housekeeping departments of the hotels. This attitude should be supported by all management levels and integrated into strategic management efforts.

The ongoing technological development empowers housekeeping departments and enhances their capabilities at the management and field levels. Covid 19 pandemic triggered the penetration pace and adoption of some technologies in the housekeeping department. Increasing concerns of social distancing boost contactless technologies and applications. Moreover, communication technologies are boosted on several platforms.

Ongoing quick developments in robotics, artificial intelligence, Internet of Things (IoT) will offer several opportunities and functionalities in the housekeeping departments of hotels in the future.

Shortage of world's natural resources, energy and food crisis, clean water shortage, air pollution, and climate change have become the red alerts of the world. Increasing environmental sustainability concerns affect the current practices of hotels, and 'Going Green' is becoming a necessity, not a choice. Therefore, the hotel's housekeeping departments should pay more attention to energy-saving practices, invest more in green applications, pay more attention to waste management, and train every employee accordingly.

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CHAPTER III

ANALYSIS OF NEW APPLICATIONS IN THE HUMAN RESOURCES DEPARTMENTS AT HOTEL ENTERPRISES

Asst. Prof. Dr. Oğuzhan DÜLGAROĞLU

*Balıkesir University, Burhaniye Faculty of Applied Sciences, Tourism Management Department; oguzhan@balikesir.edu.tr
Orcid id: 0000-0002-1992-0531*

1. INTRODUCTION TO HUMAN RESOURCES MANAGEMENT (HRM)

Nowadays with the new developments, establishments carry out many activities in order to recruit employees. Human resources department is the department that undertakes this task in establishments. Therefore, the human resources department tries to procure the most suitable employees for various departments of the enterprises. Thus, the management continuity of the establishments could be ensured by selecting the most suitable employees for them. In this respect, the human resources department has great importance for establishments.

The tourism sector, in general, stands out as a sector with a high employee turnover rate. The seasonal feature of tourism plays a major role in this situation. In particular, the occupancy rates of many of the hotels are decreasing at some times of the year. Therefore, they prefer laying off personnel during these periods. This situation makes it difficult to ensure stability in hotels. At this stage, human resources departments have important duties. These; choosing the right personnel for the establishments, keeping the motivation of the personnel high during the period they work and performing other human resources operations in the most accurate ways. In this direction, it is necessary to implement new practices that catch up with the era for the human resources department. In this study, it is aimed to analyze the new applications in the human resources department in hotels.

2. THE IMPORTANCE OF HUMAN RESOURCES DEPARTMENTS IN TOURISM INDUSTRY

It is an important issue to develop a systematic approach to the evolution of human resources in enterprises with the increasing demographic factors in the world, labor shortages and layoffs in countries (Marshal and Tucker, 1992). Trainings and investments aimed at improving the skills of employees have become critical points for enterprises. With the developments in the 21st century, it is obvious that education and training within the scope of human resources departments has increased. Thus, it has become the “key of competitiveness” in workforce development (Ashton and Geen, 1996: 1).

For any company to compete, the human resources management system and employees are often a factor that could make a difference (Tahiri et al., 2020). Given that employees are a part of the business that could provide a vying advantage over other companies. Human resource management has the responsibility to procure, motivate, select, train and improve, award and retain employees (Karovic, 2015). Human resources departments are an important factor that determines the quality of service in order to ensure the functioning of tourism enterprises. For this reason, the success of tourism enterprises depends not only on technological developments, but also on investment in the human resources department (Ritchie, 2009). Therefore, it can be said that the personnel who are educated and have a professional working discipline become a competitive advantage factor for them.

3. GENERAL STRATEGIC HRM REVIEW AND NEW APPLICATIONS IN HOTELS

Strategic Human Resources Management focuses on the relationship between firms' performance through any firm's human resource management systems (Huselid and c, 2010). Thus, the analysis of the performances of the enterprises can be carried out. More than 300 previously published articles on strategic human resource management show that human resources departments have a significant impact on the business performance of various business systems (Combs et al., 2006; Becker and Huselid, 2006; Paauwe, 2009). Especially, a research has demonstrated that enterprise performance is reformed when:

- hiring and choosing systems;
- award systems; and
- improvement and training strategies are in line with the enterprises' vying strategy and their goals (Huselid and Becker, 2010: 422).

Recently, researchers argue that the process of influencing organizational skill by human resource management practices has not been clarified (Paauwe, 2009; Guest, 2011; Buller and McEvoy, 2012). Therefore, there is increasing interest in research involving the linking of human resource management systems (HRMS) and business performance. (Huselid and Becker, 2010).

With this research, this mystery could be revealed by examining the factors that mediate business performance with human resources management systems (Buller and McEvoy, 2012). The first mediator of the relationship between a human resources management and the performance of the business is the human capital, which includes the facilities, knowledge and abilities of the employees and workplace within the organization in general. (Wright and McMahan, 2011). Business-specific human capital includes performance, competition capacity and advantage (Carmeli and Schaubroeck, 2005). According to these studies, human resource management practices enhance the human capital that directly affects the performance of the business (Carmeli and Schaubroeck, 2005; Wright and McMahan, 2011; Buller and McEvoy, 2012).

Social capital is also one of the leading mediators of the connection between human resource management and business performance (Chisholm and Nielsen, 2009). Clark and Collins (2003) exemplified that human resources management practices (e.g. performance appraisals, encouragement programs, and training) spark off the enhancement of social networks, which eventually enhanced business performance. They also showed that human resources management practices enhancing social climates of trustness, collaboration and propped up language, which authorised the sharing, commingling of information and enhancing business performance. Therefore, human resources management practices enhance social capital and this affects performance outcomes positively. Thus, the business could become stronger.

Motivation is another mediator of the human resources management-business performance connection (Jiang et al., 2012). Investigators have found that human resources management practices have an supplementary contribution for providing better connection with the employees and feelings of work satisfaction, administration experience of enterprises, psychological definition with their organizations and this practices purpose to mount employed by their organizations (Macky and Boxall, 2008; Guchait and Cho, 2010). Previous researches have emphasized the importance of the role of employees and the ability to perceive and understand to relationship between human resource management and high performance work systems (Guest, 2011). In addition, studies emphasize that positive work behaviors and perceptions towards an

improved work ambiance intercede the relationships between operational results through high-performance assignment systems (Chuang and Liao, 2010). In a meta-analysis of 116 articles, Jiang et al. (2012) have found that worker motivation positively impress the relationship between human resources management practices and operational outputs, which eventually has an affect on financial outputs. Therefore, with the results of this study, it could be concluded that effective human resources practices affect employee motivation and this affects their performance.

Another development in human resource management strategy research is the harmonization of micro (functional) and macro (strategy) fields (Huselid and Becker, 2010). According to this strategy, human resource management examines the impact of individual human resources practices on employees and strategic human resource. Human resources management studies have taken into account the impact of human resource management systems on employees and the overall performance of the business at the micro and macro level (Wright and Boswell, 2002). While the strategic human resources management literature has usually overseen organizational outputs, such as productivity, profitability, turnover; researches have begun to fish around the affection of human resources management systems on employee outputs (e.g. satisfaction level of job, loyalty and employe adherence) (Guchait and Cho, 2010). Kehoe and Wright (2013) have overseen the connection between employees' sensations of high-performance human resources management applications, employee hooky, organizational allegiance actions and faith to remain with the constitution. They suggested these conclusions could help for clarifying the human resources management-business performance affiliations.

3.1. The DEA Model in Human Resources Departments of Hotels

This model, known as Data Envelopment Analysis (DEA), is a method of evaluating the productivity situation in businesses. This method could be used in various analyzes within the scope of human resource management departments of hotels. For example, Thomas et al. (1998) have applied this model to prove that the human resources department is important to make retail store performance more efficient. Hu et al. (2009) have investigated the operations and human resources performance of holding companies operating in the field of finance, based on this model. On the other hand, Yu et al. (2013) have applied the DEA model to improve the human resources departments of airport companies

operating in the tourism sector. It is seen that this model, which could be very efficient for hotel businesses, is also used in the hotel industry today.

In addition to the DEA Model, many opportunities have sparked off for accommodation businesses and customers with AR and VR applications that have emerged with the developing technology (Car et al., 2019). In addition to examining certain places such as interior designs of hotels, landscape and other parts of hotels in social media, it is also possible for the human resources department to share information by communicating in online networks. With such services and opportunities brought by the DEA Model, human resources operations and in-hotel operations have become easier, more detailed and unique (Ben Youssef and Zeqiri, 2020; Ghazy and Fedorova, 2021).

3.2. Human Resources Management in Hotels with Industry Model 4.0

With Industry 4.0, the new role of the human resources department is become a strategic partner to improve business management processes. In terms of managing financial information within the scope of the human resources department, individuals who can use automation, professional digital applications and keep up with current developments are needed more in the job market (Malik, 2019). Human resources specialists also act as consultants. They should be active to find the right employees in line with the productivity dimension of industry 4.0 and be aware of all the updates applied by the hotels (Dhanpat et al., 2020). With the impact of Industry 4.0, the human resources department comes to the fore with dimensions such as “Embracing New Technology”, “Talent Management”, “Working Environment” and “Information Security” (Ghazy and Fedorova, 2021).

It has led to an increase in the variety of working in the virtual environment with the development of home office working methods (Rajnai and Kocsis, 2017). Certain collaborations could have made to provide a more efficient environment with virtual collaboration, high level of communication and dynamic teams on platforms in the digital environment. In addition, strategic tasks with more specific responsibilities need to increase the dimensions of the work environment (Flores et al., 2020). In this respect, leadership perspective and competencies could be developed. Thus, developments should be carried out for the human resources departments in scope of education, cultural background and other areas for the transformation into the management styles of the future. Even though all these abilities and additional skills have been considered as additional skills until a few years ago; with industry 4.0, they has become

imperative skills for hotel businesses in terms of improving the cohesion and skills of employees (Cimini et al., 2021).

3.3. Information and Communication Technology (ICT) in Human Resources Departments of Hotels

The use of technology enables businesses to carry out the work that needs to be done easier and more systematic (Casado, 2014). In addition, it can be said that it makes the work of the employees easier. Technology improves the systematization of business processes and the communication between departments in the hotel industry (DiPietro and Wang, 2010). Technological developments and ICT applications that increase in parallel with this, are revolutionary especially in operational management due to the restructuring and practicalization of business processes in the tourism and accommodation industry (Law et al., 2014). The adoption of information and communication technologies increase productivity and efficiency as it allows hotel staff to devote more time to the customer relationship management process as opposed to dealing with paperwork (Casado, 2014). In addition, it can be mentioned that the adoption of ICT is a costly process. Especially in hotel businesses for adopt these systems, significant investments are required for the initial hardware and software attainment, the cost of adapting to existing ICT systems, the cost of updating to keep up with the technology, and the cost of training existing employees (Singh and Munjal, 2012).

3.4. Social Media Usage in Human Resources Departments of Hotels

Recent researches have highlighted the benefits, harms and prevalence of social media and human resources department as a trend in the recruitment and elimination processes of individuals in general. In regard to the SHRM (2011) survey, answering human resources professionals have noticed use of LinkedIn, Facebook and Twitter for hiring purposes, principally aiming get better employees for non-management and other management positions. Moreover, some human resources professionals use social media to screen potential job candidates. Candidates may be disqualified according to the status of the information obtained as a result of this screening. All of this could be achieved with the information collected through social media. In addition, human resources professionals use social media platforms such as LinkedIn, Facebook and Twitter to screen candidates for positions (Brotherton, 2012).

Although there are some doubts about its place in the business world, social media; it has important benefits related to the hiring processes, branding and management costs of the enterprises. Social media platforms could be useful tools for building candidate references in the recruiting process and these platforms are preferred ways to find talented employees (Smith and Kidder, 2010; Brotherton, 2012). Human resources managers use the social media function at the highest level by applying to the social networks of their employees with low costs, also known as “social recruitment” (Doherty, 2010). The reason why this method is preferred is due to the fact that online networks such as LinkedIn, Facebook and Twitter have significant potential in this regard (Brotherton, 2012).

Talent management, which is a technologically effective approach that is intertwined with the human resource management process, has been studied by Hughes and Rog (2008) in the hospitality industry. In their study, the authors addressed this process prior to the recent adoption of social media for commercial purposes. In particular, they claimed that social media has significant advantages in talent management. Davidson et al. (2011) stated that the impact of social media on human resources practices and the recruitment process within the accommodation sector should be addressed more through research.

Social media could provide us with its use various chances. It is necessary to establish certain strategies for various platforms (for example, Facebook, LinkedIn) and audiences with social media platforms (for example, current employees versus potential employees) (Hunt, 2010). Kofman (2011) has defined such a benefit as “social human resources”; in scope of this, social media improves management processes as a result of providing cooperation (Kofman, 2011). It could also be beneficial for establishing comprehensive communication with potential employee candidates. Social media platforms have important advantages for attracting employees to the business, branding them and connecting them to the business. From this point of view, they are the tools that each employee uses to further enlarge their networks for the business environment (Berkowitch, 2010). Undoubtedly, we can talk about the validity of this situation in the hotel industry.

Organizational changes have been observed in social environments such as communication practices, innovative business models, new cooperation methods and meetings that emerged with the developments in social media (Cao and Yu, 2019). In structural social capital, the form of social relations is also very important, including the size of the social network or the number of groups in which a person is a member (Hall et al., 2019). In this respect, it can be said

that the importance of the use of social media in human resources management operations is great.

Many studies have been conducted on the relationship between social media using, job status and job performance in various dimensions (Kim and Chae, 2018; Bano et al., 2019). It has been revealed that social media is a factor that has a positive effect on human resources operations in this studies. Human resources teams that equipped with good social media knowledge could benefit from social media opportunities and provide internal audits for the relations between different departments of hotel businesses. In addition social media is an important tool for the control of communication processes with its opportunities in Hotels (Yen et al., 2020). Therefore, it can be said that social media is an important tool for the human resources departments of hotel businesses.

4. CONCLUSION

The human resources department is a very important department in terms of recruiting and motivating employees. In this study, the human resources management process, in which new applications have emerged every day with technological and sociological developments in recent years, has been discussed within the scope of hotel businesses. As a result of the study, new applications of hotel businesses in human resources departments have been examined.

With the new applications that have emerged recently, many useful models have emerged for the human resources departments of the hotels. One of these models is the DEA model. This model offers advantages in terms of both cost and time in the recruitment processes and employee processes of the human resources departments of the hotels. With the Industry 4.0 model, human resources departments in hotels are strengthened with more practical and comprehensive innovations as a whole and carry out their activities more strongly. With the use of information and communication technologies in the human resources departments, as in other departments of the hotels, it has become easier to follow up the documents related to the personnel, the recruitment process of the personnel and the motivation of the personnel.

Finally, with the use of social media platforms by the human resources departments of the hotels, the human resources departments of the hotel businesses have gained significant advantages, especially in the personnel recruitment processes. Human resources departments could receive job applications directly through some business-related social media platforms such as LinkedIn. In addition, by making use of various social media platforms, the process of collecting information about the candidates by examining their

social media accounts in order to select the most appropriate personnel for hotel businesses has been facilitated. In addition to all these, human resources specialists can also take control of their work motivations by interacting with staff through social media platforms.

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CHAPTER IV

ANALYSIS OF NEW APPLICATIONS IN THE FINANCE DEPARTMENTS AT HOTEL ENTERPRISES

Asst. Prof. Dr. Yasin KARADENİZ

*Çanakkale Onsekiz Mart University, Ayvacık Vocational School, Finance,
Banking and Insurance Department; ykaradeniz@comu.edu.tr
orcid id: 0000-0002-5609-5171*

1. INTRODUCTION

Hotel enterprises have a very important place in the economic development of countries due to their significant contributions to the economy and employment. For this reason, financing departments have a special importance in ensuring the continuity and healthy growth of hotel enterprises.

The importance of finance departments is increasing day by day for businesses to achieve their goals. All divisions in businesses have close links with the fund. Procurement and effective use of needed funds are extremely important for the continuity and the growth of businesses, and the realization of other business objectives. In businesses; it is possible for each of the marketing, production, human resources and all other departments to continue their activities with an effective and healthy financial planning.

It is possible for hotel enterprises to be successful by determining the appropriate asset and financing structures and making their investments in this direction, providing a correct cash flow, reducing capital costs and maximizing the value of the business.

First of all, in this part of the book; general information about business, finance and hotel enterprises was shared and the importance of financial analysis and financial planning in hotel enterprises was explained. Then, financing strategies, financing decisions and resources in hotel enterprises are mentioned.

Finally, long-term funding sources and investment in fixed assets in hotel enterprises are discussed.

2. BUSINESS, FINANCE and HOTEL ENTERPRISES

The concept of business can be briefly defined as organizations established to produce and/or market goods and services. In a broad sense; “We can call the structures, organizations or establishments where technology, finance and human resources are directed to the production of goods and/or services around a certain management culture and, before that, a certain entrepreneurship culture in order to realize the business objectives” (Akdemir and Ayça, 2018: 5).

Businesses; in order to survive, to create demand, to meet demand, to grow and most importantly to increase its value, has to make various investments and decide how these investments will be obtained and paid. At this stage, finance departments come into play in businesses (Ercan and Ban, 2005: 1). In cases where there is a regression in the production and marketing efforts of the enterprises, the efficiency of these departments can be increased with the decisions to be taken in the field of financing. Financing decisions are necessary for the success of a business; but not always enough (Akgüç, 1998: 17). Therefore, associating all business objectives and functions with each other and making a holistic evaluation when necessary will create more beneficial results for business success.

Finance is an important critical element for businesses since it is both a universal concept and a decisive business function in the competition of businesses. There is a need for financing in all processes of businesses starting from their establishment. In summary, financing can be defined as the provision of the funds required for the business, at the desired time, in the desired amount and at the lowest cost.

Financing, in general, refers to all the measures that must be taken to maintain the financial balance in the enterprise (Baraçlı and İme, 2013: 18). According to another definition, the finance function in businesses and business finance considered in this context are the decisions that are necessary for businesses to supply the short, medium, and long-term funds required in the investment and activity periods in the most appropriate conditions and amount, and to use these funds in perpetuating the existence of the enterprise (Usta, 2008: 21).

Almost all large enterprises have a finance department in the form of a staff department. In this department, the finance manager and the accounting

manager work just below the financial affairs manager, who reports to the general manager. In some businesses, the finance manager may be in the position of assistant general manager. Finance directorate manages the company's money and portfolio of sellable securities, determines fund needs and researches the sources for these funds, exports stocks and/or bonds to provide long-term funds, manages the company's pension fund if there is any, keeps records of shareholders and accrues dividend payments, generates ideas about determining or changing the company's credit sales policies and stock policies, prepares reports by analyzing the financial situation of the company, and closely monitors the money and capital markets (Gürsoy, 2012: 18). Sub-units such as cash management, capital budgeting, financial analysis and planning, credit management, and relations with shareholders operate under this directorate.

The main purpose of the finance manager working in the finance departments is to maximize the market value of the business or the earnings of the business partners (Ceylan ve Korkmaz, 2021: 3).

Hotel enterprises, where guests meet their overnight, catering and entertainment needs by paying a certain price, were also established with the aim of making profit. These businesses also try to achieve goals such as service to society, growth, liquidity and customer satisfaction, as in other businesses (Azaltun ve Kaya, 2006: 1).

In addition to similar aspects of hotel enterprises to other service businesses, there are also various differences arising from the nature of the business (Akdoğan et al., 2011: 355). These differences also shape the financing systems. Likewise, there are some features that distinguish hotel enterprises from trade and industry businesses. For example, the main element that produces services in hotel enterprises is manpower. Hotel enterprises are businesses that operate 24 hours a day. For the services provided in hotels and food and beverage sales, the customer must come to the workplace. In hotel enterprises, 85-90 % of the assets are generally fixed assets and 10-15 % are current assets. Especially in seasonal hotels, there are difficulties in demand forecasting and pricing (Benligiray, 2009: 196-197).

Finance departments are also of great importance for hotel enterprises. Financial managers in hotel enterprises seek answers to various questions. For example, how much will the business invest in which assets? This is often referred to as the firm's investment or capital budgeting decision. Another is, how and where will the funds needed for investment be obtained and how will these funds be used effectively? This is the financing decision. The answers

given to these and similar questions in the finance departments are an indication of how important the finance departments are in hotel enterprises.

3. FINANCIAL ANALYSIS, FINANCIAL PLANNING AND AUDIT IN HOTEL ENTERPRISES

In hotel enterprises, financial analysis is a point that should be taken into consideration very carefully in the finance department. Financial analysis is a set of activities that involve establishing, measuring and interpreting relationships between various accounts in financial statements. Financial analysis is a prerequisite for financial planning and financial auditing in a business (Ceylan and Korkmaz, 2021: 39).

What is the current financial situation of the business? What potential does the business have? If there are weaknesses, where do they come from? Are the stocks sufficient to meet the sale? If the receivables or debts are inflated, what are the reasons? The answers to such questions will be revealed by financial analyses to be made in businesses (Akkuş, 2010: 59).

The purpose of financial analysis is to obtain information about the liquidity status, the profitability status, the capital structure, and the use of assets of the enterprise and important trends related to the enterprise (Ceylan and Korkmaz, 2021: 41).

One of the important tasks of finance departments is financial planning. Financial planning is the pre-planning of all kinds of fund inflows and outflows that will arise during the activities of the enterprises (Yüksel, 1973: 160).

Short-term financial planning processes are also called cash budgets. Cash budgets prepared for periods longer than one year are called long-term operating budgets or capital budgeting. Capital budgeting is the process of choosing the most appropriate proposal for investments in fixed assets (Akkuş, 2010: 58).

Financial plans have three components: inputs, planning model, and outputs. Inputs to financial plans consist of current financial statements and projections for the future. Planning models or methods are the tools that assist in calculating profits, investments, and finances. The outputs of the financial plans are the estimated balance sheet, estimated income statement, estimated resource utilization tables. Business managers use pro forma balance sheets to estimate long-term financing needs and cash budgets to estimate short-term financing needs (Ceylan and Korkmaz, 2021: 107).

Cash budgets have two main purposes. The first is to see the cash deficits and to ensure that the need is met by taking the necessary measures accordingly,

and the second is to see the surplus cash and turn to productive investment areas accordingly (Akkuş, 2010: 58).

Financial audit in enterprises is the sum of the activities that facilitate the achievement of the purpose by ensuring the implementation of the plans and making the necessary changes according to the market conditions. Financial auditing cannot be done adequately in both large and small enterprises due to the problems experienced in the periodic preparation of financial reports, inadequacies in accounting data and not giving the necessary importance to financial planning (Ceylan and Korkmaz, 2021: 133).

4. FINANCING STRATEGIES, FINANCING DECISIONS and SOURCES IN HOTEL ENTERPRISES

Hotel enterprises need to implement various financing strategies in order to overcome crisis periods easily. Some of these strategies are (Sığındı and Sayın, 2021: 599-600): increasing the amount of credit usage, staying liquid, making agreements to extend the maturity of the debts, cutting the advertising, promotion and communication budgets, avoiding short-term funds, reducing the receivables turnover rate, extending the maturity of credit sales to customers, requesting an extension of the maturity of goods purchases from suppliers, to apply for long-term bank loans, to use long-term bank loans, to strengthen equity through capital increase, to make discounts in cash sales, to convert existing securities investment instruments into cash by selling them, not to distribute profits, and to cut the budgets of service units with low profitability. Finance departments in hotel enterprises play an important role in the implementation of all these strategies in an effective crisis management and in ensuring the successful continuity of businesses.

Hotel enterprises need to determine from which funds they will provide their assets in order to avoid financial risk. Therefore, a successfully created financing structure will positively affect the value of the business (Karadeniz et al., 2017: 157).

Decisions where financial management is concentrated in businesses can be classified as capital budgeting decisions, decisions about capital structure and decisions about short-term finance management (Working Capital Management). Capital budgeting is the decisions related to the planning and management of the long-term investments of the business. Capital structure decisions are about determining how to provide the necessary resources for making long-term investments of the enterprise, establishing the equity capital and foreign

resource balance of the enterprise, ensuring the continuity of the enterprise, determining the most cost-effective debt and equity funds. Decisions related to working capital management are decisions that concern the management of short-term assets such as cash, receivables, stocks and short-term debts of the enterprise (Ercan and Ban, 2005: 17).

The financial resources that can be applied in the realization and continuation of investments in hotel enterprises are classified as short, medium and long-term resources according to their maturities. Some of the short-term funding sources can be classified as commercial loans, commercial bank loans, financing bills, factoring, and short-term funds provided through securitization. Some of the medium-term financing sources are medium-term bank loans, financial leasing, forfaiting, and long-term financing sources can be expressed as long-term funds obtained from own resources and external resources. Some of these funding sources are briefly described below.

Commercial Credit: Commercial credit, also known as vendor loans, are short-term sources of funds used by all businesses and are provided to businesses by vendors. Sellers deliver the goods without any payment or the full price of the goods being collected, thus providing funds to the buyer (Ceylan and Korkmaz, 2021: 158).

Commercial Bank Loans: Bank loans are the most important source of finance for many businesses. Businesses benefit from short-term bank loans, especially in financing their working capital. Banks offer loan alternatives for many needs of businesses (Aydın et al., 2009: 153).

Financing Bill: Financing bill is the borrowing of large and well-known enterprises by issuing their own unsecured debt securities, staying out of the banking system. It is generally used when there is a short-term funding requirement.

Factoring: It is called the sale of the right to receivable. It is a financing method that provides funds to businesses by selling the receivables, usually arising from short-term sales of goods, to factor, a financial institution specialized in purchasing accounts receivable (Aksoy and Yalçın, 2008: 428).

Short-Term Funds Provided Through Securitization: In short, securitization is the provision of funds for businesses by issuing securities from the capital market (Ceylan and Korkmaz, 2021: 178). Stocks are securities issued by joint stock companies, representing the capital share of the joint stock company (Aydın et al., 2009: 165). This method of providing financing is extremely important for the capital accumulation of large enterprises and contributes to encouraging and accelerating economic development.

Leasing: Leasing, also known as leasing in the literature, can be briefly defined as the transfer of the right to use an asset from the lessor, who owns the asset, to the lessee, within a specified period of time (Gökgöz, 2013: 107).

Forfaiting: Defined from an economic point of view as it is a financing method, forfaiting is defined as a method that provides medium-term financing to the exporter in sales for periods ranging from one to seven years (Özdemir, 2005: 211). In other words, it is the realization of the collection of a receivable arising from the export of goods and which will be collected in the future, by selling it before maturity.

Apart from these financing sources, hotel enterprises also benefit from funding methods such as public loans and incentives, venture capital, and franchising.

Especially in the periods when hotel enterprises are first established, their profits are low. Therefore, incentives and loans provided by the state both create a fund opportunity for the investor and encourage new investments. Hotel enterprises can provide long-term funds through international development banks with special incentive and investment certificates. At the same time, they can be exempt from some taxes and benefit from various energy sources at a discount when they get the “tourism operation certificate” (Küçükaltan and Eskin, 2008).

Venture capital, which is another financing method, is a method that does not impose a fixed interest burden on existing small-scale businesses or newly established companies that have a capital shortage but have original projects and growth potential, and provides the opportunity to realize their projects with the capital to be provided by new investors, and tries to solve their financial problems on the basis of partnership. As can be understood from these features of venture capital, it is an investment financing method that allows dynamic, entrepreneurial, risk-taking investors with insufficient financial resources to put their investment ideas into practice (İpekten, 2006: 386).

In addition, artificial intelligence applications, which have recently come to the fore especially in finance and banking and sectors, provide many advantages in terms of enterprises (Gümüş, at al., 2020: 40). Because both the finance departments and customers of hotel businesses can benefit from most of the technological innovations brought by artificial intelligence applications. Artificial intelligence applications make important contributions to the increase of service quality in hotel enterprises.

5. LONG-TERM FUND RESOURCES AND INVESTMENT IN FIXED ASSETS IN HOTEL ENTERPRISES

Investment costs in hotel enterprises are high and the payback period of investments is long. Therefore, more long-term funds are needed in these enterprises.

Long-term funds are especially used by businesses to finance fixed assets. Long-term funds are funds obtained from internal (equity, self-financing) sources and external (bond issuance, long-term bank loans) sources (Ceylan and Kormaz, 2021: 197-198).

The capital invested by the owner or partners of the enterprise, both during the establishment and after the capital increases, is provided from the equity capital.

Small businesses' own equity is the most important long-term source of funds. Large companies have many partners. When these businesses need more funds, they issue more and more shares to raise capital.

Another source of funding is self-financing which is called self-funding by a business. Auto-financing occurs when all or part of the profit is not distributed and left within the business. The financing made by keeping the profits in the business is open self-financing. Confidential self-financing is done in the form of secrecy reserve funds.

When businesses take out loans or issue bonds, they undertake to repay the interest regularly and the principal on time. However, businesses may not always be able to meet their repayment commitment. Bond interest payments are usually made against coupons and at year-ends. Variable interest rates are usually applied to long-term loans from banks (Ceylan and Korkmaz, 2021: 200).

Hotel enterprises use capital intensively. The assets of these enterprises are mostly fixed assets both at the investment stage and during the growth process. In this case, hotel enterprises have the problem of finding a great source of finance. In addition to obtaining their financing problems from other sources, hotel enterprises also go public through the stock market. Considering both the effect of hotel enterprises on the economy and the employment opportunities they provide, new investments should be encouraged by finding solutions to financial resource problems. Otherwise, problems such as inability to meet the customer needs of the hotel enterprises, which have a great impact on the economy, to be established with insufficient equity, to face difficulties in paying the loans obtained from abroad, and to insufficiency of foreign investors will arise (Bekci and Köse, 2022: 189).

Fixed assets are economic values such as buildings, machinery, fixtures and facilities used in the production of goods and services. The expenditures made for the supply of these assets are of great importance both for the expansion of the enterprise and for increasing the profitability of the enterprise. For this reason, alternatives should be determined very well in determining the investment financing of hotel enterprises. At the planning stage, methods such as net present value, internal rate of return, payback period, profitability rate, and benefit cost rate should be considered (Çetiner, 2002: 509–510).

Investing in fixed assets generally refers to investments in businesses such as machinery and facilities that are used in manufacturing activity for a long time. It has been revealed by various researches that the tourism sector consists of fixed capital-weighted enterprises apart from the sub-sector of travel agency and tour operator activities. Karadeniz et al. (2012), in their study in which they examined the financing decisions of the hotels and restaurants sector, identified that the sector was based on fixed capital. In the study, the share of fixed assets in hotel enterprises in total assets was determined to be around 74%.

Fixed assets must be financed primarily from own resources in businesses. In cases where the own resources are not enough, long-term foreign resources can be applied. Financing with short-term liabilities creates problems in terms of fixed assets. Equity is the most important indicator of the financial situation of the enterprises. It is an element of trust for lenders. A business with good own resources will be able to finance its fixed assets more easily and it will be easier to reach the external resources it wants.

Investments in fixed assets can be implemented in different ways such as renovation investments, expansion investments, strategic investments, and modernization investments.

6. CONCLUSION

Like all businesses, hotel enterprises need up-to-date financing resources in order to renew themselves constantly, ensure their continuity, improve their existing capital structures and make new investments in the changing market conditions and competitive environment. In this context, it is extremely important that hotel enterprises, especially their owners and top management, give special attention to the finance departments and follow the current developments in the field of finance.

As in all businesses, finance departments in hotel enterprises are very important parts where it is determined how much to invest in which assets

and where to obtain the funds required for investment, and where necessary decisions are taken and planning are made for the effective use of funds.

The fact that the tourism sector is a rapidly growing and dynamic sector and at the same time its importance for the country's economy brings the investments made in this field to the fore. When it comes to investment in businesses, the first thing that comes to mind is finance. In this context, the incentives provided to hotel enterprises, the current sources of financing and the importance given to financial planning will be the main determinants of investments in this area.

As a result, in the emergence of productive investments in the sector, the importance given to the financing departments of the top managements of the hotel enterprises is as great as the incentives provided by the government. The functionality of these departments to cover financial planning and auditing with up-to-date financing resources will facilitate success in hotel enterprises and minimize financial problems.

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CHAPTER V

ANALYSIS OF NEW APPLICATIONS IN FOOD & BEVERAGE DEPARTMENT AT HOTEL ENTERPRISES

Musa OFLAZ

Balikesir University, Faculty of Tourism, Tourism Management Department;

musa.oflaz@hotmail.com

Orcid id: 0000-0001-8132-1081

1. INTRODUCTION

Although the tourism sector has been affected by the Covid-19 pandemic, it is known that the sector is growing and increasing its profitability day by day. For this development to continue, new practices and approaches are needed in the food and beverage (F&B) departments, which are the main structure of the accommodation sector. In this context, the analysis of the new practices in the food and beverage department in hotels is mentioned, which is the main topic of this section of the book. Firstly, “F&B Industry”, “Development of F&B Industry”, “F&B Industry and Its Importance”, “Classification of F&B Industry” and “The Place of F&B Industry in Hotel Industry” were mentioned. Based on the idea that the department is about innovation, the analysis of the new practices in the F&B department of hotels was attempted to explain with the types “product innovation, process innovation, marketing innovation and organizational innovation” mentioned in the Oslo Manual, which are the most well-known and widely used in the literature.

2. F&B INDUSTRY

Nutrition, a critical part of health and development in human life, is the most basic need for maintaining life. The F & B industry plays an important role in meeting this need. This has led to an increase in the number of companies in this sector and it has become an important industry (Biçici, 2008). This sector is

one in which there are constant changes and developments (Erbaş, 2011). The F&B industry, which covers an all-inclusive spectrum, operates in a very wide area, from purchasing, production, storage, service, and presentation of food to meeting the nutritional needs of individuals. As out-of-home consumption has increased, the F&B industry has changed and diversified to appeal to more masses. In an increasingly competitive environment, this has helped to create the necessary hygiene and sanitation conditions and improve the quality of services. This increase has led to service conditions that are environmentally friendly and sustainable (Narine and Badrie, 2007; Olsen et al., 2000).

2.1. Development of F&B Industry

Thanks to the industrial revolution, many situations, such as reducing work hours, holidays/festivals, national days, and annual leave of workers, have increased the leisure time of individuals. Faced with this situation, people felt the need to spend their free time, to travel, to discover new places and new tastes (Avcıkurt, Sariođlan and Girgin, 2007). However, various factors, such as the fact that food is considered a social activity rather than only a food intake, that the restaurant has become a status indicator, that people's lifestyles are changing, that the number of working family members is increasing, and that women are participating more actively in working life, have led to an increase in disposable income and have played an important role in the development of this sector.

The history of eating-out goes back to the ancient times. In those ages, people who made their living by hunting and gathering met their food needs far from the places where they lived (Douglas, 1990). In today's conditions, the socio-economic conditions of the individual have improved, allowing for a more regular and convenient diet (Kurnaz, 2011). This situation has brought the eating-out culture to an important point, increasing the demand for F&B establishments and making out-of-home consumption a mass phenomenon. Thanks to this increase in demand, a competitive environment has emerged between businesses. In this environment, service quality and customer satisfaction are based on what differentiates companies from their competitors and increases their attractiveness (Şahin, 2012).

These times have led to the F&B industry resorting to various types of services. With the increase in information and technology, consumer demands and needs have also changed, leading to mobility and development in the service sector. The number of these companies has increased as they have diversified to meet many different expectations and experiences as demand has increased (Özekici, 2016). In view of this development and the change from the past to

the present, whereas in earlier times food was considered only as a necessary element for the continuity of life, in today's conditions it is also perceived as a pleasure and part of social life, which has led to an increase in diversity (Türksoy, 2007). Considering the origin of the word restaurant with this variety, the word soup that prepares the stomach for eating, relieves indigestion and keeps you fit was brought into literature. It is known that the word restaurant originated in Paris in 1765. (Yıldız, 2010).

Today's F&B establishments are cafes called coffeehouses, which began in England around the mid-1600s. It is estimated that by the 18th century, London boasted up to 3,000 coffeehouses. The first F&B establishment as we know it today was opened in Paris in 1765. In early days, F&B were served in inns, and those who served the high class were called "traiteurs." Traiteurs who were met in limited numbers established a guild. This guild determined what kind of food was made and sold at that time (Denizer,2005). Although Paris is considered the place where cafés and later restaurants spread to the European continent during this period, the first restaurant, Ma Yu Ching's Bucket Chicken House, is said to be originally established in 1153 in Kaifeng, China (Gürsoy, 2013). A restaurant, which plays an important role in meeting nutritional needs, refers to the process from eating to consumer service (Dash, 2005).

It is known that the original form of restaurants in ancient times were inns, hostels and taverns. The menus of these establishments were set by the orders of the customers (Dökmenoğlu, 2008). The first restaurant established in France provided quality service to its customers. With the development of trade, restaurants were able to spread and develop in France. This growth allowed the master chefs who trained in the palace to live with the public and these master chefs were brought into the trade. This contributed to the increase in the number of establishments and France was a pioneer in this field (Türksoy, 2007).

In Turkey, on the other hand, the first restaurant was established in Aksaray, Konya, in the 13th century during the Seljuk period (Sökmen, 2006). The first restaurant in the modern sense that opened in Galata, Istanbul, in 1888 was Abdullah Efendi, who began its service in the Anatolian lands. Later it changed its name as Victoria. Many issues such as the sale of alcohol, separate seating for men and women, and the hosting of state leaders were also considered in the restaurants, where a wide variety of products were sold.

Turkey has been affected by these developments in the world, and with the spread of fast-food culture, the food culture in the country has changed since the 1980s. It was McDonald's that started its operations in Turkey first, and later companies such as Burger King, KFC, and Pizza Hut followed it, and

the ‘Famous Sultanahmet Koftecisi’ was also counted among the companies granting franchises (Naseh, 2002: 74).

Given the early years of the Republican period, we find that the F & B industry was made up of family businesses rather than institutions. This has led to the fact that out-of-home consumption remained very low. Starting in the 1960s, corporations began to establish themselves in Turkey, and entertainment and F&B establishments became widespread. In the 1980s, Turkey transitioned to a free-market economy and took her place in the international market. This allowed F&B producers to gain a foothold in the international market, and from 1990 onward, Turkey saw an increase in fast-food restaurant chains. This increase was also reflected in the competitive conditions and enabled Turkish cuisine to take its place among world cuisines (Şanlıer, 2005). In this age where the restaurant industry was constantly evolving and changing, customer needs and desires should be prioritized and future-oriented preparations in this direction should be evaluated (Korkmaz, 2010).

2.2. F&B Industry and Its Importance

F&B establishments are defined as “companies primarily engaged in satisfying people’s nutritional and similar basic needs thanks to their technical equipment, structure, comfort, social value, and service quality of staff.” (Koçak, 2012: 1). Food, a prerequisite for the continuity of human life, ranks first as a physiological need at the base of Maslow’s hierarchy of human needs (Tütüncü, 2009). The need for F&B, which arises with the existence of man and is the most basic of physiological needs, can be defined as an indispensable part of human life (Sarıışık, 1994). With their important role in satisfying this need, F&B establishments generally make profits by meeting the nutritional needs of people who want to travel or eat out (Demirkol, 2004). This may happen in the context of an accommodation establishment or in the service sector as an independent business, as well (kat, 2008).

F&B establishments vary in terms of their service and audience: a) ethnic-themed restaurants with menus, music, décor, and staff that reflect a particular culture, b) themed restaurants that design their service within the framework of a particular theme, c) snack bars and cafes that offer easy-to-prepare and easy-to-eat products, d) upscale restaurants, e) fast-food restaurants that offer their customers a quick meal, etc. (Özdoğan, 2007). This diversity, along with changing living conditions, has also raised people’s expectations about the quality of services. F&B establishments are preferred not only for nutritional

reasons, but also for reasons of earning prestige, having a good time, socializing, and fulfilling the psychological elements (Özekici, 2016). Considering that food is an unchangeable and indispensable element of human life, it becomes clear that these establishments are very important (Demirkol, 2004).

The importance of F&B establishments can be listed in three ways (Aktaş, 2001):

People's rising standard of living, increasing leisure time and disposable income are very important for F&B establishments. F&B service is very important, especially for the guests who benefit from this service. The main reason for this situation is the demand for higher quality service due to increasing customer expectations of rising living standards.

F&B establishments need to ensure customer satisfaction in the best conditions to make a good profit and operate profitably. The resulting satisfaction also leads to an increase in customer loyalty and sales revenue.

Employees are just as important as consumer factors for the customer satisfaction of companies. The customer who is satisfied with the service provided prefers the company again and increases sales revenues.

In addition to these three important issues in the F&B establishments, certain standards have been set to ensure that the quality of taste and service does not diminish and continues to evolve. These standards were set following the European Union Harmonized Standards as a result of mutual negotiations. Hygiene and sanitation regulations in all areas where production takes place, as well as quality management, staff training, and the introduction of modern food technologies in today's technological age are the standards that companies should have in a competitive environment (Koçak, 2012). Developing a culinary culture that effectively promotes a country and creates curiosity within these standards is very important for F&B establishments (Olalı and Korzay, 1993: 365).

2.3. Classification of F & B Industry

Although the F&B establishments are sub-branch of the hospitality and food industry, it occupies an extremely important position in the entertainment, travel, recreation, and accommodation sectors. In general, F&B establishments exist in many different sectors, from schools to airlines (Akdağ, 2008).

In terms of classification, F&B establishments can be divided into two groups: commercial establishments (traditional, specialty) and non-commercial establishments (schools, hospitals, industrial establishments, etc.) (Aktaş, 2001).

2.3.1. Commercial Establishments

F&B establishments that operate independently provide services for commercial purposes (Aktaş,2011). The main goal of these establishments is to make a profit, and customer satisfaction and continuity are essential. F&B establishments with many types are divided among themselves into sub-groups (Yavuz, 2007).

2.3.1.1. Traditional Restaurants

These are profit-oriented establishments that offer national, urban cuisines with a certain charm (Köse, 2015). Traditional restaurants offer high-quality food, service, and staff. The goal is to give customers the experience of dining through the ambient. It is very important for the attraction factor to have various entertainment and activities in such restaurants (Özekici, 2016). These profit-oriented restaurants are divided into three categories: large-scale restaurants, upscale restaurants and cafes (mom-and-pop) (Özata, 2010).

These establishments, where standard recipes are applied, are larger in terms of service than traditional and upscale restaurants. Fish restaurants or Hard Rock Cafes can be cited as examples of these establishments, where semi-skilled personnel work (Derya, 2003).

Upscale restaurants typically operate both within a five-star hotel and independently. The target audience of these establishments are people with high purchasing power. The establishments feature menus with exquisite dishes from cuisines around the world. These establishments, which have trained, experienced and professional staff, have a luxurious and impressive ambience (Sökmen, 2014).

Mom-and-pop (Cafeteria) type restaurants serving freshly prepared meals are a type of establishment that is cheap and clean at the same time. Cafeteria-typed establishments compete with restaurants that offer a certain type of food (pizza, sandwiches, hamburgers, etc.) (Koçbek, 2005).

2.3.1.2. Specialty Restaurants

The practice of self-service, the common feature of these restaurant groups, appeals to people who have little time or want to spend less time eating in the establishment. Simplification of food production and self-service practice reduce labor costs. Examples of such establishments include fast food, pizza, kebab, and family-owned companies (Sökmen, 2014).

2.3.2. Non-Commercial Establishments

These establishments, whose main objective is to meet the daily eating and drinking needs of individuals, do not pursue commercial purposes. Examples

include schools, hospitals, prisons, and the military. These enterprises should not be confused with private commercial enterprises (Sökmen, 2003). The services provided by such establishments continue their activities either after being purchased by the establishment or on a contractual basis. Menus differ depending on their purpose. While in hospital operations, dietary and healthy products predominate, in schools, the emphasis is on meals that are high in calories and appealing to students (Türksoy, 2007).

The activities of such establishments are considered as support services. In these establishments, which differ in terms of their scope of activity and purpose, F&B service is supportive. While in the past the establishments focused on non-economic factors and more on food, nowadays the decreasing income level and economic reasons lead the companies to become more professional (Sökmen, 2014).

2.4. The Place of F & B Industry in Hotel Industry

The F & B department in hotels is the unit where all kinds of F&B need of customers are satisfied (Sökmen,2006). For this reason, the primary need of people during the vacation season, as in any other time, is food. Satisfying this need at the desired level within the hotel operation greatly increases the level of satisfaction of the people in this operation (Özkoç, 2006; Giritlioğlu, 2012). In addition, this department, which consists of the purchasing, production (kitchen), and service departments, ensures compliance with hygiene and sanitary regulations for all types of F&B.

These departments, which are part of hotel operations, are, after the room department, the departments with the highest revenues and the most intense relationship between customers and staff (Kozak, 2008). This department is not only the department with the highest revenues and expenses but also the department that employs the most labor (Choy, 1995). In this sense, the vocational training institutions at the associate degree level for F&B establishments, which occupy an important place in the hotel sector in Turkey, aim to train qualified personnel and bring these workers into the sector.

3. ANALYSIS OF NEW PRACTICES IN F&B DEPARTMENT

Given the economic, social, and behavioral conditions of the time, it is seen that people's expectations have changed, that their standard of living has differed, and that their needs or desires have changed (Simonson and Rosen, 2014; Apak and Gürbüz, 2018). Mainly due to technological and social development, the consumption of F&B has begun to differ from other consumption habits. This is because the concept of food is very important in the life of individuals and eating

and drinking are among the greatest pleasures of mankind (Pries, 1984). The changing F&B consumption with the increasing number of female employees in the world and the desire to travel to different places as a group because the places where individuals stay become boring can be cited as examples of this situation.

Establishments such as hotels or restaurants that offer F&B services need to market their products to their guests in the best possible way to gain a competitive advantage and create a satisfied customer base. This is because people's increasing focus on experience has changed the strategies of establishments. To turn this situation into an advantage, it is necessary to focus on different advertising strategies and new practices for products and services (Girgin, 2022).

Based on the idea that the department is about innovation, the analysis of the new practices in the F&B department of hotels was tried to explain with the types "product innovation, process innovation, marketing innovation and organizational innovation".

3.1. Investigation of Practices for Product/Service Innovation in F&B Departments

Product innovation, to which managers in the tourism sector pay the most attention, as in any other sector, is defined as the improvements of existing products or services according to their characteristics (OECD, 2005). Product innovation is necessary to follow technological developments and produce the right products at the right time. This is because in an environment where there is perfect competition, product innovation leads to monopolistic recycling for the establishment (Batmaz and Özcan). Hotels evaluated in the tourism sector, therefore, bring together different portfolios by attaching importance to product innovation in the context of product development and practice. Examples include rapid product launch and efficient use of products used in hotel F&B departments. Progressing in this situation at the right pace while satisfying customers can lead to excellent results.

The evolution of consumption patterns over time has begun to influence the eating and drinking habits of individuals. For example, with the change in family structure and the increase in the number of female employees, the understanding of eating out has increased (Altunışık et al., 2012). However, it has been observed that people prefer seafood, which is a pioneer in healthy eating, rather than pitta bread, kebab, meatballs, and similar mouth-pleasing products

(Durna and Babür, 2011). For this reason, many hotels are expected to include seafood restaurants as à la carte dining options in their F & B departments.

Weight gain in humans brings a number of health problems. It is known that weight gain causes the occurrence of diseases such as “diabetes, insulin resistance, hyperuricemia, gout, cardiovascular disease, polycystic ovary syndrome, coronary heart disease, hypertension, and some types of cancer, gastrointestinal disease, sleep apnea, and fatty liver, etc.” (Altunkaynak and Özbek, 2006:138). This becomes even more important for the third age tourism. Recently, hotels have come up with various diet menus to respond to these senior tourists with high purchasing power in the global competition (Loose et al., 2013). In the study by Albayrak et al. (2014), 1150 tourists vacationing in Antalya were surveyed about “the products and services that older tourists value in hotels”, and it was found that participants aged 65 and older placed more value on special diet menus than the 50-64 age group. Based on this study, it is clear that the hotels that prepare the diet menu make the right choices.

Many different products are developed to address consumer expectations. This is because there are different types of customers for travel and accommodation. The demands and needs of people interested in individual tourism activities, adventure tourism, or mass tourism are different. Therefore, hotels need to develop strategies that address the different types of customers.

Whether a hotel has adequate facilities for parents and children at the same time can be considered one of the most important factors when choosing a hotel. For example, it is known that most of the guests in hotels in Turkey are people with children (Ahipaşaoğlu, 2018). In order to address this target group, the F&B departments have started to include baby food offerings on their menus (Ceylan, 2019). The menus usually consist of fresh vegetables. The products selected by the guests are made into baby foods as they wish. However, since families with children are more concerned about hygiene and food safety than others, the food and drinks should be suitable for children’s health and the staff in the hotel’s F&B department should be more sensitive in this regard.

Recently, many hotels are redesigning their service environment according to the current conditions in order to create customer loyalty (Ryu and Jang, 2008). This is because the elements of the service ambient have the ability to directly influence employees and guests (Allen, 2004). This effect varies according to the type and capacity of hotel operations. Due to the intangible characteristics of the service sector, tourists evaluate service quality based on the tangible clues of the service ambient (Heung and Gu 2012). From this point of view,

accommodation establishments emphasize sensory marketing strategy. They use colors, odors and sounds to make services tangible. In short, physical signs in the service ambient increase tourist satisfaction and bring innovation to the establishment (Sulek and Hensley, 2004). For this reason, hospitality departments of accommodation establishments pay more attention to design. Based on this concept, accommodation establishments strive to provide excellent service and pleasant ambient in addition to meals. Several practices are currently underway in F&B departments to determine the contribution of elements of the physical ambient to product innovation. These involve everything from the esthetics of the facility to the ambience, from the service staff to the food service equipment. Recently, for example, we can say that the seating arrangements, music rhythm, lighting and number of staff in the F&B departments' dining areas have been adapted to the perceived crowds. Pleasant odors in the ambient, however, ensure people to stay longer and spend more in their surroundings. Thanks to special scents, establishments will occupy a positive place in consumers' minds and increase brand awareness (Amsteus, Olsson and Paulsson, 2015). It is known that today's accommodation establishments produce different smells depending on brand characteristics. For example, Sheraton brand introduce notes of fig, clove and jasmine to its hotels. Aromatic plants and edible flowers are favored in the F&B departments of many hotels. The most widely used is the scent of lavender (Akşap, 2018). This is because lavender is one of the most popular fragrances for relaxation and can influence people's emotions, for example, increase customer buying behavior (Akgül et al, 2019; Eryılmaz Açıkgöz, 2018). In the study conducted by Aslan et al. (2017), it was found that the F&B departments of the establishments are usually equipped with gray, beige and brown soft colors. They indicated that the sea breeze fragrance is preferred. Especially in half-pension hotels, they try to make consumers happy by pumping the smell of fresh baked bread into the bread sections of the restaurants.

3.2. Investigation of Practices for Process Innovation in F & B Departments

Process innovation can be regarded as intangible products that in themselves do not contribute to the establishment (Hjalager, 1997). This mostly includes significant changes in techniques, equipment and/or software. It is considered an innovative management system that facilitates long-term planned operations in service sector and reduces unit costs (OECD (2005). In short, it is defined as "the practice of radically new methods to improve the performance of business processes" (Aygen, 2006: 36). Generally, they have goals to increase production

and service capacity through the use of technology. F & B departments have a structure that examines changes in products and services from demand and order management to production and delivery stages (Cormican & O'Sullivan, 2004). The automation equipment used in the F&B establishments can serve as an example of this situation (Altan, 2018).

There are many departments in the hospitality industry, all of which have different methods of operation. Although these departments appear to be separate, they must work in a coordinated manner. The best example of this is computer-based hardware technologies. Software systems are located in all departments of the hotel. All the expenses and purchases that a person coming to the hotel makes, from reservation to check-out, are added to the folios of the guests in the automation of accommodation operations. These folios are immediately forwarded to the appropriate department. The check of the person spending in the F&B department goes to the reception at the same time (Dinçer et al., 2017). This allows the hotel staff to work faster and increase the quality of service.

Recently, many new practices have been developed in the F&B departments of technology-based accommodation establishments, which can be evaluated as process innovations. According to the researches, people value most the variety, presentation and quick service of the food (Sezgin et al., 2008; Birdir and Kale, 2014; Aksoy and Ağca, 2017; Ayaz and Sünbül, 2018). In addition, production in a hygienic ambient is another aspect that must be considered (Ertürk, 2018). With this in mind, many presentation innovations have been developed to accommodate the consumer group in the transmission, preparation and delivery of F&B orders to the kitchen or bar with computerized hardware technologies. The use of smartphones, mini-tablets, which are considered process innovations, or technological innovations (such as QR codes) and unlimited Wi-Fi internet connections are widely preferred practices (Zengin and Dursun, 2017). The applications for smartphones or mini-tablets work with an Internet connection. This is a menu and ordering system called E-Menu/Tablet Menu that works on iPods and iPads. With this system, which aims to meet people's expectations for fast service, you no longer have to wait for the waiter to come to the table and take the order; instead, orders are sent to the kitchen and service simultaneously through these devices. While the waiter setting the table, the order is prepared in the kitchen. The service is done in the shortest possible time. Recently, software companies have developed many applications to instantly respond to people's needs and desires and make them happy. One of them is Fingi software, which

is used in the hospitality industry. The software in question works together with telephones. Before arriving at the hotel, all the information of the person who made a reservation is recorded and registration is performed. After the person arrives at the hotel, he/she is given a phone to use the application. Thanks to the application, the person can see all the facilities of the hotel, including check-in/check-out process, and make requests. In the application, which is also integrated with the hotel's F&B department, the person can carry this phone within the hotel and order food and drinks anywhere, make reservations for à la carte restaurants, or call room service without going to the reception (Zengin and Dursun, 2017).

3.3. Investigation of Practices for Marketing Innovation in F & B Departments

There are some important steps to consider in marketing innovation, which affects the situation from the design of a product to its packaging, from being imprinted on customers' mind to its pricing. The most important of these steps is to respond to consumer needs with the right product at the right time to increase sales or to apply the most up-to-date version of the marketing mix to stabilize profitability. Second, for a product or service to be a marketing innovation, it must not have been used and developed by the establishment before and must have the characteristic of being the first (OECD, 2005).

Changes in consumer patterns have greatly affected the product and service sectors. It can be said that this change is reflected in the emphasis on experiences rather than on the characteristics of goods and services. Marketing innovations aimed at increasing establishments' sales and raising their popularity are frequently used in the hotel sector.

Theme restaurants are leading the way in marketing innovation practices for F&B departments. Perhaps most striking is the Adam & Eve Hotel, where you can dine in the darkness, accompanied by a professional waiter. In addition, to ensure sustainability, protect the natural environment and avoid overconsumption of scarce resources, hotel F&B departments have developed various sustainable restaurant or green restaurant practices (Apak and Gürbüz, 2022). Sustainable restaurants in the F&B departments of accommodation establishments limit their offerings compared to other à la carte restaurants and reduce their portions. The result is that both the establishment and the guests are satisfied because the use of chemicals and the amount of waste are reduced. It also tries to prevent environmental damage by paying attention to sustainable architecture, the use of energy-efficient equipment and permaculture practices

aimed at the environmental sustainability of the catering business (Tatano et al., 2017; Jang et al., 2017; Eren, 2018). In this way, people with environmental concerns are satisfied. The best examples of this situation are “Five Boutique Hotel” in Istanbul and “Gamirasu Cave Hotel” in Cappadocia. The hotels have developed a concept for people who want to eat healthy. Organic products are considered an indispensable criterion in establishments that are very sensitive about food and drink. All food in the hotel, from the restaurants to the minibars, is naturally grown. In addition, in the F&B departments of these and similar hotels, care is taken to reuse recyclable cleaning products, recycle the oils used in cooking, and turn F&B into organic fertilizer (Tzschentke, 2008).

3.4. Investigation of Practices for Organizational Innovation in F & B Departments

Organizational innovation, which can be defined as continuous improvement of work structure and management carried out by establishments under a certain rule, has been widely used by establishments in recent years. This is because it is closely related to all areas, from information exchange to coordination, from operational procedures to system innovation (Çınar, 2017). The literature review showed that it has been studied in a very broad framework. When evaluating the defined concept in the service sector, it appears that the main objective is to increase the level of employee satisfaction. The reason for this is that the understanding of satisfying the consumer is dominated by working with a team spirit in the service sector. Therefore, a high level of employee satisfaction has a positive effect on innovation activities (Emeksiz 2007; Pikkemaat, 2008). In the studies conducted in the literature, the finding that “attitudes and behaviors of hotel employees are important” supports the effect of organizational innovation in practice (Callan and Boman, 2000; Kuşluvan, 2003; Pala and Tepeci, 2014; Başer et al., 2016; Çöp and Doğanay, 2020).

As staff working in the hospitality industry meet with the consumer group, their wants and needs should be met and rewards should be given to increase their efficiency. For example, these staff should be paid with a payment in due date, their social rights and guarantees should be paid in full, working hours should be regulated, and training should be supported (Karahan, 2000; Orfila-Sintes and Mattsson, 2009; Hacıoğlu, 2013). Recently, more importance has been given to organizational innovation in F&B departments, and many practices have been developed. One of them is related to staff uniform. This is because uniform represents the institution. For example, it has been noted that F&B staff

at the “Titanic Hotel” wear sailor suits, while staff at “Hillside Su Antalya” wear white staff uniforms. However, it is believed that the regular practices will also be reflected in the uniform of the staff and the number of hotels switching to the concept of jeans in terms of comfort and fast movement will increase (Durna and Babür, 2011). However, it has been found that the music played in F&B departments affects internal customers and reduces their efficiency (Demir and Öztürk, 2019). It has been shown that staff productivity increases when the same music is not played at all times of the day (Akillıbaş, 2019). Playing different music at different times can be an example of organizational innovation practices, especially to prevent F&B department staff from being exposed to the same music. Also, preparing all kinds of training programs for the development of staff in the same department improves organizational innovation (OECD, 2005). It was found that managers who are aware of this have prepared a training program in loyalty programs (Akkuş Ererhan and Çakıcı, 2021).

CONCLUSION

F&B establishments are defined as companies primarily engaged in satisfying people’s nutritional and similar basic needs thanks to their technical equipment, structure, comfort, social value, and service quality of staff. The need for F&B, which arises with the existence of man and is the most basic of physiological needs, can be defined as an indispensable part of human life. Mainly due to technological and social development, the consumption of F&B has begun to differ from other consumption habits. This is because the concept of food is very important in the life of individuals and eating and drinking are among the greatest pleasures of mankind.

Establishments such as hotels or restaurants that offer F&B services need to market their products to their guests in the best possible way to gain a competitive advantage and create a satisfied customer base. This is because people’s increasing focus on experience has changed the strategies of establishments. To turn this situation into an advantage, it is necessary to focus on different advertising strategies and new practices for products and services. There is a need for new applications in the food and beverage departments, which constitute the most important structure of the accommodation sector for the continuity of the businesses.

In the light of what is explained in this part of the book, in which the new applications used in the food and beverage departments of the hotel businesses

are explained in general, the contribution of the innovation applications applied in the food and beverage sector to the tourism sector has been tried to be revealed. For this, firstly, innovation applications were examined according to innovation types. Because businesses have a desire to gain competitive advantage in the market, increase efficiency, expand the market, and most importantly, bring their products and services to a level that consumers can appreciate. Businesses need innovations that increase their competitive power in order to realize their expectations. In order for hotel businesses to fully meet these needs, it is one of the most important issues to evaluate with “product innovation, process innovation, marketing innovation and organizational innovation” types. Focusing on only one of these innovation types, the orientation to innovation practices will cause both disruptions in the future plans of the enterprises and a decrease in customer satisfaction.

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CHAPTER VI

ANALYSIS OF NEW APPLICATIONS IN SALES AND MARKETING DEPARTMENT AT HOTEL ENTERPRISES

Dr. Melahat Yıldırım SAÇILIK

*Bandırma Onyedi Mart University, . Erdek Vocational School, Tourism and
Hotel Management Department; msacilik@bandirma.edu.tr
Orcid id: 0000-0002-5399-8607*

Lecturer Dr. Emel ADAMIŞ

*Bursa Uludağ University, İzmit Vocational School, Department of Tourist
Guide; emeladamis@uludag.edu.tr
Orcid id: 0000-0001-6445-005X*

1. INTRODUCTION

Hotel businesses have to keep up with developing technologies in order to maintain their existence and provide competitive advantage. For this reason, hotel businesses have to carry out marketing activities on digital platforms as well as traditional mixes in marketing. Segmenting the market in line with digital footprints, producing and diversifying services according to the demands and needs of the target audience is now easier with digital marketing applications. It is important to eliminate the uncertainty about the products in terms of hotel businesses that sell intangible products. Therefore, the use of technology in marketing has become mandatory.

Potential hotel and touristic consumers can convert the information they need about the product into a reservation by making instant and on-site comparisons. In this sense, businesses that can benefit from technological opportunities can be effective in the purchasing decision stage of consumers (Sarı and Kozak, 2005: 253).

With the marketing applications developed in the virtual environment day by day, hotel businesses reach more people about their services and can

provide faster information and sales. For this reason, the transition process from the traditional marketing approach to the modern marketing approach in hotel businesses is a subject that needs to be examined first. When the differences between traditional marketing and modern marketing are considered; it becomes clear why new trends should be used in marketing. Marketing dimensions, methods, tools and application areas that come with digitalization in hotel businesses are among the topics covered in this section.

2. TRANSITION FROM TRADITIONAL MARKETING APPROACH TO MODERN MARKETING APPROACH IN HOTEL BUSINESSES

The needs and preferences that take shape in the digital world at the individual level have started to appear at the business level as well. Due to reasons such as the continuation of business existence and competitive advantage, it has now become a necessity for organizations to determine marketing strategies according to technological developments. Marketing techniques used for consumer needs on a traditional basis have taken a step towards modernization with the innovations brought by the electronic environment. With the development of digital marketing, traditional marketing has begun to leave its place to digital marketing.

Based on traditional marketing techniques, advice and previous experience, which were effective in hotel marketing before, hotel customers' service purchases were highly influential in the decision process. Today, the factor affecting the success of hotel marketing strategies in marketing is the use of technology-based marketing methods (Vives et al., 2018: 748). Marketing performed in the electronic environment and evaluated with all its techniques is characterized by the concept of digital marketing (Kırçova, 2012: 24). Hotel businesses, which can adapt to new technological changes that are effective in consumer purchasing decisions, can achieve success in increasing customer satisfaction and thus in service marketing (Grotte, 2018: 23).

Table 1. The Differences Between Traditional Marketing and Digital Marketing

	Traditional Marketing	Digital Marketing
Cost	High	Low
Communication	One Way	Bidirectional
Time	Long	Short
Communication with the Consumer	Customer-Brand	Customer - Other Consumers
Scope	Narrow	Wide
Availability	Limited Time Zone	Unlimited Time Zone
Experience and Wealth	Distinctive Patterns	Instant Access to Innovations
Consumer and Brand Surveillance	Consumer Protection Matters	Different Communication
Employees	Public Relations, Marketing	Social Media Agencies
Language	Formal	Sincere

Source:<https://www.dijitalpazarlamaokulu.com/geleneksel-pazarlama-ile-dijital-pazarlama-arasindaki-10-fark/>

In hotel businesses where traditional marketing techniques are used, the cost is higher than those using digital marketing techniques. As the number of people to be reached in traditional marketing increases, the cost also increases in direct proportion. Since it is possible to reach many people at the same time in digital marketing, the budget allocated to marketing is lower.

In traditional marketing, there is a one-way communication from the hotel business to the touristic consumer. In digital marketing, where a two-way communication can be established, it is possible for touristic consumers to return to the hotel business that advertises, criticize and at the same time get answers to their questions. Consumers can also share advertisements in the virtual environment on their own platforms.

In traditional marketing, the process of creating the marketing mix is quite long. It may take a long time to correct the mistakes that occur during the implementation of the marketing mix or may result in failure. In digital marketing, it is easy to change the inappropriate marketing mix and strategies. Thanks to the sharing, changes can be made with the information obtained from the feedback.

While in digital marketing, it is possible to share and comment the moment the consumer sees the advertisement, in traditional marketing, the touristic consumer who wants to get information about the product communicates with the hotel business by e-mail or telephone. In other words, while communication in traditional marketing is between the consumer and the business, in digital marketing, communication can be provided with many people at the same time.

It is easy to reach the consumer everywhere in digital marketing while meeting the target audience takes place in a narrow scope in traditional marketing. While marketing techniques made according to certain rules are valid for traditional marketing, it is more possible to make various fictions in digital marketing. Due to the breadth of its sphere of influence, different types of consumers can be easily reached and it can be brought to the agenda.

While the protection of the consumer and the protection of consumer rights are important in traditional marketing, a different communication can be made with the consumer in digital marketing. In traditional marketing, there are units such as public relations, marketing, etc., where experts work on the implementation of marketing strategies. In digital marketing, advertising agencies use these marketing strategies. At the same time, the language used in traditional marketing is more formal and distant, while the language of digital marketing is sincere.

In order for hotel businesses to continue their existence under increasing competitive conditions, they need to inform potential consumers about their services in the fastest and most effective way. The continuity of this information is also a necessity to be successful in marketing (Zhang, et al., 2018: 605). Consumers, who spend more time on the Internet and do research, shape their service purchasing decision processes according to the information in the virtual environment. For this reason, hotel businesses seeking for an effective marketing step should influence the purchasing decision processes of their current and potential customers. Based on the differences between traditional marketing and digital marketing, digital marketing has now become a must for hotel businesses to perform influential marketing techniques.

3. MARKETING DIMENSIONS EMERGED WITH DIGITALIZATION IN HOTEL BUSINESSES

Digital marketing activities on the web in hotel businesses are an important factor for the efficiency of the business (Ercan, 2020: 1727). Hotel businesses, by communicating with consumers in the digital environment, intensively carry out

different promotion and marketing strategies in the digital environment through corporate websites (Humagain, 2018). Hotel business trends are becoming more common day by day. With the development and implementation of new trends, important results can be obtained in the notification of hotel services and activities to target audience consumers.

New marketing techniques are being developed day by day in the marketing of hotel businesses where a wide variety of digital tools is widely used. The new marketing trends in hotel businesses, which are already developed and widely used. Digital marketing tools used by hotel businesses are shown in Table 2.

Table 2. Digital Marketing Tools

Websites	Morrison et al., 1999; Schegg et al., 2002; Muylle, et al., 2004; Parvez et al., 2018; Sezgin and Parlak, 2019
Search engines and Search Engine Optimization (SEO)	Sigala, 2002; Sirovich ve Darie, 2007; Ghose et al., 2012; Puchkov, 2016; Floričić, 2016; Parvez et al., 2018; Sezgin and Parlak, 2019
Mobile internet access (apps)	Sigala, 2002; Chen et al., 2012; Gulbahar and Yildirim, 2015
Social Media and Networks Facebook, Twitter, Google+, LinkedIn, Instagram, YouTube, blogs and microblogs	Ye et al., 2009; Lanz et al., 2010; Xie et al., 2011; Ghose et al., 2012; Civelek and Dalgın, 2013; Munar and Jacobsen, 2014; Bilgihan et al., 2016; Leite and Azevedo, 2017; Karamehmet and Aydın, 2017; Le Thi Ngoc Lan, 2019
e-WOM (word of mouth marketing in new media)	Chu and Choi, 2011; Munar and Jacobsen, 2014; Kalpaklıoğlu 2015; Bilgihan et al., 2016

Source: İnce and Doğantan (2020:16)

3.1. Mobile Marketing

Mobile marketing covers marketing activities that can be done with mobile phones and tablets. There is no place limitation in marketing with this type of marketing. In this way, a high rate of feedback is provided and highly effective activations can be made for mutual interaction (Sürücü and Bayram, 2016:2024). In mobile marketing, the marketing that can be managed by mobile phone is cheaper than the marketing done in the computer environment, and it is also possible to reach more consumers. People who do not have a computer at home

or at work can also carry out marketing activities with their mobile phones that they carry with them every day. It is possible to communicate with consumers, to collect information about the target audience, and to inform the consumer in the marketing carried out through the phones that almost every person always has with them. However, measuring and responding to consumer response in real time can also be achieved with mobile marketing (Chang and Chen, 2004:462).

In mobile marketing, businesses use various mobile applications and social media tools to promote for their target consumers (Yalçınkaya, 2018: 204). Thanks to mobile applications, consumers have the opportunity to be informed about services without restrictions of place and time. Like every business, hotel businesses can also provide information activities to current and potential consumers by sharing video, image and audio via mobile devices. Hotel businesses can expand their marketing network with activities such as using various websites and blogs, sending sms and e-mails to market their promotions and services through instant sharing.

Alkaya (2007:39) stated that businesses have reached some conveniences with mobile devices. These conveniences are;

- Providing one-on-one marketing,
- Using the permission-based marketing method,
- Measuring consumer response,
- Low cost,
- Creating brand awareness
- Reaching many people in a short time

3.2. Mobile Marketing Applications Used in Hotels

In hotel marketing, today, many hotels have started to benefit from technological developments and are developing various strategies to communicate with customers via mobile or smart devices (Kwon et al. 2013). In addition to many applications used in mobile marketing, it is aimed to provide fast, easy and detailed service to existing and potential customers of hotels. The first hotel in the world to use the mobile application is the Choice chain hotels. Next, Hilton hotels, which have a large chain network, announced their first mobile applications in 2009. The following year, Hilton hotel applications were downloaded 340 thousand times and room revenue increased 200% in 2010 (Bayram, 2010: act. Kırlar Can et al.2017:62). After Hilton hotels, Marriott hotels joined the mobile application network and increased their room sales by 47%. For this, Marriott hotel management has developed mobile applications

for phones with certain features (iPhone, iPad, Android and Blackberry). In this way, the revenue of the hotel has been around 25.8 million dollars (Eticaretmag, 2011: act. Kirlar Can et al.2017:63). The mobile applications used for check-in information were also put into practice by the Marriott hotel. In this way, hotel customers who will check in can easily find out whether their rooms are ready or not (Borison, 2013).

Many chain hotels also have branches in Turkey. For this reason, the use of mobile marketing applications has already become widespread in Turkey as well.

3.3. Data Mining

Data mining, which has been used frequently in the tourism sector following the sectors such as banking, finance and health, has emerged in line with the developments in the database. The processing of the valuable, meaningful, and necessary data can shortly be named as data mining. The purpose of using data mining and marketing is to increase sales, reduce costs, ensure effectiveness in research and development and decision-making activities (Gürsoy, 2009: 4). Classification of data, quantitative estimation, association and clustering techniques are data mining analysis methods (Bramer, 2007:7). Data mining consists of audio, video, gene, web, social media and predictive analysis (Altunkaynak, 2019:15).

Data mining encompasses all of the data analysis techniques. It means the classification of the available data by various methods and does not mean a solution by itself. In other words, data mining is a tool to reveal the necessary information to produce solutions to current problems, to make critical decisions in times of crisis, and to make forecast reports. Çuhadar (2013:1450) classified the information revealed by data mining as follows:

- It is not clear information,
- Previously unknown and unexplored,
- Potentially useful and meaningful information,
- Extracting meaningful and useful information from raw data,
- It provides the opportunity of inductive analysis from the information obtained.

3.4. Data Mining Applications in Hotel Marketing

Today, most of the organisations, institutions, businesses, and even states have been employing big data for benefiting from useful information embedded in it.

For example, when big data is interpreted with appropriate analysis techniques (e.g. data mining), it may enable hotel businesses to manage fraud risks (Eskin and Adamış, 2022), especially in purchasing departments.

In terms of hotels, it is possible to classify the purposes of data mining they used in line with the mix of hotel services. For example, data mining can be used to group hotel guests according to their demographic characteristics. In this way, it can be easier to associate guests within the framework of factors such as cultural characteristics and diet. It is known that data mining can be used to create and implement the marketing mix that can be applied to the target audience. Similarly, data mining provides great convenience to hotel businesses in sales forecasting, sales analysis and reporting of sales. By using data mining techniques, it is possible to obtain information about the tourism spending capacity of the target group or potential consumers, on which items they spend more and when these expenditures are realized more. Similarly, in the analyses made based on the accommodation data in the hotel, it is possible to classify the number of overnight stays as domestic and foreign, or to create a report from which countries have more overnight stays.

3.5. *Augmented Reality (AR)*

Named as the new generation technology, Augmented Reality (AR) emerges as technologies integrating the real and virtual environments. AR visualizes the real and virtual image by synthesizing it. It can transform a virtual image into a real environment or a real image into a virtual environment (Chung, Han and Joun, 2015:589).

Hotel businesses focus on practices that prioritize the human factor in their marketing promotion efforts. The main reason for this is that hotel businesses want to establish and strengthen the connection between the services offered, the corporate structure and the consumer (Friedlein, 2016). AR is used as the most effective tool in this process. With these technologies, especially potential consumers are offered the opportunity to experience the products beforehand. Thus, the consumer's uncertainty about the products offered is reduced. The reason for hotel businesses to choose these tools is the reverse operation of distribution channels in marketing. The consumer's prior experience of intangible products is very effective in their purchasing decisions (Kabadayı, 2020:465). The reason for hotel businesses to use AR technology is due to the fact that people can easily transfer the audio, video and images to digital media obtained with easy tools. Özbek and Ünüsan (2018) classified AR technology into three groups:

- Head-mounted camera glasses,
- Handheld (AR) devices, smart phones and mobile computers,
- Spatial applications. Image transfer to a fixed building or area.

3.6. Augmented Reality Applications in Hotel Marketing

AR apps are crucial tools in creating motivation for travel and improving the quality of customers' experience. Today, more and more customers, especially the millennials, have been asking for AR applications in order for experiencing their environment in a different way. In hotel industry, AR technology was first used by Holiday Inn Intercontinental Group in 2012. Holiday Inn London is known as one of the best AR practice examples. They developed an AR application that allows guests to interact with athletes from different fields competing in the Olympic and Paralympic Games in 2012 at the hotel's reception, corridors or rooms (Kabadayı, 2020). Marriott Hotels and Omni Hotels benefited from this technology in the following years (Borison 2013).

Rixos and many other chain hotels have started to use these applications in order to give directions within the hotel and to diversify the game contents. Another good example can be The Hub Hotel from Premier Inn in the UK which has created interactive rooms with wall maps placed via AR. Furthermore, operating through Bluetooth, beacon technology also allows marketers to share information to their customers in different locations. For instance, Starwood Hotels used this technology by sending a virtual key to guests, which allowed them to unlock their door via their phone and improve their experience on a personalized application.

3.7. Viral Marketing (e-WOM)

Viral marketing (e-WOM) is to mutually express opinions on products or services in a virtual environment. Communication platforms established over the web enable consumers to share their experiences and opinions about products or services.

Viral marketing is preferred more than other marketing tools due to its reach to large masses and low cost (Özbay and Çekin, 2021:584). This form of marketing can be done with high security and low cost. Therefore, it is easier for consumers to be affected (Taş, 2019:11). Viral marketing has a number of advantages for both consumers and businesses. While consumers can obtain information about the product, they can provide some discounted or free products. In return, businesses can navigate social media more easily in terms of recognition and brand development (Argan and Tokay Argan, 2006: 244). Viral

marketing has advantages for businesses. The financial advantage of businesses is low cost. Advantages in terms of diffusion; It is known as rapid spread, increasing the speed of adaptation, reaching the mass in a short time and growing rapidly. The advantage in terms of matching, is that the sender participates in voluntary transmission. Efficiency in determining the target audience is another advantage that businesses gain in viral marketing (Özbay and Çekin, 2021:587).

With viral marketing, consumers can see destinations, hotels, etc. that they have not seen and seen before. information about the places in line with the opinions. When it comes to likes, consumers can only advertise hotel businesses based on the information they have obtained in the virtual environment. e-WOM is effective in consumers' preference for the hotel business.

3.8. Influencer Marketing in Hotel Industry

As one of the new generation marketing tools, influencer marketing is most commonly used in social media platforms. Influencer Marketing is usually performed by people who have reached a certain number of audience in various social media tools, and these well-known people and sometimes celebrities are called "influencers". By sharing their own daily lives with people, they usually use the products of the brands and share their personal opinions and experiences related to products. Recently, it has been considered as one of the most influential way of encouraging people to buy products or services. Instagram and YouTube are one of the major social media platforms used for influencers. The trendiest point among the businesses nowadays is to be "Instagrammable".

Using influencers as a marketing strategy seems a vital tool for hotel and hospitality industry too. Influencer marketing is less costly than classical advertising and reaches a more specific audience (Claesson and Ljungberg, 2018). Targeting a specific audience through credible well known people may also strengthen the relationship of hotel businesses with their guests. With a combination of influencer marketing in social media and other traditional tools help the businesses express themselves in different ways. Nowadays, from small scaled to large scaled hotel businesses prefer this marketing tool as they directly reach people in a more authentic way. Also, by inviting celebrities and influencers to their events, sponsoring for the activities and people, they try to achieve their promotion targets. For example, Marriott Hotels publicized their Rewards loyalty program in March 2017 by hiring four influencers to take over their Snapchat account every month. They asked the influencers record and film their stay and share it.

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CHAPTER VII

ANALYSIS OF NEW APPLICATIONS IN MANAGEMENT DEPARTMENT AT HOTEL ENTERPRISES

Assoc. Prof. Dr. Çiğdem ÖZKAN

*Çanakkale Onsekiz Mart University, Ayvacık Vocational School, Tourist Guide
Department; ozkan-cigdem@windowslive.com
Orcid id: 0000-0002-9823-4117*

1. INTRODUCTION

Accommodation and tourism industry is the most comprehensive and most rapidly growing industry of the World. In parallel, the need for the components of the industry such as accommodation services, airway transportation, food-beverage services and travel agency and tour operators has increased day by day. Particularly, chain hotel enterprises serving at global scale have reached to enormous dimensions in terms of numbers and the bed capacities owned (Kozak et al., 2001). Despite these hotel enterprises implement contemporary management and operation techniques by using opportunities provided by technological developments, their main capital continues to be the “human”.

In general, hotel industry is an intangible industry. Therefore, guests assess their hotel visit experiences depending on tangible parts of an intangible product and service they receive from the hotel staff. Service experience realizes at meeting points between the staff and the guest. The new applications used in the management department appear as applications that enable hotel businesses to work efficiently in areas such as increasing their productivity, reaching goals and objectives, making quick decisions in times of crisis, increasing employee satisfaction, working in harmony with suppliers and external stakeholders, and adapting to technological developments. Today, there are many forms of management applied by hotel businesses. The most used of them are as follows; Strategic Planning, Customer Relationship Management, Balance Scorecard,

Balance Scorecard, Six Sigma. Benchmarking. Reengineering Business Processes, Outsourcing, Supplier Relationship, Controlling as a Management Tool.

Therefore, the aim of this study is to reveal what new management approaches are in hotel departments. In this study, examinations are made on the basic departments of hotel businesses.

2. MANAGEMENT DEPARTMENT IN HOTEL ENTERPRISES

Management has come to the fore in the management of complex processes and actions since the time when human beings lived together. We can talk about the concept of management in every place and process where human beings exist, alone or in a community. For this reason, the definition and content of management may change in different disciplines and processes. At the same time, we can say that managerial thought and management science have undergone an evolutionary process. It is known that as time and processes change, the science of management also changes.

According to the definition of the Turkish language institution, the word management is used in the sense of “directing and administering”. Management in business activities is defined as “the act of optimally directing and managing the financial, mechanical and labor resources of businesses established for an economic purpose” (Raymond and Steade, 1984: 90). In terms of hotel businesses, management is defined as the planning, organization and control of all activities to achieve organizational goals (Keiser, 1990).

As in all businesses, the functions of management in hotel businesses are the same. Functions of management in contemporary management approach; planning, organizing, directing, coordinating and controlling (Budak, 2004). However, the application of management theory and techniques in hotel businesses has been a bit more difficult compared to other industrial businesses. The reason for this is that hotel businesses were small-scale and mostly family businesses in the past (Okumus, 1995). However, today, the number of large-scale hotel enterprises in terms of capacity is quite high and they are managed by professional management.

The management process has undergone an evolutionary process since people began to live together. Management science is divided into four different periods. These; He classified it as “Pre-Scientific Management Period” until 1900, “Classical Period” between 1900-1930, “Neo-Classical Period” between 1930-1960, and “Modern Scientific Approaches Period” after 1960 (Yenisu,

Şahin and Öztekkeli, 2008). In the pre-scientific management period, there is no management understanding of any principle or theory in enterprises.

The period of classical management understanding is divided into three in itself. Scientific management approach is pioneered by Winslow Taylor. He emphasized that businesses should be managed with a scientific approach. The pioneer of functional management approach is Henry Fayol. Fayol focused on management functions (Eren, 2019:19). Finally, it is the bureaucratic management approach. Its predecessor is Max Weber. Weber developed a model focusing on division of labor and specialization (Doğan, 2021).

The pioneer of neo-classical (behavioral management approach) is Elton MAYO and he emphasized that the human factor is important in the success and productivity of businesses (Eren, 2019). He stated that human feelings and thoughts, which are missing in classical thought, should be given importance.

In the contemporary management approach, it is emphasized that all administrative processes should be implemented in different businesses and at different times, and that each business should be evaluated within its own dynamics. Two theories are mentioned in the contemporary management approach. It is the system approach and the contingency approach (Yenisu, Şahin, & Öztekkeli, 2019: 518).

In hotel businesses, the management department has an important role in all processes, practices, strategic plans and actions of the business. The management department has a guiding role for all departments in achieving the goals and objectives of the business. For this reason, the management department has duties such as adapting to today's technologies, following them, and involving all internal and external stakeholders. The management department should be able to use up-to-date new practices in line with the interests of the business. For this reason, the management department has important duties in order to follow up the current applications, adapt them to the business and use them.

2.1. Functions of the Management Department in Hotel Enterprises

As in all businesses, the functions of management in hotel businesses are the same. Functions of management in contemporary management approach; planning, organizing, directing, coordinating and controlling (Budak and Budak, 2004).

2.1.1. Planning Function

Planning is choosing one of the alternative forms of action for the future that concerns all or any of the business (Budak, 2004). Planning is the determination

of where to be reached in the future and the ways that will lead to the desired goal (Kocel, 2007: 94). The functions of management depend on the plan first developed. Plans are prepared for purposes (Koçel, 2007). In order for the plans to be effective in the enterprises, the analysis of past information should be oriented towards making decisions in the current situation and progressing towards the future (Budak, 2004). Planning in organizations forms the basis of organizational development (Schendel & Hofer, 1979).

2.1.2. Organising Function

It is called the organizing function. Organizing is the arranging of business assets and employees for a specific purpose. Organizing includes functions such as grouping business activities, supplying necessary equipment for activities and assigning personnel and arranging relations between personnel (Schermerhorn, 1996: 218; Doğan, 2021). In formal organizational structures, organizational chart, job descriptions, official documents, organizational manuals, official relations between employees, rules cover the process of harmonization of the organizational structure and the employees (Kast & Rosenzweig, 1974).

2.1.3. Directing Function

The directing function is the function of making decisions in line with the goals and objectives of the enterprise, motivating the employees and guiding the employees (Denhardt, 1999). After the manager fulfills the functions of planning and organization, he is ready to act in line with the business objectives (Budak and Budak, 2004). Within the scope of the management function, there are activities for motivating the employees, leading the employees, coordination and coordination among the employees (Doğan, 2021). Having managers with high effective leadership skills is very important in fulfilling the directing function.

2.1.4. Coordinating Function

The coordination function in businesses is defined as combining the efforts of the employees in line with the goals and objectives of the business, arranging them in time, monitoring and integrating them in accordance with the activities (Budak and Budak, 2004). In order to ensure coordination in businesses, first of all, the goals and objectives of the business should be explained to the employees at all departments and levels. In hotel businesses, it is a little easier to coordinate since all departments have to work more or less in coordination with each other.

2.1.5. Control Function

It is also known as the control function. Control; It means checking whether the works are done in accordance with the given instructions, the plan and principles determined by the organization (Ballı de et al., 2020). Control is defined as revealing the errors in the operation, correcting them and taking measures to prevent them from recurring (Doğan, 2021). According to Davis; The control function is defined as an important process that regulates the realization of goals, actions and plans (Davis, 1951: 628, as cited in Ballı, 2020).

The application of management theory and techniques in hotel businesses has been a bit more difficult compared to other industry businesses. The reason for this is that hotel businesses were small-scale and mostly family businesses in the past (Okumus, 1995). However, today, the number of large-scale hotel enterprises in terms of capacity is quite high and they are managed by professional management. There are many different software for making the functions of management functional in hotel businesses. Hotel businesses prefer existing automation systems according to their capacity, needs and budgets.

3. CURRENT APPLICATIONS IN MANAGEMENT DEPARTMENT

It is known that many techniques and approaches have been developed in management science until our fall. Respectively; scientific management approach, neo-classical management approach, modern approaches include different methods and techniques applied in management science. Today, many techniques of classical, neo-classical and modern management thought are applied in hotel businesses (Okumus, 1995). While activities such as work and time studies, planning, coordination, control, and organization reflect the classical management thought, valuing the employees, participation of the employees in the decisions, the transfer of authority, the neo-classical management thought, operations research that can be put into numbers and used in the control stages of hotel activities, and the applications used for the solution of problems. system approach, organizational behavior studies represent the contingency approach and the quality circle represents modern management thought (Okumus, 1995).

Today, there are many forms of management applied by hotel businesses. The most used of them are as follows:

Strategic Planning. It is traditional business management method. Its development dates back to the 1950s. Strategic planning, implements a well-defined enterprise strategy into key business goals. Strategic planning helps

the company identify changes in the business environment and take necessary measures for corporate governance in the future. It is a managerial practice that enables management to learn how to respond to changing conditions and environmental impacts (Fogg, 2010). Strategic planning is a managerial practice that includes using resources effectively in line with the goals and objectives of the business, adapting the internal and external environment to the goals and objectives, and pre-sensing the threats to the business.

Customer Relationship Management. Each consumer exchanges certain values for other values that bring him additional benefits. by purchasing products. Costumer Relationship Management. CRM is the strategical instruments enabling for the business to better understand its customers' requirements and anticipation by demonstrating the previous buying. CRM can be conceptualized as the intention of an enterprise to attain, sustain and cooperate with key customers with the aim of gaining outstanding values for themselves (Park ve Byun, 2016).

Internal Relationship Management. Internal relationship management is an administrative practice used to measure the satisfaction level of employees or workgroups and to meet departmental and/or individual needs. Internal Relationship Management tools help employees in certain positions to realize themselves and provide connection with other employees of the business in all organizational positions.

Balance Scorecard. Balance Scorecard; business strategies with practical goals and whether the strategies are achieving the expected results by monitoring indicators that represent control is based on the main idea (Koçel, 2014). The behavior of balance scorecard, employees, employee and business goals by associating them with the mission and strategy of the business. provides harmony between them (Kershaw and Kershaw, 2001). The balance scorecard management application has four dimensions. These dimensions are; "customer dimension" is "financial size", "internal processes dimension" and "learning and development" (Kaplan and Norton, 1993: 136).

Six Sigma. Six Sigma is a management strategy in which easy and effective statistical tools are used to define, measure, analyze, improve and control processes in businesses in order to ensure excellence in operations (Türkan, Manisalı and Çelikol, 2009). The six sigma approach focuses on the following three issues; Increasing customer satisfaction, reducing cycle times, reducing errors (Pande and Holpp, 2002). The six sigma approach can be used in the processes of all sectors and departments, regardless of the number of employees or turnover (Çabuk ve Karayılmazlar, 2010).

Benchmarking. Benchmarking is the search, acquisition, comparison of information that an organization undertakes to find the most accurate and best at any time or place (including within itself) in order to increase its level of performance, and as a result, the organization adapts these determinations to itself. The main goal in information technology is to achieve high success by developing weaknesses by taking an example.

Key Competencies. Key Competencies is type management method, which aim is to highlight the main business benefits for customer, which is almost impossible to duplicate from competitors (Šebová, Marčková and Pompurová, 2017). One of the biggest challenges a company might face in recruitment is identifying employee competencies in the first place; it can often be difficult to put into words what employees need to possess to make them successful. Competencies often fall into three caegories; Behavioural Competencies, Technical Competencies, Leadership Competencies

Reengineering Business Processes. Business Process Reengineering involves radical redesign of core business processes to achieve improvements in productivity, cycle times and quality. In the redesign of business processes, all processes are reviewed and designed. its purpose is to offer more value to the customer. It is based on the philosophy of giving more value to customers. Companies reduce organizational layers and eliminate unproductive activities in two key areas. First, they redesign functional organizations into cross-functional teams. Second, they use technology to improve data dissemination and decision making (Majed, Irani and Zairi, 2001).

Companies use Business Process Reengineering to:

Reduce costs and cycle times. Business Process Reengineering reduces costs and cycle times by eliminating unproductive activities and the employees who perform them. Reorganization by teams decreases the need for management layers, accelerates information flows and eliminates the errors and rework caused by multiple handoffs.

Improve quality. Business Process Reengineering improves quality by reducing the fragmentation of work. Workers gain responsibility for their output and can measure performance based on prompt feedback (Kirsten, 2001).

Outsourcing. Outsourcing is a popular and used management method. Its essence is the use of external suppliers to ensure processes and activities that are not the main business activities and creator of value. Evald (2012) says that three approaches to outsourcing - cost , competency and relationship approachies.

Supplier Relationship Management. Supplier relationship management is a managerial practice that aims to cooperate with suppliers so that a business

can develop a new product, compete and produce products effectively and efficiently (Park et al., 2010: 496). This application is designed according to an information system that provides a close relationship between the inputs needed by the business and makes the value chain of goods or services more efficient (Frazelle, 2001).

Controlling as a Management Tool. Management control systems are tools to aid management for steering an organization toward its strategic objectives and competitive advantage. Management controls are only one of the tools which managers use in implementing desired strategies. However strategies get implemented through management controls, organizational structure, human resources management and culture (Anthony and other, 2014).

As a result, management techniques are successfully applied in hotel businesses. The labor-intensive nature of hotel businesses, which are service businesses, causes a strong relationship between employee satisfaction and hotel success, while employee satisfaction is directly related to the success of the management. With the advancement of science and technology, computer science becomes new, they play a important role in all areas of society.

CONCLUSION

Recent developments in the field of informatics and technology have enabled the application of new methods in hotel businesses. Developing technology has led to a change in the demands of tourists and hotels have not been able to remain indifferent to these changes for their competitiveness.

Since the past, management practices have been in change and development. Many management approaches are mentioned, from the classical approach to the neo-classical approach, from the modern approach to the post-modern approach. It is obvious that ten years from now we will be talking about very different management approaches.

Today, there are many forms of management applied by hotel businesses. The most used of them are as follows; Strategic Planning, Customer Relationship Management, Balance Scorecard, Balance Scorecard, Six Sigma. Benchmarking. Reengineering Business Processes, Outsourcing, Supplier Relationship, Controlling as a Management Tool.

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CHAPTER VIII

ANALYSIS OF NEW APPLICATIONS IN THE CUSTOMER RELATIONS DEPARTMENT AT HOTEL ENTERPRISES

Asst.Prof. Dr. Ezi TÜRKMEN

*Çanakkale Onsekiz Mart University, Ayvacık Vocational School, Tourist
Guide Department; ezgiturkmen@comu.edu.tr
Orcid id: 0000-0002-8225-0147*

1. INTRODUCTION

The hotel industry has been struggling with growing competitive conditions, globalization, increasing customer turnover, high customer acquisition costs and ever-changing customer expectations. This reveals the conclusion that the performance and competitiveness of hotel enterprises are significantly dependent on their ability to achieve customer satisfaction. The basic services (rooms) in the hotel industry are quite similar. However, customers tend to focus on factors such as personal attitudes, hospitality, personalization, and personalized marketing (Banga et al., 2013).

The concept of *Customer Relationship Management* was first developed as an information technology in the mid-1990s. Innovations experienced in knowledge acquisition, complex and demanding consumers and ever-increasing competitive conditions have also contributed to this development. Although initially considered as a simple tool for database marketing only, it has evolved into a management philosophy due to its organizational strength. The objective of this organization is to create more value for both customers and shareholders (Lo et al., 2012).

Since the market dynamism causes constant changes in customer expectations, a customer-centered business strategy approach is necessary where the value chain begins and ends with the customer. Such an approach can be acquired benefiting from technological tools such as Customer Relationship Management (CRM). It is quite necessary to create effective channels and

methods, improve the management of customer relations, and manage customer information in a consistent way so that the enterprises could achieve better commercial outcomes (Vicente et al., 2021).

CRM is among the strategic instruments enabling a hotel business to better understand its customers' requirements and anticipation by demonstrating the previous buying. CRM can be conceptualized as the intention of an enterprise to attain, sustain and cooperate with key customers with the aim of gaining outstanding values for themselves. The strategy of CRM considers it significant to include various marketing routines in a company's supply chain functions (Park ve Byun, 2016). It is a technology-based process that allows an enterprise to acquire the required knowledge on the necessities of customers and make them happy for building profitable relationships. Moreover, CRM is also regarded as a philosophical hypothesis claiming that establishing a permanent relations with customers constitutes sets ground for enhancing customer loyalty. For this reason, enterprises have to constantly seek information about the necessities and anticipation of customers, thus, offering the desired expectations by using different communication medium (Soltani and Navimipour, 2016).

An enterprise that determines a CRM-related strategy to establish rewarding relationships with customers can achieve and maintain competitive edge if it concentrates on customers. Previous studies have shown that establishing sound relations with important customers provides the enterprise the benefits such as increasing customer equity capital, ensuring more satisfaction between customers and employees, and gaining higher brand loyalty: If the enterprises improve these capabilities, it will lead to a greater understanding of customers' needs, minimizing their costs, and enhancing customer service (Wang & Fang, 2012). Since selling to a new customer is five to ten times more costly than selling to an old customer, repeat customers increase profitability, guest satisfaction and loyalty. Therefore, hotels should focus on implementing Customer Relationship Management (CRM) strategies aimed at seeking, collecting, storing and verifying accurate information and sharing it throughout the organization (Goyal, 2011).

In hotel establishments, it is possible for them to easily access the data since general and private information must be provided during the guests' check-in. Also, it is quite possible that the guests will share their individual choices with the staff of hotel so that they could experience more enjoyable stay. The hotel can benefit from database in question together with information technologies and offer its customers an unmatched staying experience. It is possible for them build intimate relationships with the guests and fulfill their

anticipations in an excellent way. In order to achieve competition in a highly competitive market, a hotel establishment must meet the needs and expectations of each guest (Richards ve Jones, 2008). Customer relationship management (CRM) and knowledge management (KM) have turned into key strategic tools for all companies, especially in the current competitive environment. In addition, accurate customer knowledge is a very important issue for the implementation of CRM (An, 2019).

It is explained that attracting new customers is not enough to be successful in the market, and that it is important for hotel enterprises applying effective customer satisfaction and loyalty policies to concentrate on existing customers. As the world economy becomes global, it is seen that competition becomes intense and the differences in products decrease. Recently, the fact that the markets have produced similar products in the competitive environment and the decrease experienced in profit rates has brought the necessity of re-adjusting the practices of the enterprises. Developing a customer-oriented business culture forms the essence of success (Soyaslan, 2006).

2. CUSTOMER RELATIONS DEPARTMENT IN HOTEL ENTERPRISES

2.1. The Concept and Importance of Customer Relations in Hotel Enterprises

Customer relationship management requires a personalized relationship established and maintained with all customers. Obligation to acquire detailed knowledge about customers lays at the core of the concept. It is a strategic approach that lays the groundwork for marketing and personalized relationships. When enterprises are customer-oriented, they have the chance to offer customer-specific products and respond to customer needs more easily and quickly (Payne and Frow, 2005). All customer-oriented strategies involve taking action to meet needs and aspirations. The important issue in customer relationship management is to target the right customer and develop the right strategy to gain that customer. The main goal is to build customer loyalty by ensuring continuity at all stages after gaining the customer. Customer relationship management process includes how to categorize customers, how to access them, and how to establish lasting relationships with them (Kotler, 1997).

The importance of customer relationship management (CRM) can never be underestimated for hotels. CRM helps organizations assess customer loyalty and profitability to the extent of sales performance, repurchases, spent foreign

exchange and longevity. CRM offers useful tools for developing business strategies and changing the work culture in any commercial or non-commercial organization. Market positioning provides competitive leadership, brand image, market share and profitability gained from customer loyalty (Mukutu, 2020).

Although CRM initiatives appear to be a more commercial and private enterprise-prone strategy, they are also found in non-commercial and non-profit organizations. Because CRM helps to work effectively and productively in maintaining relationships as well as serving its customers (viewers and advertisers) (LOwe, 2007). Public or private enterprises operate in the same business environment and competition; therefore, not being able to benefit from the advantages offered by CRM can affect target audience levels, sales performance and customer satisfaction.

Although CRM provides lasting benefits to all organizations, some make more profit than others. Organizations that produce a lot of information about customers, that is, service enterprises, are obliged to establish detailed relationships with customers due to the inherent characteristics of production and consumption (Mguyen et al., 2007). Therefore, considering that Hotels receive a lot of data about customers, CRM becomes a suitable strategic tool for the hotel industry, especially when executed successfully and effectively. Such data can be converted into useful knowledge for the enterprise (Nasution and Mavondo, 2008). The hotel industry, like any business, needs to be highly competitive in order to succeed in the market. It is vital to encourage continuous repurchase behavior patterns and retain customers. Therefore, such ambitious goals will be achieved by establishing a productive relationship between enterprises and their customers. Growing customer acquisition costs, increased customer expectations, price-sensitive travelers, more sophisticated customers, uncertain markets and less brand loyalty require hotels to adopt CRM as a useful strategy. CRM is considered one of the most effective ways to facilitate developing and expanding the customer base, which significantly supports increasing profitability and guest loyalty (Mohammed & Rashid, 2012).

2.2. Objectives and Benefits of Customer Relationship Management

CRM is defined as the process of organizing and guiding the relationship between the customers and an enterprise, whose purpose is to ensure the continuity of former customers, to gain new customers, to develop relationships with customers and to retain the high profitable customers. It begins with a comprehensive customer behavior analysis that focuses on accessing and

obtaining all information about customer habits, needs and aspirations, expressed as a customer-oriented structure. The objectives of CRM are defined as follows (Tekin and Ardahan, 2006);

- To determine customer preferences and expectations accurately.
- To regain lost customers with different sales techniques,
- To increase the quality of service,
- To providing lifetime value to the customer,
- To resolve customer complaints,
- To control whether the promises offered to the customer are fulfilled,
- To make customer relations profitable and to increase the incomes of the business.

Businesses that implement CRM correctly gain certain benefits. Every satisfied customer will also attract potential customers to the business; those with high customer loyalty may demand higher prices in competition because they are less sensitive to the price. CRM can reduce marketing and sales costs when it is executed effectively and productively (Jain et al. 2003).

According to Richards and Jones (2008), CRM provides seven main benefits for an enterprise;

- Ability to target profitable customers,
- Improved sales force adequacy and effectiveness,
- Personal marketing messages,
- Custom-built products and services,
- Improved customer service and competence,
- Regulated prices,
- Offering communication channels.

2.3. Processes of Customer Relationship Management

The Processes of customer relationship management consist of four stages.

2.3.1. Collecting Information About the Customer and Their Analysis

Necessary analyzes can be made by obtaining information such as customer age, gender, income, habits, expectations, lifestyles and preferences, updating them with newly acquired information and storing a database in the system (Pekduyurucu, 2008).

2.3.2. Customer-Centric Thinking

It is an important management strategy that enables gaining more profit while creating customer satisfaction of the products or services offered by taking customer priorities into account (Odabaşı, 2015).

2.3.3. Creating Customer Satisfaction

It is an activity that occurs after potential and existing customers purchase and use the product or service and that affects repurchase preferences of these customers (Uzkurt, 2007).

2.3.4. Creating Customer Loyalty

It is the emotional bond that customers feel towards the business, product or service and the customers' desire to prefer them continuously in the market where they have different options (Kola, 2019).

2.3.5. Providing Customer Value

If businesses know their customers better and the perceived value of customers is subjective, this means that a value has been created for the customers (Çiçek, 2017).

3. CUSTOMER RELATIONS IN HOTEL ENTERPRISES

As the hotel industry began to adopt CRM, strategic differentiation has increasingly emerged with the aim of improving relations between hotels and their customers. Accordingly, many applications have been executed over the years to improve relations with customers (Luck and Lancaster, 2013). Registration cards, special guest vouchers, and special attention of staff who are familiar with the customer can be shown as the examples of applications. Registration cards and special guest vouchers containing personal information such as Address, Occupation, Birthday, Hobbies, Special Requests are filled by the customer. They are used to set business policies for the next stay of the customer and for the preparation of the customer profile. While customers establish personalized relationships with the business, the issue of price is a very important factor in addition to fulfilling the customer needs and requirements through the goods and services offered. Rewarding customers by sending discounts to long-term customers, offering special programs that provide benefits to members, gifts

for loyal customers, and sending special invitations and presents throughout the year makes them feel special. This will be very beneficial in identifying customers, who can return higher profits in the future and establishing long-term relationships with customers (Öztürk and Pekduyurucu, 2009).

Queen Moat Houses hotels adopted a customer relationship management approach in 2001, creating a comprehensive email database as part of their new improvement strategy. In 2003, Corus & Regal Hotels reviewed their customer communication strategies and categorized a database of 68,000 profiles. As part of this classification, there is a wide network ranging from cold prospect group to loyal customers. This classification has led to the preparation of different e-mails for each category. In 2005, De Vere Group agreed with a database management company to increase customer loyalty, transferring information about the behaviors and spending habits of potential guests asking questions about both guests and bookings to the database. Customer acquisition is also an issue that the CRM strategy attaches importance to as well as maintaining and strengthening relationships with existing customers. The campaign organized by Corus & Regal Hotels in 2001 appeared even in the national printed press. They delivered 85,000 postal checks to couples aged 35 and over, who were considered existing and potential guests. In 2003, Hilton built its own credit card brand in a joint venture held with HFC Bank and introduced The Hilton Honors platinum credit card. For some purchases, cardholders earned two points, and for others, three points were gained. Thanks to this reward system, members benefited from both monetary incentives and special booking opportunities, fast check-in and complementary services (Luck, 2013) Ritz Carlton hotels record the preferences of their guests in their database. Later on, when the guests receive service from one of the Ritz Carlton hotels anywhere in the world, these preferences are presented to them. For instance, personalized information such as allergy issues, additional towels, special meal lists, transportation preferences are stored for use during guests' next visits. These activities, which increase customer value, cause repurchase behaviors to be in favor of Ritz Carlton hotels (Alper, 2010).

3. CONCLUSION

It is necessary to successfully implement the CRM strategy in order to obtain detailed information about customer profiles and preferences. The development of this system is especially achieved by managing sales, marketing and after-

sales relations effectively. In today's technology age, the internet has evolved into the most effective communication tool. The fact that hotel businesses have a good website supports their desire to get a quick response to the customers' expectations. CRM technology improves the service quality of hotels through storing and updating data (Hanaysha vd., 2021). Some studies have demonstrated that CRM is an organizational problem rather than a technological one. It is argued that CRM technology is a necessary but not sufficient tool. Employee training, their motivation, adequate organizational structure and adequate senior management support are considered as the keys to CRM success (Moreno and Melendez, 2011).

Technological practices that change around the world cause fundamental changes in hotel enterprises. Digital transformation tools such as robots, cashless payment, artificial intelligence, social media, blockchain, smartphones, mobile devices improve data management and encourage creativity and innovation. Smart tourism services create a network that produces common values for everyone interconnected within the ecosystem. It increases accessibility to tourists with physical and service disabilities. They aim to increase tourist satisfaction through rewarding resulting from gamification interactions. Technological developments utilized in hotel enterprises have the power to peak competitiveness and create value and solutions for everyone (TÜRSAB, 2019).

Technological innovations, on the other hand, cause some negative effects in the tourism industry as well as in every other field. When some innovations are experienced beyond time, they could create threats such as inefficient systems, digital exclusion, decreased need for humans and need for contact. In addition to high costs and the inability to adopt by tourists, some ethical climatic problems are also brought along. It is necessary to build a positive balance at all stages of the touristic experience (Buhalis, 2020).

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CHAPTER IX

ANALYSIS OF NEW APPLICATIONS IN PUBLIC RELATION DEPARTMENT AT HOTEL ENTERPRISES

Asst. Prof. Dr. Bilge ÇAVUŞGİL KÖSE

*Çanakkale Onsekiz Mart University, Ezine Vocational School, Marketing and
Advertisement Department; bilgecavusgilkose@comu.edu.tr*

Orcid id: 0000-0001-8646-4401

1. INTRODUCTION

Today, all enterprises exist in diverse and variable environmental conditions including economic, technological, social and these environmental conditions affect the actions of enterprises. These environmental conditions are considered as one of the leading factors affecting the life expectancy of enterprises. Similarly, the ability of enterprises to adapt to this external environment is accepted as an important success condition by management and marketing scientists. On the other hand, the emergence of public relations as a regular effort in enterprises is an outcome of these environmental conditions which complement each other (Tengilimoğlu and Öztürk, 2016: 43). Public relations are ideally defined as “a management function that focuses on long-term patterns of interaction between an organization and all its diverse audiences, both supportive and unsupportive” (Smith, 2021: 10). In other words, public relations are the unit that will enable enterprises to communicate with the external environment. In this context, public relations activities undertake a key role in the adaptation of enterprises to the external environment.

The tourism industry is characterized by its prominent level of association with the external environment according to the open system approach. In another saying, enterprises in the tourism industry are more sensitive to changes in the external environment. Public relations activities are also of immense importance for enterprises operating in the tourism industry under the umbrella of services sector, such as all institutions and organizations existing in the public and private

sector, due to the unique characteristics of the products/services provided (Işık and Eşitti, 2014: 642). Hotel enterprises are an important pillar of the industry that serves as a locomotive in the development of the tourism industry. Hotel enterprises, in which the accommodation requirement is met, are developing, and growing in number in parallel with the changing customer demands and needs. Chain accommodation enterprises that offer services on a global basis have reached enormous sizes in terms of both their numbers and quantity of beds they have (Özel, 2012: 1). Public relations activities constitute a system that brings the hotel enterprises to the targeted audience. In this sense, public relations activities have many aspects and endless functions. For this reason, public relations activities are applied more by hotel enterprises compared to other enterprises (Arat and Uygun, 2018).

In hotel enterprises, the public relations departments basically carry out their activities in two branches. The first of these involves activities aimed at the niche audience of the enterprise with whom it has direct relations including consumers, employees, suppliers, intermediaries, and shareholders. The second one involves the practices carried out by the enterprise to maintain its general public relations (Hsu and Powers, 2002: 302). In brief, the public relations department of hotel enterprises is responsible for managing the relationship processes with each of these audiences.

Although public relations departments are independent of the marketing department in hotel enterprises, public relations activities are considered as a cost-effective and basic means of promotion. The underlying reason for this situation is that enterprises today act more market-oriented (Kotler et al., 2006: 591). Similarly, Reid and Bojanic (2006: 477) underline those public relations should be an integrated part of the overall marketing plan. According to the authors, just as goals, strategies, tactics, action plans, target audiences, implementation programs and evaluation methods are part of the development of a marketing plan, the same approach should be applied to public relations as well.

From the point of hotel enterprises, the public relations department can be seen as an intellectual investment area for the future of the hotel, as well as having a strategic importance with long-term and high-level policies. In addition, it is effective in creating a social image and resolving the problems of the hotel related to the image (Emir, 2012: 143). Richmond (2007: 360) states that the more people write and talk about the hotel enterprise, the more people automatically characterize the hotel with positive community activity. The

author adds that the best advice is the one given by the public and expresses those public relations can provide possession utilities when it really works with the public. In other words, the affiliations to be established by the public relations department of the hotel enterprises with the society will return to the enterprise as a profit.

In line with the significance of the public relations department in hotel enterprises, the following chapter primarily examines the information about the activities carried out by the public relations department of hotel enterprises and the techniques they adopt to manage these activities. In addition, the chapter includes an examination of the social media usage of the hotels within the scope of the analysis of new applications in the public relations department of hotel enterprises.

2. PUBLIC RELATIONS DEPARTMENT IN HOTEL ENTERPRISES

2.1. Importance and Organization of Public Relations Department in Hotel Businesses

From the perspective of the accommodation sector, public relations are explained as “the process of creating a positive image and customer preference through the third-party support” (Kotler et al., 2006: 591). Communication of the message that the hotel enterprise wants to convey, approved by third parties such as the media will give credibility to public relations. On the other hand, public relations activities are cost-effective compared to advertising. Although the main purpose of public relations activities is not to gain a profit, public relations bring profit for the hotel enterprise by creating additional benefits such as establishing the morale of employees and enabling them to accept change through employee communication, providing early warning of problems through close monitoring of news developments, influencing public policy through lobbying and protecting the company’s reputation and share price through proactive crisis communication planning (Deuschl, 2006, 132-133).

Hotel businesses are required to inform their existing customers at regular intervals and to provide information about their products and services so that they could transform the groups they have identified as their customers. This is only realized through public relations (Karavar, 2016: 1). Although the public relations department to be established in hotels does not have a standard characteristic, it may differ according to the management understanding of the enterprise, its physical size, the class of the enterprise and the need for public

relations (Emir, 2012: 150). The budget allocated by the hotel enterprises for the public relations unit, the need for and importance of public relations activities lay the groundwork so that the unit could be shaped by different structures within itself. Public relations activities, which were initially considered to be solely promotional and then sales and marketing-oriented, have been expanded and their significance level has increased for businesses that are in search of excellence today. For this reason, the public relations unit has now turned into a need for small, medium, and large hotel enterprises (Erdoğan, 2018: 76).

2.2. Stages of the Public Relations Process in Hotel Enterprises

The public relations process in hotel enterprises consists of four stages. The first of these is the information gathering stage; such that the crucial point in public relations activities is to understand whom, how and by which means they can be influenced. After the information is gathered, the planning comes as the second stage. At this stage, what will be done in the future in public relations activities in hotel businesses and the persons to undertake these duties and the tools and methods to be used are determined in advance. The third one is the application stage. Thus, the information and decisions obtained during the information gathering and planning stages are put into practice in line with the projected plan. Lastly, the assessment phase is started. At this stage, the extent to which the determined goals have been achieved is examined (Şener, 2010: 292).

2.3. Activities Undertaken by Public Relations Department in Hotel Enterprises

Public relations activities undertaken by enterprises to develop regular and healthy good relations with their internal and external environment are remarkably diverse. The recognition and publicity are the most important ones among these activities. **Recognition** is defined as knowing the wishes and complaints of the target audience or the public. Publicity, on the other hand, aims to enlighten the target audience or the public, to explain and announce the actions and activities of the enterprise (Tengilimoğlu and Öztürk, 2016: 125). Today, hotel enterprises can benefit from social media applications as part of recognizing their target audience. Thanks to the user-generated content, they can evaluate customer choices, needs, and reactions (Yetkin, 2016: 104).

In line with the goal of **publicity**, the public relations department in hotel businesses can benefit from media relations, organizing special events and

sponsorship activities. The hotel enterprise conveys information to its consumers with the approval of third parties by making use of *media relations*. A column written by the travel columnist of a newspaper about the hotel can be more influential and reliable in the promotion of the hotel, compared to advertising the hotel enterprise in that newspaper. Hotel enterprises can organize a wide range of *special events*, such as hosting an art event or fashion show, serving brunch at the hotel on Mother's Day. *Sponsorship* activities are another promotional element adopted by hotel enterprises. For instance, a chain hotel enterprise with hotels in different cities of a country will undertake the accommodation sponsorship of a national sports club and will realize a promotional activity for both its target audience and the public.

It is the public relations department that carries out corporate identity, image and reputation management activities simultaneously with recognition and promotion activities in hotel enterprises. In this direction, the public relations department of the hotel enterprise has been commissioned to provide *corporate communication* as well. Corporate communication is defined as "the process by which stakeholders perceive that the corporate's identity, image, and reputation are formed" (Herstein et al., 2007: 496). Corporate communication covers both internal and external communication. In this context, corporate communication is important in the communication established by the company with its employees (Kotler et al., 2006: 593).

Apart from recognition and promotion activities, another activity undertaken by the public relations department of hotel enterprises is *crisis management*. The unique nature of the tourism industry has made it more vulnerable to risks and crises. It is known that all stakeholders of the tourism industry have struggled with many diverse types of crises arising from emergencies, natural disasters, epidemics, and terrorist incidents that have occurred under economic conditions. The most key factor in crisis management processes is the implementation of proactive approaches aimed at predicting the events that will threaten hotel enterprises (Çavuşgil Köse and Erden Ayhün, 2020).

3. ANALYSIS OF NEW PRACTICES IN THE PUBLIC RELATIONS DEPARTMENT OF HOTEL ENTERPRISES

As internet-based technologies, especially social media, have evolved all parties within the target audience of enterprises have a greater say than in the past. Similarly, organizations have also gained new opportunities to express

themselves to their public, to learn what they think and to maximize mutual interaction (Köseoğlu and Köker, 2014: 214). One of the most comprehensive studies examining how social media is utilized in the field of public relations was conducted by Wright and Hinson (2009). The authors found that especially blogs, microblogs (Twitter) and social networks (Facebook, LinkedIn, etc.) have significantly altered the way organizations communicate with employees, customers, shareholders, communities, government, and other stakeholders. In this context, it is claimed that social media transforms public relations and re-conceptualizes it through new social interactive ways (Macnamara, 2010: 23). In a similar vein, it is emphasized that social media reshapes public relations practice and ensures the enhancement of the relationship between marketing and public relations by providing the capacity to develop relationships with more interaction (Allagui and Breslow, 2016: 21).

The emergence and growing popularity of social media offers the practitioners of public relations countless opportunities to interact with a wide range of stakeholders. As more formats of social media emerge, public relations practitioners have turned to understanding which tools to use, how to use them properly, and how to measure their effectiveness. Social media alters the relationship between a company and its employees, customers, competitors, suppliers, investors, media, and essentially anyone who has influence over or may be affected by an organization (Distaso et al., 2011: 325). On the other hand, social media is warmly welcomed by public relations practitioners as it makes it possible to directly communicate with public groups (Valentini, 2015: 170).

However, this unfiltered environment created by social media causes some pressures in enterprises in terms of managing this media effectively for the purposes of public relations. Organizations in the tourism and hospitality industry are under the same pressure to adopt social media as all other industries. Due to the enhancement of social media, hotel organizations, like many other sectors, undergo various changes such as increased price and product transparency, globalization, and online customer reviews (Högberg, 2017: 69). In the hospitality sector, consumers rely on social media in the purchasing decision process, which includes searching for information, comparing alternative destinations, and sharing the media content of their travel experience. As a result of examining the study data, Bizirgianni and Dionysopoulou (2013) found that young tourists gathered information for the purpose of sharing photos, videos and experiences on social media and stated that they benefited from this information

when making travel decisions. All this change has led hotel enterprises to use social media as a marketing tool. Similarly, social media has turned into an important part of hotels' public relations strategy.

Today, hotels can reach out their target audience through social media without the need for additional hardware or software for purposes such as product and service promotion, interacting with tourists, receiving feedback of satisfaction and complaints, promotion, special offers and event announcements. The inclusion of customers in the virtual community by the enterprises plays an ideal role in promoting efficiency and loyalty (Kasavana et al., 2010). Qualman (2010) argues that social media applications also create an opportunity for small enterprises that do not have high budgets in terms of competition and product-service promotion.

Research proves that hotels that interact with their customers through social media are guiding their customers to spend more, enabling hotels attract more repeat customers, and engage in more referral behaviour from their guests (Seth, 2012: 9). Hu and Oliveri (2021) indicate that social media has effects on the behaviour of tourists pre- and post-purchasing process. In this context, the authors suggest that hotel enterprises should use more than one social media application (such as Instagram, Facebook, TripAdvisor, and Booking) together, while emphasizing that Instagram application stands out in pre-purchase behaviour.

A successful social media management implemented by hotel enterprises will affect the behaviour of tourists both before and after the purchase. Due to the nature of the tourism industry, hotel enterprises mostly sell intangible, perishable and heterogeneous goods that cannot be evaluated before consumption. This fact highlights the trust and advice from other consumers in the tourism industry. Hotel enterprises can attract potential customers through social media applications and turn these applications into a word-of-mouth marketing tool. In other words, the trust to be built up by the use of social media in public relations activities will also contribute to the corporate reputation of the hotel enterprise.

4. CONCLUSION

Public relations activities involve positioning the hotel enterprise as a responsible business citizen and conveying this position to appropriate audiences. An important starting point in public relations is simply to bear the public's interests in mind in the development of operating policies and procedures. In other

words, a hotel enterprise should be willing to become a good citizen, behave responsibly and honestly, and ensure that the public is aware of its admirable actions (Hsu and Powers, 2002: 302). It is important to encourage some public relations activities that have not yet been fully improved in the realization of these objectives of public relations in hotel enterprises. In this direction, hotel enterprises should conduct research on image audits and work on the development of crisis planning and management. Moreover, the implementation of all kinds of social responsibility actions related to the environment, sustainability and community benefits will also be beneficial (Huertas, 2008: 408).

When the literature is examined, it is understood that there are studies examining the effect of the concept of corporate social responsibility in hotel enterprises on various variables such as trust, customer satisfaction, corporate/brand image, customer loyalty, brand positioning and tendency to revisit (Benavides-Velasco et al., 2014; Bohdanowicz & Zientara, 2008; Gürlek et al. 2017; Kim & Kim, 2016; Latif et al., 2020; Mohammed, & Rashid, 2018; Palacios-Florencio et al., 2018).

Although these research studies reveal the added value of corporate social responsibility in hotel enterprises, there are also studies presenting the deficiencies of hotel enterprises in this regard. In a study conducted by Küçükusta et al. (2019) examining the Facebook posts of 4 and 5-star hotels in Hong Kong, it was concluded that the number of corporate social responsibility related posts in hotels was significantly lower than marketing-oriented posts. Ilgın et al. (2020), conducted research examining the Instagram posts of two hotels operating in the Antalya region, one belonging to domestic and one belonging to foreign chains, found that the enterprises mostly used the application as a means of promoting their products and services and announcing news of events. The authors determined that hotels do not have any posts within the scope of social responsibility. Similarly, Çelik and Bora (2022) examined the Instagram posts of luxury class hotels in Istanbul, identified that hotel enterprises mostly used the application as a means of promoting their products and services and announcing the news of events and shared posts within the scope of social responsibility at the least.

Lastly, it should also be emphasized that the relation between public relations and the hotel industry is multidimensional. The main reason for this is that the tourism industry is both global and national and also local. In other saying, the products and services offered to the tourist are largely dependent on local operators, even if the tourist stays in a hotel that provides services on a

global scale. In this context, the national or local brand image of the destination, where the hotel enterprise is located, becomes very crucial (L'Etang et al., 2007: 71).

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