**ABSTRACT**

Yayla Village is a remote village along the western cost of Northern Cyprus. Traditionally, the villagers are farmers engaged in citrus growing, animal husbandry, and local handcrafted products. The long years of draught, citrus farming losing its profitability, and due to political reasons the villagers wish to switch to tourism industry. However, they do not want to lose their local culture or spoil the environment in the process.

This study was qualitative in nature. It studied the external and internal environments of Yayla Village ending in SWOT analysis. The analysis was aimed to help future investors, the government and other interested bodies in considering Yayla Village as a tourist destination.

The results showed that Yayla Village contains both the capabilities and resources to become a profitable tourist destination. A preliminary report of this study was published in EKO Avrasya magazine (see Appendix A).

**Key words: SWOT analysis; tourist destination assessment; strategic planning, competitive advantage.**

**ACKNOWLEDGEMENTS**

### I would like to express my deepest regards to my esteemed MBA thesis supervisor. Asst. Prof. Dr. Ahmet Ertugan for his most valuable contributions.

### To all my friends who believed in me and helped me with various issues during all my studies and the thesis. I am grateful to all of them.

### I am thankful to Güzelyurt Mayor of Mahmut Özçınar, Chairman of Redborder Research Company Political Scientist Dr. Salih Egemen for their support throughout my studies. I felt their existence and good wishes along the way.

### Most of all, to my family; without their patience, my studies would remain only a dream. I would like to dedicate this thesis to them as an indication of their significance in this study as well as in my life.

|  |  |
| --- | --- |
| **TABLE OF CONTENTS** | **PAGE** |
| Abstract | iii |
| Acknowledgments | iv |
| List of tables | ix |
| List of figures | ix |
| **CHAPTER I** | 1 |
| **PROBLEM FORMULATION** | 1 |
| 1.1. Introduction | 1 |
| 1.2. Statement of the Topic | 1 |
| 1.3. Problem Situation | 2 |
| 1.4. Research objective | 2 |
| 1.5. The Importance of this Study | 3 |
| 1.6. Chapter Outlines | 4 |
| **CHAPTER II** | 6 |
| **THE GLOBAL MARKET FOR TOURISM** | 6 |
| * 1. .Introduction
 | 6 |
| * 1. How does tourism function?
 | 6 |
| 2.3 Marketing Strategy | 8 |
| 2.4 Conclusions from practice | 9 |
| 2.5 What framework conditions are necessary? | 9 |
| 2.5.1. Framework for sustainable tourism development | 10 |
| 2.5.2. Conclusions from practice | 12 |
| 2.6 Regional Interrelationship | 12 |
|  2.6.1 Direct effects | 12 |
|  2.6.2 Indirect effects | 13 |
|  2.6.3 Leakage | 14 |
|  2.6.4 Conclusions from practice | 15 |
| 2.7 Upcoming tourism alternatives | 15 |
|  2.7.1 Nature tourism | 16 |
|  2.7.2 Rural / cultural tourism | 17 |
|  2.7.3 Scientific tourism | 17 |
|  2.7.4 The alternative market | 18 |
|  2.7.5 Conclusions from practice | 19 |
| 2.8 Conclusion | 20 |
| **CHAPTER III** | 21 |
| **CONTEXTUAL FACTORS** | 21 |
| **YAYLA REGION** | 21 |
| 3.1.Introduction | 21 |
| * 1. Yayla Region
 | 21 |
| 3.3.Places of interest | 23 |
| * 1. Natural resources
 | 34 |
|  3.4.1 Hotel Accommodation and restaurants | 34 |
|  3.4.2 Human resources | 34 |
| 3.5.Conclusion | 34 |
| **CHAPTER IV** | 35 |
| **METHODOLOGY** | 35 |
| 4.1. Introduction | 35 |
| 4.2. Research Design | 35 |
|  4.2.1. Qualitative Nature of the Study | 35 |
|  4.2.2. The Case Study Method | 36 |
|  4.2.3. Nature of Study | 38 |
| 4.3. The Unit of Analysis | 38 |
| 4.4.Sources and Methods of Data Collection | 38 |
| 4.5. Theoretical Background to SWOT Analysis | 42 |
| 4.5.1. Competitive Advantage | 43 |
| 4.5.2. Competitive Dimensions | 43 |
|  4.5.2.1. Cost | 44 |
|  4.5.2.2. Quality | 44 |
|  4.5.2.3. Time | 44 |
|  4.5.2.4. Flexibility | 45 |
|  4.5.2.5. SWOT Analysis and Diagnostics | 45 |
| 4.5.3. Threats and Opportunities | 46 |
| 4.5.3.1. Threats | 46 |
| 4.5.3.2. Opportunities | 47 |
| 4.5.4. Strengths and Weaknesses | 47 |
| 4.5.4.1. Strengths | 48 |
| 4.5.4.2. Weaknesses | 48 |
| 4.5.5. SWOT Analysis and Competitive Advantage | 48 |
| 4.6. Data Analysis | 50 |
| 4.7. Conclusion | 54 |
| **CHAPTER V** | 55 |
| **YAYLA REGION** | 55 |
| **ASSESSMENT OF RESOURCES AND SWOT ANALYSIS** | 55 |
| 5.1. Introduction | 55 |
| 5.2. Findings from the interviews conducted | 55 |
| 5.3. The potential of Yayla Region and its external environment | 59 |
| 5.4. Competitive forces | 60 |
| 5.5.The key resources and capabilities of the Region | 60 |
| 5.5.1. Historical places of interest | 60 |
| 5.5.2. The long coastline of sandy beaches and the climate | 60 |
| 5.5.3. The flora of the Region | 60 |
| 5.5.4. Abundant, educated potential workforce | 60 |
| 5.5.5. Availability of land for building development | 60 |
| 5.6.SWOT of Yayla Regions as a Tourist destination development area | 60 |
| 5.6.1. Strengths | 61 |
| 5.6.2. Weaknesses | 62 |
| 5.6.3. Opportunities | 63 |
| 5.6.4. Threats | 64 |
| 5.7. Conclusions | 65 |
| **CHAPTER VI** | 66 |
| **CONCLUSIONS AND RECOMMENDATIONS** | 66 |
| 6.1. Introduction | 66 |
| 6.2.Factors that can be used to assess the feasibility of a region for a tourist destination | 66 |
| 6.2.1. Fundamental framework conditions  | 66 |
| 6.2.2. Economic policy framework conditions | 66 |
| 6.2.3.Framework conditions for ecological and socially sustainable tourism | 67 |
| 6.3.Conclusions on the feasibility of Yayla region for a tourism development area | 67 |
| 6.4. Recommendations to public and private investors in investing in Yayla region with sustainable tourism in mind | 68 |
| * 1. Conclusions and discussions
 | 68 |
| 6.6 Limitations and recommendations for further study | 68 |
| **REFERENCES** | 69 |
| **APPENDICES** | 74 |

**LIST OF TABLES**

|  |  |
| --- | --- |
| Table 2.1. Multiplier Effect: Example | 14 |
| Table 2.2. Types of rural/cultural Tourism | 18 |
| Table 4.1. Six Primary Sources of Data in Case Studies | 39 |
| Table 4.2 Interview form presented to focus group members  | 40 |

**LIST OF FIGURES**

|  |  |
| --- | --- |
| Figure 2.1. Tourism: a complex system | 7 |
| Figure 4.1. Research’s data analysis steps | 51 |