**CHAPTER VI**

**CONCLUSIONS AND RECOMMENDATONS**

* 1. **Introduction**

In general, this paper was a study towards acquiring the know-how necessary for sustainable tourism development. The focus has been on exclusively sustainable concepts, in other words, forms of development that guarantee both the preservation of natural resources and economic value creation for local communities whereby participative decision-making and learning processes will be attuned to the culture and traditions of the people affected.

In particular, the major objective of this study is to enhance the understanding of factors that help gaining a competitive advantage for a potential tourism area in Yayla region, North Cyprus and to propose a set of actions that will help to rehabilitate the region’s future competitiveness in tourism industries.

**6.2. Factors that can be used to assess the feasibility of a region for a tourist destination**

In the light of this study, the following factors are seen as useful in assessing the feasibility of a region for tourism investment.

**6.2.1. Fundamental framework conditions including;**

* transportation infrastructure,
* current immigration and currency regulations,
* the laws and policing sufficient for the personal safety of tourists,
* relatively low health risks,
* Protection of touristic sights.

**6.2.2. Economic policy framework conditions including;**

* economic order and financial policies,
* financing or promotional options,
* information and advice regarding entrepreneurial competence,
* information/consultation for product development and marketing,
* support for marketing,
* Possibilities for training specialised tourism personnel.

**6.2.3. Framework conditions for ecological and socially sustainable tourism including;**

* environmental legislation,
* income from tourism to be directed into nature conservation or local communities,
* funding tools/systems of incentives,
* Environmentally sound technologies and management methods.

**6.3. Conclusions on the feasibility of Yayla region**

For tourism development area Yayla region offers a good opportunity for tourism investment as:

* Handcrafts and souvenirs from reeds, which is being made by local people. (These kind of products made only by Yayla village people in Northern Cyprus),
* The village meets the Westerly Winds coming from the Atlantic Ocean sweeping the Mediterranean in a West to East direction bringing the most welcomed wet and warm weather in winter months,
* Fine Sieve, rimmed sieve with coarse meshes and metal bucket which are also specific to Cypriots can be produced by specific people in the village; another tourist attraction and a souvenir product,
* Loggerhead (Caretta caretta) turtles visitingYayla village every spawning season,
* Northern Cyprus needs to add new tourist products to its portfolio. For some time, all tourism investment went into casino-hotels, thus attracting one specific tourist segment only. Yayla village is the strong candidate for eco tourism. The Village can be a pilot investment for other villages in Northern Cyprus,
* In any form of future political settlement in Cyprus, the Turkish Cypriot plan will allow Yayla Village to stay within the boundaries of the Turkish component state. This may encourage current investors,
* Alternative economic activities are relatively easy for start–up,

**6.4. Recommendations to public and private investors in investing in Yayla region with sustainable tourism in mind.**

For both public and private investors Yayla region offers a niche segment. In addition, Yayla region with its natural environment offers opportunities in sustainable tourism. Yayla region is a series alternative to Bafra in Karpaz area.

* 1. **Conclusions and discussions**

The SWOT of the Yayla region carried out in the previous section revealed that Yayla has a great potential both in manpower and natural resources to stand as a competitive actor in the market for tourist destinations. Its competiveness and the sustainability of its resources, however, heavily depend on government legislation and policies to protect the environment and touristic services. The current situation in North Cyprus presents a picture of political illegitimacy and mismanagement. A good start in tourism development might be followed by unwanted building development ruining the natural environment and places of interest. Lack of state support in marketing and product development is another problem. The infrastructure of Northern Cyprus, although limited, is currently supportive of ventures in tourism.

* 1. **Limitations and recommendations for further study**

The SWOT analysis is a well-known process which, if used correctly, is a powerful information and analytical tool. Based on the results, this study has generated a SWOT analysis which may contribute as basis for further studies in strategy formulation, strategic planning which may need to be developed to sustain or increase market share in existing markets and to establish a significant existence in new markets developed.

However, the results of this study may not be generalised for other similar regions. The conditions of every region are unique and call for a case study of events. Therefore, the methodology of this study could be adopted for different regions.

For future research regarding Yayla Region, the findings of this study will form a basis for a strategic plan.

**REFERENCES**

|  |
| --- |
| Adam, E.&Ebert, R.(1996), **Productions and Operations Management: Concept, Models, and Behavior**, 5th ed, Prentice Hall, Eaglewood Cliffs, N.J. |
| Barney, J. (1991) “Firm Resources and Sustained Competitive Advantage”. Journal of Management, 17 (1): 99-120. |
| Barney, J.B.; Griffin, R.W. (1992), **The management of organizations: Strategy, Structure, and Behavior**, Boston. |
| Chan, Peng S.;Heide, Dorothy(1992), Information Technology and the New Environment: Developing and Sustaining Competitive Advantage, Sam Advanced Management Journal, autumn 1992, pp.4-9. |
| Chan, Peng S.;Heide, Dorothy(1992), Information Technology and the New Environment: Developing and Sustaining Competitive Advantage, Sam Advanced Management Journal, autumn 1992, pp.4-9. |
| Dilworth, James B. (1992), **Operations Management: Design, Planning and control for manufacturing and services**, McGraw-Hill, NY. |
| Dubois, A. and L-E GADDE (2002) The construction industry as a loosely coupled system implications for productivity and innovation, *Construction Management and Economic*s, Vol.20, pp. 621-631. |
| Evans, James R. (1993), **Applied Production and Operations management**, West Publishing Co., USA. |
| Flatt, Sylvia J.;Kowalczyk, Stanley J.(2008), *Creating a competitive advantage through intangible assets: The direct and indirect effects of corporate culture and reputation*, **ACR** Vol.16(1&2). |
| Freyer, W. (1995) Tourismus - Einführung in die Fremdenverkehrsökonomie. 5th ed. Oldenbourg Verlag, München. |
| Glueck, W.F.; Janch, Lawrence (1988), **Business Policy and Strategic Management**, 3rd ed., McGraw-Hill, Book Co. |
| Grant, R. (2005) “Contemporary Strategy Analysis”, Fifth Edition, Malden, MA 02148-5020, USA: Blackwell Publishing Ltd. ISBN:1405119993 |
| Grant, R.M. (1991) “The resource-based theory of competitive advantage: Implications for strategy formulation,” California Management Review, 33, pp. 114-135 Access on 12/03/2008 retrieved from: <http://www.csn.ul.ie/~karen/Articles/Grant1_NB.pdf> |
| Hill, Terry (1993), **The Essence of Operations Management**, Prentice-Hall, UK. |
| Kotler, P. (2000), **Marketing Management**, 10th Edition, Prentice Hall, New York.p. 92 |
| Kotler, Philip (1997), **Marketing Management, Analysis, Planning, Implementation and Control**, 9th ed. Prentice Hall, New Jersey. |
| Krajewski, Lee J.;Ritzaman Larry P.(1996), **Operations Management, Strategy and Analysis**, 4th ed. Addison-Wesley, USA. |
| Lei, David ; Slocum, John W.(2005), *Strategic and Organizational requirements for Competitive Advantage*, **Academy of Management Executive**, Vol. 19, No.1, pp. 31-45. |
| Maryland, B., (2003) “Enroute Sailing Directions:Eastern Mediterranean”World Port Index. Prepared and published by theNational Imagery and Mapping Agency. |
| Narayanan, V.K.;Nath, Raghn (1993), **Organization Theory: Strategic Approach**, Irwin INC, USA. |
| Palese, Michael;Crane, Teresa Yancey (2002), *Building an integrated issue management process as a source of sustainable competitive advantage*, **Journal of Public Affairs**, Vol.2 Number 4, pp.284-292. |
| Pitts, R.A.;Lei, D.(1995), **Strategic Management Building and Sustaining Competitive Advantage**, West Publishing Co. USA. |
| Porter EM. 1985. *Competitive Advantage.* The Free Press/Macmillan: New York. |
| Rao, P.M.(2005), *Sustaining competitive advantage in a high-technology environment:A strategic marketing perspective*, **ACR** Vol.13, No.1, pp.33-47 |
| Read, Richard;Defillipi, Robert, J.( ), *Casual Ambiguity Barriers Limitation and Sustainable Competitive Advantage*, **Academy of Management Review**. |
| Robson, A.J. (1996). “A biological basis for expected and non-expected utility”, *Journal of Economic Theory* 68, 397-424. |
| Rowe, Alan J. (1994), **Strategic Management: A Methodological Approach**, 4th ed., Addison-Wesley Publishing Co. Inc.  |
| Schendle, Dan (1994), *Introduction to Competitive Organizational Behavior*, **Strategic Management Journal**, Vol.15, p.1-4. |
| Sekaran, U. (2003) “Research Methods for Business: A Skill Building Approach” [John Wiley & Sons](http://books.google.com/books?q=inpublisher:%22John+Wiley+%26+Sons%22&hl=tr&source=gbs_summary_r&cad=0) ISBN: 0471203661 |
| Sharplin, Arther (1986), **Strategic Management**, McGraw-Hill, Book Co. |
| Siaw, Irene;Yu, Alec(2004), *An analysis of the impact of the Internet on competition in the banking industry, using Porter's Five Forces Model*, **International Journal of Management**, Vol.21, No.4, pp.514-523 |
| Sofka, Wolfgang; Teichert, Thorsten, (2006), *Global Sensing and sensibility – A multi-stage matching assessment of competitive advantage from foreign sources for innovation*, **Academy of Management Best Conference Paper**, pp. IMJ1-IMJ6 |
| Stahl, M.J.(1995), **Total Quality Management in A Global Environment**, Oxford. |
| Stonebrake, Peter W.;Leong G. Keony(1994), **Operations Strategy: Focusing on Competitive Excellence**, Allyin and Bacon, USA. |
| Strandholm, K., and Kumar, K.(2003), *Differences in Environmental Scanning Activities between large and small organizations: The advantage of size*, **Journal of American Academy of Business**, No.1/2, pp.416-434 |
| Thompson, A. A., Strickland, A. J. (2001) “Crafting and executing strategy, Texts and readings”. 12th Ed. Singapore Mc Graw- Hill. ISBN:0072319801 |
| Thompson, Andy;Walker, Jonathan(2005), *Retail network planning-Achieving competitive advantage through geographical analysis*, **Journal of Targeting, Measurement and Analysis for Marketing**, Vol.13, 3, pp.250-257. |
| Vorhies, Douglas W.; Morgan, Neil A.(2005), *Benchmarking marketing capabilities for sustainable competitive advantage*, **Journal of Marketing**, Vol.69, pp.80-94. |
| Vorlaufer, K., (1997). Conservation, Local Communities and Tourism in Africa. Conflicts, Symbiosis,Sustainable Development. *In Tourism and Sustainable Development* Hein, W. (Ed.). pp. 53–123. Hamburg: Schriften des Deutschen U bersee-Instituts 41. |
| Walker, David (2008), *Sustainability: Environmental Management, transparency and competitive advantage*, **Journal of Retail and Leisure Property**, Vol.7, No.2, pp.119-130 |
| Yin, R. (1984) Case study research: Design and methods (1st ed.). Beverly Hills, CA: Sage Publishing. ISBN:0803920571 |
| Yin, R. (1994) Case study research: Design and methods (2nd ed.). Beverly Hills, CA: Sage Publishing. ISBN:0803956622 |

**APPENDICIES**