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STRATEGIC PLANNING AND CONTRIBUTION OF SWOT ANALYSIS IN LODGING ENTERPRISES: A CONCEPTUAL APPROACH

Abstract:

In post modern business administration, businesses' planning its own activities and managing resources according to this, is not enough any more. This situation changes with the effect of globalisation and directs businesses to be strategic.

Nowadays in which the importance of strategic management and strategic planning is becoming and important issue for businesses, the control of internal and external environment and management of these provide the advantage of competition. When viewed from this frame, Lodging Enterprises which is a part of tourism sector should be able to plan and applicate a set of activities which creates strategic movement and competition advantage.

Lodging Enterprises should firstly make strategic planning for strategic management applications. To make strategic planning, internal and external environment analysis which is SWOT analysis should be practiced. In this study, with some criterias which Lodging Enterprises should take in to account and have already taken into account and also with role in strategic planning results which gained, Lodging Enterprises' competition strength will be searched/ presented.

Keywords:

Strategic Management, Strategic planning, SWOT Analysis, Lodging Enterprises

JEL Classification: M10, M19, M00

1. INTRODUCTION

Today, it can not be ignored that strategy is a phenomenon adding value to enterprises. In general, it is required that enterprises have to operate in the framework of strategic management because of its feature of long-term final results-oriented dynamic decisions and competitive advantage in all sectors.

Strategic management, which means managing all activities providing to live in the long term and to gain profit from average income to the enterprises, is considered as an attempt to gain a competitive advantage. Strategic management has been the most important tool for survival of the globalized world of business. While strategic management is considered as the most important tool in competition, it is not forgotten that it is a process and it is needed that chair management must take into consideration to each step of the process. When strategic management is considered as a process, strategic planning must be performed in accordance with environmental conditions (internal and external).

According to general approach, strategic planning is a process of determining the organization's mission and objectives for future and is a plan which has been put into effect by taking into account the environmental conditions and choosing the best among alternatives (Demir, 2010: 72). Determination of environmental conditions' effect to strategic planning of an enterprise will have an impact on the strategic decisions and strategic management. Therefore, the enterprises should analyze their status, in the other words; they should analyze the factors affecting them in the internal and external environment.

The assessment of enterprises' both their internal and external elements such as market outside, competitors, economy, technology are provided with SWOT analysis. The main benefit of SWOT analysis is analyzing the current situation of the organization and putting forward the strengths and weaknesses, opportunities and threats facing the enterprise.

The effects of internal and external factors in the tourism sector and the current dynamic features prevent long-term planning or leads to frequent changes. In particular, this situation is more pronounced in lodging enterprises because competition is extremely challenging and demand has the highly variable structure. Because of this, SWOT analysis is an important management technique for lodging enterprises. In addition to this, while SWOT analysis is performed, what criteria are taken into account and what kind of contribution the lodging enterprises gain are extremely important phenomenon.

2. STRATEGIC MANAGEMENT AND STRATEGIC PLANNING

Management is a set of activities associated with the presence of more than one person and parting from the economic activities with this aspect. While sometimes management represents a process, and sometimes it represents a body which consists people, managers and other people involved in this process (Kocel, 2011: 58).

From the perspective of definition of management as a process, the four important points that will lead to the success to the organization should be taken into consideration (Ulgen and Mirza, 2013: 23-24).

- Achieving the organization's goals
- Works performed by others
- The usage of functions such as planning, organizing, executing and controlling

- Being effective and efficient while all of these activities are being performed.

Today long-term strategic plans should be performed and enterprises should act according to these plans for the success of management (Dogan, 2011: 69). According to Nut and Backoff, strategy is used to create a harmony for a particular purpose by developing strategic plans, positions, models in the enterprises (Sagir, 2010: 313). Besides strategy indicates how to take necessary measures for the future with the expectations made in advance, it also draws a roadmap to make preparations for the future (Budak, 2000: 5). Therefore, strategy can be seen as an effective tool to provide thinking analytically, seeing the future, improving the management and developing (Barutcuoglu, 2004: 56).

The strategic management is an approach related to the managing the affairs in the long term viability of the enterprise and gaining profit from average (Ulgen and Mirza, 2013: 27-28). In strategic management organization's strengths and weaknesses are identified with the internal analysis by revising the organization's mission and goals, the opportunities and threats are identified with the external analysis (Ozgen and Yalcin, 2010: 34-35).

Strategic planning can be expressed as a set of purposes created to help the managers to think strategically and to act accordingly (Eres, 2004: 23). According to general approach strategic planning is a process of determining the organization's mission and objectives for future and is a plan which has been put into effect by taking into account the environmental conditions and choosing the best among alternatives (Demir, 2010: 72).

2.1. Benefits of Strategic Management

When strategic management is considered as an approach which is effective decision making under uncertain conditions with organized qualitative and quantitative information (Karahan and Ozgur, 2008: 61), it provides the ability to manage the opportunities and threats coming from the external environment. The benefits of strategic management to the enterprises have been expressed by Jauch and Glueck (1989) in the followings (Kisacik, 2005: 20 and Dincer, 2009: 26):

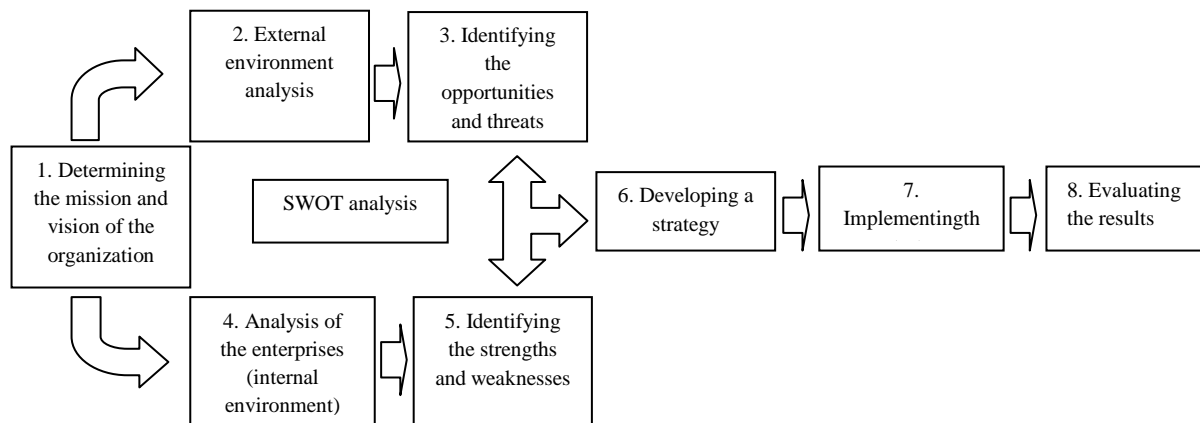
- Strategic management helps organizations to anticipate the changing conditions.
- Strategic management provides clear objectives and orientation.
- Strategic management provides greater efficiency in operations.
- Strategic management enables to the administrator to think proactively.
- Strategic management creates a driving force to take the necessary measures.
- Strategic management helps to focus on strategically important issues and factors.
- Strategic management enables to the managers to act under the umbrella of the vision and mission.
- Strategic management provides to determine the qualifications of the goals and objectives of the activities while they are being implemented.
- Strategic management ensures the decisions systematically related to the business.

Strategic management gives to enterprises the new management practices with a proactive approach in the changing environment conditions. Enterprises identify application areas which they are good or poor by examining their internal environment and they add a strategic dimension to their applications by identifying opportunities and threats coming from the external environment. Thus, the plans can be realized to

provide a competitive advantage with the benefits of strategic management mentioned above.

2.2. Strategic Management Process and Stages in Enterprises

Strategic management process is a set of activities leading enterprises to survive in the long term and to gain a competitive advantage. This process expressed as data collection, analysis, selection, decision-making and implementation the activities, is constantly be applied for success of organization nowadays when environmental factors, production techniques, information and communication technologies are constantly changing (Ulgen and Mirza, 2013: 56-57).



(<http://stratejikyonetim.org:2013>)

Considered as a process, strategic management aims to help enterprises to survive for a long time, to gain sustainable competitive advantage and to provide the profit margins consistently above average (Akgemci, 2013: 22). In this case, the stages of strategic management process can be explained by summarizing as follows.

Assigning the strategists: It is required that the importance and benefits of the strategic thinking and strategic planning are believed by leaders and chair management for the successful implementation of strategic management in the organizations. Strategic management process is initiated by assigning the strategists supported by the chair management (Senturk, 2010: 13).

Strategic analysis and routing: Strategic analysis consists of activities to examine the internal and external environment for identification of the objectives, selection of the appropriate strategies to their business. Process of strategic analysis is a process which is related to the examination of the current condition of the elements of the general and sectoral environment and the evaluation of the elements in the enterprise (Sucu, 2010: 80). Strategic direction can be performed with the data obtained from the SWOT analysis.

Determining the vision, mission and objectives (Guner, 2006: 15): The stage of routing strategies is to reveal the decision about how the future of the organization will be and how the organization will reach it. After this stage, the mission, vision, goals and objectives of the organization are determined by these decisions (Gonen, 2013: 24).

Developing a Strategy: the basic strategies, sub-strategies and which techniques are appropriate to be applied for all are determined in the strategy developing process. In

addition to this, different strategies are determined according to management level (chair, middle and lower level).

Implementing the strategy: This phase, often known as the action phase, represents managers' and employees' acting for implementation of strategies. Perhaps, the strategy implementation phase is the most challenging phase in the strategic management process. Because this phase needs discipline and dedication. A participatory approach is essential for a successful implementation (Tokgoz, 2013: 29-30).

Strategic control: After the application of strategies, the results of the application have to be assessed. If the difference between obtained results and desired results is positive, it can be said that the implemented strategy is acceptable (Guclu, 2003: 79).

To summarize the process; the first step is forming the team that will perform the strategic management. Next step is determining the mission, vision and strategy of the enterprise by analyzing factors that shape the strategy of the enterprise. Then, the implementation phase, which is the creation of the long-term strategic decision of the enterprise, begins. The final step of the strategic management process is strategic control, in this step, the success of the strategies is monitored (Sagir, 2010: 315).

2.2.1. Determining the Mission and Vision of the Organization

The enterprises are forced to change and to institutionalize the process of changing in order to adapt to the rapidly changing business environment, technology and customer preferences. First, the enterprises have to bring together the core values, mission and aims to create a global vision and share it with employees in order to perform this change (Dogan and Hatipoglu, 2009: 81). In this context, the concepts of purpose, mission and vision can be defined briefly as follows.

The purpose is the result that an organization tries to perform.

Mission represents the reason for the existence of an enterprise, objectives of the organization to be survived and the features that differentiate the organization from others. Strategic planning, which is the most important stage of the process of strategic management, is performed according to the mission of the organization (Kucuksuleymanoglu, 2008: 406). Thus, strategies discussed within the limits of mission and add value to the enterprise in the initial stages of strategic management (Demir and Yilmaz, 2010: 78).

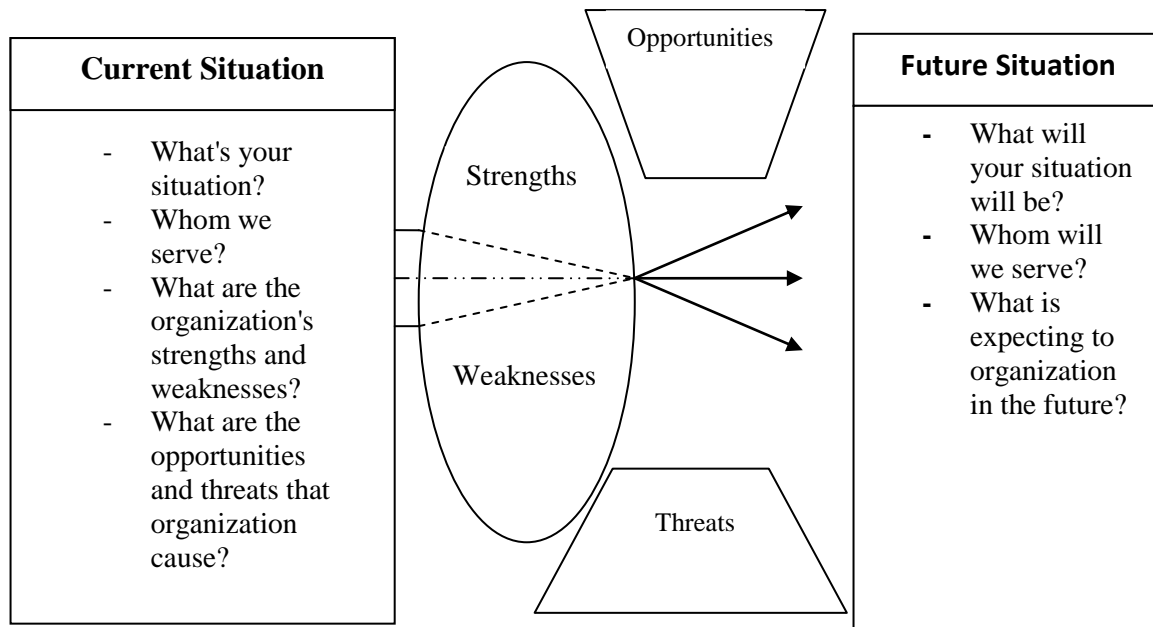
Unlike mission, **Vision** is an expression of desire of being in the future. Vision is not a guess or a dream for the future. Vision is expressed as an attitude for the future and a concrete idea about how the enterprise will be in the future (Akgemci, 2013: 24-25). Vision should be ambitious as well as being accessible. Besides, the vision should encourage to employees and managers and it must be realistic (Ocvir, 2010: 4).

2.2.2. The Application of SWOT Analysis in Strategic Management

The most important step in the process of strategic management is strategic planning. But considered that the most important point is the identification of appropriate strategies to organizations, the study providing important information to strategic planning is expressed as SWOT analysis. The expression of SWOT is consisted of the first letters of words of 'Strengths', 'Weaknesses', 'Opportunities', 'Threats' in English. The internal and external situation analysis of the enterprise is performed by using SWOT analysis.

In the first period while enterprises used SWOT analysis to analyze the competitors in the market, recently it has been the most important method forming the basis of strategic management (Collet, 1999: 58).

When considered SWOT analysis as a glasses it allows to see the future situation of the enterprise. The factors allowing to anticipate the future is shown as "SWOT GLASSES" in the following figure.



SWOT GLASSES (Ozkose at all, 2013: 46)

SWOT ensures both internal assessment of the situation of enterprise and analysis of the external environment elements such as market, competitors, economy, technology and etc. SWOT analysis has two main benefits to the enterprise, the first is analyzing the current condition of the organization through SWOT analysis and via the result of the analysis the strengths and weaknesses, opportunities and threats of the organization has been tried to put forward. The second is providing to analyze the future situations (Aktan, 2008: 11).

3. STRATEGIC PLANNING AND SWOT ANALYSIS IN LODGING ENTERPRISES

The tourism sector is one of the fastest developing and growing industry in the world. People began to travel farther thanks to the limitless of the countries, and this has increased the viability of the tourism industry. Lodging enterprises are businesses which meet tourists' accommodation, catering, recreation and social needs (Özdemir, 2002: 86). Lodging enterprises has a complex structure in management. This situation brings about challenges in the management of lodging enterprises. Today, the management of the lodging enterprises has reached strategic dimensions.

Whatever enterprise is (chain or independent lodging), planning should begin at chair management (Denizer, 2005: 486). Considered chair management as a strategic decision-making mechanism of the organization, strategic planning has great importance for lodging enterprises. Executives have to perform SWOT analysis in a healthy way for a good strategic planning.

3.1. Lodging Enterprises

Lodging enterprises are businesses structured to meet tourists' accommodation, food and beverage, entertainment needs, and gathered all relations that includes

personnel, architecture, applications, and guests in certain rules and standards (Kingir, 2006: 459).

As the lodging enterprises are based on labor-intensive and service, dynamic and operating 24 hours a day (Yıldız, 2011: 7-8) and have different service styles, they are classified differently. In general, lodging enterprises consist of hotels, motels, resorts, hostels, camping, apart-hotel, chalet (sports, hunting), youth hostels (Senturk, 2010: 19-22). The general outline of common features of the lodging enterprises are listed in the following way (Binbay, 2007: 13-14, Ozdemir, 2002: 86 and Senturk, 2010: 19):

- They serve 24 hours a day.
- Goods and services are consumed simultaneously with the production of them.
- They have a dynamic character.
- Human is important factor due to the nature of the labor-intensive.
- It is required that close relationship and mutual aid among departments, personnels and services offered.
- A large part of the capital is connected to a fixed value.

The reason why touristic destinations are visited by tourist is related to having accommodation facilities or not therefore the lodging enterprises have great importance to attract to the tourist to destinations. In other words, the destinations' being important point in terms of tourism attractions is dependent on the capacity and competence of accommodation facilities (Poyraz and Didin, 2009: 56).

3.2. SWOT Analysis and Organizational Planning in Lodging Enterprises

SWOT is a technique used to determine the strengths, weaknesses, opportunities and threats of the enterprise. The purpose of SWOT is to increase the strengths, to strengthen the weaknesses, to evaluate the opportunities and to transform threats to opportunities.

SWOT analysis is creating a model to the managers as an approach and analysis techniques in the strategic planning process (Kuçuksuleymanoglu, 2008: 407). The most important objectives of the SWOT analysis are to determine the strengths and weaknesses and to identify opportunities and threats coming from outside (Ucar and Doğru, 2005: 2), and to provide the strategic tools to organization.

The most common method used to evaluate the environment conditions of the tourism enterprises is SWOT analysis. The opportunities and threats of lodging sector should be identified within the framework of SWOT analysis by putting forward the strengths and weaknesses in order to take shares from the tourism income of the country (Doganlı, 2006: 28).

SWOT MATRIX	OPPORTUNITIES	TREATS
STRENGTHS	Maxi-Maxi Strategies	Maxi-Mini Strategies
WEAKNESSES	Mini-Maxi Strategies	Mini-Mini Strategies

(Akgemci, 2013: 159).

SO Strategy (maxi-maxi) refers to the situation that enterprise has strengths and opportunities at the same time in and out environment of enterprise. In SO, there are strategies whose aims to maximize strengths and opportunities. Lodging enterprises determinethe strategies that leads them to gain the competitive advantageby using the strengths and the opportunities presented by the external environment.

WO Strategy (mini-maxi) consist of the strategies that aims to minimize weaknesses and maximize opportunities. To strengthen the weaknesses in lodging enterprisesis possible with training,investment and innovation. As well as minimizingthe weaknesses,the strategies that benefit from the opportunities are mini-maxi strategies.

ST Strategy (maxi-mini)is expressed as strategies minimizing the threats coming from the environment besides strengths in terms of enterprise. The activities are carried out by using existing strengths to transform the threats into opportunities.

WT Strategies (mini-mini)consists of strategies that strengthen the weaknesses andtransform the threats into the opportunities. This casecontains very harsh conditions aboutsurvival of the lodging enterprises in a competitive environment and it is often occured by thestrategies containing major changes.

3.2.1. The Opportunity Elements in Lodging Enterprises

In the dictionary, opportunitymeans occurring appropriatesituation, condition andtime for activities (TDK, www.tdk.gov.tr).When lodging enterprises are performing their business activities, the excess of the elements of opportunity is very effective in providing to give to the lodging enterprise the business competitiveness.

Technological, socio-cultural, political and international business environment is constantly changing, and this change has already been adapted in the relations among thesuppliers, competitors, customers, andgoods. In this case, some changes may create opportunities for enterprises. If the enterprise takes advantage of these opportunities, itwill be able to achieve competitive advantage both to increase the profitability andto survive for a long time. If the opportunities can not be evaluated by the enterprise, this will provide a strategic advantage to the competitors (Ulgen and Mirza, 2013: 160-161). In the formation of opportunities, the changes in the environment shouldbe followedand the opportunities that may arise should be monitored continuously (Coban, 2010: 350).

The elements of business opportunities in lodging enterprises usually arises in the following areas (Cebecioğlu, 2006: 91 and Kaya, 2010: 30):

- In the development of management activities,
- In the formation of a competitive environment,
- In the creation of new business markets and technologies,
- In the local events anddevelopment of the infrastructure of the destination,
- In the length of the tourism season and changing social status and lifestyle.

Opportunities are occurred with these cases and the formation of opportunities, in other words they are not occurred as a result of accident. As a result of factors that will arise and the alignment of the lodging enterprises to factors, opportunities can be considered as a strategic value.

3.2.2.The Threat Elements in Lodging Enterprises

Unlike theopportunities,threat elementsthat are the undesirable elements that may interfere with development and survival or cause to lose its competitive advantage for

the enterprise (Ulgen and Mirza, 2013: 161). the everything coming from the external environment that will be barrier or will harm and threatento the success of an enterprise (Coban, 2010: 350) is perceived as threat.

The threat elements in lodging enterprises(Kaya, 2010: 30) are;

- The misuse of the tourism resources in the destination
- The poor condition of the economy
- The rapid growth of the competitors
- The unquality standards of the products and services in the destination
- The threat of changing technology
- Theexcessive borrowing and cash flow problems

After determination of threat elements, the enterprises should plan according to the strategies that will be implemented. In addition to this,it should be considered that the threat elements may change in the terms of both the content and the degree of effect or importance over the time. In this case, the lodging enterprises should attempt to transform the threat elements into the opportunities with their facilities and efforts.

3.2.3. The Strength Elements in Lodging Enterprises

Strengthrepresents the features that give ability to enterprise being moreeffective and efficient than its competitors in any matter. Aswell as the strength can be the ability to work,it may be resources or any feature that give advantages to the enterprise (Karabulut, et al., 2006: 30). Although this elements for lodging enterprises are seen as strength, such elements as the climate, historical value and etc.of a destination are the strengthsthat will provide competitive advantage to the lodging enterprises.

The strength elements in lodging enterprises(Kumar, 2010: 30) are:

- The capacity of the enterprise
- The security
- The experience of the staff
- The training to the managers
- The interest ofthe enterprise in health and hygiene
- The precaution against the unexpected events (earthquake, fire).

The strengths of lodging enterprises are associated with the external environment and the condion of its competitors are influential on the strengths. The sustainability of the strengths is very important in achieving competitive advantagefor the lodging enterprise. This can be achieved by the sustainable tourism, after sales service, brand image and business inventory practices and innovation.

3.2.4. The WeaknessElements in Lodging Enterprises

Weakness is expressed as obstacles affecting effectiveness and efficiency of the activities in the enterprises and causing to lost the competitive advantage.

Weakness is expressed as obstacles causing to lost the competitive advantage.The enterprises should try to strenghten the identified weaknesses (Ulgenand Mirza, 2013: 161). As all enterprises, the lodging enterprises also have these weaknesses and work to strenghten to vulnerabilities.

The weakness elements in lodging enterprises(Kumar, 2010: 30) are:

- The costs.
- The equipment of the enterprise.

- The control and supervision.
- The communication in the enterprise.
- The participation in local events.
- The failure to detect global scale developments.
- The lack of regional tourism value.

Some weaknesses given above may be hinder to obtain the competitive advantage or to implement some strategies in the lodging enterprises. Such a situation creates obstacles in terms of strategic management in lodging enterprises and the obstacles is required to eliminate in the framework of the strategic management. While lodging enterprises minimize weaknesses in physical assets with investments, in skills with training, they should minimize regional weaknesses with the innovation works.

3.3. The Importance and Contribution of SWOT Analysis in Lodging Enterprises

Determination of the strengths and weaknesses of lodging enterprises is carried out with internal evaluation of the enterprise. The managers of the enterprise should identify areas that give competitive advantages (Binbay, 2007: 58). When managers evaluate themselves in terms of lodging enterprise, they should determine the advantages and disadvantages. When determining the advantages and disadvantages, the following elements must be examined (Sisman, 2006):

- The physical facilities of the hotel and the hotel section
- The appearance of the hotel
- The outside areas that the activities and events can be performed
- The quality of the furniture in the rooms and public areas
- The training activities of personnel in the department of the hotel
- The friendly behaviours of the staff
- The variety and quality of food
- The hygienic condition of the store and kitchen
- The communication within enterprise
- The Internal and self-control
- The heating system, water and energy consumption / whether the hotel is environmental or not
 - Whether the hotel takes precaution to natural disaster or not
 - Whether the hotel takes precaution for the economic and financial crisis
 - Whether the hotel is safe or not
 - The opportunities to prevent to technical problems.

When examined to these factors; positive responses are the strength, negative responses are the weakness. The result of the examination, taking excessive positive responses means more competitiveness.

Managers should identify whether the each element coming from the external environment is opportunity or threat. Therefore, opportunities or what kind of the threat the enterprise face will be identified.

These factors must be considered with the identification of these (Sisman, 2006).

- The site of establishment of the hotel
- The distance to centers and transportation facilities
- The distance to the archaeological areas

- The distance to airport
- The condition of rival lodging enterprises
- The condition of economic and socio-cultural of the destination
- The technological developments
- The national and regional developments
- The climatic factors
- The global developments and the policy of the country
- The development of the destination in tourism market

These factors can be varied according to types of tourism, the destination, all lodging enterprises, the service area of lodging enterprise and the request of lodging enterprise. As a result of this analysis, the strategies for evaluation of the opportunities should be determined. In addition to the elements considered as a threat should be transformed into opportunity with different strategies.

4. RESULTS

The lodging enterprises should not focus on a single plan in the long-term as a management approach due to the variable nature of the tourism sector. Therefore, implementing the strategies described as dynamic decision will be the most rational approach. The lodging enterprises will always be one step ahead by determining the appropriate strategies for the changing environmental conditions (especially the external environment) and implementing these strategies. The lodging enterprises are able to question the current condition and make strategic decisions on factors need to be changed for the future by using the SWOT analysis.

When lodging enterprise implements the SWOT analysis, it begins the determination of the strengths and weaknesses. In this case, the enterprise analyzes their own condition by searching the answers to the following factors. The factors mainly assessing the perceptions of visitors:

- The physical facilities of the hotel and the hotel section
- The appearance of the hotel
- The outside areas that the activities and events can be performed
- The quality of the furniture in the rooms and public areas
- The training activities of personnel in the department of the hotel
- The friendly behaviours of the staff
- The variety and quality of food
- Whether the hotel is safe or not
- The opportunities for intervention to technical problems.

The positive responses to these factors represent the strength, negative responses represent the weakness. The result of the examination, taking excessive positive responses means more competitiveness. In this context, the enterprise attempt to strengthen to the weakness elements by investing or training.

In the second phase of the SWOT analysis, the lodging enterprises are looking for answers to the question of whether the factors coming from the external environment and affecting to themselves is a threat or opportunity. The factors that affect the nature of tourism activities facilitating and conducting the touristic activities are:

- The site of establishment of the hotel
- The distance to centers and transportation facilities
- The distance to the archaeological areas

- The distance to airport
- The technological developments
- The national and regional developments
- The climatic factors

These factors can be varied according to types of tourism, the destination, all lodging enterprises, the service area of lodging enterprise and the request of lodging enterprise. As a result of this analysis, the strategies for evaluation of the opportunities should be determined. In addition to the elements considered as a threat should be transformed into opportunity with different strategies.

As a result of internal and external environmental analysis the appropriate strategies should be implemented by the enterprises. To do this, one of the strategies or a few such as SO Strategy (maxi-max), WO Strategy (mini-maxi), ST Strategy (maxi-mini), WT Strategy (mini-mini) may be preferred and used.

ACKNOWLEDGMENT

This study is supported by The Scientific Research Projects Unit of Selcuk University Konya/Turkey

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