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**Faculty of Economics
and Administrative Sciences**

Market Opportunity Analysis
"Five Star Hotel Industry, North Cyprus"

Graduation Project

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ABSTRACT

This research will consist of two main parts each handling the same issues but the first will handle theoretical concepts and studies concerning a market opportunity analysis, the other part will study the market opportunity in TRNC for the "five star hotel industry in North Cyprus"

Each part will consist of four main chapters; market analysis, competitive analysis, market measurements, and identification of market attractiveness respectively. In chapter one, the relative market is to be defined, then both primary and selective demands will be analyzed, and furthermore, market segments will be identified.

Chapter two will conduct a competitive analysis, it is divided into six main parts; identification of target market, the assessment of all three; competitive dynamics, intensity of competition, and competitive advantage, identification of direct competitors, and obtaining competitive intelligence.

Chapter three will determine the absolute and relative market potential, and conduct a sales forecast using different techniques to increase reliability of results.

Last not least chapter four will handle the issue of identifying market attractiveness through a five step approach 1) selecting market attractiveness and competitive position factors, 2) weighting each factor. 3) rating of each factor and plotting results on Matrix, 4) weighting each factor 5) allocate resources and strategies.

INTRODUCTION

Innovators and investors today have an accumulating high tendency to invest in the right place and time and avoid both risk and uncertainty, thus meet the organizations' objectives in the most efficient and effective way. In the case of a new investment, the issue prior to all issues (that's before starting the project physically) should be an analysis of a market opportunity then would follow a feasibility study and a business plan. In this project a market opportunity is to be analyzed for a "the five star hotel industry in North Cyprus", which will consist of four main parts; market analysis, competitive analysis, market measurements, and the identification of market attractiveness. It is important to take in consideration that, in an opportunity analysis, the organization is not formed yet, so all internal and microenvironmental issues are to be disregarded.

While conducting a market analysis several methods up rise but they all mainly tend to identify and analyze the market that is to be consumed, and that's both consumer and market wise. Appropriateness of used methods differs depending on current or future conditions

A market opportunity analysis consists of four main parts 1) market analysis, 2) competitive analysis, 3) market measurements, 4) Identifying market attractiveness. A market analysis would clarify the attractiveness, capability, and capacity of a market. Where it would provide evidence for the existence of that market and display its potential relative and selective aspects. As well as demonstrating consumers' buying patterns. Management must always develop an understanding of the choices available to potential customers and the processes potential customers use in making buying decisions, therefore the supreme objective of the market analysis is to determine which needs of a buyer the firm hopes to satisfy and how to design and target the offer to satisfy the needs

To understand the potential opportunities and threats addressed by competitors a competitive analysis is to be conducted. Furthermore, the structure and dynamics of the coming competition effectively contributes to decision making when calling strategies. Attaining information of the

pending competition is a key aspect in an opportunity analysis, because it indicates whether the investment can survive, challenge, or even lead.

Market measurements demonstrate both size and growth rates of the market and sales forecast in order to select and develop appropriate corporate strategies. In addition benchmarks and sales quotas are to be set using these measurements. Further, such issues provide guide lines for future budgeting and production programs.

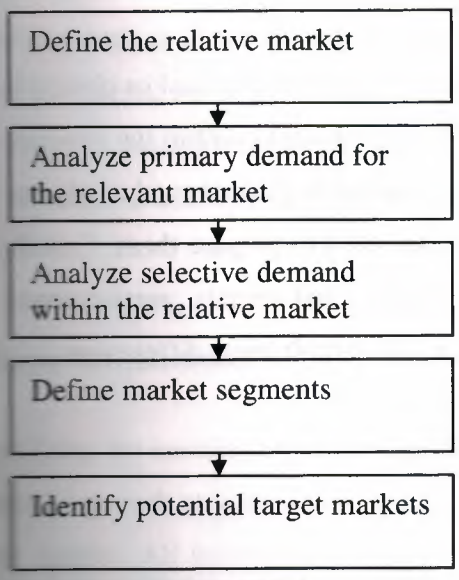
Identification of market attractiveness is the process of interpreting the outcome of the three preliminary chapters and deciding to which extent is the market attractive. In addition, this chapter will provide recommendations for strategic objectives and future resource allocation.

Part One
Market Opportunity Analysis
"Methodology"

1 MARKET ANALYSIS

A five step approach for analyzing markets has been designed to clarify the different kinds of demand the managers must consider in strategic decision making, in addition it offers a series of diagnostic questions that are designed to guide managers through the process of analyzing demand and establishing targets for marketing strategies and programs. Figure 1-1 illustrates these five steps.

Figure 1-1 Steps in Market Analysis



1.1 DEFINING THE RELEVANT MARKET

The relevant market is the set of products and/or services (within the total product market structure) that management considers to be strategically important. Defining the relevant market usually involves two steps. First management will attempt to describe the product market structure. Subsequently, second the relevant market boundaries within that product market structure will be defined.

WISDOM IN WORDS

"Let me tell you the secret that has led me to my goal. My strength lies solely in my tenacity."

– Louis Pasteur, medical researcher

1.1.1 Describing the product market structure

A product market structure is a representation of the degrees of substitutability that exists among a set of products and/or services that satisfy similar needs. In describing the product market structure, a managers' immediate concern is to classify product forms and classes in order to identify possible ways of defining the market to be analyzed. Several methods are available to identify and classify alternative product forms and product classes, typically however, classification is based either on similarity of characteristics or functions among alternatives or on the similarity of the usage situations.(Guiltman P.Joseph, Paul W. Gordon, 1994, 57)

1.1.1.1 Similarity of characteristics or functions

In this approach, managers classify products as highly similar if they share physical or chemical characteristics or if they function technically in the same way. For example within the generic-need "breakfast foods," cereals pastries, and eggs would be considered as distinct product classes based on the difference in their composition and in the processes used to prepare them. Cereals however, could be subsequently divided into product forms (nutritional cereals, presweetened cereals, and so on) that share some technical characteristics but still exhibit some differences.

1.1.1.2 Similarity of usage situations

Consumers do not always select the most functionally similar alternative when switching product forms or classes. Accordingly, managers may want to obtain customers' judgments of similarity among various product alternatives. However, when asking what products are most substitutable, for example, although hot cereal and cold cereal may be more similar to each other than cold cereal and frozen waffles, consumers may elect to substitute frozen waffles (rather than oatmeal) fro cold cereal if the usage situation calls for fast preparation.

1.2 ANALYZING PRIMARY DEMAND

WISDOM IN WORDS

Done deal
"Act as if you were already happy and that will tend to make you happy."
— Dale Carnegie, industrialist and philanthropist

The definition of the relevant market basically escorts a manager through the way of identifying the set of relevant competing products and services within the buying process.

The identification of primary demand would instruct a manager in learning why and how customers buy a product form or class and who the buyers are in the relevant market. Fro example if we define the relevant market as herbal teas, the analysis of primary demand should reveal who buys herbal teas (and who does not), and why some people buy and some people do not.

The most important reason for analyzing primary demand is to identify the growth opportunities for the product form or class. In order to identify growth opportunities and the actions that should be taken to realize these opportunities managers should attempt to answer a series of diagnostic questions about the buying process. These questions fall into two categories, which are to be considered the key elements in analyzing primary demand:

1. buyer-identification
2. willingness-to-buy and ability-to-buy

1.2.1 Buyer identification

By identifying the existing buyers or a product form or class, managers can obtain insights about the potential growth opportunities in a market and about appropriate means of communicating with the market. All buyers and users of a product form or class on this planet have specific characteristics that can be categorized based on a criterion that is of essence for describing them to reach optimum communication and meet other marketing objectives. There are three main categories:

1. Location: rates of purchase of various product forms may be influenced by climate, population density, cultural tradition, and other factors that vary according to region or urban-suburban-rural distinctions. For example, weather result in a greater demand for ski equipment in New England and in other northern and western state. Accordingly, it may be appropriate for manufacturers of ski equipment to spend a greater share of the advertising budget and to have more retail outlets in those regions.

2. Demographics: in this category buyers are divided into groups based on variables such as age, gender, family size, family life cycle, income, occupation, education, religion, race, and nationality. Demographic factors are most popular bases for segmenting customer groups largely because some needs, wants, and usage rates often vary closely with demographic variables.
3. Lifestyle: measures of life style (also called psychographics by some marketers) attempt to reflect the way in which products fit into a consumers' normal pattern of living by examining how people spend their time, what things are important to them, and what opinions they have about them selves and the world around them.

1.2.2 Willingness and ability to buy

Customers can't be created for a company unless the potential buyers are first willing and able to purchase the product form or class. To the extent that managers can identify ways of improving the willingness and ability to buy, primary demand can be increased, either potential buyers become actual buyers, or actual buyers increase their rate of use.

1.2.2.1 Willingness to buy:

The main determinant of the willingness to buy a product form or class is the buyers' perception of a product utility for one or more usage situations. A managers analysis of the product market structure should identify the usage situations to which a product form is potentially applicable. However in order to determine why some potential buyers do not use the product for one or more of these purposes, several specific questions should be raised.(Guiltman P.Joseph, Paul W. Gordon, 1994, 63)

1. What are the related products and services?: usage may be limited because the related products and services that are essential to satisfactory usage are inadequate. For example, manufacturers of personal computers have found that the lack of programs for

applications that are not job-related serves as a barrier to sales growth for in-home computers.

2. What usage problems exist or are perceived to exist?: some products are not perceived as performing equally well under all circumstances. It is important to identify situations in which problems occur and to determine whether the problems lie in the product features or in the users' lack of knowledge about how to use the products correctly. For instance, customer training and technical assistance had a great positive influence on the sales of microwave ovens so that they could avoid overcooking or undercooking

3. is the product or service compatible with the values and experiences of buyer?: when a new product requires a change in buying or using behavior that conflicts with customers' prior usage experiences or with broader value systems, the rate of adoption will be slower. To overcome this source of resistance, managers should design communications that stress not only the advantages of the product but also the advantages of the change in values or usage experience that go with the product. For example, although earlier low-calorie beers were market failures, miller's light was extremely successful even though it had essentially the same features. In large part this success the company's' foresight in associating a low-calorie count with the positive advantage of being less filling to appeal to the heavy beer drinker. Values are also tied to cultures, so primary demand for some products can vary dramatically across cultures.

4. What types of perceived risks are significant in the purchase of the product form?: the willingness to buy a product form or product will also depend on the types of risks perceived by potential buyers and there six types of risks that may be perceived by those potential buyers

   a. Economic and financial risk: if the purchase price maintenance cost, or operating costs are high.
   b. Time or convenience risks: if there is the potential for using up a large amount of time in purchasing or using a product.

c. Performance risk: if there is concern about how well the product performs its basic function.
d. Physical risk: if there is a threat to the health or appearance or the buyer.
e. Social risk: if the purchase or use of the product may affect the attitudes or reference groups toward the buyer.
f. Psychological risks: if the purchase or use of the product may influence the buyers' self-image or self-esteem.

After knowing and understanding the risks underlying the buyers' willingness to buy a product form or class, management must design marketing programs to eliminate these risks and reduce them, thus enhance the willingness to buy. For example, bottled water suppliers offer home delivery to reduce the convenience risk that a consumer may not want to bring home large, heavy jugs of water.

1.2.2.2 Ability to buy

The ability to buy a product may be limited by a number of factors, many of which are not under the direct control of managers.

1. Cost factors: if a product is a discretionary item, or of less expensive product form alternatives exist, the price and/or associated buyer costs (operating costs, credits, installation costs, maintenance cost) are likely to inhibit primary demand. For example, the demand for solar collectors to heat homes has been limited by the large initial investment required of a home-owner even though solar energy is often very price-competitive viewed in the long run.

2. Packaging and size factors: product-form sales may be limited by virtue of space and size requirements. Some potential buyers of home computers, big screen televisions, and similar products simply have a space problem in accommodating these items. Similarly, space limitations may inhibit a purchase of a product in large volumes

3. Spatial availability: the cost of acquiring a product maybe a function of locational factors. For example, people in very rural countries have less access to health care and, consequently, visit physicians less frequently.

The discussion concerning the willingness and ability to buy is of benefit that doesn't stop at the point of analyzing primary demand buy is of essence when analyzing selective demand therefore this analysis will put managers in a better position.

1.3 ANALYZING SELECTIVE DEMAND

While primary demand is the demand for a product form or class (such as tea, herbal tea, or instant tea), selective demand is the demand for a specific brand or supplier within the relevant market. So if instant tea is chosen as the relevant market selective demand is the demand for Lipton Instant Tea or Nestea Instant Tea or any other individual brand.

The rising selective demand, managers are primarily interested in understanding how buyers make choices from the alternative brands or suppliers within the relative market.

In this section an approach for examining selective demand is to be illustrated. The first step in this approach is to identify the type of decision-making process likely to be used. The second step is to identify the determinant attributes.

1.3.1 Identifying the types of decision processes

Buying decisions are typically categorized in terms of three types: (a) extensive problem solving, (b) limited problem solving, and (c) routinized response behavior.

1. Extensive problem solving: occurs when buyers have no prior experience (or at least no recent prior experience) in purchasing a product or service and when the product or

service carries a high degree of perceived risk. Because of these conditions, such buying decisions involve extensive information search and deliberation. Buyers must develop an understanding of what the alternatives are and the important considerations in making a choice should be. The purchase of a house by a consumer or a corporate jet by an organization involves extensive problem solving.

2. Limited problem solving: characterizes situations in which the buyer has a generally sound knowledge of the product category and is familiar with the important considerations in making a choice, but still takes time to compare and evaluate alternatives. This form of problem solving usually occurs for products with which the buyer has some experience but where the alternatives may change over time or where buyers change their preferences for different attributes. For example, the set of alternatives may change owing to the market introduction of new brands of suppliers, modification to existing buyers financial circumstances, changes in product, or simply because the buyer is seeking variety. Thus, the buyer may purchase different wines or shirts on different purchase occasions because of changes in the supply side of the market and or because of changes in the buyers needs.

3. Routinized response behavior: occurs when the decision deals with frequently purchased items. In such cases, buyers have experience with the brands in the products category and perceive no need to search among the alternatives. In some cases of routinized behavior, strong brand loyalty exists so brand choice decisions are reached almost immediately.

1.3.2 Identifying determinants attributes

The functional and psychological benefits that buyers hope to receive are generally considered to reflect these underlying needs. Frequently, marketers use the term attributes interchangeably with benefits. Attributes represent the specific feature or physical characteristics that are designed into a good or service. Benefits are the results the customer receives from using or owing the product. For example, the size and gasoline mileage rating of an auto mobile are

WISDOM IN WORDS

Direct approach

"You can't wait for inspiration. You have to go after it with a club."
— Jack London, author

attributes that buyers can use to evaluate the economy of operation benefit. There is a frame work for assessing how determinant an attribute is. Table 1-2 illustrates this framework.

Table 1-1 A frame work assessing if an attribute is determinant

		Perceived Variation among Alternatives on this attribute	
		Low	High
Perceived Importance Of This Attribute	Low	Irrelevant Attribute	Optional Attribute
	High	Defensive Attribute	Determinant Attribute

Source: Joseph Guiltinan P., Paul Gordon W., *MARKETING MANAGEMENT*, fifth edition, 1994, 69

Basically a buyer could evaluate any individual attribute as falling into one of the four categories portrayed in the precious figure. For example, some one considering alternative brands of lawn mowers would probably consider "easy to start" important. But if most or all competing mowers are equally easy to start, then this becomes a defensive attribute, something that is necessary to avoid being eliminated from consideration but not something that will cause people to choose a product. On the other hand some attributes may make a product different but are not (currently) considered to be very important, such attributes are optional such as a lawn mowers steering wheel that can be tilted at different angles. Both dimensions of attribute determinants are necessary to be considered in the process of new product development in addition to determining and analyzing selective demand. (Guiltman P.Joseph, Paul W. Gordon, 69)

1.4 DEFINING MARKET SEGMENTS

Market segmentation is the process of identifying groups of customers with highly similar buying needs and motives within the relative market. Since these groups or segments are similar, managers may elect to refine the firm's market offerings to meet the needs of one or more target segments more precisely. In analyzing primary demand, market segmentation can allow managers to target the marketing effort toward heavy users or to develop new product offerings to be targeted toward segments lacking the ability or willingness to buy. In analyzing selective demand, market segmentation can enable managers to design different products, delivery systems, or promotional appeals targeted toward groups using different choice criteria. In this section a framework that consists of two components will be offered

1. selecting the basis for forming segments
2. describing segment member ship and behavior

This frame framework will help managers identify those market segments that might serve as potential target market. However, most of the time the purpose of segmentation is either: (1) to determine the best attributes and benefits to offer (and promote) to each segment, or (2) to allocate marketing resources (especially advertising and promotional expenditures). (Guiltman P.Joseph, Paul W. Gordon, 1994, 71)

1.4.1 Bases for segmenting markets

As it was described previously the range of segmentation is broad thus segmentation must be narrowed in order to be more accurate and reach the marketing objectives. However, there are two bases for segmenting primary and selective where as the analysis of both bases in the following section will described.

1.4.1.1 Primary demand segmentation

As noted above, the analysis of primary demand segments is generally geared to isolating segments with different rates of demand for a product form or class. As discussed in the section on buyer identification, buyer characteristics can help predict categories. Thus, segmentation on

target characteristics can be an effective way to identify the segments that should receive the highest allocations promotional spending. For example, If management's segmentation goal is to target low-volume or non-buying the lack of ability to buy or the lack of willingness to buy is derived from low rate of sales of bicycles to older adults reflects factors that are correlated with age: older adults face more serious consequences of injuries caused by falling down, and they have a lower degree of acceptance of uncomfortable seats. The task, then, is to find a solution to the non-buyer's underlying problem.

1.4.1.2 Selective demand segmentation

A manager can usually anticipate that there will be differences across buyers in the attributes that he uses in making choices among brand or supplier alternatives. Because the direct link between determinant attributes and choice, managers concerned with selective demand generally attempt to segment the market on the bases of the attribute (or benefits) sought. Thus, mangers at a bank would want to know how potential customers make choices among the different private banking plans available. Where as some could be motivated by service charges, others by the qualifications of the banker they worked with, and others by the availability of tax assistance. Generally, such information must be gathered by surveys of potential customers within a firm's market. While collecting it is often time consuming and costly, this may be the most useful set of marketing data a firm can attain.

1.4.2 Describing Segment Membership Behavior

By defining market segments in terms of buyers' ideal combinations of determinant attributes, mangers can isolate the key choice criteria used in different segments in order to design market offerings. However, managers are also interested in knowing what potential sales opportunities are presented buy each segment and how the members in each segment can best be targeted in attempting to influence their choice. In order to describe these behaviors, potential sales opportunities must be known, in addition to knowing how to target segment members.

1.4.2.1 Potential sales opportunities

Not every segment of the market will present the same potential sales opportunity and, because organizations operate with limited resources, the relative importance of different segments should be considered in determining how resources will be allocated. For example, managers in industrial firms must determine how to allocate the time and effort of the sales force to different segments and among specific accounts within each segment. Similarly, decisions regarding whether to design specific features or special advertising programs for a given segment should only be made after the sales opportunity is known.

For example, many banks have directed special efforts towards "upscale" customers who are able to maintain large account balances and who use a variety of bank services. These special efforts have included new products (such as special checking-type accounts that earn high rates of interest if large minimum deposit levels are maintained) and special services (such as "personal bankers" individual bank personnel who are assigned to work on all the needs of selected high-balance customers). Similarly, most industrial firms offer quantity discounts to large-volume buyers, and many established national account programs in which selected personnel are assigned to provide special technical assistance and/or service to all offices or facilities of large customers who operate in a variety of locations.

1.4.2.2 Targeting segment members

In order to make the most effective use of the segmentation concept, it is useful to determine if segments differ in terms of the identity of the buyers and/or in terms of the search processes they use. If, in fact, the members of a segment are similar in terms of characteristics or search processes, mangers can use this information in several ways:

- To select appropriate advertising media.
- To identify the individuals to be called on by the sales force.
- To develop special methods for presenting a sales message.
- To determine the types of retail outlets through which to sell.

For example, if we were to find that the low-caffeine segment of the cola market is heavily composed of adults over 50 years of age, this is useful in deciding how to select media for marketing a low-caffeine cola. But this information does not mean that all (or even most) adults over 50 years of age prefer caffeine-free colas. There may be other segments of the cola market that actually have more buyers in the over-50 age group. They key point is that within a relevant market, demographics are generally more useful for describing a benefit segment than for defining a target market segment because specific benefits sought usually vary among people with similar traits.

2 COMPETITIVE ANALYSIS

2.1 IDENTIFYING TARGET MARKETS

In order to market a product or service, it is important that a manager tailors his marketing and sales efforts to reach the segment of population that is most likely buy the product or service. It is critical that a target market is first determined and clearly identified. So that energies and funds can be spent more efficiently. For example, a printer's target of mid-sized firms with mid-size projects is not a measurable definition. However, a target market of firms within a radius of 20 miles, with annual revenues of $10 to $25 million and a need for four-color printing runs of approximately 5,000 pieces is a clear definition.

Once a target market is defined through the knowledge of product appeals and market analysis, and can be measured, it is crucial to determine whether that target market is large enough to sustain the business on an ongoing basis. In addition, the target market needs to be reachable.

2.1.1 Types of Markets

A market is simply any group of actual or potential buyers of a product. There are three major types of markets that could be invested.

1. The consumer market. Individuals and households who buy goods for their own use or benefit are part of the consumer market. Drug and grocery items are the most common types of consumer products.
2. The industrial market. Individuals, groups or organizations that purchase a product or service for direct use in producing other products or for use in their day-to-day operations.
3. The reseller market. Middlemen or intermediaries, such as wholesalers and retailers, who buy finished goods and resell them for a profit.

2.1.2 Identifying Target Markets

Here are three steps to follow while to identify a target market:

1. Identify why a customer would want to buy a product/service
2. Segment the overall market
3. Identify target market

2.1.3 Identify Why a Customer Would Want To Buy my Product/Service

The first step in identifying a target market is understanding what a product/service has to offer to a group of people or businesses. To do this, the features and benefits of the product or service should be identified. A feature is a characteristic of a product/service that automatically comes with it. For example, if a toothpaste has a stain-removing formula, that's a feature. The benefit to the customer, however, is whiter teeth.

While features are valuable and can certainly enhance a product, benefits motivate people to buy. Another good example is anti-lock brakes; they are features on a car, but the benefit to the consumer is safety.

By knowing what the product/service has to offer and what will make customers buy, the identification of common characteristics of the potential market should occur. For example, there are many different consumers who desire safety as a benefit when purchasing a car. Rather than targeting everyone in their promotional strategy, a car manufacturer may choose to target a specific group of consumers with similar characteristics, such as families with young children. This is an example of market segmentation.

2.1.4 Segment the Overall Market

Market segmentation is the process of breaking down a larger target market into smaller segments with specific characteristics. Each group requires different promotional strategies and marketing mixes because each group has different wants and needs. Segmentation helps customize a product/service or other parts of a marketing mix, such as advertising, to reach and meet the specific needs of a narrowly defined customer group.

An example of market segmentation is the athletic shoe industry. Major manufactures of athletic shoes have several segmented markets. One segment is based on gender and the other segment is based on the type of sport or activity. They have different promotional campaigns for each market segment.

Large markets are most typically divided into smaller target market segments on the basis of geographic, demographic, psychographic and behavioristic characteristics:

- Geographic: Potential customers that are in a local, state, regional or national marketplace segment. If a firm is selling a product such as farm equipment, geographic location will remain a major factor in segmenting my target markets since the firms customers are located in particular rural areas.

- Demographic: Potential customers are identified by criteria such as age, race, religion, gender, income level, family size, occupation, education level and marital status. A marketer should choose one of those characteristics in order to meet his demographic target market that relates to the interest, need and ability of the customer to purchase the product or service. For example, a target market for a real estate developer selling luxury vacation homes, would include professional married couples approximately 30 to 45 years old with young children, and with incomes of more than $100,000.

- Psychographic: Many businesses offer products based on the attitudes, beliefs and emotions of their target market. The desire for status, enhanced appearance and more

money are examples of psychographic variables. They are the factors that influence the customers' purchasing decision. A seller of luxury items would appeal to an individual's desire for status symbols. For example, Southwest Airlines has positioned itself as an innovative and fun airline that takes passengers on short, inexpensive excursions, whereas Delta chooses to promote reliability and safety.

- Behavioristic: Products and services are purchased for a variety of reasons. Business owners must determine what those reasons are, such as: brand, loyalty, cost, how frequently and at what time of year customers in a segment use and consume products. It's important to understand the buying habits and patterns of customers. Consumers do not rush and buy the first car they see, or the first sofa they sit on.

Answering the following questions regarding a market would pattern customers on a behavioristic approach

- Reason/occasion for purchase?
- Number of times they'll purchase?
- Timetable of purchase, every week, month, quarter, etc.?
- Amount of product/service purchased?
- How long to make a decision to purchase?
- Where customer purchases and/or uses product/service?

Most businesses use a combination of the above to segment their markets. Demographic and geographic criteria will usually qualify the target markets so they can establish if segment members have enough money to purchase offerings or if they're in a location that's accessible to the product. Most businesses then use the psychographic and behavioristic factors to construct a promotional campaign that will appeal to the target market.

2.1.5 Identify Target Market

After conducting both step one and two, the market will be similar to an open book, and the target market identification will be identifying which market/markets will be feasible and will meet objectives more efficiently. Market identification will differ from one organization to another depending on the organizations objectives. Profit, market share, ethnocentric believes, and military needs are good examples on the criteria used in deciding target markets.

2.2 Assessing Competitive Dynamics (competitive structure)

Every industry in this world has a structure, in which competition is its main aspect in it, and it also determines the competitive rules of the game as well as the strategies potentially available for the firm.

The intensity of a competition in an industry is neither a matter of coincidence nor bad luck. Rather, competition in an industry is rooted in its underlying economic structure and goes well beyond the behavior of current competitors. The state of competition in an industry depends on five basic competitive forces which are shown in the figure below:

Figure 2-1 Forces driving industy competition

Source: M. E. Porter, *Competitive Strategy*, (U.S.A., Free Press, 1980, 4)

The underlying structure of an industry reflected in the strength of forces, should be distinguished from many short-run factors that can effect competition and profitability in an impermanent way.

Understanding industry structure must be the starting point for strategic analysis, understanding industry structure begins by examining the five forces.

Threat of new entrants:

New entrants to an industry bring new capacity, the desire to gain market share, and often substantial resources. The threat of new entry in an industry depends on the barriers to entry that are present, coupled with the reaction from existing competitors that the entrant can expect if barriers are high and/or the new comer can expect keen response from pegged competitors, then the threat of entry is low.

Barriers to entry

1. Economies of scale: economies of scale refer to declines in unit costs of a product (or operation or function that goes into producing a product) as the absolute volume per period increases, where average cost per unit decreases due to the volume increase, the higher the volume the lower the average cost eliminating threats created by new entrants, building high barriers. E.g. the benefits associated with bulk purchasing in a manufacturing industry.

2. Product differentiation: product differentiation means that established firms have brand identification and customer loyalties which stem from past advertising, customer service, product differences, or simply being first into the industry. Differentiation creates a barrier to entry by forcing entrants to spend heavily to overcome existing customer loyalties, therefore increased start-up losses. E.g. a Champagne brand cannot be copied. This desensitizes the influence of the environment

3. Capital requirements: there is an indirect relationship between capital requirements and threat of entry as in large financial resources required to conduct investments tend to reduce threat of entry. E.g. how much will it cost for the latest technology in an electronics industry?

4. Switching costs: Cost advantages not related to the size of the company such as personal contacts or knowledge that larger companies do not own or learning curve effects. E.g. personal contacts or knowledge that larger companies do not own or learning curve effects.

5. Access to distribution channels: a barrier to entry can be created by the new entrant's need to secure distribution for its product. To the extent that logical distribution channels for the product have already been served by established firms, the new firm must persuade the channels to accept its product through price breaks, cooperative advertising allowances, and the like which reduce profits. E.g. do our competitors have the distribution channels sewn up?

6. Cost disadvantages independent of scale: established firms may have cost advantages that can't be duplicated by potential entrants no matter what their size and attained economies of scale. The most critical advantages are factors such as follows:

   - Appropriateness of product technology: product know-how or design characteristics that are proprietary through patents or secrecy. E.g. such as Ferrari's super technology related with cars performance.
   - Favorable access to raw material: established firms may have locked up the most favorable sources and/or tied up foreseeable needs early at prices reflecting a lower demand for them than currently exists. E.g. Frasch sulphur firms like Texas Gulf Sulphur gained control of some very favorable large salt dome sulphur deposits many years ago.

- Favorable locations: established firms may have concerned favorable locations before market forces bid up prices to capture their full value.

- Government subsidies: preferential government subsidies may give established firms lasting advantages in some businesses. E.g. A grant paid by a government to an enterprise that benefits the public.

- Learning or experience curve: in some businesses, there is an observed tendency for unit costs to decline as the firm gains more cumulative experience in producing a product. Costs decline because workers improve their methods and become more efficient (the classic learning curve). E.g. craft products clearly apply to this factor, where skills are the core of this production and unit costs tend to decline as the producer gains more skill (in the learning curve pattern).

7. Government policy: government policy which is to be considered a major barrier to entry where rules and regulations set by a government such as licensing requirements and limits on access to raw materials that foreclose or limit entry into such industries. E.g. will new laws be introduced that will weaken our competitive position?

2.2.2 Threat of substitute products:

Identifying substitute products is a matter of searching for other products that can perform the same function as the same product of the industry. Substitutes limit the potential returns of an industry by placing a ceiling on the prices firms in the industry can profitably charge.
Substitute products that deserve the most attention are those that 1) are subject to trends improving their price-performance trade off with the industries product, or 2) are produced by industries high profits. There are three main types of substitutes:

- Where there is product-for-product substitution e.g. email for fax where there is substitution of need e.g. better toothpaste reduces the need for dentists.
- Where there is generic substitution (competing for the currency in your pocket) e.g. Video suppliers compete with travel companies.
- We could always do without e.g. cigarettes.

2.2.3 Bargaining power of buyers:

Buyers compete in an industry by forcing down prices, bargaining for higher quality or more services, and playing competitors against each other- all at the expense of industry profitability. A buyer group is powerful if the following circumstances hold true:

1. It is concentrated or purchases large volumes relative to seller sales. E.g. corn refining industry raises risk to keep full capacity filled
2. The product it purchases from the industry represents a significant fraction of the buyer's costs or purchases. Such as matchsticks
3. The product it purchases from the industry is standard or undifferentiated. E.g. aluminum extrusion.
4. It faces a few or no switching costs. E.g. house telephones in Cyprus
5. It earns low profits and a very good example is cigarettes.
6. Buyers pose a credible threat of backward integration. If buyers either are partially integrated or pose a credible threat of backward integration, they are in a position to demand bargaining concessions.

7. The industry product is unimportant to the quality of the buyers' products or services. Such as oil field equipment.
8. The buyer has full information about demand, actual market prices, and even supplier costs. Consumers tend to be more price sensitive if they are purchasing products that are undifferentiated, expensive related to their incomes, or of a sort where quality is not particularly important to them.

2.2.4 Bargaining power of suppliers:

Suppliers can exercise bargaining power over participants in an industry by threatening to raise prices or reduce the quality of purchased goods and services. Powerful suppliers can thereby squeeze profitability out of an industry unable to recover cost increases in its own prices. The conditions making suppliers powerful tend to mirror those making buyers. A supplier group is powerful if the following apply: (M. E. Porter, 1980)

1. It is dominated by a few companies and is more concentrated than the industry it sells to. E.g. production of petroleum

2. It is not obliged to contend with other substitute products for sale to the industry. E.g. suppliers of alternative sweeteners compete with many applications even though individual firms are large relative to individual buyers.

3. The industry is not an important customer of the supplier group. E.g. research and development.

4. The suppliers' product is an important input to the buyers business. Such an issue may take place when the input is not storable.
5. The suppliers groups' products are differentiated or it has built up switching costs. E.g. switching costs from one software supplier to another.

6. The suppliers group lays a credible threat of forward integration. This provides a check against the industry's ability the terms on which it purchases.

2.3 Assessing the Intensity of Competition

Competitive rivalry is basically a result of a combination of all other 4 forces (threats of both new entrants and substitutes, bargaining power of both buyers and suppliers) generating an opportunity or urgency to improve position in order to survive the existing competition. There are several determinants for rivalry

WISDOM IN WORDS

Difference
"Last year, I worked with an Australian product designer who had never designed a car in his life. Working with him was one of the most valuable projects of my career, simply because it taught me to think differently."
— J. Mays, vice president of design, Ford Motor Company

- Slow industry growth: slow industry growth turns competition into a market share game for firms seeking expansion. Market share competition is a great deal more sensitive than is in the situation in which rapid industry growth insures that firms can improve results just by keeping up with the industry, and where all their financial and managerial resources may be consumed by expanding with the industry.

- High fixed or storage costs: high fixed costs create strong pressures for all firms to fill capacity which often lead to rapidly escalating price cutting when excess capacity is present. Similar to high fixed costs, sometimes storage is very difficult or costly and therefore prices are to decline in order to ensure sales and eliminate such cost as much as possible. E.g. such as aviation that has very high fixed costs and requires high capacity.

- Lack of differentiation or switching costs: Differentiation and switching costs create layers of insulation against competitive warfare because buyers have preferences and loyalties to particular sellers, unless in the case when buyers perceive a product or service as a commodity or near commodity then the buyers' decision is based on the price of the product or service. This case is clearly illustrated in the case of sugar as an industry.

- Capacity augmented in large incremented: in this case economies of scale would regulate an increase in capacity to adopt, where there would be an existing risk of imbalances to the industry's supply/demand forcing price cuts to recast and maintain balance in supply/demand. Like an industry that faces recurring periods of over capacity and price cutting, like those that hassle chlorine manufacturers.

- Diverse competitors: competitors diverse in strategies, origins, personalities, and their relationships to their parent companies have differing goals and differing strategies for how to compete and may continually run head onto each other in process. They may have a hard time reading each other's intentions accurately and agreeing on a set of "rules of the game" for the industry. A good example for diverse competitors is Honda and Ford,

the entrance of Honda to the American market with different core strategies changed the rules of the game and took competition to a higher level or even a different stage. (M. E. Porter,1980)

- High exit barriers: exit barriers are economic, strategic, and emotional factors that keep companies competing in a business even though they may be earning low or even negative returns on investment. The major sources of exit barriers are the following:

2.3.1 Exit Barriers

1. Specialized assets: assets highly specialized to the particular business or location has low liquidation values or high costs of transfers or conversation.

2. Fixed cost of exit: such as labor agreements, resettlement costs, maintaining capabilities for spare parts …. Etc.

3. Strategic interrelationships: interrelationships between the business unit and other in the company in terms of image, marketing ability, access to financial markets, shared facilities, and so on. Such issues attach high strategic importance to being in the business.

4. Emotional barriers: loyalty to employees, fear for one's own career, pride and other reasons would create managements' unwillingness to make economic justified exit decisions.

5. Government and social restrictions: these involve government denial and discouragement of exit out of concern for job loss and regional economic effects.

2.3.2 Exit barriers and entry barriers

Often entry and exit barriers are related although they are conceptually different and their joint level is an important aspect of the analysis of an industry, the figure below states the relation between exit and entry barriers:

Table 2-1 Barriers and profitability

		Exit Barriers	
		Low	High
Entry Barriers	Low	low, stable returns	low, risky returns
	High	High, stable returns	high, risky returns

Source: M. E. Porter, *Competitive Strategy*, (U.S.A., Free Press, 1980, 22)

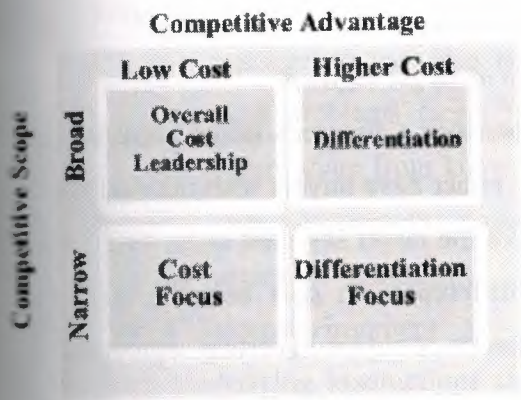
The best case from the viewpoint of industry profits is one in which entry barriers are low. Here entry will be deterred and unsuccessful competitors will leave the industry. When both entry and exit barriers are high, profit potential is high but is usually accompanied by more risk although entry is deterred, unsuccessful firms will stay and fight the industry.

2.4 Assessing Competitive Advantage

A firm's relative position within its industry determines whether a firm's profitability is above or below the industry average. The fundamental basis of above average profitability in the long run is sustainable competitive advantage. There are two basic types of competitive advantage a firm can possess according to Michael Porters' generic strategies: low cost or differentiation. The two basic types of competitive advantage combined with the scope of activities for which a firm seeks to achieve them, lead to three generic strategies for achieving above average performance

industry: cost leadership, differentiation, and focus. The focus strategy has two variants, cost focus and differentiation focus.

Figure 2-2 –Porters' generic strategies



Source: M. E. Porter, *Competitive Strategy*, (U.S.A., Free Press, 1980, 39)

2.4.1 Cost Leadership

In cost leadership, a firm sets out to become the low cost producer in its industry. The sources of cost advantage are varied and depend on the structure of the industry. They may include the pursuit of economies of scale, proprietary technology, preferential access to raw materials and other factors. A low cost producer must find and exploit all sources of cost advantage. If a firm can achieve and sustain overall cost leadership, then it will be an above average performer in its industry, provided it can command prices at or near the industry average.

2.4.2 Differentiation

In a differentiation strategy a firm seeks to be unique in its industry along some dimensions that are widely valued by buyers. It selects one or more attributes that many buyers in an industry perceive as important, and uniquely positions itself to meet those needs. It is rewarded for its uniqueness with a premium price.

2.4.3 Focus

The generic strategy of focus rests on the choice of a narrow competitive scope within an industry. The focuser selects a segment or group of segments in the industry and tailors its strategy to serving them to the exclusion of others.

The focus strategy has two variants.

a. In cost focus a firm seeks a cost advantage in its target segment.
b. Differentiation focus a firm seeks differentiation in its target segment.

Both variants of the focus strategy rest on differences between a focuser's target segment and other segments in the industry. The target segments must either have buyers with unusual needs or else the production and delivery system that best serves the target segment must differ from that of other industry segments. Cost focus exploits differences in cost behavior in some segments, while differentiation focus exploits the special needs of buyers in certain segments.

2.5 IDENTIFYING DIRECT COMPETITORS

Any business marketing a product similar to, or as a substitute for, your own product in the same geographic area is a direct competitor. Firms offering dissimilar or substitute products in relation to your product or service are considered indirect competitors. Indirect competition would exist between the manufacturer of butter and a manufacturer of margarine selling to the same customers.

Another example is the manufacturer of eyeglasses who competes indirectly with contact lens manufacturers. Stated in other terms, indirect competition will satisfy the customer's need with a particular product or service, although the product or service used may be different from yours. If a firm has similar products and distribution channels, but has chosen to operate in different market segments, they are not at this time your direct competitor. However, it's important to monitor the marketing activities of such firms because they may decide to move into your market segment, just as you may decide to move into theirs.

2.6 OBTAINING COMPETITIVE INTELLIGENCE

Competitive intelligence is a business process by which intelligence is obtained on the products, resources and activities of competitors. The output is a vital ingredient for the development of successful competitive strategies and for maintaining a competitive advantage. The competitive strategy is that part of the marketing process that is devoted to defending or growing a market share. Competitive intelligence can also be used to improve performance by defining how competitors have solved problems faced by the industry. Many companies use competitive intelligence to take market share from known competitors. A more productive use is to use it to help formulate long term, noncompetitive strategies. In this role, intelligence can:

- describe the current environment
- forecast the future environment
- challenge underlying assumptions about economic, political, technological, or market-related factors
- identify and compensate for exposed weaknesses
- Adjust an existing strategy to the changing environment or determine when a strategy is no longer sustainable.

2.6.1 The Intelligence Process

The intelligence process consists of four major parts:

1. decide what questions need to be answered
2. gather and process relevant information
3. analyze the information relative to the questions to be answered
4. disseminate the results to the people who need it

The process can have a discrete beginning and end or it can be ongoing and iterative, designed to gather and vulgarize information throughout an individual organization or, ultimately, throughout an entire business ecosystem.

2.6.2 Three key skills

The intelligence process requires three kinds of skills:

- interviewing skills (primary research)
- information retrieval skills (secondary research)
- analytical skills (e.g. financial analysis, management profiling, synergy analysis)

Employees who have hands-on knowledge of a particular industry can learn research basics through commercial seminars, on-site training sessions, and/or continuing education courses offered through a local university or community college.

2.6.3 Conventional (traditional) sources

Conventional sources of information for competitive intelligence are:

Internal information (data about what customers purchase, competitor proposals collected by the sales force, employees recruited from competitors)

- published material (newspaper articles, government filings, credit reports)

- interviews with industry opinion leaders, trade association staff, the competition's other competition

2.6.4 Unconventional sources

To do a good job of challenging underlying assumptions, it is necessary to go beyond the traditional sources. Here are some "unconventional" sources that will prove valuable:

Remarkable people -- both "official experts" and "ordinary" people with fresh insights;

Sources of surprise -- novels and stories, especially science fiction, often contain mind-expanding ideas;

— Bias – editors and anchor people "filter" the news, and their choices are often subjective;

immersion in challenging environments -- traveling in foreign countries is one example, attending a conference in another discipline is another

— Networked sensibilities -- computer conferencing permits global information sharing on a grand scale.

WISDOM IN WORDS

Vision

"It is only with the heart that one can see rightly. What is essential is invisible to the eye."

— Antoine de Saint-Exupery, pilot and author

3 Market Measurements

3.1 Defining What to Measure

Managers must clearly identify the market to be measured in order to measure industry sales and market potential accurately. That is, the relevant market must be defined (in terms of product form, product class, or generic needs). Further, if only certain segments of the relevant market (such as geographic areas or age groups) will be served, this should be stated as well. (For example, a cereal manufacturer may be interested in determining industry sales of cereals among single-person households in New England.) Additionally, the time frame must be established. For some kinds of decisions, our concern is with current levels of sales or potential. In other cases, estimates of sales or potential at some specific future time may be required.

In the remainder of this chapter, the examination of four basic kinds of market measurements: absolute market potential, relative market potential, industry sales forecasts, and company sales forecasts will occur, the discussion of each measurement will begin by indicating how each measure can be used in decision making.

3.2 Absolute Market Potential

Absolute potential is an estimate of maximum potential demand, usually based on two factors: the number of potential users and the rate of purchase. For a given market, absolute potential indicates the total dollar or unit volume that could be sold by all suppliers. There are three kinds of decisions that generally require an estimate of absolute market potential:

1. Evaluating market opportunities: In order to decide what market opportunities to pursue in the future, a firm will want to assess the market potential. This is particularly true in the case of new-product-form or new-product-class markets. Consider, for example, the large resource commitments made by companies entering the market for products such as videotape recorders, personal computers, and industrial robots. These commitments could not have been economically justified if the companies had not been able to identify a

large potential demand. In the case of existing products, market opportunities can be more easily examined if the market potential can be measured and compared with industry sales. If the market potential is significantly larger than industry sales, then all suppliers have an opportunity to increase sales volume by pursuing policies (such as lower prices) to close the primary demand gap. However, if industry sales are already close to market potential, then a firm will know that the only avenue for company sales growth is to improve market share. Consequently, in the latter case, the market opportunity is generally smaller (unless, of course, a firm believes it has some unique advantage that can be used to build market share).

- Determining sales quotas and objective: Market potential must usually be considered in order to establish reasonable objectives for the sales force and for distributors. Potential demand in some sales territories may be growing so rapidly that sharp yearly increases in sales objectives are appropriate. However, other territories may be stagnant in the number of potential buyers and purchase rates. Consequently, a fair evaluation of sales-force and distributor performance should be based on the potential for sales.

- Determining the number of retail outlets: Firms that sell through retailers generally will have a desired number of retail distributors for a market of a given size. For instance, an automobile manufacturer may want to have one dealer for every 2000 units per month of market potential in order to assure adequate coverage of the market. Accordingly, the potential in a given retail market area will be a major input into these decisions.

Measuring Absolute Market Potential

There are essentially two components of market potential: the number of possible users and the maximum rate of purchase that can reasonably be expected. Frequently, managers can obtain estimates of market potential (often broken down by geographic area, industry type, or household type) from trade associations or commercial research firms specializing in such estimates. More typically, managers themselves must estimate at least one of these two components of market potential.

3.2.1.1 Estimating potential in consumer markets

When the characteristics of all potential buyers are known and readily measurable, the easiest way of estimating the number of buyers is to use already published data. If potential buyers for consumer goods can be described in terms of basic demographic or locational factors (such as age, county, home ownership, or income), both government and private industry data sources can be employed. For example, the annual Survey of Buying Power (published by Sales and Marketing Management magazine) provides data on the size and the distribution of the population by age group and income category for each county and for metropolitan areas within each county.

Managers often use data obtained from trade associations, from government, or from commercial publications in estimating purchasing rates. Particularly in cases where they are estimating current market potential, managers may use the existing ratios of sales per household or sales per person. These kinds of ratios can often be obtained directly from secondary sources. For example, the Conference Board, a New York-based, industry-supported organization, publishes a distribution of household expenditures on various product categories. Alternatively, if data on total industry sales are available, average demand per household (or per person) may be calculated by dividing total sales by the number of households.

3.2.1.2 Estimating potential in organizational markets

The most appropriate way to measure sizes and size differences for organizational markets potential is to measure both number of employees and the value of shipments for an industry/s, a measure of the value of the production output of a specific industrial plant or facility. The value of shipments and the number of employees usually are closely correlated with the rate of purchase (at least within a given industry). Additionally, these measures are usually reported to chamber or department of commerce. Thus, such a method would provide a high level of accuracy and it would be both time and cost saving.

[illegible]ATIVE MARKET POTENTIAL

[illegible]e market potential is simply the percentage distribution of market potential among [illegible] portions of a market (such as geographic areas or customer groups). Typically, [illegible] of relative potential are used to help management allocate certain resources efficiently. [illegible]ular, there are three major uses of relative market potential:

1. Allocating promotion expenditures: A national marketer will generally want to allocate the sales promotion and advertising budget among different markets on the basis of the relative importance of each market. For instance, the rate of purchase of room air conditioners or snow tires will vary dramatically among television markets of equal population. By knowing the percentage distribution of market potential between different television markets, management can allocate advertising expenditures in proportion to actual demand.
2. Allocating salespeople among territories: A manufacturer or wholesaler will want to assign salespeople in the most efficient manner. Accordingly, if one territory has twice the sales potential of another, it should probably receive twice as many salespeople (assuming each member of the sales force is about equal to every other member in effectiveness).
3. Locating facilities: In order to minimize transportation costs and to maximize the ability to deliver products quickly, most organizations will attempt to locate facilities closer to markets of larger potential than to markets of lesser potential. Thus, in locating warehouses, production facilities, and district sales offices, the relative potential of the market being served is often a major input.

[illegible] Measuring Relative Market Potential

[illegible] estimating relative potential, managers begin by identifying factors that are measurable [illegible] that are likely to be correlated with market potential. These measures, called corollary [illegible], can be used to represent market potential.

3.3.1.1 Single-Corollary Factor Approaches

A manager in an industrial goods firm may know that market potential is directly related to a single, easily measured factor such as the number of production workers in the industries to which it sells or the total production value of shipments made by such industries.

For example, Pitney Bowes' Business Systems Division makes mail-handling equipment, such as postage meters, for industrial and commercial customers. In seeking a method for determining the size of the sales force needed in each geographic area, the company found that a single factor—employment growth in the area—seemed to correlate well with sales. Employment growth results from new businesses being formed and from existing businesses being expanded, the following are the two factors that drove the need for new or additional mail-handling equipment. Additionally, employment statistics are frequently reported and easily available.

For a consumer-goods firm, typical corollary factors include the number of housing units (for appliances), the number of single-family dwelling units (for home-repair items), disposable-income levels, the number of people in an age group, and several other buyer characteristics.

3.3.1.2 Multiple-Corollary Factor Indexes

Managers can use more than one corollary factor in estimating relative market potential. In those cases, indexes will be developed to reflect the relative importance of the different factors.

For many frequently purchased consumer goods, a useful index is the Buying Power Index (BPI) provided by Sales and Marketing Management's Survey of Industrial Buying Power. A BPI is computed for each county to reflect the percentage of total countrys' buying power in that county. The index is compiled by weighing three individual factors (each of which is reported separately in the survey) as follows:

BPI = .5 x percent of effective buying income
+ .3 x percent of region retail sales
+ .2 x percent of region population

To illustrate one use of the BPI, consider the following example.

In 1992, a regional chain of department stores emphasizing middle-quality clothing and other "soft goods" began to look at several alternative new markets with an eye toward expanding the number of stores. Company officials knew that competition would have to be examined in each potential market, but before doing that, they wanted to know which markets had the greatest potential in the five-region market area the company currently served. On the basis of their knowledge of the size of the areas from which their stores drew, potential markets were defined in terms of the regions that would be included, and data were obtained from the Survey of Buying Power for each market.

In practice, of course, management would also want to project population and buying power changes expected in the future in order to assess the long-run potential of each market.

3.4 SALES FORECAST

While analyzing a marketing opportunity a sales forecast is essential to ensure that the opportunity that is to be obtained is profitable or not, therefore if it will meet its objective or not

The steps in developing a sales forecasts Consist of: (1) defining the forecasting problem, (2) identifying appropriate forecasting techniques, (3) evaluating and choosing a technique, and (4) implementing the forecasting system. A brief review of each step indicates important issues and considerations.

3.4.1 Defining the Forecasting Problem

The requirements the forecasting method should satisfy and the output required must be decided. Illustrative requirements include the time horizon, level of accuracy desired, the uses to be made of the forecast results, and the degree of disaggregation (nation, state, local), including product/market detail, units of measurement, and time increments to be covered.

3.4.2 Identify, Evaluate, and Select Forecasting Technique(s)

Since several forecasting methods are available, each with certain features and limitations, the user's needs, resources, and available data should be matched with the appropriate techniques. Companies may incorporate two or more techniques into the forecasting process. Typically, one technique is used as the primary basis of forecasting, whereas the other technique is used to check the validity of the primary forecasting method. Also, techniques offer different outputs. Some are effective in obtaining aggregate forecasts, and others are used to estimate sales for disaggregated units of analysis (e.g., products). An overview of the major forecasting techniques is provided below in "Forecasting Techniques."

3.4.2.1 Implementation

Many firms begin with very informal forecasting approaches based on projections of past experience coupled with a subjective assessment of 'the future market environment. As the forecasting needs increase, more formalized methods are developed. Factors that often affect the choice of a forecasting system include the type of corporate planning process used, the volatility and complexity of markets, the number of products and markets, and the organizational units that have forecasting needs.

3.4.2.2 Major Forecasting Techniques

The major approaches used to prepare forecasts are briefly described. Forecasting techniques generally follow two basic yardsticks. The first involves making direct estimates of brand sales. The second *forecasts brand sales as a product of several components (e.g., industry sales and* market share). Several methods used for forecasting sales are described below. Further, Table 3-1 illustrates both disadvantages and advantages of various forecasting techniques

1. Judgmental Forecasting: A common approach relies on a jury of executive opinion obtain sounder forecasts than might be made by a single estimator. To put the results in better perspective, the jury members are usually given background information on past sales. And their estimates are sometimes weighted in proportions to their convictions about the likelihood of specific sales levels being realized.

2. Sales Force Estimates: The sales personnel of some firms—field representatives, managers, or distributors—are considered better positioned than anyone else to estimate the short-term outlook for sales in their assigned areas.

3. Users' Expectations: Although the dispersion of product users in many markets (or the cost of reaching them) would make such an approach impractical, some manufacturers serving industrial markets find it possible to poll product users about their future plans. Then use this information in developing their own forecasts.

4. Traditional Time-Series Analysis: In a familiar approach, the historical sales series may be broken down into its components—trends and cyclical and seasonal variations, including irregular variations—which are then projected. Time-series analysis has the advantage of being easy to understand and apply. But there is a danger in relying on strictly mechanized projections of previously identified patterns.

5. Advanced Time-Series Analysis: For short-term forecasting purposes, several advanced time-series methods have been generating new interest and acceptance. Most rely on a

moving average of the data series as their starting point, and requisite computer software facilitates their use. The methods include variants of exponential smoothing, adaptive filtering, Box Jenkins models, and the state-space technique. All assume that future movements of a sales series can be determined solely from the study of its past movements. However, certain of these methods have the alternative advantage of being able to take into account external variables as well.

6. Econometric Methods: The econometric approach provides a mathematical simplification, or "model," of measurable relationships between changes in the series being forecast and changes in other related factors. Such models are employed most often in the prediction of overall market demand, thus requiring a separate estimate of a company's own share. Increased interest in this approach reflects a growing concern over macroeconomic events as well as a preference for spelling out assumptions that underlie forecasts.

7. Input—Output Analysis: When developing forecasts for intermediate or commodity products, some firms are finding it advantageous to employ input—output measures within comprehensive forecasting systems that begin with macroeconomic considerations and end with estimates of industry sales. Still other methodologies must be employed in such system, and specialists are required for the correct application and interpretation of input—output analysis.

8. New Product Forecasting: New products pose special problems that are hard for the forecaster to overcome and beat. A sales forecast for a new product may rest upon any of several bases, including results of marketing research investigations, assumptions about analogous situations in the past, or assumptions about the rate at which users of such products or services will substitute the new item for ones they are presently buying. (Cruvens W. David, 1997, 117-118)

Table 3-1 Advantages and disadvantages of various forecasting techniques

Sales Forecasting Method	Advantages	Disadvantages
User expectations	1.Forecast estimates obtained directly from buyers 2.Useful for new product forecasting 3.Insightful method aids planning marketing strategy 4.Projected product usage information can be greatly detailed	1. Potential customers must be few intensive. 2. Does not work well for consumer goods. 3. Depends on the accuracy of user's estimates. 4. Expensive, time consuming, labor and well defined.
Sales force composite	1. involves the people (sales personnel) who will be held responsible for the results 2. is fairly accurate 3. aids un controlling and directing sales effort 4. forecast is available for individual sales territories	1. Estimators (sales personnel) have a vested interest and therefore may be biased 2. elaborate schemes sometimes necessary to counteract bias 3. if estimates are biased, process to correct the data can be expensive
Jury of executive opinion	1. easily done, very quick 2. does not require elaborate statistics 3. utilizes "collected wisdom" of the top people 4. useful for new or innovative products	1. produces aggregate forecasts 2. expensive 3. disperses responsibility for the forecast 4. group dynamics operate
Delphi technique	1. minimizes effects of group dynamics	1. Can be expensive and time-consuming

Sales Forecasting Method	Advantages	Disadvantages
Market test	1. provides ultimate test of consumers' reactions to the product 2. allows the assessment of the effectiveness of the total marketing program 3. useful for new and innovative products	1. lets competitors know what firm is doing 2. invites competitive reaction 3. expensive and time-consuming to setup 4. often takes a long time to accurately assess level of initial and repeat demand
Time-series analysis	1. utilizes historical data 2. objective, inexpensive	1. not useful for new or innovative products 2. factors for trend, cyclical, seasonal, or product life-cycle phase must be accurately assessed and included 3. technical skill and good judgment required
Statistical demand analysis	1. great intuitive appeal 2. requires quantification of assumptions underlying the estimates 3. allows management to check results 4. uncovers hidden factors affecting sales 5. method is objective	1. factors affecting sales must remain constant and be accurately identified to produce an accurate estimate 2. requires technical skill and expertise 3. some managers reluctant to use method due to the sophistication

Source: Cruvens W. David, *Strategic Management*, fifth edition. (U.S.A., Richard D. Irwin, 1997, 119)

4 IDENTIFYING POTENTIAL TARGET MARKETS

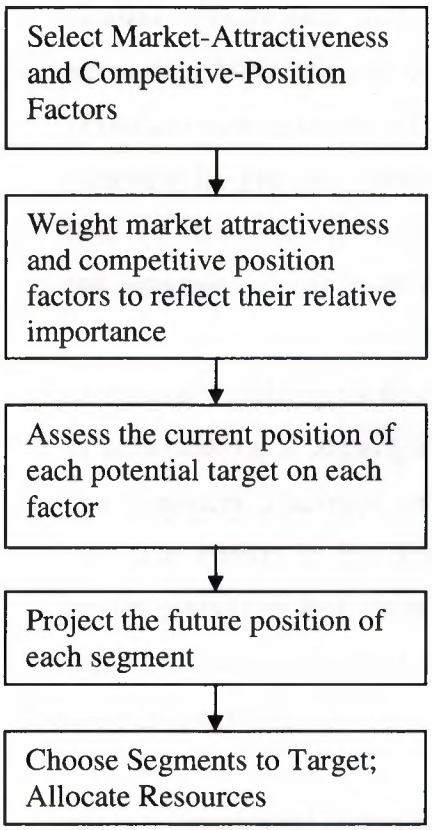
Most firms no longer aim a single product and marketing program at the mass market. Instead, they break that market into homogeneous segments on the basis of meaningful differences in the benefits sought by different groups of customers. Then they tailor products and marketing programs to the particular desires and idiosyncrasies of each segment. But not all segments represent equally attractive opportunities for the firm. To prioritize target segments by their potential, marketers must evaluate their future attractiveness and their firm's strengths and capabilities relative to the segments' needs and competitive situations.

Within an established firm, rather than allowing each business unit or product manager to develop an approach to evaluate the potential of alternative market segments, it is often better to apply a common analytical framework across segments. With this approach, managers can compare the future potential of different segments using the same set of criteria and then prioritize them to decide which segments to target and how resources and marketing efforts should be allocated. One useful analytical framework managers or entrepreneurs can use for this purpose is the market-attractiveness/competitive-position matrix.

Managers use such models at the corporate level to allocate resources across businesses, or at the business-unit level to assign resources across product-markets. We are concerned with the second application here.

Figure 4-1 outlines the steps involved in developing a market-attractiveness/competitive-position matrix for analyzing current and potential target markets.

Figure 4-1 Steps in constructing a market-Attractiveness/Competitive-Position Matrix for evaluating potential target markets



Underlying such a matrix is the notion that managers can judge the attractiveness of a market (its profit potential) by examining market, competitive, and environmental factors that may influence profitability. Similarly, they can estimate the strength of the firm's competitive position by looking at the firm's capabilities or shortcomings relative to the needs of the market and the competencies of likely competitors. By combining the results of these analyses with other considerations, including risk, the mission of the firm, and ethical issues, conclusions about which markets and market segments should be pursued can be reached. The first steps in developing a market-attractiveness/competitive-position matrix, then, are to identify the most relevant variables for evaluating alternative market segments and the firm's competitive position regarding them and to weight each variable in importance. Note, too, that figure 1-2 suggests conducting a forecast of future changes in market attractiveness or competitive position in addition to, but separately from, an assessment of the current situation. This reflects the fact that a decision to target a particular segment is a strategic choice that the firm will have to live with

for some time.

4.1 Step 1: Select Market-Attractiveness and Competitive-Position Factors

An evaluation of the attractiveness of a particular market or market segment and of the strength of the firm's current or potential competitive position in it builds naturally on the kind of opportunity analysis. Managers can assess both dimensions on the basis of information obtained from analyses of the environment, industry and competitive situation, market potential estimates, and customer needs. To make these assessments, they need to establish criteria, such as those shown in table 1-2, against which prospective markets or market segments can be evaluated. Both market and competitive perspectives are necessary. (Walker C. O., Boyd W. H., Mullins J., Larreche J. C., 2003, 160)

4.1.1 Market-Attractiveness Factors

assessing the attractiveness of markets or market segments involves determining the market's size and growth rate and assessing various trends—demographic, sociocultural, economic, political/legal, and technological—that influence demand in that market. An even more critical factor in determining whether to enter a new market or market segment, however, is the degree to which unmet customer needs, or needs that are currently not being well served, can be identified. In the absence of unmet or underserved needs, it is likely to he difficult to win customer loyalty, regardless of how large the market or how fast it is growing. "Me-too" products often face difficult going in today's highly competitive markets.

4.1.2 Competitive-Position Factors

Understanding the attractiveness of the industry in which one competes is also important. Emerging a segment that would place the firm in an unattractive industry or increase its exposure in an unattractive industry in which it already competes may not be wise. Of more immediate and salient concern, however, is the degree to which the firm's proposed product entry into the new market or segment will be sufficiently differentiated from competitors, given the critical success factors and product life cycle conditions already prevalent in the category. Similarly,

decision makers need to know whether their firm has or will be able to acquire the resources it will take—human, financial, and otherwise—to effectively compete in the new segment. Simply put, most new goods or services need to be either better from a consumer point of view or cheaper than those they hope to replace. Entering a new market or market segment without a source of competitive advantage is a trap.

Table 4-1 Factors underlying Market Attractiveness and competitive Position

Market-attractiveness factors	Competitive-position factors
Customer needs and behavior • Are there unmet or underserved needs we can satisfy?	Opportunity for competitive advantage • Can we differentiate? • Can we perform against critical success factors? • Stage of competing products in product life cycle
Market or market segment size and growth rate • Growth rate in units, dollars, number of prospective customers • Might the target segment constitute a platform for later expansion into related segments in the market as a whole? • Market potential in units, dollars, number of prospective customers	Firm and competitor capabilities and resources • Management strength and depth • Relative market share • Brand image • Financial and functional resources: marketing, distribution, manufacturing, R&D, etc.
Macro trends: Are they favorable, on balance? • Demographic • Technological • Economic • Political/legal • Sociocultural	Attractiveness of industry in which we would compete • Threat of new entrants • Threat of substitutes • Supplier power • Driving forces: are they favorable, on balance? • Competitive rivalry • Industry capacity • Buyer power
Source: Walker C. Orville, Boyd W. Harper, Mullins John, Larreche Jean-Claude, *Marketing Strategy,* fourth edition, (U.S.A., New York, McGraw-Hill, 2003, 163)	

Step 2: Weight Each Factor

A numerical weight is assigned to each factor underlying the market attractiveness and competitive position independently, to indicated its relative importance in the overall assessment.

Step 3: Rate Segments on Each Factor; Plot Results on Matrixes

This step requires that evidence—typically both qualitative and quantitative data—be collected to objectively assess each of the criteria identified in Step 1. Mere armchair judgments about each criterion are not very credible and run the risk of taking the manager or entrepreneur into a wrong segment that may turn out not to be viable. It is especially important to undertake a detailed analysis of key competitors, especially with regard to their objectives, strategy, resources, and marketing programs. Similarly, compelling evidence that a proposed entry into a new segment will satisfy some previously unmet needs, and do so in a way that can bring about sustainable competitive advantage, is called for. Both qualitative and quantitative marketing research results are typically used for this purpose. Once these assessments have been made, the weighted results can be plotted on a market-attractiveness/competitive-position matrix.

Step 4: Project Future Position for Each Segment

Forecasting a market's future is more difficult than assessing its current state. Managers or entrepreneurs should first determine how the market's attractiveness is likely to change over the next three to five years. The starting point for this assessment is to consider possible shifts in customer needs and behavior, the entry or exit of competitors, and changes in their strategies. Managers also must address several broader issues, such as possible changes in product or process technology, shifts in the economic climate, the impact of social or political trends, and shifts in the bargaining power or vertical integration of customers.

Managers next must determine how the business's competitive position in the market is likely to change, assuming that it responds effectively to projected environmental changes but the firm does not undertake any initiatives requiring a change in basic strategy. The expected changes in market attractiveness and competitive position can then be plotted on the matrix in the form

of a vector (arrow) that reflects the direction and magnitude of the expected changes. Anticipating such changes may be critically important in today's Internet age. (Walker C. O., Boyd W. H., Mullins J., Larreche J. C., 2003, 165)

4.5 Step 5: Choose Segments to Target; Allocate Resources

Managers should consider a market to be a desirable target only if it is strongly positive on at least one of the two dimensions of market attractiveness and potential competitive position and at least moderately positive on the other. In table 1-3 this includes markets positioned in any of the three cells in the upper right-hand corner of the matrix. However, a business may decide to enter a market that currently falls into one of the middle cells under these conditions: (1) managers believe that the market's attractiveness or their competitive strength is likely to improve over the next few years; (2) they see such markets as stepping-stones to entering larger, more attractive markets in the future; or (3) shared costs are present, thereby benefiting another entry. The market-attractiveness/competitive position matrix offers general guidance for strategic objectives and allocation of resources for segments currently targeted and suggests which new segments to enter. Thus, it also can be useful, especially under changing market conditions, for assessing markets or market segments from which to withdraw or to which allocations of resources, financial and otherwise, might be reduced. Table 1-3 summarizes generic guidelines for strategic objectives and resource allocations for markets in each of the matrix cells. The general thrust of these guidelines is that managers should concentrate resources in attractive markets where the business is securely positioned. Use them to improve a weak competitive position in attractive markets, and disengage from unattractive markets where the firm enjoys no competitive advantage.

WISDOM IN WORDS

Passion

"We are minor in everything but our passions."
— Elizabeth Bowen, novelist

Table 4-2 Implications of alternative positions within the Market-Attractiveness/Competitive position Matrix for Target market selection, strategic objectives, and resource allocation

Market Attractiveness	Competitive position: Weak	Competitive position: Medium	Competitive position: Strong
High	Build selectively: • Specialize around limited strengths • Seeks ways to overcome weaknesses • Withdraw if indications of sustainable growth are lacking	**DESIRABLE POTENTIAL TARGET** Invest to build: • Challenge for leadership • Build selectively on strengths • Reinforce vulnerably areas	**DESIRABLE POTENTIAL TARGET** Protect position: • Invest to grow at maximum digestible rate • Concentrate on maintaining strength
Medium	Limited expansion or harvest: • Look fro ways to expand without high risk; otherwise, minimize investments and focus operations	Manage for earnings: • Protect existing strengths • Invest to improve position only in areas where risk is low	**DESIRABLE POTENTIAL TARGET** Build selectively: • Emphasize profitability by increasing productivity • Build up ability to counter competition
Low	Divest: • Sell when possible to maximize cash value • Meantime, cut fixed costs and avoid further investments	Manage for earnings: • Protect position • Minimize investment	Protect and refocus: • Defend strengths • Seek ways to increase current earnings without speeding market's decline

Source: Walker C. Orville, Boyd W. Harper, Mullins John, Larreche Jean Claude, *Marketing Strategy,* fourth edition, (U.S.A., New York, McGraw Hill, 2003, 166)

Part Two

Market Opportunity Analysis

"Five Star Hotel Industry, North Cyprus"

5 FIVE STAR HOTELS MARKET ANALYSIS

5.1 DEFINITION OF THE RELEVANT MARKET

A five star Hotels' industry relevant market is a wide and complex market because it's basically the market that provided accommodations for business men/women, tourists, and empty nesters..... etc. The relevant market of the industry is defined as follows

1. Hotels from all rankings
2. holiday villages
3. compounds
4. bungalows
5. guest houses

The mentioned above are to be considered the relative market due to the service provided by these establishments which are to be considered very close and in some cases identical where in all cases could be considered as substitutes.

5.2 ANALYSIS OF PRIMARY DEMAND

5.2.1 Buyer identification

Buyers for a five star hotels' relative market are defined (segmented) as follows:

1. tourists: foreigners that come to T.R.N.C. in groups, individuals, or families for entertainment and/or relaxation purposes, these tourists can be divided into age distribution segments on the following bases:
    a. Age 0-20: such tourists are associated with their families and dependent on them, singles, lack responsibility, and tend to go along with their families, no income at all expenditures provided by parents, where they are not decision makers for their families and don't come in groups or as individuals.
    b. Age 20-30: again these tourists are mostly associated with their families and dependent on them, mostly singles, they seek entertainment, full of energy, and

want to explore, income usually provided by parents, they have a small influence on decision making for their families, and rarely come in groups or as individuals.

c. Age 30-50[1]: wealthy baby-boomers or singles, mostly associated with their children (baby boomers), that seek relaxation and/or entertainment, want to explore, change their life routine, and rarely come in groups. Decision making process is moderately rational

d. Age 50 and above (empty nesters): retired or working (mostly retired) couples or singles, usually come in groups, seek relaxation and want to explore, and conduct rational decision.

2. Business men/women: people that come to T.R.N.C. or are residents of T.R.N.C., determined, objective, time savers, engaged in commercial or industrial businesses, decision making process carefully conducted.
3. Students: people usually aged 18-25, enrolled in an educational institution, seek entertainment and sometimes want to change routine, characterized with youth and full of energy, want to explore and learn, income usually provided by parents, and independent decision makers.

5.2.2 Willingness and ability to buy

5.2.2.1 Willingness to buy

The segments identified previously definitely have the willingness to buy, the decision making process (which differs from each segment to the other) takes in consideration the following:

1. value or experience compatibility: T.R.N.C.s' guests may sometimes need to change their buying or usage behavior, in the case of changing buying or usage behavior, typically the buyers rate of adoption will be slower, but when tourism is the case buyers are psychologically prepared for this change which automatically increases the rate of adoption and makes it faster, in addition experience plays a significant role, where it gives the buyer a sense of security while making a decision in general, if experience is

[1] Sub segments (a) and (b) are interrelated with sub segment (c)

not attained, then the buyer might tend to investigate T.R.N.C. through conducting an exploratory research, he/she might ask x-tourists or may surf the net... etc to attain information regarding the location.

2. perceived risk: there is always a convenience risk that a guest may not meet his expectations, due to different perspectives but this risk is to be conquered by a marketing mix provided for the tourism industry as a whole, also taking in consideration that T.R.N.C. has a package full of priceless assets such as unpolluted and clean environment, crusader castles, golden coast lines...etc. All minimizing risks.

5.2.2.2 Ability to buy

The ability to buy functions as a filter, of course not everybody willing to visit T.R.N.C. can make it, the main factor lying under this met dissatisfactory is a financial factor, to visit North Cyprus may be unaffordable for those willing to come, in addition, these people may lack the time. Find other less expensive locations has an effect on the segment mentioned previously, although North Cyprus is considered not expensive to many other countries, the visiting costs themselves as a whole, might be unaffordable for that price sensitive segment.

5.3 ANALYZING SELECTIVE DEMAND

The selective demand for five star hotels is simply the demand that leys on five star hotels from the segments mentioned previously, after filtering them on a monthly income[2] basis "$9,386-above", these segments have a routinized response behavior towards almost all luxurious products/services including five star hotels and have past experience concerning what a five star hotel has to serve and usually don't search among alternatives such as less ranking hotels, and may sometimes have a trademark or franchise loyalty. Attributes for five star hotels are similar so variations (if exist) would be minor due to strict hotel classifications regarding rankings, five star hotels' attributes are defensive more than differential, therefore a lack of determinant attributes does exist.

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[2] Source: www.worldbank.com

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[2] www.worldbank.com

potential market segments would be similar as in they would be chosen on the same criteria since potential buyers have very much in common (such as objectives to meet in North Cyprus), the main difference in these segments is behavior although differences maybe slight, but it is essential to take in consideration that all potential buyers have high income.

The most appropriate market segmentation approach in the case of five star hotels is by location (geographic) in order to attain and assemble knowledge on where to allocate marketing resources, the illustration in the following tables illustrates the availability of potential locations

WISDOM IN WORDS

Choice

"Do what you feel in your heart to be right-for you'll be criticized anyway. You'll be damned if you do and damned if you don't."

— Eleanor Roosevelt, social activist

Table 5-1 Number of tourists, bednights and occupancy rate in tourist accommodation establishments by country of usual residence and years

NTRIES	2000			2001			2002			2003		
	Tourist	Bednight	% of total arrival	Tourist	Bednight	% of total Arrival	Tourist	Bednight	% of total Arrival	Tourist	Bednight	% of total arrival
RKEY	168.606	574.917	18.9	143.697	451.356	14.0	177.388	581,101	17.5	165.872	601.688	17.3
K.	42,216	351,558	11.5	47.277	404,371	12.5	66,868	549.926	16.5	67,897	565,755	16.2
MANY	10.002	86.298	2.8	6,035	55.927	1.7	6,877	53.096	1.6	6.281	46.468	1.3
RAN	246	747	-	226	957	-	970	4,072	0.1	696	2,237	0.1
SSIA	559	1.783	0.1	901	1.756	0.1	2,567	3.955	0.1	259	790	-
ANCE	1,375	6,276	0.2	163	712	-	425	1,375	-	230	763	-
SA	347	1,166	-	631	1.801	0.1	507	1.768	0.1	282	1,017	-
INA	66	166	-	69	107	-	588	937	-	213	1,138	-
STRIA	204	1.373	0.1	223	1.382	0.1	140	1.135	-	197	1.628	0.1
ALY	343	1.588	0.1	253	1,302	0.1	356	2,031	0.1	274	1,402	0.1
RAEL	228	791	-	215	528	-	53	160	-	380	1,141	-
ER	9.735	55.692	1.8	9,462	45.989	1.4	9.788	35.369	1.1	5.756	19.943	0.6
TAL GNERS	65,321	507,438	16.6	65,455	514,832	16.0	89,139	653,824	19.6	82,465	642,282	18.4
RN.C.	20.521	62.928	2.1	19.164	49.902	1.5	18.892	49.836	1.5	23.825	62.594	1.8
AND TAL	254,448	1,145.283	37.6	228,316	1,016,090	31.5	285,419	1.284.761	38.6	272,162	1,306,564	37.5

Ministry of Tourism, *Statistical Yearbook of Tourism,* North Cyprus, 2003, 24

The sharp declines in bed nights and number of tourists in 2001 are due to the terrorist attacks on 11/9/2000 on the United States of America, which had a negative effect on the Turkish Cypriot economy and most of the world, according to the previous records the tourism industry of T.R.N.C. has very high capabilities in adjusting and recovering from recessions caused by political instability. In addition, the year 2003 has been effected by what has been called the war against terrorism in The Republic of Iraq. The economy of T.R.N.C. is heavily affected by the political situation in the region, yet the current political instability of the island it's self (the Turkish and Greek Cypriot conflict) does not have a direct effect on growth rates, the occurring effect is indirect because the current government has adjusted to these instabilities, hence setting and organizing accumulated efforts in order to maintain stability, create independency, and maintain higher grow threats.

6 FIVE STAR HOTELS COMPETITIVE ANALYSIS

6.1 TARGET MARKET IDENTIFICATION

The most feasible markets for a five star hotel in North Cyprus are determined as following segments and sub segments with income[3] of $9,386 and above:

1. United Kingdom:
    2. tourists: U.K. residents that come to T.R.N.C. in groups, individuals, or families for entertainment and/or relaxation purposes, these tourists can be divided into age distribution segments on the following bases:
        e. Age 0-20: such tourists are associated with their families and dependent on them, singles, lack responsibility, and tend to go along with their families, no income at all expenditures provided by parents, where they are not decision makers for their families and don't come in groups or as individuals.
        f. Age 20-30: again these tourists are mostly associated with their families and dependent on them, mostly singles, they seek entertainment, full of energy, and want to explore, income usually provided by parents, they have a small influence on decision making for their families, and rarely come in groups or as individuals.
        g. Age 30-50: wealthy baby-boomers or singles, mostly associated with their children (baby boomers), that seek relaxation and/or entertainment, want to explore, change their life routine, and rarely come in groups, and Buying decision making process is moderately rational
        h. Age 50 and above (empty nesters): retired or working (mostly retired) couples or singles, usually come in groups, seek relaxation and want to explore, and usually make rational decisions.

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[3] Source: www.worldbank.org

4. Business men/women: people that come to T.R.N.C. with a business based mission, determined, objective, time savers, engaged in commercial or industrial businesses, decision making process carefully conducted.
5. Students: people usually aged 18-25, enrolled in an educational institution, seek entertainment and sometimes want to change routine, characterized with youth and full of energy, want to explore and learn, income usually provided by parents, and independent decision makers.

2. Republic of Turkey:
    1. tourists: residents of Turkey that come to T.R.N.C. in groups, individuals, or families for entertainment and/or relaxation purposes, these tourists can be divided into age distribution segments on the following bases:
        a. Age 0-20: such tourists are associated with their families and dependent on them, singles, lack responsibility, and tend to go along with their families, no income at all expenditures provided by parents, where they are not decision makers for their families and don't come in groups or as individuals.
        b. Age 20-30: again these tourists are mostly associated with their families and dependent on them, mostly singles, they seek entertainment, full of energy, and want to explore, income usually provided by parents, they have a small influence on decision making for their families, and rarely come in groups or as individuals.
        c. Age 30-50: wealthy baby-boomers or singles, mostly associated with their children (baby boomers), that seek relaxation and/or entertainment (such as Gambling), want to explore, change their life routine, and rarely come in groups. Decision making process is moderately rational
        d. Age 50 and above (empty nesters): retired or working (mostly retired) couples or singles, usually come in groups, seek relaxation and want to explore, and conduct rational decision.

    2. Business men/women: people that come to T.R.N.C. with a business based mission, determined, objective, time savers, engaged in commercial or industrial businesses, decision making process carefully conducted.

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3. Students: people usually aged 18-25, enrolled in an educational institution, seek entertainment and sometimes want to change routine, characterized with youth and full of energy, want to explore and learn, income usually provided by parents, and independent decision makers.

3. Federal Republic of Germany
   1. tourists: residents of Germany that come to T.R.N.C. in groups, individuals, or families for entertainment and/or relaxation purposes, these tourists can be divided into age distribution segments on the following bases:
      a. Age 0-20: such tourists are associated with their families and dependent on them, singles, lack responsibility, and tend to go along with their families, no income at all expenditures provided by parents, where they are not decision makers for their families and don't come in groups or as individuals.
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      d. Age 50 and above (empty nesters): retired or working (mostly retired) couples or singles, usually come in groups, seek relaxation and want to explore, and conduct rational decision.

   2. Business men/women: people that come to T.R.N.C. with a business based mission, determined, objective, time savers, engaged in commercial or industrial businesses, decision making process carefully conducted.

3. Students: people usually aged 18-25, enrolled in an educational institution, seek entertainment and sometimes want to change routine, characterized with youth and full of energy, want to explore and learn, income usually provided by parents, and independent decision makers.

4. Citizens of the Turkish Republic of Northern Cyprus
   a. Immigrates: This sub segment is represented by the citizens of North Cyprus that live abroad and come to North Cyprus for visiting relatives and/or friends and usually have different life styles and standards from locals.
   b. Business men/women: Citizens that come to T.R.N.C. involved in a business transaction or mission that is to be conducted on the land of T.R.N.C., determined, objective, time savers, engaged in commercial or industrial businesses, decision making process carefully conducted.

Number of tourists, bed nights and occupancy rate in tourist accommodation establishments by country of usual residence (Turkey, U.K. and Germany) and years

Table 6-1Number of tourists, bed nights and occupancy rate in tourist accommodation establishments by country of usual residence (Turkey, U.K. and Germany) and years

COUNTRIES	2000			2001			2002			2003	
	Tourist	Bednight	% of total arrival	Tourist	Bednight	% of total Arrival	Tourist	Bednight	% of total Arrival	Tourist	Bednight
TURKEY	168.606	574.917	18.9	143.697	451.356	14	177.388	581.101	17.5	165.872	601.688
U.K.	42.216	351,558	11.5	47,277	404,371	12.5	66.868	549.926	16.5	67,897	565.755
GERMANY	10.002	86.298	2.8	6.035	55.927	1.7	6.877	53.096	1.6	6.281	46.468
T.R.N.C.	20.521	62.928	2.1	19.164	49.902	1.5	18.892	49.836	1.5	23.825	62.594
TOTAL	241,345	1,075,701	35.3	216,173	961,556	29.7	270,025	1,233,959	37.1	263,875	1,276,505

Source: Ministry of Tourism, *Statistical Yearbook of Tourism,* North Cyprus, 2003, 24

6.2 Assessing Competitive Dynamics

The assessment of competitive dynamics of a five star hotel industry consists of four main issues which will be represented in detail on the following basis

6.2.1 Threat of new entrants

The threat of new entrants determined by entry barriers to the industry (indirect relation ship), the entry barriers that are potentially high for the five star hotel industry are as follows:

1. Service differentiation: is this industry differentiation is the key competitive aspect "quality of service" where customer loyalty is to be created, forcing investors to spend large amounts of money to maintain customer loyalties or to overcome existing loyalties. Thus, high start-up costs.

2. Capital requirements: such accommodations require large capital in order to establish and long term breakeven points, therefore reducing threat of entry.

3. Switching costs: here differentiation plays a crucial role reducing switching costs through customer loyalty and service quality, although switching costs may be moderate here, they can be controlled by creating customer loyalty.

4. Access to distribution channels: this factor is of high essence when regarding the hotel industry as a whole, thus it gains higher essence in the five star hotel industry. Appropriate and feasible locations are not easy to hit upon. Thus, mistakes are not accepted and would cause massive deficiencies.

5. Economies of scale: five star hotels must meet high occupancy levels in order cover costs and reduce per guest cost, therefore meet profit.

6. Cost disadvantages independent of scale: favorable locations, favorable access to raw material, government subsidies, and learning curves all function as entry barriers once

attained. And in the case of North Cyprus most the previously mentioned has taken affect regarding the five star hotel industry.

7. Government policies: which do not pose a high threat nevertheless moderate due to the strict licensing and classification rules and regulations which are applied strictly by the government of North Cyprus, which are met on the contrary by incentives that contribute to the industry as a whole. Licensing laws are explained in detail according to the applied Constitution in North Cyprus in appendix I, in addition classification restrictions applied by the Ministry of Tourism are explained in detail in appendix II.

6.2.2 Threat of substitute products

Here the threat of substitutes is low, although the core service of all accommodations is the same, but the augmented services available in five star hotels are unique which are sought by their guests reducing almost all threats of other accommodations.

6.2.3 Bargaining power of buyers

The buyers of five star hotel services fortunately suffer a shortage in their bargaining powers, due to the following:

1. the buyers purchasing volumes are relevantly low in comparison with a hotels' total sales
2. the cost of service purchased by the buyers represents an adequate fraction of the buyers purchases or costs
3. the service provided to the buyer is differentiated
4. the buyers has moderate switching costs
5. the industry earns high profits
6. buyers lack information about supplier costs, demand, and sometimes actual market prices which reduces their price sensitivity
7. the service provided is important to the buyers as it (to high extent) reflects their quality

6.2.4 Bargaining power of suppliers

Bargaining power of suppliers in the case of five star hotels in T.R.N.C. is to be considered low reducing suppliers power to squeeze profitability out of the industry or even reduce the quality of products provided by suppliers. Suppliers have low bargaining powers due to the following reasons:

1. there is a large number of suppliers providing a variety of different ideas and know-hows
2. most of the industry's suppliers are independent from each other
3. the industry forms a significant fraction of most of the suppliers sales
4. all supplied products are storable
5. differentiated supplied products should enhance the bargaining power of suppliers but the high availability of these products reduces what is to be enhanced

6.3 ASSESSING THE INTENSITY OF COMPETITION

The determination of the intensity of competition in a five star hotel industry requires taking in consideration the dynamics of the competition and the following:

1. Rapid industry growth which insures that firms can improve results just by keeping up with the industry, although the industry is very sensitive towards political issues and changes, it seems to remarkably adjust to which reduces such threats.
2. the industry has high fixed costs such as labor force which pressures firms to fill capacity which often leads to price cutting, but since this industry is seasonal price cuts are expected and accepted by the targeted segments
3. the differentiation provided by this industry is to an extent, a commodity or near commodity to the targeted segments
4. Augmented capacity must be achieved in order to reach the appropriate economies of scale. However, the tourism industry is promising and the required capacity is available according to records
5. diverse competition strategies

6. low exit barriers, the sought conclusion has been retrieved taking the following considerations
    a. high liquidation values or high costs of transfer or conversion
    b. very low emotional barriers an investor can exit and hold the capability of starting another business easily
    c. no government or social restrictions regarding exiting the market
    d. no need for strategic interrelationships in terms of image and shared facilities with other businesses which would have an effect on exiting the market if existed
    e. moderate fixed cost of exit such as labor agreements and external contracts

6.3.1 Exit and entry barriers

Having high entry barriers and low exit barriers income for the industry would be high and stable, for the reason that with the existence of high entry barriers a barricade would be inserted for those who tend to invest in the industry taking over market share and increasing the level of competition, however low exit barriers make it easy for those who don't meet profit to exit the market and keep for those who make it. The table bellow illustrates this conclusion

Table 6-2 Exit and Entry barriers

		Exit Barriers	
		Low	High
Entry Barriers	Low	Low, stable returns	Low, risky Returns
	High	High, stable returns	High risky Returns

Source: M. E. Porter, *Competitive Strategy*, (U.S.A., Free Press, 1980, 22)

WISDOM IN WORDS

Style

"I am hands-on in business. I'm personable-I don't like going in with a stiff neck-and I do it with humor, because that's how I am. But people who know me know that when I do business, I get serious and I go in with my ducks in a

6.4 Assessing competitive advantage

Differentiating the services provided or focused differentiation are the best recommendations for this industry because differentiation as a concept allows hotels to desensitize prices and focus on value that generates a comparatively higher price and a better profit margin. Taking in regard the existing restrictions that classify the industry as a whole, the infrastructure of five star hotels is already differentiated as a must due to classification restrictions, and since targeted segments seek differentiated establishments, other factors must be taken in consideration in order to differentiate in the industry its' self, location is a good example that would differentiate a five star hotel than another.

6.5 Identifying direct competitors

Simply the direct competitors for this industry are four and five star accommodation because they all seek increasing market share on the account of others and have similar segments. The indirect competitors are those other accommodations with lower rankings which provide similar core services and products and seek the currency in guests' pockets, and neither, offer similar quality of products and services nor target similar segments.

6.6 Competitive intelligence

Competitive intelligence is to be obtained once the hotel is established, holding respect to sought strategies and capabilities which may change the whole process of gaining intelligence, these processes are to be conducted very carefully because otherwise may cost very large losses.

7 Five Star Hotels Market Measurements

7.1 Absolute Market

The absolute market for the five star hotels in T.R.N.C. is in simple terms, the overall tourism industry in North Cyprus and the table bellow illustrates the total income provided from the tourism industry

Table 7-1 Net Income of the Tourism Industry, T.R.N.C. in dollars by Years (1998-2003)

YEARS	*Net tourism income (million USD)*	*GROWTH RATE*
1998	*186*	*NA*
1999	*192.8*	*3.5%*
2000	*198.3*	*2.7%*
2001	*93.7*	*-198.3%*
2002	*114.1*	*18.4%*
2003	*117.7*	*3.0%*

Source: Ministry of Tourism, *Statistical Yearbook of Tourism,* North Cyprus, 2003, 57

The year 2001 was effected by the political and economical instabilities caused by the terrorist attacks on U.S.A. on 11/9/2000 which had a negative impact on the industry of tourism in North Cyprus. The year 2003 was unfortunately affected by the war on Iraq which imposed a negative effect on the industry of tourism and instead of it recovering from the previous outcome of 2001 it had to suffer again from instabilities.

7.2 RELEVANT MARKET MEASUREMENTS

Table 7-2 Number of accommodation establishments and beds by categories and Years (1998-2003)

YEARS	HOTELS		GUEST HOUSES		OTHERS*		TOTAL		TOTAL OCCUPANCY RATES
	(No. of Units)	(No. of Beds)	(No. of Units)	(No. of Beds)	(No. of Units)	(No. of Beds)	(No. of Units)	(No. of Beds)	
1998	93	8,972	16	393	46	4,013	109	9,365	36.6%
1999	102	9,557	13	375	50	5,510	115	9,932	36.7%
2000	103	10,213	13	307	52	4,255	116	10,520	37.2%
2001	107	10,507	13	291	54	4,485	120	10,798	30.9%
2002	110	10,611	13	305	55	4,515	123	10,916	37.8%
2003	115	11,550	32	2,064	28	3,666	128	11,858	37.0%

Source: Ministry of Tourism, *Statistical Yearbook of Tourism,* North Cyprus, 2003, 13

*Source: Office of Prime Minister, *Economic and Social Indicators*, North Cyprus, 2003, 58-59

According to the numbers above the year 2001 met a major decline in occupancy growth rates due the economic instabilities caused by the events of 11/9/2000 in the U.S.A. which was obviously recovered in the year 2002, but yet the occupancy rates met a minor decline in 2003 which was caused by the instabilities reflected by the war on Iraq.

It is important to become conscious of the recession suffered by guest houses which came to an end in the year 2003 with an extraordinary boom caused by new classifications that allowed other accommodations to be classified as guesthouses. Hence, the number of other establishments had decreased in 2003 due to these new classifications

7.3 Sales Forecast

The amount of sales estimated were implemented using a trend analysis in which growth rates where averaged (excluding growth rates affected by political or/and economical imbalances), with the recognition of the relation ships between independent variables.

Table 7-3 Number of tourists and bednights, average length of stay and occupancy rate in five star hotels by years, and forecast (2000-2006)

	NUMBER OF TOURISTS				BEDNIGHTS				AV.LENGTH OF STAY				OCCUPANCY RATE OF TOTAL TOURISTS			
	Turkey	For.	T.R.N.C.	Total	Turkey	For.	T.R.N.C.	Total	Turkey	For.	T.R.N.C.	Total	Turkey	For.	T.R.N.C.	Total
2000	41,425	6,377	5.989	53,791	135,117	44,368	21,347	200,832	3.3	7	3.6	13.9	28.4	9.3	4.5	42.2
2001	72.190	7.403	4.588	84,181	211,780	37,323	14,279	263,382	2.9	5	3.1	11	29.3	5.1	2	36.4
2002	82.829	15,617	4.680	103,126	256,361	88,492	15,260	360,113	3.1	5.7	3.3	12.1	33.9	11.7	2	47.6
2003	72.037	13.753	4.298	90,088	260,677	102,879	12,907	376,463	3.6	7.5	3	14.1	32.8	12.9	1.6	47.3
2004(est.)	81,978	16.171	4,351	102,500	308,380	120,985	13,733	443,098	3.8	8.8	3.18	16.4	34.3	14.0	1.4	49.7
2005(est.)	93.291	19.017	3.498	115,806	364,813	142,278	909	507,091	4.0	10.4	2.8	17.2	35.8	15.3	1.2	52.3
2006(est.)	106.165	22,364	3,565	132,094	431,574	167,319	1,490	600,383	4.2	12.2	3	19.4	37.4	16.7	1.1	55.2

Source: Ministry of Tourism, *Statistical Yearbook of Tourism*, North Cyprus, (2000, 2001, 2002, 2003, P 22, 23, 24, 22)

In the concern of Turkish tourists, the number of tourists met a negative imbalance in the year 2003 which occurred by the effect of the war on Iraq and in addition seemed to survive the depression caused by the events of 9/11/2000, where on the contrary the bed nights where not affected and maintained growth, the average length of stay suffered a decline in the year 2001 due to the events of 9/11/2000, and their occupancy rates maintained growth stability.

In the interest of foreigners, a great boom occurred in the year 2002 this boom occurred in respect of the recovery of the events of 11/9, and yet a decline in 2003 due to the war on Iraq, their bed nights, average length of stay, and occupancy rates maintained growth but suffered a minor recession in 2001 which was recovered in 2002.

The number of tourists, bed nights, and average length of stay of the citizens of North Cyprus seem to be fluctuated down sloping, because the number of citizen residents is increasing[4], but the occupancy rate of these citizens is heading down slope.

The total number of tourists maintained growth through the previous stage but suffered a decline in 2003 which is expected to recover in 2004 owing respect to the quick reaction by the tourism industry and market, number of total bed nights spent in this industry seems to be promising because according to the previous statistics the number of total bed nights maintained growth proving sensitivity towards external imbalances. The total average lengths of stay and occupancy rates showed small-scale sensitivity towards external imbalances. Moreover, they tend to recover out of imbalance and balance without delay.

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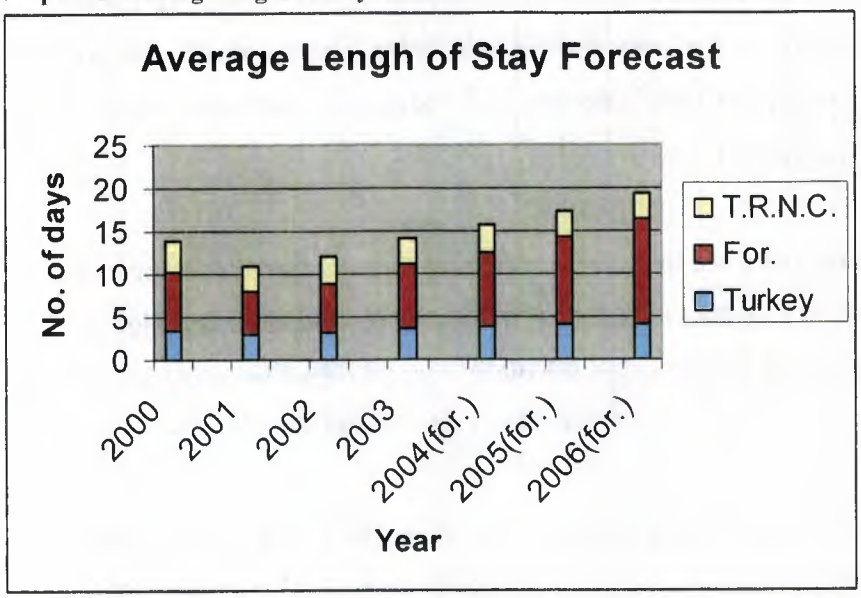
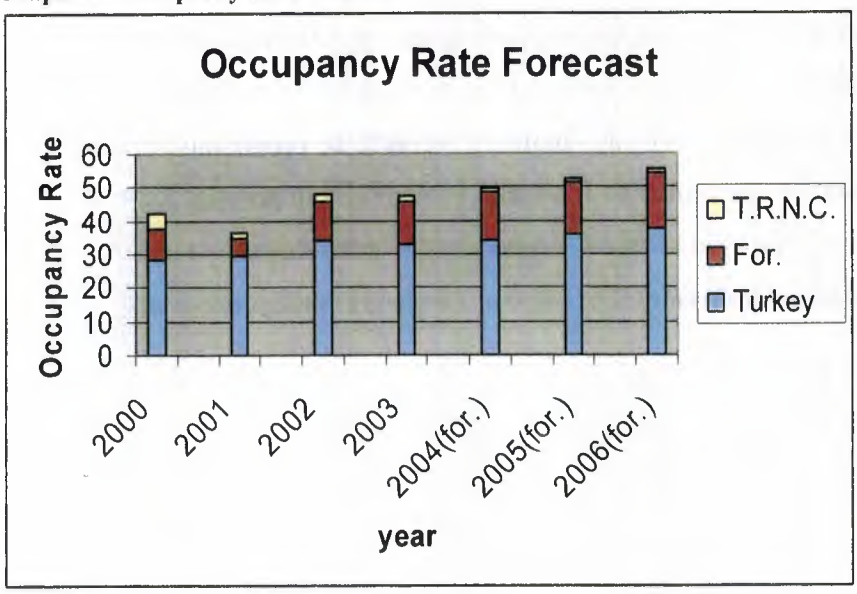
[4] State Ministry of Tourism, Nicosia, North Cyprus

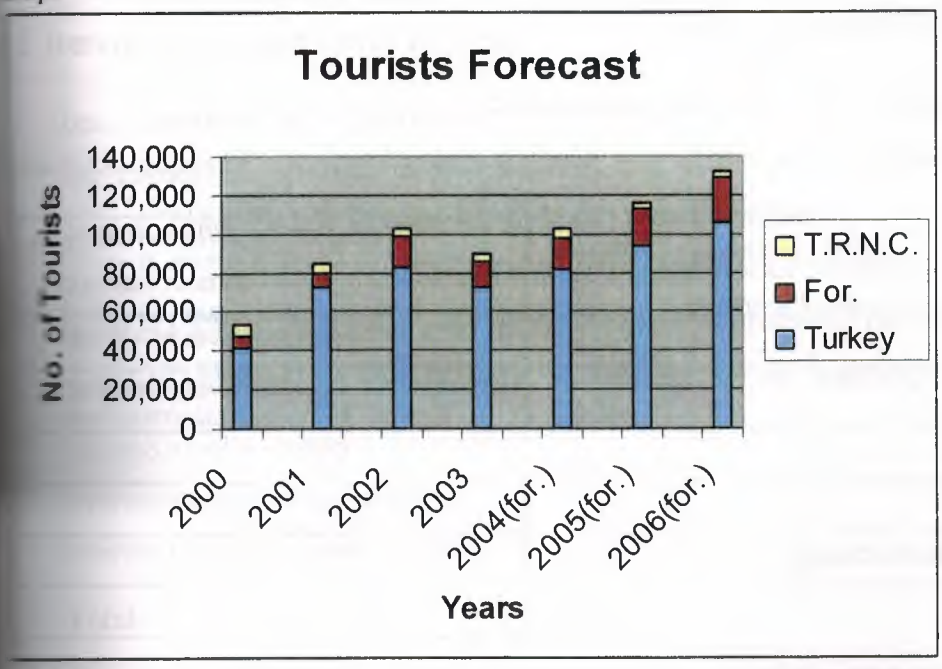
Graph 7-1 Average length of stay forecast



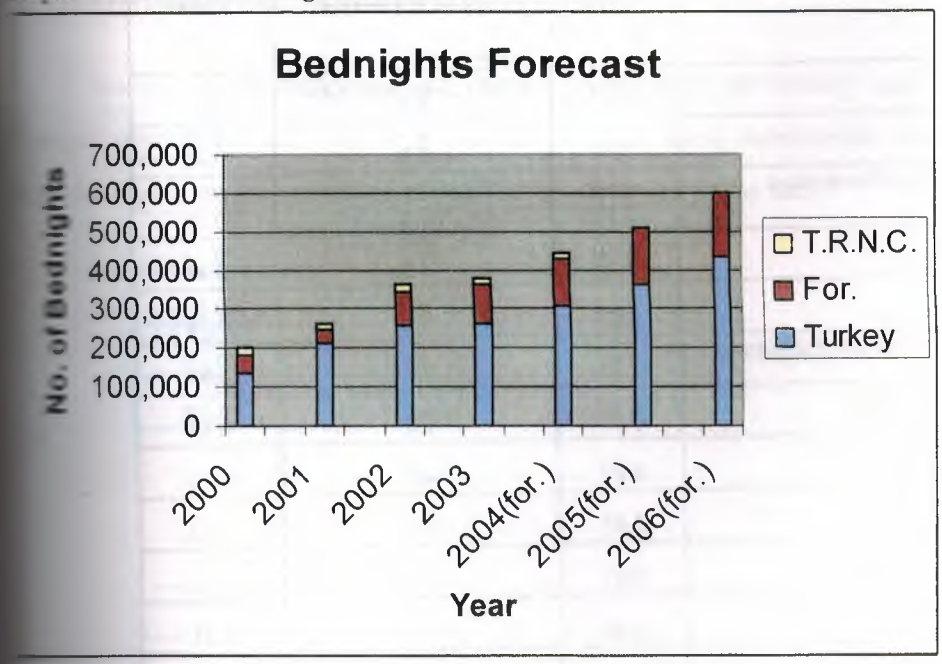
Graph 7-2 Occupancy Rate forecast



Graph 7-3 Number of tourists forecast



Graph 7-4 Number of bednights forecast



8 IDENTIFYING MARKET ATTRACTIVENESS

Each of the following factors has been weighted independently according to its importance and contribution to identifying Market-Attractiveness and its capability to identify and predict the projected competitive position for any new investment in a five star hotel in North Cyprus. It is of essence to place attention on competitive factors and realize that a new hotels establishment has not been created yet, therefore all microcompetitive-position factors have been disregarded in which macro factors have gained importance on the account of micro factors in identifying market attractiveness as whole.

8.1 MARKET ATTRACTIVENESS FACTORS

Table 8-1 Assessment of market-attractiveness factors

Market-attractiveness factors	weight	Rating (0-10) (unfavourable-favourable)	Total
Market growth rate	0.10	8.5	0.85
Segment size	0.09	8.0	0.72
Customer loyalty/satisfaction with differentiated offerings	0.10	7.5	0.75
Bargaining power of customers	0.10	8.5	0.85
Threat of political imbalances	0.07	4.0	0.28
Reaction towards and recovery of political imbalances	0.12	9.0	1.08
Ability to pass through effects of inflation	0.06	7.5	0.45
Barriers to entry	0.07	8.5	0.60
Barriers to exit	0.05	8.5	0.42
Substitution threats	0.07	8.0	0.56
Individual competitors' strengths	0.06	8.5	0.51
Regulatory climate	0.07	9.0	0.63
Degree of social acceptance	0.04	9.5	0.38
Total	**1.00**		**8.08**

Table 8-3 Implications of identified position within the market-attractiveness-competitive-position matrix

		Competitive position		
		Weak(0-3)	**Medium(4-7)**	**Strong(8-10)**
Market Attractiveness	**High(8-10)**	Build selectively: • Specialize around limited strengths • Seeks ways to overcome weaknesses • Withdraw if indications of sustainable growth are lacking	**DESIRABLE POTENTIAL TARGET** Invest to build: • Challenge for leadership • Build selectively on strengths • Reinforce vulnerably areas	**DESIRABLE POTENTIAL TARGET** Protect position: • Invest to grow at maximum sustainable rate • Concentrate on maintaining strength
	Medium(4-7)	Limited expansion or harvest: • Look for ways to expand without high risk; otherwise, minimize investments and focus operations	Manage for earnings: • Protect existing strengths • Invest to improve position only in areas where risk is low	**DESIRABLE POTENTIAL TARGET** Build selectively: • Emphasize profitability by increasing production • Build up strength counter competitors
	Low(0-3)	Divest: • Sell when possible to maximize cash value • Meantime, cut fixed costs and avoid further investments	Manage for earnings: • Protect position • Minimize investment	Protect and refocus: • Defend strength • Seek ways to increase current earnings without growth, market share

Source: Walker C. Orville, Boyd W. Harper, Mullins John, Larreche Jean Claude, *Marketing Strategy*, fourth edition, New York, McGraw Hill, 2003, 166)

CONCLUSION

Respect to the conducted analysis the opportunity to invest in a five star hotels in T.R.N.C. does highly exist. With the emphasis on the importance on such approaches that furnish new five star establishments with confidence as well as the endorsement of new establishments that rely on potential growth.

The conclusion is based on the integration of all cautiously applied analyses and identifications in this research. In interest of the market analysis and market measurements, it is of essence to recognize the potential growth of the five star hotel industry and the tourism industry its' self. In addition, it is important to pay attention to how sensitive the market is towards political imbalances and how it rapidly balances eliminating posed threats by these imbalances.

The competitive analysis proved the capability of new establishments to compete in this market and invest in potential growth, as well as adding together the eliminated threats posed by competition and providing evidence for competitive survival. This analysis provided guide lines for future states and obliged strategies.

The identification of market attractiveness which confirmed feasibility of the industry simply interpreted the previous analyses and measurements and provided cornerstones for future predictions and competitive strategies.

Though serving on a jury it is not only a civic responsibility to achieve but also an interesting experience. However, juries are an essential part of a students' success. Thus, jury duty challenges them be interested, productive, and responsible achievers.

CYPRUS

HOTELS

CHAPTER 138 OF LAWS

1959 EDITION

PART II.

LICENSING OF HOTELS.

6. A license to keep or manage a hotel may, with the consent of the Hotels Board previously obtained, be transferred to the name of any person who possesses the qualifications contained in paragraph *(a)* of subsection (1) of section 5 of this Law.

7. Where it is made to appear to the Hotels Board that a hotel is being kept in an unclean or in sanitary condition -or is being conducted in an unsatisfactory manner the Hotels Board may require the hotel-keeper by notice in writing to remedy the defect within such period not being less than one month as may be specified in such notice and if the hotel-keeper shall fail to remedy the defect to the satisfaction of the Hotels Board within the prescribed period the Hotels Board may cancel the license granted in respect of such hotel :

(a) that the cancellation of such license shall not take effect until the expiration of ten days from the date of such cancellation ; and

(b) that where an appeal has been made against the cancellation of such license within the period of ten days prescribed by section 9, such cancellation shall not take effect unless and until the appeal has been determined and the Governor in Council confirms such cancellation.

8. (1) Where it is made to appear to the Hotels Board that a hotel is not being kept or managed in a manner conformable to the standard of a hotel of the class in which such hotel is classified, the Hotels Board may, upon giving notice therefore to the hotel-keeper, remove the name of such hotel from such class and place it in a lower class:
Provided—

(a) that the re-classification of such hotel shall not take effect until the expiration of ten days from the date of the notice therefore ; and

(b) that where an appeal has been made against the reclassification of such hotel within the period of ten days prescribed by section 9, such re- classification shall not take effect unless and until the appeal has been determined and the Governor in Council confirms such re-classification.

(2) Every such re-classification when effected shall be published by the Hotels Board in the *Gazette*

9. Any person aggrieved by—

(a) The refusal of the Hotels Board to grant a license or to permit the transfer of a license;

(b) The cancellation of his license by the Hotels Board ;

(c) The re-classification of a hotel by the Hotels Board may, within ten days from the date of such refusal, cancellation or re-classification, appeal to the Governor in Council whose decision thereon shall be final and conclusive.

10. (1) Every hotel-keeper shall keep a register wherein he shall cause every guest who stays in his hotel to write his name together with such other particulars as may be prescribed by Regulations :
Provided that if any guest is illiterate the hotel-keeper shall write the name himself or shall cause the name to be written by some literate person.

(2) Every hotel-keeper shall—

(a) present the register kept as in subsection (1) of this section provided to every guest who proposes to stay in his hotel and shall request such guest to write his name in such register together with such other particulars as may be prescribed by Regulations ;

(2) Such Regulations may impose penalties for the branch thereof not exceeding a fine of fifth pounds and may provide for the cancellation by the Court trying the offence of the license of any hotel-keeper who is convicted of any contravention of such Regulations

APPENDIX II HOTEL CLASSIFICATIONS (IN TURKISH)

RG 822 — 4 Aralık 2003
RG 616 — 8 Kasım 2004

OTELLER YASASI
(Fasıl 138)

Madde 12 Tahtında Yapılan Tüzük

KISIM I
GİRİŞ

Tüzük Değişikliği

1. 1977 Oteller Tüzüğü iptal edilerek , yeni isim verilmesi sureti ile bir tüzük değişikliği yapılır.

Yasal Dayanak

2. Bu Tüzük, Kuzey Kıbrıs Türk Cumhuriyeti Bakanlar Kurulu'na, Fasıl 138 Oteller Yasası'nın 12. Maddesinin verdiği yetkiyi kullanarak hazırlanmıştır.

Kısa İsim

3. Bu Tüzük, 2003 Oteller Tüzüğü olarak isimlendirilir.

Amaç

4. Bu Tüzüğün amacı, Turizm ile ilgili Bakanlığın denetiminde bulunan otel işletmelerinin geliştirilmesi, günün şartlarına uygun hale getirilmesi, otel işletmelerinin asgari niteliklerini belirleyerek sınıflandırılması ve aynı gruptaki tesisler arasında standart birliğinin sağlanması ve kalitenin yükseltilmesidir.

Tanımlar

5. Bu Tüzük'te metin başka türlü gerektirmedikçe,
"Devlet" - Kuzey Kıbrıs Türk Cumhuriyeti'ni,
"Bakanlık" – Turizm ile ilgili Bakanlığı,
"İşletme İzni" – Fasıl 138 Oteller Yasası'nın 4. maddesinde belirtilen izni,
"Yasa" – Fasıl 138 Oteller Yasası'nı,
"Bakanlar Kurulu" Kuzey Kıbrıs Türk Cumhuriyeti Bakanlar Kurulu'nu,
"İlgili Daire"- Turizm Planlama Dairesi'ni,
"Otel" – Nasıl tanımlanırsa tanımlansın yerli ve yabancı turistlerin konaklaması için kullanılan ve içinde sahibi veya müdürü tarafından yatak ve/veya yemek temin edilen herhangi bir yapı veya binayı,
"Oteller Encümeni"- Fasıl 138 Oteller Yasası'nın 3. maddesine

dayanılarak oluşturulan encümeni,
"Sınıflandırma Belgesi" – Bu Tüzüğün 7. Maddesinde belirtildiği üzere otellere sınıflandırma çalışması sonucu verilen belgeyi anlatır.

KISIM II
SINIFLANDIRMA

Sınıflandırma

6. (1) Her otel, bu Tüzükte belirtilen niteliklere uygun olarak Oteller Encümeni tarafından aşağıdaki sınıflardan birine dahil edilir:
(a)Yıldızlı Oteller – 5 yıldızlı oteller
4 yıldızlı oteller
3 yıldızlı oteller
2 yıldızlı oteller
1 yıldızlı oteller
(b) Tatil Köyleri – 1. sınıf tatil köyü
2. sınıf tatil köyü
(c) Turistik Kompleks
(d)Turistik Bungalovlar
(e) Apart Oteller
(f) Butik Oteller
(g)Özel Belgeli Oteller
(h)Yöresel Evler
(ı) Turistik Pansiyonlar
(i) Turistik Konut ve Villalar
(j) Kampingler
(2) Bünyesinde çeşitli tip konaklama tesisi bulunan otel kompleksleri, bir bütün olarak değerlendirilir ve kompleksin ana fonksiyonu esas alınarak tek sınıf verilir. Ancak kompleksteki her tip konaklama tesisinin bu Tüzüğe ve ana tesisin sınıfına uygun olması şarttır.
(3) Bu maddenin (1). Fıkrası uyarınca herhangi bir sınıfa dahil edilemeyen bir binaya, Oteller Encümeni işletme izni veremez.

Sınıflandırma Belgesi Verilmesi

7. (1) Oteller Encümeni sınıflandırılan her otele, Yasa'nın 12. maddesinin (1).Fıkrasının (a) bendi uyarınca bu Tüzüğe ek birinci Cetvelde örneği bulunan Sınıflandırma Belgesi verir. Bu Sınıflandırma Belgesi, otelin müdür odasında veya resepsiyonda çerçeveli olarak duvara asılır.
(2) Sınıflandırma Belgesi alacak otel işletmecisi, Yasa'nın 12. maddesinin (1). Fıkrasının (a) bendi uyarınca bu Tüzüğe ek İkinci Cetvelde belirtilen yıllık ücreti ödemekle yükümlüdür.

şekilde Tüzük'te öngörülen fonksiyonlara ve ölçülere uygun mekanlara sahip olmalıdır.

(2) Yer seçimi yapılırken arazinin şekli, iklim şartları, çevre, ulaşım, su, elektrik ve haberleşme olanakları göz önünde tutularak konaklayacak turistlerin rahat edebilmeleri dikkate alınır.

Bina ve Projeler

11. (1) İlgili zamanda oteller için yürürlükte bulunan Yasalara ek olarak ve bu Tüzüğün 14. maddesi saklı kalmak şartıyla, otel binası müstakil olur ve bütün sahaları otel işletmesi için kullanılır.

(2) İnşaatı yarım kalmış, yeni inşaa edilecek, ilave veya tadilat yapılacak otel binalarının projeleri, Yol ve Binaları Düzenleme Yasası, Çevre Yasası ile diğer Şehircilik ve Fizik Planlama ile ilgili Yasalar ve onlara bağlı Tüzük ve Yönetmelik hükümlerine uygun olarak yapılır.

(3) Projelerin hazırlanmasında, binaların çevre ve araziye uygun bir şekilde yerleştirilmesi ve estetik yönden çevreye uyması için gerekli tedbirler alınır. Mümkün olduğu yerlerde yerel kültüre uygun mimari şekil ve malzemeler kullanılır. Genel olarak, otellerin mimari tarzı estetik yönden mükemmel olur.

(4) Mimari planlarda, her yerin hangi amaçla kullanılacağı, içindeki mobilyanın (yatak, çarşaf dolabı, masa, kanepe, v.s) yeri ile sıhhi tesisler (lavabo, banyo, bulaşık teknesi, tuvalet, vs) gösterilir.

(5) Teknik izahatta, hedeflenen sınıf, yatak odaları ile yatak adedi, diğer yerler, tesisat ile otelin yapımı için kulanılacak malzeme hakkında detaylı bilgi verilir.

Genel İnşaat Şartları

12. (1) Yatak odaları pencereleri, tercihen binaların iyi bir manzara arz eden tarafında bulunur ve odaların kolaylıkla ışıklandırılmasını sağlayacak genişlikte olur.

(2) Çatı arası pencereleri ile ışıklandırılan iç yatak odası yapımından imkan nisbetinde kaçınılır. Beş ve dört yıldızlı otellerde bu gibi iç odaların bulunması ve/veya turistlere kiralanması yasaktır. Üç ve iki yıldızlı otellerde iç oda sayısı toplam oda sayısının yüzde onunu; ve bir yıldızlı otellerde yüzde yirmisini geçemez.

(3) Sıcaklık, gürültü ve böceklere karşı koruyucu tedbirler alınması şarttır. Bu amaçla ilgili makamların direktifleri ile teknik metodlara ilaveten aşağıdaki hususlar uygulanır.

(a) Sıcak ve soğuğa uygun izolasyon malzemesi kullanılmasına ek olarak dışa açılan yerlere uygun gölgelik veya örtülü balkon yapımı veya perde kullanımı ile gerekli önlemler alınır.

(b) Duvar ve katlara uygun ses izolasyon malzemesi koymak ve sarsıntı veya gürültü yapan makine ve cihazları kauçuk zemin veya iskeletler üzerine yerleştirmek suretiyle gürültü, ses ve sarsıntıya karşı önlemler alınır.

13. (1) Kazan dairesi, soğutucu üniteleri, havalandırma ve santral, transformatör ve alçak gerilim dağıtım tablo mahalleri, jeneratör, telefon santralı yerleri, yakıt depoları gibi tesisat mahallerinde müşterilerin ve tesisin güvenliği ile müşterileri ve çevre sakinleri için gürültü ve her türlü çevre ve ses kirliliği yaratmayacak şekilde yapılması için gerekli önlemler alınır.Bu gibi yerlerde kullanılacak yapı malzemeleri en az 2 saat yangına dayanıklı malzemeden inşa edilmiş olacaktır.

(2) Asansörlerde alarm tertibatı ile havalandırma düzeni oluşturulur. Asansörler bir yangın halinde kaçış yplu olarak değerlendirilmezler.

(3) Tesislerde yangın ihbarı, söndürme tesisat ve donanımı bulunur. Doğal zemine ulaşmak için inilip çıkılan kat sayısı ikiden fazla ise yangın anında tahliyeyi kolaylaştırmak için tüm katlarla bağlantısı olan ayrıca bir yangın merdiveni yapılır. Yangın merdivenine yatak odalarının içinden veya merdiven sahanlığından çıkış verilemez. Yangın merdiveni bina dışında, açıkta ya da gerekli tecritin sağlanması kaydıyla bina içerisinde olabilir. Bina dışına irtibatı sağlanmış, ihbar-söndürme tesisat ve donanımı bulunan iki veya daha fazla merdiven varsa, ayrıca yangın merdiveni aranmaz.

(4) Doğal zeminle doğrudan bağlantısı olmayan katlarda yer alan ve kapasitesi 100 kişiden fazla olan genel mahallerde acil durumlarda kullanılmak üzere ikinci bir çıkış imkanı sağlanır.

(5) Bu tüzük kapsamında olan her tür ve sınıf otelde yangın önlemleri proje aşamasında itfaiye servislerinden alınacak öneriler doğrultusunda yapılır. Ayrıca Bakanlık her otelin sınıfına uygun asgari yangın ile ilgili standartları belirlemek için Yönetmelik çıkarır.

14. (1) Bu Tüzüğün 11. Maddesi'nin (1). fıkrasına bakılmaksızın apart otel, pansiyon, butik otel, tatil köyleri ve 5,4,3,2 ve 1 yıldızlı otel; binalarında esas girişleri sokaktan ve otelin esas girişinden ayrı olmak şartıyla ve yeterli sayıda park yeri bulunması kaydıyla, zemin kat ile daha alt katlarda, müşteriler dışında halkın da kullanacağı satış yerleri yapılmasına ve çalıştırılmasına izin verilir. Bu satış yerleri, gürültü ve pis koku çıkartmayan; başka herhangi bir şekilde otelin çalışmasına engel olmayan ve turistlerin rahatını bozmayan maksatlarda kullanılabilir.

(2) Otellere tiyatro, sinema, konser salonu ve benzeri hacimler ilave edilmesine, bu gibi salonlardan çıkacak seslerin

tamamen izole edilmesi, özel girişi ve çıkışları olması ve o nispette ek otopark yeri sağlanması şartıyla izin verilebilir.

Su Kullanımı

15. (1) Her Otelin şehir su şebekesinden veya kendi su tesisatından alınan yeteri kadar içme ve kullanma suyu olur. Suyun kesilmesi halinde otelin ihtiyacını en az 24 saat karşılamak üzere tesisin kendine ait bir su deposu bulunur. 24 saatlik ihtiyaç hesaplanırken ölçü olarak her yatak başına minimum ¼ metre küp su alınır.

(2) Şehir su şebekesinden alınmadığı hallerde suyun, otelin dağıtım şebekesine bağlanmadan önce zararlı mikro organizma ve karışımlardan tamamıyle arınmış olduğu, bilimsel yöntemlerle dikkatli bir şekilde tespit edilir. Ilgili makamlarca kabul edilenden daha yüksek sertlik ihtiva eden sular, özel cihazlarla yumuşatılır.

Elektrik ve Diğer Tesisat

16. (1) Otellerin elektrik ve diğer tesisatı şunları kapsar;

(1) Elektrik tesisleri;
(2) Telefon tesisleri;
(3) Su tesisleri;
(4) Gaz tesisleri;
(5) Havalandırma tesisleri;
(6) Asansör tesisleri;
(7) Yardımcı tesisler (buhar ve koku çekme)

(2) Elektrik ve diğer tesisat, bu Tüzüğün 17,18, 19, 20, 21 ve 22. maddelerinde kaydedilen hükümlere uygun olarak yapılır.

Elektrik Tesisleri

17. (1) Elektrik şebekesinden veya bunun bulunmaması halinde kendi jeneratöründen elektrik cereyanı nakleden kablolar, gerekli olması halinde elektrik cereyanı transformatörleri, tablalar ve binanın genel sahası içinde ve cereyan alma noktalarına kadar dağıtım şebekesi, ışıklandırma tesisleri ve otelin elektrikle çalışan makine ve aletlerinin cereyan alması için tüm özel tesisler, her sınıf ve tür otel için zorunlu olan elektrik tesisatına dahildir. Elektrik tesisatı, yürülükte bulunan elektrik ile ilgili mevzuata tamamen uymalıdır.

(2) Işıklandırma, otelin bütün hacimlerini ve gereken yerde etrafını yeteri derecede aydınlatacak şekilde olur ve teknik yöntemlere ve estetik görünüşe önem verilir. Ihtiyaca yetecek sayıda priz konur.

(3) Her tür ve sınıf otelin gerekli yerlerine ve özellikle genel ve yardımcı mekanların giriş çıkış yerlerine normal elektrik cereyanının kesilmesi halinde kullanılmak üzere özel yedek ışıklandırma aygıtları veya tesisleri yerleştirilir.

(4) Yatak odalarındaki sabit tavan ampullerinin ışık gücü 60 WAT'tan az olamaz. Bu ışıklar hem odanın girişinden, hem de yatağın veya yatakların yanından yakılıp söndürülecek şekilde

olur. Yukarıda belirtilen şartlara halel gelmeksizin sabit tavan ışığı yerine sabit duvar ışığı veya seyyar abajur takılabilir. Seyyar abajur takılabilmesi amacıyla her yatağın yanında priz bulunması gerekir. Sabit duvar ışığını ve/veya seyyar abajurları yatakta yatan şahsın yatarken kolayca yakıp söndürebilmesi için gerekli tesisat kurulur.

(5) Sabit tavan ışığı , sabit duvar ışığı ve seyyar abajurun, otelin sınıf ve mefruşatına uygun biçimde ve ışığı aksettirecek şekilde bir örtü, veya bir gölgelik veya bir süs ile örtülmesi gerekir.

Su Tesisatı

18. (1) Otellerdeki su tesisatı şunları kapsar:
(1) Suyu kendi tabii sıcaklığında dağıtan tesisat;
(2) Sıcak su dağıtan tesisat;
(3) Tuvalet, banyo, duş, lavabo, mutfak ve benzeri yerlerin kanalizasyon şebekesi (aynı pis su kuyusu veya emici kuyuya aksalar bile bu şebekelerin kanalları ayrı olur);
(2) Sıcak su dağıtım tesisleri aşağıda belirlenen ihtiyaçlara göre kurulur:
(a) Her şahsa minimum 1/4 metre küp miktarında;
(b) İnsan vücuduna uygun sıcaklıkta;
(c) Gün boyunca istenilen zamanda sıcak su temin edilmelidir.

Telefon Tesisatı

19. (1) Her sınıf ve tür otelde telefon santrali ile internet , faks, vb hizmetler için en az 4 adet ayrı hat ve müşteri hizmetleri için oda sayısının en az % 10'u kadar dış telefon hattı bulunur. Yöresel evler, turistik konut ve villalar ile turistik pansiyonlarda en az 1 telefon hattı ile cihazı bulundurulması şarttır.
(2) Otelin telefon santrali, önbüronun yanında olabilir; ancak yüz ve daha fazla yatağı olan otellerde telefon santrali özel bir odaya veya bölmeye yerleştirilir ve orada çalıştırılır.
(3) Yöresel evler, turistik konut ve villalar ile turistik pansiyonlar dışında her sınıf ve tür otelin yatak odalarında, otelin telefon santralı kanalıyla merkez şebekeye bağlanabilen telefon cihazları bulunur. 5 ve 4 yıldızlı otellerde, 1. sınıf tatil köylerinde, turistik komplekslerde ve butik otellerde banyolara da telefon cihazı takılır.

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Gazyağı

20. Gazyağı cihaz ve tesisleri petrol çeşitleri ile ilgili yürülükte bulunan mevzuata ve itfaiye servislerinin direktif ve şartlarına uygun olur.

Hava

21. Her tür ve sınıf otelde, elektrik ve makine cihazları ile tesislerinden çıkan yanık gazlar ve benzeri kirli havanın, hava

Kirlenmesi

kirlenmesine yol açmaması için gerekli yerlere duman toplayıcı veya benzeri özel temizleme cihazları veya tesisleri koymak şarttır.

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22. (1) Zemin katından başka bir kattan fazla katı olan 5 , 4 yıldızlı oteller, butik oteller ve turistik kompleksler ile zemin katından başka iki kattan fazla katı olan 3,2, ve 1 yıldızlı oteller, apart oteller ve özel belgeli otellerde müşteriler için asansör konması şarttır.

(2) Asansör sayısı hizmet ettikleri oda sayısı oranında yüksetilmelidir.

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(3) Zemin katı dışında bir kattan fazla katı olan 5 ve 4 yıldızlı oteller, butik oteller ve turistik komplekslerde müşteriler tarafından kullanılan asansör veya asansörlere ilaveten, personel ve bagaj için servis asansörü de şarttır.

Kanalizasyon

23. (1) Her otelin atık suları varsa şehir veya bölge kanalizasyon şebekesine bağlanır. Kanalizasyon şebekesi bulunmayan bölgelerde, 21/97 sayılı Çevre Yasası altında çıkarılan Çevresel Etki Değerlendirme Tüzüğü kapsamında ilgili projeye konacak koşullar çerçevesinde biyolojik arıtma, septik tank sistemi veya önerilecek başka bir sistem ile çözümlenir.

(2) Mevcut otellerin, kanalizasyon şebekesinin oluşturulduğu bölgelerde bulunmaları durumunda kanalizasyon şebekesine bağlanmaları zorunludur. Bakanlık, Çevre Koruma Dairesi ve/veya otelin bulunduğu bölgedeki Belediyenin görüşlerini de alarak, gerekli görmesi durumunda ilgili otellere biyolojik arıtma veya başka bir sistem kurma koşulu koyabilir. Bunun için ilgili otele biyolojik arıtma tesisi kurması için makul bir , süre verilir.

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24. (1) Her tür ve sınıf otelde çöplerin Belediye veya otel işletmesi tarafından kaldırılmasına kadar geçici olarak konması için döşemesi seramik, duvar iç yüzeyleri fayansla kaplı, en az 2 metre yüksekliğinde kapısı olan bir çöp bekletme odası yapılması zorunludur. 5 ve 4 yıldızlı oteller ile 1. sınıf tatil köyleri ve turistik komplekslerde çöp bekletme odaları soğutuculu olur.

(2) Çöplerin Belediye veya benzeri servisler tarafından kaldırılması mümkün olmadığı hallerde otel işletmesi kendi çöplerini en yakın Belediye çöp alanına uygun araçlar ile taşımak zorundadır.

(3) Çöplerin geçici olarak saklandığı yer, müşteriler tarafından görülmeyecek, kokuları müşterileri ve çevreyi rahatsız etmeyecek ve haşaratın üremesine engel olacak biçimde ve

yerde bulunur.

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25. Her tür ve sınıf otelde, her türlü tesisatın tasarımında, kullanılan yapı malzemelerinin seçiminde, suyun temizliğinde ve klorlanmasında, yiyecek-içecek maddelerinin hazırlanmasında, depolanmasında ve saklanmasında hijyen ve sağlık kurallarına uyulur. Turistin sağlığını tehdit eden hastalıkların oluşmasını önleyecek gerekli önlemler alınır. 5 yıldızlı oteller 1. sınıf tatil köyleri ve turistik komplekslerde sürekli doktor ve/veya hemşire bulundurulur.

Genel Temizlik

26. (1) Her otelin bütün bölümlerinin her zaman temiz ve bakımlı olması gerekir.

(2) Otelde sinek ve böcek lekeleri ile müşterileri rahatsız edici diğer pisliklerin bulunmaması için gerekli önlemler alınır.

(3) Duş, tuvalet, lavabo, pisuar ve pidelerin devamlı olarak temiz tutulmasına özen gösterilir. Sıhhi tesisat devamlı olarak bakımlı tutulur, bozulan kısımlar derhal tamir edilir.

(4) Genel tuvaletlerde tuvalet kağıdı, kapaklı çöp sepeti, temizlik fırçası, lavabolarda sıvı sabun ve kurulama kağıtları veya mekanik kurutma cihazları bulunur.

Personel Temizliği

27. (1) Personelin el, yüz ve vücut temizliğine özen gösterilir ve davranışlarının uygun olmasına dikkat edilir.

(2) Personel otelde, çalıştığı bölümün özelliğine uygun olarak özel ve tek tip kıyafetlerle hizmet eder. Kıyafetler devamlı olarak temiz ve düzgün olur.

(3) Bulaşıcı hastalığı bulunan personel çalıştırılamaz. Personele her altı ayda bir sağlık karnesi alınması ve Oteller Encümeni denetlemelerinde encümene ibraz edilmesi zorunludur.

Çevre Tanzimi ve Korunması

Mefruşat ve Techizat

28. (1) Her otelin çevresi, arazisi müsait olduğu takdirde çevre karakterine uygun olarak ağaçlandırılır, yeşillendirilir ve göze hoş görünecek bir şekilde düzenlenir.

(2) Oteller ; doğal varlıklar, biyolojik çeşitlilik, sosyal, kültürel ve tarihi değerler ile yöresel değerlerin koruma, kullanma

dengeleri ve turizm kaynaklarının sürdürülebilirliği gözetilerek işletilir.

29. (1) Her otelin sınıfı belirleneceğinde, bu Tüzük'te belirtilen nitelikler yanında, tesiste bulunan mefruşat ve techizatın kullanılabilirliği ile cins, kalite, gösteriş, işçilik ve yapı tekniğine uyumluluğu dikkate alınır.

(2) Her otelin mefruşat ve yapı tekniğine uygun olarak göze hoş görünecek şekilde dekore edilmesi gerekir.

(3) Gözü rahatsız edebilecek tesisat aksamı, çirkin girinti ve çıkıntılar görülmeyecek şekilde gizlenir.

Genel Hacimler

(4) Hacimlerin tefriş ve dekoresinde renklerin seçimi, tesisin özellikleri, yapısı, turistik ve doğal görünümü, mümkünse yöresel kültürü gözönünde tutularak titizlikle yapılır.

(5) Hiçbir otelde yırtık, lekeli, yamalı veya delik çarşaf, battaniye, kılıf, örtü, peçete, havlu, perde, halı ve döşeme kullanılamaz veya bulundurulamaz.

(6) Kırık, sökük, çatlak, boyasız veya cilasız, eskimiş ve yıpranmış mefruşat kullanılamaz.

(7) Hiçbir otelin bir bölümünde aynı amaçla kullanılan mefruşat ve servis takımları göze hoş görünmeyecek şekilde değişik renk, şekil, desen ve kalitede olamaz ve bu servis takımlarının üzerinde başka otellerin veya turistik tesislerin amblemi veya ismi bulunamaz.

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Lobi

30. (1) Otelin müşterileri ile ziyaretçilerin genel olarak kullanımına sunmak amacıyla ayrılan bütün yerler "Genel Hacimler" olarak nitelendirilir.

(2) Her sınıf otel için gerekli genel hacimler şunlardır:

(1) Resepsiyon ve lobi;
(2) Oturma salonu;
(3) Giriş, koridor ve merdivenler;
(4) Genel tuvaletler;
(5) Yemek ve kahvaltı salonları;
(6) Otopark ve diğer genel hacimler.

Oturma Salonu, Bar ve Diğer Salonlar

(3) Genel hacimler, bu Tüzüğün 31,32,33,34,35,36 ve 46. maddelerinde belirtilen şartlara uygun olarak yapılır.

(3) Her sınıf ve tür otelin koridor ve merdivenleri tabii veya suni olarak yeteri kadar havalandırlır ve ışıklandırılır.Koridor boyları 20 metreyi aşıyorsa koridorun orta kısmına gelecek şekilde en az 60 dakika ısıya mukavim maddeden imal edilmiş her iki yöne doğru çalışan (açılabilen) ısı ve duman perde kapıları bulunur.

Yatak Odalarının Banyo ve Duşları

36. (1) Her sınıf ve tür otelin lobi ile salonlarının yanında herkes tarafından kullanılabilen ve içerisinde lavabo ve ayna bulunan erkek ve kadınlar için ayrı ayrı ve otelin yatak kapasitesi ile genel hacimlerin genişliği gözönünde tutularak yeter sayıda tuvalet bulunur. Erkek ve kadın tuvaletlerinin birer antresi olur.

(2) Yatak odalarında özel tam banyo teşkilatı veya duş bulunmayan turistik pansiyonlarda her yatak odası katının koridorunda, lavabo ve aynası bulunan, kadın ve erkekler için ayrı ayrı, antreli en az birer tam banyo teşkilatı veya duş bulunur. Bu tam banyo veya duşların sayısı (yarısı kadın yarısı erkeklere mahsus olmak üzere) her sekiz yatağa en az bir tam banyo veya duş düşecek şekilde hesaplanır.

(3) Genel olarak kullanılan banyo, duş ve tuvalet yerleri kolayca yetişilebilen yükseklikte ve açılabilecek şekilde üzeri kapalı olmayan yere açılan pencerelerle doğal olarak veya mekanik bir sistemle tam ve yeteri kadar suni olarak havalandırılır.

(4) Lobi ile zemin kat salonlarına tahsis edilen tuvaletler esas merdiven veya bulunması halinde asansörün bodrum katına kadar gitmesi ve müşterilerin buraya geçişinin kolay olması şartı ile bodrum katı veya zemin kattan biraz aşağıda bulunabilir.

(5) Müşteriler tarafından kullanılacak tuvaletler mutlaka tecrit edilir.

(6) Genel olarak kullanılan tuvalet, banyo ve duş yerlerinin duvarları en az 2.20 metre yüksekliğe kadar fayans veya suya mukavim uygun malzeme ile kaplanır.

Yardımcı Yerler

37. (1) Özel tam banyo ve duşların zemini ile duvarları en az 2.20 metre yüksekliğe kadar fayans veya suya mukavim uygun malzeme ile kaplanır.

(2) Özel tam banyo ve duşların yüzölçümü, kapının serbestçe açılabileceği ve içinde kolayca hareket edilebilecek genişlikte olur.

(3) Banyo ve duş yerleri, kolayca yetişilebilen yükseklikte ve , açılabilecek şekilde, üzeri kapalı olmayan yere açılan pencerelerle tabii olarak havalandırılır. Mimari açıdan bu mümkün olmadığı hallerde, mekanik sistemle tam ve yeterli suni havalandırmaya izin verilir; ancak çıkan buhar ve fena kokuyu yok etmek için teknik tedbirler alınır.

(4) Özel tam banyo ve/veya duşta, sifonu da bulunan alafranga tuvalet, soğuk ve sıcak suyu karıştırarak akıtan su çeşmesi

(mikser), ve asılmak için duvarda sabit yeri olan, tercihen seyyar soğuk ve sıcak suyu karıştırarak akıtan duş cihazı bulunan banyo veya duş teknesi, sabunluk, havlu askısı, soğuk ve sıcak suyu bulunan lavabo, etajer, iki subardağı, herkes tarafından rahatça kullanılabilecek büyüklükte ayna, lamba ve traş makinesi için priz bulunmalıdır.

38. (1) Sınıflarına ve türlerine bakılmaksızın (turistik konut ve villalar hariç) bütün oteller için şart olan yardımcı yerler şunlardır;
(a)Kahvaltı hazırlama yeri,
(b)Kat veya kat bölümleri hizmetleri için kullanılan oda veya yerler,
(c)Kat veya kat bölümlerine servis yapılan oda veya yerler,
(d)Kat veya kat bölümlerini temizlemek için kullanılan malzeme ve eşyaların konduğu dolaplar,
(e)İçinde elbise dolapları olan personel giyinme odaları,
(f)Personel duş ve tuvaletleri (Her 10 personele 1 duş ve tuvalet),
(g)Personel yemekhanesi,
(h) İdari ofisler,
(ı) Depolar
(i) Bagaj bekletme alanı

Mutfak

Kahvaltı Hazırlama Yeri ve Kat Servis Yeri

(2) Bu maddenin (1). fıkrasının (b), (c) ve (d) bendlerinde belirtilen yardımcı yerler, katlara göre birleşik ve uygun şekilde tanzim edilmiş yerlere toplanabilir.
(3) Yemek salonu olan otellerde, yukarıdaki yardımcı yerlere ek olarak aşağıdaki hacimler de bulunur;
(a) Mutfak
(b) Servis yeri
(c) Yemek ve içki depoları
(4) Müşterilere hizmet eden iç satış yerleri bulunması halinde buralar yardımcı yer sayılır. Bu iç satış yerleri, bu Tüzüğün 14. maddesinin (1) fıkrasında belirtilen dış satış yerlerinden ayrıdır.

39. Mutfak bölümünde bulunması gereken hacimler, yerler ve standartlar Bakanlığın çıkaracağı yönetmelikle belirlenir.

40. (1) Kahvaltı mutfak dışında ayrı bir kahvaltı ofisinde veya mutfak bölümünde özel bir bölümde hazırlanır.
(2) Kahvaltı hazırlama yeri örtülü olmayan bir yerden devamlı olarak aydınlatılır ve havalandırılır.
(3) Kahvaltı hazırlama yerlerinde şunlar bulunur:
(a) Buzdolabı, çay-kahve makineleri, v.b. aletler,
(b) Yeterli sayıda evye,
(c) Ocak,

Personel

Mahalleri

(d) Servis malzemeleri için çelik tezgah ve dolaplar,
(e) Kaplık,
(f) Yiyecek malzemelerinin konması için çelik dolaplar.

(4) Zemin kat üzerinde iki kattan fazla katı olan her sınıf otel binalarındaki kahvaltı hazırlık yerinin zemin katta bulunması halinde katlardaki servis yerlerine veya kahvaltının teslim alınarak odalara dağıtılmak için ayrılan uygun yerlere kahvaltının çıkarılması için özel asansör bulunur. Kahvaltı hazırlık yerinin bodrum katta bulunması halinde ve zemin kat üzerinde bir kattan fazla kat olması halinde servis asansörü bulunur. 5 yıldızlı otellerde servis asansörü yukarıda belirtilen şartlara bakılmaksızın mutlaka aranır. Kahvaltı hazırlama yerinin yanından personel asansörünün geçmesi halinde bu özel servis asansörüne gerek kalmayabilir.

Kat Hizmetlisi Odası ve Çarşaf Dolapları

41. (1) Otellerde kadın ve erkek personel için ayrı soyunma yerleri, dolapları, duş, tuvalet ve ortak oturma, dinlenme ve yemek ihtiyaçlarını karşılayan bir mahal bulunur. Ancak pansiyon, turistik konut ve villalar, yöresel evler, kampingler ve apart otellerde personel ünitesi yapılması zorunlu değildir

(2) Personel yatakhanesi öngörülmesi halinde, otelde çalışmakta olan personelin sayısına göre yatak bulunur.

(3) Yatakhanelerin yüzölçümü hesaplanırken her yatak için en az 4 metrekare serbest döşeme yüzölçümü alınır.

(4) Yatakhanelerin iyi bir şekilde ışıklandırılması ve bütün sağlık şartlarına haiz olması gerekir.

(5) Personelin kaldığı yerde yataklar ve aynası olan elbise dolapları bulunur. Elbise dolapları şahsa mahsus olur.

(6) Personelin kaldığı yerler, imkan nisbetinde otelin esas kısımlarından ve özellikle müşterilerin yatak odaları ile genel hacimlerden ayrı olur. Yemekhane ve dinlenme yeri haricinde diğer personel yerleri erkek ve kadınlar için ayrı olur.

(7) Personelin kalması için otelin esas binasından ayrı başka bir daire veya yer ayrılmış ise, bu Tüzüğün hükümleri, yerine göre uygulanır.

Depolar

42. (1) Otelin her katında veya kat bölümünde, kat hizmetlisinin *kullanması için küçük bir oda veya uygun bir yer olur.*

(2) Bu odanın içinde veya ayrı bir odada veya uygun bir yerde kattaki yataklara yetecek sayıda çarşaf, v.b malzemeler ile katın temizliği için kullanılan malzemelerin konacağı dolaplar bulunur. Küçük otellerde veya zorunluluk arzeden durumlarda, bütün katlarda çarşaf dolabı bulunmamasına veya gerek çarşaf gerekse malzeme dolaplarının kat hizmetlisinin odasında bulunmasına izin verilir.

İç Satış Yerleri

bodruma yapılır. Otel girişlerine araçların kısa süreli durabilmeleri için cep yapılır.

47. Toplam kapasitesi 80 yatak ve üzerinde olan otellerde, müşteriler tarafından kulanılan tüm genel mahaller ile açık alanların bedensel engelli müşteriler tarafından da kullanılabilmesini sağlayıcı fiziki düzenlemeler yapılır. Bu düzenlemeler, özel işaretlerle belirtilir. Tesis başına en az bir oda olmak üzere, oda sayısının %1'i oranındaki yatak odası ve banyosu, bedensel engellilerin kullanımına uygun olarak inşaa ve tefriş edilir.

48. (1) Yatak odaları tefriş ve dekorasyonu sağlandıktan sonra, rahat sirkülasyon imkanı verebilecek büyüklük ve ölçülerde banyolu olarak düzenlenir. Tek veya iki kişilik olarak düzenlenebilen odalara sadece müşterilerin talebi halinde ilave yatak konulabilir. Odalar teknik normlara uygun olarak; bir veya iki yatak, her tek kişilik yatağın yanına bir veya çift kişilik yatağın yanına iki komodin, yatağın yanına duvar üzerinde aplik veya seyyar bir abajur, tuvalet masası ve aynası, bagaj masası, elbise dolabı, iki koltuk veya iyi kalite iki sandalye ve sehpa, perde, çöp sepeti, halı veya kilim, balkon mevcut ise balkon mobilyası gibi tesisin tür ve sınıfına uygun malzemelerle tefriş ve dekore edilir. Güvenlik için kapıların dışarıdan açılmasını engelleyecek önlemler alınır.

(2) Dört ve beş yıldızlı oteller ile tatil köyleri hariç diğer konaklama tesislerinde apart üniteler dışındaki oda sayısının %25'inden fazla yapılamayan suit odalar, bir adedi oturma olmak üzere en az iki bölümden oluşur. Suitlerde içecek ve basit yeme ihtiyacını karşılayabilecek kapsamlı olmayan mutfak düzenlemesi yapılabilir.

(3) Bodrum katlarda yatak odası yapılamaz. Ancak, eğim dolayısıyla taban döşemesi mevcut arazi seviyesinden aşağı olmayan ve yeterli doğal ışık alan katlar bu hükmün dışındadır. Yatak odalarının pencereleri mutfak, tuvalet gibi müşteriyi rahatsız edebilecek mahallerin bulunduğu aydınlığa açılamaz. Aydınlığın dar kenarı 2.5 metreden az olmamak kaydı ile toplam oda kapasitesinin %20'sini aşmayacak sayıda aydınlığa bakan oda yapılabilir.

Otel Fiyatlarının Tesbiti

(4) Yatak odalarının yüksekliği yürülükteki şehircilik mevzuatı hükümlerine uygun olarak 2.8 metreden aşağı olamaz.

(5) Şehiriçi otellerde zemin katı yatak odalarının yola açılan pencereleri yoldan en az iki metre yükseklikte olur. Zemin katı yatak odalarının bahçeye açılan pencereleri yerden en az bir metre yükseklikte olur.

(6) Yatak odasının yüzölçümü hesaplanırken oda içinde bulunan antre ve koridor, banyo, duş, elbise dolabının işgal ettiği yerler

hesaba katılmaz.

KISIM III
FİYATLANDIRMA, BİLGİ VERME, KAYIT VE DENETİM

49. (1) Oteller Encümeni her tür ve sınıf otelin yatak, yemek ve içki için azami fiyatlarını tesbit edebilir. Fiyatların tesbitinde:
(1) Cari mal ve hizmet fiyatları;
(2) Müşteriye sunulan hizmet;
(3) Otelin sınıfı ve türü;
(4) Pazarlama ve diğer ülkelerle rekabet durumu dikkate alınır.

(2) Oteller Encümeni otellerin yatak, yemek ve içki fiyatlarını bir yıl süreli ve 1 Nisan'da başlayacak dönem için tesbit eder ve bu fiyatlar bu sure içerisinde sabit kalır. Ancak Oteller Encümeni, turizm endüstrisini olumsuz yönde etkileyen ve önceden görünmeyen şartlar oluşması halinde,ya bütün otellerin veya belli bir sınıfta ve/veya türde olanların yıllık esasına göre tesbit edilmiş fiyatlarını değiştirebilir.

Müşterilerle İlgili Kayıt Tutulması

(3) Otel işletmecileri, tesisin sınıfına ve türüne göre her yatak, oda, daire (suit) yemek ve içki için, müteakip yılın fiyatlarını öneri halinde tesbit eder ve Oteller Encümeni'nin herhangi başka bir tarih tesbit etmediği hallerde bu fiyatları en geç 1 Ağustos'a kadar Oteller Encümeni'nin onayına sunar. Fiyatlar mevsimlere göre farklı olabilir.

(4) Otel fiyatları "Yatak", "Yatak-Kahvaltı", "Yarım Pansiyon" ve "Tam Pansiyon" olarak tesbit edilir.

Bilgi ve İstatistik Verme

(5) Oteller Encümeni, Otel İşletmecilerinin sunduğu fiyatları bu maddenin (1). fıkrasına uygun olarak inceleyerek kesin fiyatları tesbit eder ve başka tarih tesbit edilemediği takdirde bu fiyatları en geç 1 Eylül'de otel işletmecilerine tebliğ eder.

(6) Her otel işletmecisi, Oteller Encümeni'nin tesbit ettiği fiyatları resepsiyonda teşhir eder. Teşhir edilen fiyatlardan daha fazla tahsil edilmesi yasaktır.

(7) Oteller Encümeni otellerin sınıflarına göre tek tip fiyat tespit edebilir.

50. (1) Her otel işletme sahibi otelinde kalacak müşterilerin, Yasanın 10. maddesi tahtında bu Tüzüğe ek üçüncü cetvelde örneği bulunan kayıt formasını doldurmalarını sağlar.

Kontrol ve Denetim

(2) Her otel işletmesi, Kayıt Formaları dışında kendi maksatları için kayıt defteri tutmakta serbesttir.

51. (1)Her otel müdürü veya işletme sahibi, bu Tüzüğün 50. maddesinde belirtilen ve müşteri tarafından doğru ve eksiksiz olarak doldurulan kayıt formlarını istendiği takdirde Oteller

Encümeni'ne veya onun tayin edeceği makama göndermekle yükümlüdür. Ayrıca ülke turizminin göstergelerinin belirlenmesinde kullanılacak diğer istatistiki bilgi ve verileri de Bakanlığın belirleyeceği formatta, Oteller Encümeni'nin istemi üzerine her otel müdürü veya işletme sahibi vermekle yükümlüdür.

(2) Veriler istatistiki bilgi ve verilerin niteliklerine göre ve gizlilik ilkelerine bağlı olarak, kullanılır ve/veya muhafaza edilir.

Ülke Tanıtımı

52. (1) Bu Tüzüğün otel işletmecileri tarafından aynen uygulanıp uygulanmadığını ilgili Daire Müdürü'nün yetkili kılacağı kontrol memurları denetler. Ayrıca Oteller Encümeni üyeleri de her oteli daima gözetleme ve denetleme yetkisine sahiptir.

Tesis Tanıtımı

(2) Otellerin sahip, kiracı, işletmeci, sorumlu, yönetici veya personeli gözetim ve denetim sırasında kendilerinden istenen bilgi ve belgeleri sağlamak, tesisi gezdirmek ve her türlü kolaylığı göstermek zorundadırlar.

(3) İlgili Belediye İdaresi de yetkili memurları vasıtası ile otellerin sağlık açısından gerekli gözetim ve denetimini yapar.

(4) İlgili Daire Müdürü'nün, bu maddenin (1) . fıkrası uyarınca yetkili kılacağı kontrol memurları her oteli belirli sürelerde denetler ve Yasa'ya veya bu Tüzüğ'e aykırı herhangi bir durum veya hareket tesbit etmesi halinde gerekli önlemlerin alınması amacıyla Oteller Encümenine durumu rapor eder.

Yıldızlı Oteller

53. Otellerin ve diğer turistik tesislerin uygun yerlerinde Kuzey Kıbrıs Türk Cumhuriyeti'nin tarihi, turistik yerleri ile el sanatlarını tanıtmak amacıyla resim, fotoğraf, broşür ve pano gibi dekoratif ve propaganda niteliğinde dökümanlar bulundurulur.

54. Tesis tanıtımı Bakanlık'tan alınan belgeye uygun olarak yapılır. Tesis tanıtımında tüketici hakları açısından doğru bilgilere yer verilir, ülke turizmini zedeleyecek ya da yanıltıcı olabilecek tanıtımlarda bulunulamaz. Yanıltıcı tanıtımlarda bulunulduğunun tesbiti halinde tesisin durumu değerlendirilerek belge iptali yoluna gidilebilir.

KISIM IV
SINIFLANDIRMA ÇEŞİTLERİ VE ÖZEL NİTELİKLER

55. Yıldızlı Otellerin asıl fonksiyonları müşterilerin geceleme ihtiyaçlarını sağlamak, bu hizmetin yanında, yeme-içme, eğlence ihtiyaçları için yardımcı ve tamamlayıcı birimleri de bünyelerinde bulundurabilen tesislerdir.Yıldızlı Oteller, Tüzük'te belirtilen

genel niteliklerin yanısıra yıldız sınıflarına göre özel nitelikler taşırlar. Yıldızlı Oteller bir yıldızlı oteller, iki yıldızlı oteller, üç yıldızlı oteller, dört yıldızlı oteller ve beş yıldızlı oteller olarak sınıflandırılırlar.

(1) Bir Yıldızlı Oteller: Aşağıda belirtilen nitelikleri taşıyan en az 20 yatak kapasiteli otellerdir.

a)Girişte rüzgarlık, otel kapasitesine uygun düzenlenmiş resepsiyon, bekleme yerini kapsayan, telefon hizmetinin de verildiği lobi ve vestiyerden oluşan bir kabul holü,

b)Kahvaltı ofisi ve bağlantılı kahvaltı salonu (yeterli büyüklükteki oturma salonu veya varsa lokanta bu amaçla kullanılabilir, yazlık tesislerde bu amaçla kullanılan salonun bir kısmı açık olabilir),

c) Yönetim odası,

d) Oturma salonu,

e)Tek yataklı odaların en az büyüklüğü net 9 metrekare, çift yataklı odaların en az büyüklüğü net 11 metrekare olmalıdır; yan uzunluğu ise 2.80 metreden az olamaz.

f)Otelde konaklayan müşterilerin araçlarını rahatça park edebilecekleri oda sayısının en az % 50'si oranında bir otopark,

g)Soğutma sistemi bulunmaması halinde vantilatör,

h)Isıtma sistemi bulunmaması halinde elektrikle çalışan soba,

ı)Lokanta yok ise büfe hizmeti,

j)Ilk yardım malzeme ve gereçleri bulunan dolap,

k)Oda sayısının %25'ine hizmet verebilecek sayıda, şifreli veya çift anahtarlı kasa gibi müşteriye emanet hizmeti verilen düzenleme.

l) Yatak katlarında kat hizmetleri için ofis veya dolap.

(2) İki Yıldızlı Oteller: Bir yıldızlı oteller için aranılan şartlarla birlikte aşağıda belirtilen nitelikleri taşıyan en az 40 yatak kapasiteli otellerdir:

a)Koridorlarda halı veya ses çıkmayı önleyecek uygun bir malzeme,

b)Tek yataklı odaların en az büyüklüğü net 10 metrekare, çift yataklı odaların en az

büyüklüğü net 12 metrekare olmalıdır; yan uzunluğu ise 3 metreden az olamaz.
d)İlave bir yönetim odası,
e) Genel mahallerde ve yatak odalarında klima sistemi,
f)Oturma salonu veya bağımsız bölümlerde bar düzenlemesi.

(3) Üç Yıldızlı Oteller; İki yıldızlı oteller için aranılan şartlarla birlikte aşağıda belirtilen nitelikleri taşıyan en az 80 yatak kapasiteli otellerdir:
a)Yemek salonu,
b)Tek yataklı odaların en az büyüklüğü net 11 metrekare, çift yataklı odaların en az büyüklüğü net 14 metrekare olmalıdır; yan uzunluğu ise 3 metreden az olamaz.
c)Yüzme havuzu ve çocuk havuzu,
d)Yatak odalarında televizyon,
e)Banyolarda saç kurutma makinesi,
f)Kişi başına 1.2 metrekare olmak üzere en az 80 kişilik çok amaçlı salon,
g)Çamaşır yıkama ve ütüleme hizmeti,
h)Internet hizmeti.

(4) Dört Yıldızlı Oteller; Üç yıldızlı oteller için aranılan şartlarla birlikte aşağıda belirtilen nitelikleri taşıyan en az 120 yatak kapasiteli otellerdir.
a)Otel kapasitesine uygun servis girişi, servis asansörü veya merdivenleriyle bağlantılı bagaj odası, telefon kabinleri yerlerinden oluşan kabul holü
b)Tek yataklı odaların en az büyüklüğü net 12 metrekare, çift yataklı odaların en az büyüklüğü net 15 metrekare olmalıdır; yan uzunluğu ise 3.5 metreden az olamaz.
c)Odalarda otellerde bulunan mefruşata ek olarak küçük bir kahvaltı masası, döşemenin tümünü örten halı veya kilim, tül ve ışık geçirmez pencere perdesi, gerekli sayıda masa lambası, çiçek vazosu, duvara asılmış tablo, resim veya fotoğraf, sıcak içecek hazırlama imkanı,
d)Müdür odası,
e)Her katta kat ofisi düzenlemesi (servis merdiveni veya asansörleri kat ofisleri ile bağlantılı düzenlenir. Ayrık yerleşim

düzenlerinde hizmetin aksamaması kaydıyla kat ofisinin her katta bulunması zorunlu değildir),
f)Kuru temizleme hizmeti ve terzi mahali,
g)Odalarda kıymetli eşya kasası,
h)Doktor ve hemşire hizmetlerinin verildiği ilkyardım araç ve gereçleri bulunan revir,
ı)Odalarda minibar,
j)Turizm amaçlı satış ünitesi,
k)06:00-24:00 saatleri arasında oda servisi,
l)Internet, faks, bilgisayar, v.b büro hizmetlerine yönelik çalışma salonu,
m)Kafeterya veya snack bar,
n) Alarm sistemi bulunan sauna veya türk hamamı
o)En az 150 kişilik gece klübü, diskotek veya benzeri eğlence imkanı verecek ayrı bir salon, en az 150 kişi kapasiteli kabare, tiyatro, sinema, konferans etkinliklerinin yapılabileceği kapalı bir salon veya benzeri imkanlar sağlayan ünitelerden en az bir adedi,
p)En az 80 metrekare büyüklükte aletli jimnastik, aerobik veya billardo salonu, mini golf, tennis, basketbol, veya voleybol sahası, bowling salonu, go-kart pisti, deniz sporları, bocce, squash salonu veya benzeri imkanlar sağlayan ünitelerden en az üç adedi,
r) Peyzaj projesine göre çevre düzenlemesi ve yeşillendirilmesi,
s) Uydu veya video yayınları.

(5) Beş Yıldızlı Oteller: Yerleşme durumu, yapı, tesisat, donanım, dekorasyon ve hizmet standardı olarak üstün özellikler gösteren, dört yıldızlı oteller için aranılan şartlarla aşağıda belirtilen nitelikleri taşıyan en az 200 yatak kapasiteli otellerdir.

a)Tek yataklı odaların en az büyüklüğü net 14 metrekare, çift yataklı odaların en az büyüklüğü net 18 metrekare olmalıdır; yan uzunluğu ise 4 metreden az olamaz.
b)Bay ve bayan kuaförü,
c)Banyolarda küvet,
ç)24 saat oda servisi,
d)Oda sayısının en az %75'ine hizmet verecek kadar üzeri kapalı ve açık otopark,
e)Yemek salonunda orkestra için ayrı bir yer,

f)En az 80 metrekare büyüklükte aletli jimnastik, aerobik veya billardo salonu, mini golf, tennis, basketbol, veya voleybol sahası, bowling salonu, go-kart pisti, deniz sporları, bocce, squash salonu veya benzeri imkanlar sağlayan ünitelerden en az altı adedi,
g) Kreş
h) En az beş çeşit türk yemeğinden oluşan bir menünün sunulduğu ikinci bir yemek salonu,
ı) Kapalı yüzme havuzu ve çocuk havuzu

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56. Tatil Köyleri; Doğal güzellikler içerisinde, rahat bir konaklama yanında çeşitli spor, eğlence ve satış hizmetlerinin de sağlandığı yaygın yerleşim düzenindeki en fazla iki katlı yapılardan oluşan konaklama tesisleridir. Eğimli arazilerde, eğimden kazanılmış üçüncü bir kat da yapılabilir. Bu kat, taban döşemesi mevcut arazi seviyesinden aşağı olmamak ve yeterli doğal ışık almak kaydıyle müşteriye yönelik kullanılabilir. Tatil köylerinde, doğal varlıklar ile yöresel değerlerin korunmasına özen gösterilerek çevre düzenlemesi yapılır. Tatil köyleri Birinci Sınıf ve İkinci Sınıf Tatil Köyleri olarak sınıfladırılırlar.

(1) İkinci Sınıf Tatil Köyleri: Aşağıda sıralanan özellikleri taşıyan 80 yatak kapasiteli turistik tesislerdir.
a) Lobi, resepsiyon,
b) Yönetim odası,
c) Yemek salonu (yazlık tesislerde bu amaçla kullanılan salonun bir kısmı açık olabilir),
d) Oturma salonu ve oturma salonu veya bağımsız bölümlerde bar düzenlemesi,
e) Tek yataklı odaların en az büyüklüğü net 11 metrekare, çift yataklı odaların en az büyüklüğü net 15 metrekare olmalıdır; yan uzunluğu ise 3.5 metreden az olamaz,
f) Otelde konaklayan müşterilerin araçlarını rahatça park edebilecekleri oda sayısının %50'si oranında bir otopark,
g) Ilk yardım malzeme ve gereçleri bulunan dolap,
h) Oda sayısının %25'ine hizmet verebilecek sayıda, şifreli veya çift anahtarlı kasa gibi müşteriye emanet hizmeti verilen düzenleme.
ı) Bagaj taşıma hizmeti,
j) Genel hacimlerde müzik yayını yapılması için gerekli tesisat,
k)Yatak odalarında klima sistemi,

l)Yüzme havuzu ve çocuk havuzu,
m)Yatak odalarında televizyon,banyolarda saç kurutma makinesi,
n)Kişi başına 1.2 metrekare olmak üzere en az 80 kişilik çok amaçlı salon,
o)Çamaşır yıkama ve ütüleme hizmeti,
p) Satış üniteleri,
r) Açık hava tiyatrosu,
s)Çocuk oyun parkı ve bu yerlerde çocuklar için özel tuvaletler.

(2) Birinci Sınıf Tatil Köyleri: İkinci Sınıf Tatil Köyleri için aranılan şartlarla birlikte aşağıda belirtilen nitelikleri taşıyan en az 150 yatak kapasiteli turistik tesislerdir.

a)Tatil köyü kapasitesine uygun servis girişi bagaj odası, telefon kabinleri yerlerinden oluşan kabul holü,
b)Yemek salonunda orkestra için ayrı bir yer,
c)Tek yataklı odaların en az büyüklüğü net 12 metrekare, çift yataklı odaların en az büyüklüğü net 17 metrekare olmalıdır; yan uzunluğu ise 4 metreden az olamaz.
d)İdari ofisler,
e) Genel mahallerde ısıtma ve soğutma sistemi,
f)Kuru temizleme hizmeti ve terzi mahali,
g)Doktor ve hemşire hizmetlerinin verildiği ilkyardım araç ve gereçleri bulunan revir,
h)Faks, bilgisayar, internet, v.b büro hizmetlerine yönelik çalışma salonu,
ı)Kafeterya veya snack bar,
j)İkinci Sınıf Tatil Köyü yatak odalarında bulunan mefruşata ek olarak küçük bir kahvaltı masası, tül ve ışık geçirmez perde, gerekli sayıda masa lambası, çiçek vazosu, duvara asılmış tablo, resim veya fotoğraf, sıcak içecek hazırlama imkanı,
k)Odalarda kıymetli eşya kasası,
l)Odalarda minibar,
m)Uydu veya video yayınları,
n)Bay ve bayan kuaförü,
o)24 saat oda servisi,
p)En az 80 metrekare büyüklükte aletli jimnastik, aerobik veya billardo salonu, mini golf, tennis, basketbol, veya voleybol sahası, bowling salonu, go-kart pisti, deniz sporları, bocce, squash salonu veya benzeri imkanlar

Turistik

Kompleksler

sağlayan ünitelerden en az altı adedi,
r) En az 150 kişilik gece klübü, diskotek veya benzeri eğlence imkanı verecek ayrı bir salon, en az 150 kişi kapasiteli kabare, tiyatro, sinema, konferans etkinliklerinin yapılabileceği kapalı bir salon veya benzeri imkanlar sağlayan ünitelerden en az bir adedi
s) Alarm sistemi bulunan sauna veya türk hamamı
t) Oda sayısının en az %75'ine hizmet verecek kadar üzeri kapalı ve açık otopark,
u)Kapalı yüzme havuzu ve çocuk havuzu,
v) Peyzaj projesine göre çevre düzenlemesi ve yeşillendirilmesi,

57. Bünyesinde hem yıldızlı otel hemde tatil köylerinde olan fiziksel yapı, nitelik ve çeşitliliği yansıtan kalitesi yüksek en az 200 yataklı tesisleri anlatır.Bu tesislerde aranan fiziksel yapı, odaların nitelik ve mefruşatı otel bölümü için 4 yıldızlı otellerde aranan şartlar, bungalov bölümü içinse birinci sınıf tatil köylerinde aranan şartlar ve aşağıda sıralanan diğer nitelikleri taşır.

a) Kompleks kapasitesine uygun servis girişi, servis asansörü veya merdivenleriyle bağlantılı bagaj odası, telefon kabinleri yerlerinden oluşan kabul holü
b)Müdür odası,
c)Her katta kat ofisi düzenlemesi (servis merdiveni veya asansörleri kat ofisleri ile bağlantılı düzenlenir. Ayrık yerleşim düzenlerinde hizmetin aksamaması kaydıyla kat ofisinin her katta bulunması zorunlu değildir),
d)Kuru temizleme hizmeti ve terzi mahali,
e)Odalarda kıymetli eşya kasası,
f)Doktor ve hemşire hizmetlerinin verildiği ilkyardım araç ve gereçleri bulunan revir,
g)Odalarda minibar,
h)Turizm amaçlı satış ünitesi,
j)Internet, faks, bilgisayar, v.b büro hizmetlerine yönelik çalışma salonu,
k)Kafeterya veya snack bar,
l) Alarm sistemi bulunan sauna veya türk hamamı
m)En az 150 kişilik gece klübü, diskotek veya benzeri eğlence imkanı verecek ayrı bir salon, en az 150 kişi kapasiteli kabare, tiyatro,

sinema, konferans etkinliklerinin yapılabileceği kapalı bir salon veya benzeri imkanlar sağlayan ünitelerden en az bir adedi,
n) Peyzaj projesine göre çevre düzenlemesi ve yeşillendirilmesi,
o) Uydu veya video yayınları.
p)Bay ve bayan kuaförü,

Turistik Bungalovlar

r)Banyolarda küvet,
s)24 saat oda servisi,
t)Oda sayısının en az %75'ine hizmet verecek kadar üzeri kapalı ve açık otopark,
u)Yemek salonunda orkestra için ayrı bir yer,
v)En az 80 metrekare büyüklükte aletli jimnastik, aerobik veya billardo salonu, mini golf, tennis, basketbol, veya voleybol sahası, bowling salonu, go-kart pisti, deniz sporları, bocce, squash salonu veya benzeri imkanlar sağlayan ünitelerden en az altı adedi,
y) Kreş
z) Kapalı yüzme havuzu ve çocuk havuzu

58.(1) Dağ veya deniz sahilinde kurulmuş güzel manzaralı, tek katlı veya sendeli olarak inşaa edilmiş, minimum 11 metre kare büyüklüğünde bir veya iki yatak odalı, oturma ve yemek odası ve burayla bağlantılı mutfak sayesinde rahat bir konaklama sağlayan ve müşterilerine kendi yemeklerini bizzat hazırlayabilme imkanı veren en az 10 bungalov ve 20 yataktan oluşan tesislerdir. Bu tesisler aşağıdaki nitelikleri taşır:

Apart Oteller

a)Lobi (resepsiyon)
b)İdare ünitesi
c)Emanet hizmeti
d)Kahvaltı ofisi ve kahvaltı salonu
e)Bar ve oturma terası
f) Bungalov sayısının % 50'si oranında otopark
g) İlkyardım malzemeleri ve gereçleri bulunan dolap

(2) Bungalov mutfağı oturma odasının bir köşesinde olur ve dört kişilik servis imkanına sahip olur. Mutfakta yemek masası, sandalyeler, buzdolabı, fırın ve ocak, bulaşık yıkama, hazırlık bankoları, servis malzemesi dolapları, tencere, tava, tabak, çatal, kaşık seti, çay seti, v.b ile kapalı çöp kutusu, oturma salonunda oturma grubu, televizyon, sehpa, v.b ile genelde çamaşır yıkama hizmeti veya çamaşır makinesi, sıcak ve soğuk su imkanı ile iklime göre vantilatör veya soba bulunur.

59.(1) Apart Oteller; Mesken olarak kullanılmaya elverişli bağımsız apartman tipinde inşaa ve tefriş edilen, müşterinin kendi yeme ve içme ihtiyacını karşılayabilmesi için gerekli techizat ile donatılan ve otel olarak işletilen konaklama tesisleridir. Apart oteller yıldızlı bir otel veya tatil köyü işletmesi bütünü içinde yer alabildiği gibi imar planlarında konut veya ticaret kullanımına ayrılmış yerlerde imar planı ve yasal hükümlere uygun olarak inşaatı tamamlanmış en az 10 üniteden oluşan bağımsız olarak da işletilebilen tesislerdir. Apart otellerde ünitelerin 1 veya 2 yatak odalı olması gerekir. 2 yatak odalı ünitelerin sayısı toplam unite sayısının %25'inden fazla olamaz. Bu tesisler aşağıdaki nitelikleri taşır;

a) Genel mahalde resepsiyon, bekleme salonu ve idare birimi,
b) Apart ünitede oturma, yemek ve kahvaltı ihtiyacını karşılayabilecek yeterli büyüklükte bir salon,
c)Oturma salonunda oturma grubu, televizyon, sehpa,
d)Mutfakta buzdolabı, pişirme ve ızgara donanımı, bulaşık yıkama, hazırlık ve malzeme istif yerleri, servis malzemeleri ve bu malzemeler için dolaplar, kapalı çöp kutusu, elektrikli çaydanlık,
e) Sıcak-soğuk su imaknı,
f) Çamaşır yıkama hizmeti veya her ünitede çamaşır makinesi,
g) İklime göre vantilator veya soba,
h) Daire sayısının % 50'si oranında otopark,

Butik Oteller

(2) Apart otellerin toplam yatak kapasitesi, içinde yer aldıkları ve beraber işletildikleri konaklama tesislerinin toplam yatak kapasitesinin %25'ini aşamaz,

(3) Apart otellerin kapasitesinin hesabında oturma alanı dışındaki odalar büyüklüğüne göre bir veya iki yataklı kabul edilir. Net 9 metrekare büyüklükte olan odalar tek yataklı sayılır.
Net 11 metrekare büyüklükte olan odalar çift yataklı sayılır.

60.Bakanlıkça desteklenmeleri uygun görülen ve Tüzük'te belirlenmiş olan tür ve nitelikleri tam olarak sağlayamayan, ancak yapısal özelliği, mimari tasarımı, tefriş, dekorasyon ve kullanım malzemesi yönünden özgünlük arzeden işletme ve servis yönünden üstün standart ve yüksek kalitede hizmet verilen ve aşağıda belirtilen nitelikleri taşıyan en az 20 yataklı otellerdir.

Özel Belgeli Oteller

a)Modern, reprodüksiyon, antika gibi özelliği olan mobilya ve malzemeler ile tefriş ve

dekorasyon,
b)Beş yıldızlı otel odaları için belirlenen nitelikleri taşıyan konforlu odalar,
c)Kapasiteye yeterli kabul holü, kahvaltı salonu, oturma salonu,
d)Yemek salonu,
e)Yönetim odası,
f)Genel mahallerde ve yatak odalarında klima sistemi,
g)Çamaşır ve kuru temizleme hizmeti,
h)Oda sayısının %50'si oranında otopark hizmeti.
I) Yüzme havuzu ve çocuk havuzu.

Yöresel Evler

61. Bakanlıkça desteklenmeleri uygun görülen ve Tüzük'te belirlenmiş olan tür ve nitelikleri tam olarak sağlayamayan, ancak yapı, yöre, çevre, sokak, doğa, sanat, bir dönemin tarihi özelliklerini taşıma gibi niteliği bulunan veya özgünlük, üstün hizmet, ulusal veya uluslararası şöhret gibi nitelikleri nedeniyle işletme özelliği arzeden en az 20 yataklı otellerdir.

a)İç dekorasyon ve mefruşata yönelik kullanılacak malzemeler yöreye özgü olmalıdır,
b)Kapasiteye yeterli kabul holü, kahvaltı salonu, oturma salonu,
c)Yönetim odası,
d)Yemek salonu,

e)Genel mahallerde ve yatak odalarında klima sistemi,
f)Çamaşır ve kuru temizleme hizmeti,
g) Oda sayısının %50'si oranında otopark hizmeti.

Turistik Pansiyonlar

62.Yöresel Evler; Bakanlıça sınırları ve mevkisi tesbit edilen kırsal alanların geliştirilmesi planlanan ve bulunduğu bölgenin tarihi ve kültürel değerlerini yansıtan taş, kerpiç veya o bölgeye ait benzeri yapı malzemesinden yapılan, aynı mahalde bulunan, her biri en az bir yatak odalı asgari 5 evden oluşan ve toplam yatak sayısı en az 20 olan otantik tesisler olup aşağıda belirtilen asgari niteliklere sahiptir;

a)İç dekorasyon ve mefruşata yönelik kullanılacak malzemeler yöreye özgü olmalıdır.
b)Mutfaklarında buzdolabı, pişirme ve ızgara donanımı, bulaşık yıkama, hazırlık ve malzeme istif yeri, servis malzemesi dolabı

ve kapalı çöp kutusu,
c)Her evde banyo veya duş ve tuvalet,
d)İklime gore vantilatör veya soba,
e)İlkyardım malzeme ve gereçleri bulunan dolap,
f)Bu tesislerde ekosistem ve doğal hayatın korunması ve geliştirilmesine yönelik kullanımlara yer verilir. Yöresel yiyecek, el sanatları gibi folklorik değerlerin üretim ve tanıtımına özen gösterilir,
g)Yönetim merkezi,
h) Otopark hizmeti.

Turistik Konut ve Villalar

63. Turistik Pansiyonlar; Konaklama tesisi olarak planlanıp inşaa edilen, yönetimi basit, müşterilerin kendi yemeklerini bizzat hazırlayabilme imkanı bulunan, en az 5 odalı ve 10 yataklı tesisler olup aşağıda belirtilen asgari niteliklere sahiptir;

a)Giriş holü, idare ünitesi ve emanet hizmeti,
b)Oturma, yemek ve kahvaltı ihtiyacını karşılayabilecek yeterli kapasitede bir salon,
c)Yatak odalarının büyüklüğüne gore en fazla üç yatak, komodin, elbise dolabı, perde,
d)Pansiyon mutfaklarında ihtiyaca yeterli sayıda buzdolapları, pişirme ve ızgara donanımı, bulaşık yıkama, hazırlık ve malzeme istif yerleri, servis malzemesi dolapları ve kapalı çöp kutusu,
e) Sıcak-soğuk kullanma suyu
f) İklime gore vantilatör veya soba,
g) İlkyardım malzeme ve gereçleri bulunan dolap,

Kampingler

64.Turistik Konut ve Villalar; Mesken olarak kullanılmaya elverişli apartman dairesi, müstakil ev veya villa tipinde inşaa ve tefriş edilen, müşterinin kendi yeme ve içme ihtiyacını karşılayabilmesi için gerekli techizat ile donatılan ve otel gibi işletilen konaklama tesisleridir. İmar planlarında konut veya ticaret kullanımına ayrılmış yerlerde imar planı ve yasal hükümlere uygun olarak inşaatı tamamlanmış tesislerdir. Bu tesisler aşağıdaki nitelikleri taşır:

a)Oturma, yemek ve kahvaltı ihtiyacını karşılayabilecek yeterli büyüklükte bir salon,
b)Oturma salonunda oturma grubu, televizyon, sehpa,
c)Mutfakta buzdolabı, pişirme ve ızgara donanımı, bulaşık yıkama, hazırlık ve malzeme istif yerleri, servis malzemeleri ve bu malzemeler için dolaplar, kapalı çöp

kutusu, elektrikli çaydanlık,
d)Özel banyo veya duş teşkilatı ve tuvalet,
e) Sıcak-soğuk su imkanı,
f)Çamaşır yıkama hizmeti veya her ünitede çamaşır makinesi,
g)İklime gore vantilator veya soba,
h) Otopark hizmeti.

65.(1) Kampingler; Karayolları güzergahları ve yakın çevrelerinde, kent girişlerinde, deniz, göl, dağ gibi doğal güzelliği olan yerlerde kurulan ve genellikle turistlerin kendi imkanlarıyla geceleme, yeme-içme, dinlenme, eğlence ve spor ihtiyaçlarını karşıladıkları en az 30 ünitelik tesislerdir.

(2) Kamping alanı, kamping iç ve dış güvenliklerinin sağlanabileceği biçimde çevre özelliklerine göre çit, duvar, yeşillik gibi düzenlemeler ile çevreden tecrit edilir. Kamping alanı drene edilerek ağaçlandırılır. Boş alanlar çimlendirilir. Geceleme birimlerinin uzaklığında gerekli spor ve eğlence alanı ve tesisler düzenlenir. Araç yolları, arazi ve iklim şartlarına uygun olarak toz kaldırmayacak şekilde düzenlenir.

(3) Kampinglerde, kampçı ve bungalov üniteleri başına hesaplanacak alan 100 metrekaredir. Kampçı ünitesi ; çadır, çadır araba, veya otokaravandan oluşur. Her unite en az iki kişilik olur. Yerli ve yabancılara ait karavan veya otokaravanların bakım, onarım ve kışlaması için gerekli düzenlemeler yapılır.

(4) Girişte otopark, resepsiyon, danışma, emanet, ünite sayısının %25'ine hizmet verebilecek sayıda, şifreli veya çift anahtarlı kasa gibi müşteriye emanet hizmeti verilen düzenleme, posta hizmetlerinin yapıldığı tesisler ile bekçi yatak odaları ve personel tesisleri bulunur.

(5) Kampinglerde, beton zeminli ve akan suları drene edilmiş araba yıkama yerleri bulunur.

(6) Kampinglerde müşterek kullanım tesisleri aşağıda belirtilen şekilde düzenlenir:

a) Konaklamaya ayrılan alanın zemininin kullanım amacına uygun biçimde düzenlenmesi,
b) Her 5 ünite için en az bir kadın ve bir erkek tuvaleti, duş ve lavabosu, lavaboların yanında priz, erkek tuvaletlerinde en az her 5 ünite için bir pisuvar,
c) Tüm ünitelere hizmet verebilecek yeterlikte yıkama ve ütüleme yerleri,
d) Tüm ünitelere hizmet verebilecek yeterlikte yemek hazırlama, pişirme ve bulaşık yıkama imkanı sağlayan üstü kapalı bir mahal,

e) Kampçıların yemek yeme, dinlenme ve eğlenme ihtiyaçlarını karşılamak amacıyla üstü kapalı açık teraslar, ve spor ihtiyaçlarını karşılayıcı tesisler.

(7) Kampinglerde aşağıda belirtilen tesis ve hizmetler bulunur;

a) Kampçıların ihtiyaçlarını karşılayan satış yeri,

b) Tüm kamping unitelerine hizmet verecek sayıda kampçıların gıda maddelerini muhafaza edebilecekleri soğutucu ve kilitli dolaplar,

c) Sağlık ve ilkyardım hizmetleri,

d) Deniz ve göl kıyılarındaki kampinglerde cankurtaran simidi, cankurtaran sandal ve motoru,

Otele Müşteri Kabul Etme

e) Kampinglerde, telefondan kampçıların da yararlanmalarını sağlayıcı düzenlemeler,

f) Karavanların tuvaletlerin ve atık su tanklarının boşaltılıp temizleneceği mahaller,

g) Kamp çevresi ile tuvalet, duş ve genel kullanım ünitelerini aydınlatma tesisatı,

Kira Şartları

h) Kampçı ünitelerine elektrik hizmeti,

i) Kampçılara sıcak-soğuk kullanma suyu ve sağlıklı içme suyu hizmeti,

(8) Diğer tesisler ; kampçıların emniyetini, rahatını ve çeşitli ihtiyaçlarını karşılamak için yapılacak tesislerdir.

KISIM V
DİĞER HÜKÜMLER

66.Otel işletmesi, müracaat eden her müşteriye otelin boş odalarını veya dairelerini kiralamaya mecburdur. Ancak, müşterinin bulaşıcı veya diğer bir hastalıktan muzdarip veya akıl hastası veya sarhoş olması veya tiksindirici derecede pis olması halinde, otel işletmecisi boş oda veya dairesi olsa dahi bunları kiralamaya mecbur değildir.

Müşterinin Kullanım Hakları

67.(1) Otelden oda veya yatak kiralamak aşağıda belirtilen dört şekilde olabilir:

(a) Sadece oda (veya yatak) kiralamak;

(b) Odaya (veya yatağa) ilaveten kahvaltı yapmak (Oda veya yatak-kahvaltı);

(c) Odaya (veya yatağa) ilaveten kahvaltı ve öğle veya akşam yemeği almak (Yarım pansiyon);

Belirsiz Süre İçin Kiralama ve Kiranın

(d) Odaya (veya yatağa) ilaveten kahvaltı, öğle ve akşam yemeği almak (Tam pansiyon);

Başlaması

(2) Bu maddenin (1). fıkrasının (b), (c) ve (d) bendlerinde belirtilen şekilde bir otelde kalan ve anlaşmaya dahil kahvaltı veya yemeklerden birini veya daha fazlasını almayan bir müşterinin önceden anlaşılan toplam fiyat üzerinden hiçbir indirim hakkı yoktur.

68.(1)Müşteri, kiralanan odadan, odada bulunan tüm mefruşat ve tesisattan, otelin genel maksatlar için kullanılan yerlerinden ve personelin servisinden istifade hakkına sahiptir.

Kiranın Yenilenmesi ve Sona Ermesi

(2) Kiralanan yatak odasından, yalnız onu kiralayan müşteri ile müşterinin otele gelişi sırasında kendisine eşlik eden şahısların yararlanmasına izin verilir.

69.(1) Otel ile müşteri arasında başka surette bir anlaşma yapılmaması halinde oda kiralanması, bir gün için yapılmış sayılır.

Odanın Boşaltılması

(2) Başka surette bir anlaşma yapılmaması halinde bu maddenin (1). Fıkrasında belirtilen kiralama, öğleyin saat 12:00'de başlar. Bu saatten önce otele gelen müşteri yalnız başka müşteri tarafından hala işgal edilmemiş olması halinde kiraladığı odayı kullanma hakkına sahiptir. Müşteriye zamanında oda teslimatı yapmayan otel işletmeleri müşterinin oturup dinlenebileceği imkanları sağlar ve izaz ikramda bulunur.

Belli Bir Süre İçin Kiralama

70.Otel idaresi ile müşteri arasında kesin kira süresi konusunda anlaşma yapılmaması halinde, kiranın sona erdiğine dair otel idaresi önceki günden müşteriye ve müşteri de odayı kirasında tutacağına dair otel idaresine haber vermediği takdirde, kiralama her takip eden gün için karşılıklı olarak yenilenmiş sayılır. Bu ihbar aynı gün içinde verilirse geçersiz sayılır ve ancak ertesi gün için geçerli olur.

71.(1) Odanın kirasının sona ermesi halinde, müşteri odayı, en geç öğlen saat 12:00'ye kadar boşaltmaya mecburdur. Otel idaresinin rızası ile bu saatten sonra ve öğleden sonra saat 18:00'e kadar odada kalma müşteriyi odanın bir günlük kirasının yarısını ödemeye mecbur eder. Bu saatten sonra da odada kalma, müşteriyi bütün günün kirasını ödemeye mecbur eder.

(2) Kiranın bitmesinden sonra müşterinin işgal ettiği odayı boşaltmayı reddetmesi halinde, otel idaresinin müşteri ile bagajını odadan çıkarmaya hakkı vardır.

Oda Tutmak

72.(1) Oda, belli bir süre için kiralandığı takdirde müşteri:

(a) Bu Tüzüğün hükümlerini ciddi bir şekilde ihlal etmemesi;

(b) Otelin diğer kiracılarına tehlike teşkil eden veya teşkil

ettiği her eşya ile müşteri ile kendisine eşlik eden şahısların üzerinde bulunan eşya dışında otele getirdikleri tüm eşyalara müşterinin ayrılışı sırasında el koyma hakkını da verir. Otel idaresinin el koyduğu müşteri eşyası ödenmemiş hesaba karşılık teminat olarak tutulur ve hesap ödendiği takdirde derhal müşteriye iade edilir.

76.Bulaşıcı vesair bir hastalık olayının ortaya çıkması halinde, hastanın yakınları ile kendisini tedavi etmekte olan doktor, durumdan otel müdürü, ilgili polis karakolu ve sağlık merkezini haberdar etmeye mecburdur.

Müşterilerin Mükellefiyetleri ve Varış Fişleri

77.(1) Müşterinin bulaşıcı ve salgın bir hastalığa tutulması, aklını kaybetmesi, tabii ve başka sebepten otelde ölmesi ve benzeri hallerde, otel idaresi, yapılan zarar veya odayı dezenfekte etmek, yatak çarşaflarının yerine başka almak ve benzeri şeylere yaptığı masraflar için müşteri veya vekillerinden tazminat almak hakkına sahiptir.

Otelcinin Mükellefiyetleri

(2) Otel müşterisi, kendisi veya ziyaretçileri veya hizmetinde bulunan kişi veya sorumlu olduğu herhangi bir başka şahıs yüzünden otelin uğradığı her zarar veya ziyandan (cam ve porselen eşyanın, lavabonun ve benzeri eşyaların kırılması mobilya, kilim, yatak takımlarına ve benzeri şeylere yapılan zarar gibi) sorumludur.

78.(1) Müşteri, otel girişinde, bu Tüzüğün 50. maddesi uyarınca emredilen kayıt formasını doldurup imzalamaya mecburdur.

(2) Otel idaresi, kayıt formasını doldurup imzalamayı reddeden müşterileri oteline kabul etmez.

79.(1) Otelci müşterinin makul eşyaları için mükellefiyet taşır. Bu sorumluluk giriş yaptığı günden hemen önceki geceyarısından başlayarak çıkış yaptığı günün hemen sonrasındaki geceyarısına kadar geçerlidir. Otoparkta bulunan arabası ve içerisindeki eşyalardan sorumlu değildir. Otelcinin müşteri eşyasındaki mükellefiyetleri şöyledir:

(a) Müşterinin malına gelen zarar eğer "act of god" (deprem, savaş,vs) veya tamamen sorumluluğun müşteriye ait olduğu bir olaydan kaynaklanıyorsa, burada otelcinin sorumluluğu yoktur.

Müşteriler İçin Sınırlandırmalar ve Küçük Yaştakilerle İlgili

(b) Eğer zarar ziyan tamamen otelcinin veya personelinin ihmalinden kaynaklanıyorsa veya mal otelciye teslim edilip de otelci bunu alıp muhafaza etmeyi reddetmişse sorumluluk tamamen otelciye ait olup malın bedelini ödemekle yükümlüdür.

c) Eğer zarar ziyan belirsiz bir sorumsuzluktan

Sorumluluk

kaynaklanıyor ve otelin kolay görülebilir bir yerinde sorumluluk azaltacak levha varsa otel idaresi kısıtlı bir sorumluluk taşır.

(2) Otelci müesseseye izinli giren herkese müesseseyi amacına uygun olarak tehlikesiz bir tarzda kullandırmakla yükümlüdür. Otelci hiçbir zaman bu sorumluluktan kendini muaf tutamaz, sorumluluğu personele veya önceden görünmez haller dışında binayı yapan müteahhide yükleyemez, bildiri asarak sorumluluğu azaltamaz.

Eğitimli Personel Çalıştırılması ve Otel Mesleklerinin Sertifikalandırılması

80.(1) Müşterilerin aşağıdakileri yapmaları yasaktır:

(a) Otelin diğer kiracılarının ve otelde çalışanların hayat, güvenlik ve sağlıkları veya otelin kendisi ve içindeki mobilya ile cihazları veya otelde tedarik edilen her eşya için tehlike teşkil edecek herhangi bir şeyi odalarda kullanmak ;

(b) Otelin odaları ile genel maksatlar için kullanılan yerlerini otelin diğer kiracıları için rahatsızlık teşkıl edecek şekilde dolaylı veya dolaysız olarak kullanmak ;

(c) Otel idaresinin izni alınmadan otelin içinde herhangi bir hayvan bulundurmak ,

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(2) Bu Tüzüğün herhangi bir küçük yaştaki şahıs tarafından ihlalinden onlara eşlik eden ebeveyin veya varisleri sorumludur.

81.(1) Turizm tesislerinde eğitimli personel ile hizmet verilmesine özen gösterilir. Personelin nitelikleri ile eğitimli personel çalıştırılmasına ilişkin esaslar gerektiğinde sektörün de görüşü alınarak Bakanlıkça ayrıca belirlenir.

(2) (a) Bakanlık uygun gördüğü hallerde otel çalışanlarını meslekleri ile ilgili eğitime tabii tutulabilir. Eğitim sonrasında başarılı olanlara mesleklerini belirten sertifika verilebilir.

Suç ve Cezalar

(b)Otel personelinin en az %50'sinin Bakanlıkça düzenlenmiş kısa süreli eğitimini başarı ile tamamlayıp sertifika almış kişilerden oluşması esastır.

(c)OTEM, lise dengi turizm okulu ve turizmle ilgili üniversite veya yüksek okul mezunlarının toplam personele oranı;

Geçici Hükümler

5 Yıldızlı Otel, 1. Sınıf Tatil Köyü, Butik Otel Özel Belgeli Otel ve Turistik Kompleksler de	%50
4 Yıldızlı Otel ve 2. Sınıf Tatil Köyü	%35
1,2 ,3 Yıldızlı Oteller, Turistik Bungalovlarda	%20

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'nin altında olamaz.

(d)Bakanlık, eğitim düzeyi oranlarına uymayan istihdam yapmış otellere, yeni istihdam yaparak bu oranı sağlamalarını talep edebilir.

Yürürlüğe Giriş

82.Bu Tüzüğün herhangi bir hükmünü ihlal eden veya bu hükümlere uymayı ihmal eden herhangi bir özel veya tüzel kişi suç işlemiş olur ve mahkumiyeti halinde asgari ücretin on katına kadar para cezasına veya işletme izninin iptaline veya her iki cezaya birden çarptırılabilir.

83.(1)Bu Tüzüğün yürürlüğe girdiği tarihte hizmette olan oteller, Oteller Encümeni'nin bu tüzüğün belirlediği niteliklere uygun olarak yeniden yapacağı sınıflandırmaya kadar mevcut sınıflarında işlemlerini sürdürmeye devam ederler. Ancak bu süre 18 ayı geçmemelidir.

(2) Bu Tüzük yürürlüğe girmeden önce sınıflandırılarak belgelendirilmiş olan mevcut oteller, bu Tüzük'te öngörülen binadaki yapısal değişimler dışında tüm nitelikleri uygulamakla yükümlüdür.

84.Bu Tüzük, Resmi Gazete'de yayınlandığı tarihten itibaren yürürlüğe girer.

BİRİNCİ CETVEL
Tüzük Madde 7(1)

(Yasa Maddesi 12(1) (a) Tahtında)
SINIFLANDIRMA BELGESİ

Fasıl 138 Oteller Yasası ile 2003 Oteller Tüzüğü Hükümleri uyarınca
..... de/da
.....
.....sokakta , tek yataklı.....
odası ve çift yataklı ..... odası bulunan.....'in sınıfı ..... yıldız olarak tesbit edilmiştir.
Bu Sınıflandırma Belgesi ..... den/dan .....ye/ya kadar geçerlidir.

Ödenen Ücret: ..... TL
Tarih : ..... TL

Oteller Encümeni

İKİNCİ CETVEL
Tüzük Madde 7(2)
(Yasa Maddesi 12(1)(a) Tahtında)
HARÇLAR

Sınıflandırma Belgesi için ödenecek harçlar:

1. 5 Yıldızlı Otel	166,500,000 - TL
2. 4 Yıldızlı Otel	137,500,000 - TL
3. 3 Yıldızlı Otel	120,000,000 - TL
4. 2 Yıldızlı Otel	92,500,000 - TL

5. 1 Yıldızlı Otel	82,000,000 - TL
6. 1. Sınıf Tatil Köyü	166,500,000 - TL
7. 2. Sınıf Tatil Köyü	120,000,000 - TL
8. Apart Oteller	82,000,000 - TL
9. Butik Oteler	166,500,000 -TL
10. Turistik Bungalovlar	82,000,000 - TL
11. Yöresel Evler	82,000,000 - TL
12. Turistik Pansiyonlar	82,000,000 - TL
13. Kampingler	82,000,000 - TL
14. Özel Belgeli Oteller	166,500,000 - TL
15. Turistik Konut ve Villalar	82,000,000 – TL
16. Turistik Kompleksler	166,500,000 - TL
17. Sınıflandırma Belgesi sureti için	15,600,000 - TL

ÜÇÜNCÜ CETVEL

Tüzük Madde 50(1)

(Yasa Maddesi 10(1) tahtında)

KAYIT FORMASI

REGISTRATION CARD

MELDESCHEIN

No: .....

1. Adı ve Soyadı :
   Full Name :
   Vollstandiger Name :
2. Otele Geliş Tarihi :
   Date of Arrivalto the Hotel :
   Ankunftsdatum im Hotel :
3. Pasaport No :
   Passport No :
   Reisepass No :
4. Yaşı :
   Age :
   Alter :
5. Mesleği :
   Occupation :
   Beruf :
6. Devamlı İkamet Ettiği Ülke :
   Country of Usual Residence :
   Wohnort (staat) :
7. Devamlı Adres :

Permanent Address :
Genaue Wohnadress :

8. Refakatindekiler – Accompanied By – Begleitet Von:
   a) Eşinin adı – Wife's Name – Gattin Vorname:
   .....
   b) Çocuklarının İsimleri ve Yaşları
   (Children Names and Ages)
   (Kinder Vornames and Anzahl)
   .....
   .....
   .....
9. Otelden Ayrılış Tarihi :
   Date of Departure From the Hotel :
   Abfahatadatum von Hotel :
10. İmza :
   Signature :
   Unterschrift :

Oda Numarası:

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