

Innovation and Creativity In Hotel Enterprises: Concept Hotels

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Abstract

Tourism sector is accepted as one of the most important industry in the world. Because of this point of view hotel enterprises must develop and improve themselves. There are innovation and creativity under the each change. While creativity is related to generate process of new ideas, innovation is related to convert these ideas into actual money. Creative hotels try to attract their consumers with their architecture. When we take a look to worldwide we can see that many hotel enterprises become an artwork with their architecturally. According to these explanations this study aims to identify means of innovation and creativity especially in creative hotel enterprises. In order to identify these concepts we handle concept hotels in Turkey as an example.

Keywords: *Innovation, Creativity, Concept Hotels*

Introduction

Innovation and creativity concepts that was first used in 1990s and then widely spread are key criteria for organizations. When we consider the innovation and creativity synonymous with their impact on the organization, we can say that besides everything, these concepts are an expression of "value". The reason for existence of enterprises is that specific purposes can only be realized as a group. For this, a good organization structure is required however not sufficient. Economical structure of modern era, which is rapid, based on communication and which gives prominence to differences requires enterprises to embrace innovation and creativity concepts as a life style.

Innovation and creativity concepts are considered as most important notions that will help enterprises create a difference with their competitors in achieving competitive advantage,

generating return above average and ensuring sustainability of enterprises. Handling innovation only on basis of product means not going beyond the technology miracle. Yet organizations need to find what they can use to create a difference. Since creating a difference is in parallel with innovation, restricting this with a single matter or structure will conflict with its content. That's why these concepts need to be extended all through the organization.

Hotels that render special services like quality, elegance, uniqueness, artistic architectural structure which is referred to with different names in literature like "Design Hotel", "Concept Hotel", are the most successful example of innovation and creativity in the service sector.

Innovation And Creativity Concepts From Managerial Perspective

It is possible to define innovation concept in many different dimensions. Innovation in terms of economy is valorization of knowledge (www.ttg.v.org.tr). In terms of marketing, we can talk about three different types of innovation. These are *Continuous Innovation* which is “continuous development of existing goods or services”, *Continuous Dynamic Innovation* which is “continuous innovation of products or goods in parallel with technological development” and *Non-continuous Innovation* which “arises with basic technological innovations and which means a totally new (invention) good and service” (İslamoğlu ve Altunışık, 2010).

Innovation covers politics, structure, method and process and is expressed as detection of any new product or market opportunity by unit manager and is defined as adaptation of original ideas to production, development and company in a department of the company (Johannessen, Olsen and Lumpkin; 2001). According to Looise and Riemsdijk (2004);

-Innovation means the introduction of something new, at least for the standing organisation, in terms of new products or services, new technology or new forms of organisation;

- Innovation takes place with the intention to gain some advantage;

- Innovations develop through radical jumps although many authors also speak of incremental innovation;

-Innovations can be managed, this means that there are activities/stages such as goal formulation, design and organisation, implementation and monitoring.

In literature another concept that is used with innovation and even confused with innovation so used instead of innovation is creativity. Creativity can be defined as using existing information to produce non-existing information; and innovation can be defined as using a new application or new ideas as prevailing and applying this in practice (Özçer,2005: 13). Creativity means, in a sense, generating ideas. Whereas innovation is putting into practice, these new ideas developed by creativity. Innovation is a process and creativity is the set of skills and natural tendencies that make this process possible (Yıldırım, 2007: 110). So it would not be wrong to consider creativity as a “skill”. According to Rosenfelt and Servo, creativity and innovation ensue each other, however they are different from one another (Özçer, 2005: 14).

Torrance defines creativity as a set of skills, abilities, motivations and conditions that nested in dealing with a problem (Kaya and Düşükcan, 2007: 202). According to most widely accepted definition of creativity, it means “generating new and useful ideas in all areas” (Amabile vd.,1996: 1154).

Creativity is generating simple, proper and new ideas from science to art, business life to daily life (Amabile, 1997: 39). According to Haris, creativity is a competence because creativity contains creating new ideas by gathering existing ideas, changing these and synthesizing these (Duran and Saraçoğlu, 2009).

Organizational creativity is formation of a valuable, useful new product, service, idea, procedure or phase buy individuals that work together in a complex social system (Woodman vd., 1993: 293). According to Chang and Chiang (2007), organization creativity is affected by organization's culture, group mood, leadership, motivation, organization structure and evaluation system. Many techniques are developed in organizations in order to support creativity and to ensure creative ideas to come up. These techniques are carried out at two levels as techniques that develop individual creativity like imagining, comparison, using drawings, generating alternative scenarios, mediation and techniques that develop creativity in group works like brainstorming, gordon technique, nominal group technique works (Haşit, 2003: 7-8).

When innovation and creativity is considered in organizational terms, meaning of these concepts for the organization will be directly proportional with its meaning for managers and how much these concepts are supported by managers.

In order for enterprises to have tendency for innovations will be possible with releasing the bulkiness of mechanical structure, taking a lesson from failures, information sharing, motivating people to take risks, team works, organic organization structures that support communication and autonomy, reserving resources required for innovation and implementing a promotion system that supports innovative ideas (Naktiyok, 2007).

Creativity of an organization requires presenting creative ideas, products and services and an extensive work. Matters like organizational motivation, incentive, autonomy, freedom, support of work group, considering that work is important and challenging makes a positive impact on creativity. To ensure and develop creativity, the first condition is to appoint individuals to jobs that are suitable for their skills and areas of interest (Eren and Gündüz, 2002).

Even though importance of innovation and creativity concepts are emphasized all the time, realities faced in practice do not correspond to these expressions mentioned. For example students who study at administration schools learn on theoretical-basis a lot of models about innovation and creativity issues, however do not have any idea about creativity process and development of a creative idea. Similar conditions continue in business life and employees face restrictions regarding innovations and creativity and are not supported by their managers as required. In fact it is mandatory for enterprises to make a difference in order to obtain and retain a position in the developing and globalizing world. What should be done in this regard is to ensure that new and creative ideas become a way of behavior in the enterprise. Because innovation and creativity's reaching significance in a competitive environment has a development that corresponds with globalization phenomenon. Reflection of innovation and creativity in organizational behavior is closely related with these concepts being meaningful in the mind of people who manage it.

Innovation And Creativity In Hotel Enterprises

When we discuss enterprises in general, we see that they are defined as units, which produce goods and services with insufficient resources in order to meet infinite needs of human. Based on this definition, it is possible to say that subject of the enterprises is to produce goods and services. Since production of goods, in other words finished products has concrete features, any innovation made related with such can be seen directly. However to explain innovation and creativity concept in terms of service is more important and difficult since it has abstract qualities. Due to qualities like services not being material, and not allowing trial in advance, and not being possible to stock these makes it inevitable for the service sector to consider innovation and creativity as a competitive factor. In service sector, especially hotel enterprises, come to the forefront in using innovation and creativity concepts in terms of its areas of activity.

Since importance of tourism on economy of a country is increasing every day, number of hotel enterprises has also increased and competitive environment grew stronger. To maintain competitive is one of the basic objectives for hotels like all other enterprises. And the way to do this is to make the hotel more attractive than hotels of competitors (Didin and Köroglu, 2008).

Tourism tends to make the world look the same. There is homogeneity in the chains and franchises proliferated by the business sector. Although seeking the unique characteristics of different areas, tourists tend to reduce the individuality of the place by carrying their cultural baggage with them wherever they go. This is the paradox of tourism and therefore, its design challenges. Standardized design represents a kind of global monotony (Lee, 2011: 709).

In recent years, the design of the hotel itself has been gaining a great deal of attention both from customers and from the press. More and more hotels use design and style as a way of differentiating themselves from other properties or brands, and as a way of attracting an affluent and socially active clientele (www.informedesign.umn.edu).

When we talk about the concept of innovation for hotel operators, it is possible to sub-categorize these within the frame of services rendered by the hotel. Durna and Babür (2011) point out following titles in their study carried out regarding innovations in hotel enterprises;

“Innovation in Service, Innovation in Architecture, Innovation in Lightning, Innovation in Technology, Innovation in Rooms, Innovation in Lobbies, Innovation in Furnitures and Accessories, Innovation in Swimming Pools, Innovation in Decoration, Innovation in Bathrooms, Innovation in Ecological and Organic Products, Innovation in Environmental Awareness, Innovation in Catering, Innovation in Restaurant, Innovation in Personnel Uniforms, Innovation in Security, Innovation in Health Services, Innovation in Spa Centers, Innovation in music and Sound Scheme”. Hotels that place emphasis on innovation issue, try to meet expectations of their customers and even go beyond their expectations. For example dog walking, special food, toys etc. services are provided to customers who do not wish to part with their domestic animals. There are hotels that present a different holiday concept to their customers by taking as basis a different architectural concept. Among innovative applications in hotel enterprises we can see lights in the rooms that change according to desire and Mobile Key applications (customer makes online reservation and a voice message is sent to it during this reservation) Accordingly when the customer arrives the hotel, without stopping by the reception, he/she may directly go up to his/her room and play the audio message towards the door and enter the room), customized rooms, washbasins designed in the form of aquarium, personnel to dress suitable with the hotel theme (Durna and Babür, 2011).

Again, in terms of innovation in hotels technology helps improving customer experiences. With the help of light and music, guests can customize their rooms (Björkqvist, 2009).

Creativity covers three main concepts (Samen, 2008: 364-365): *Natural talent*; creativity is not a condition, it depends on the ability to improve, change and renew. For change, each system has this natural talent. *System*; Individuals, social systems, organizations, enterprises can be creative as well. *Change*; It is required for creativity but not sufficient.

Differentiation in desires and expectations of travelling people push hotel enterprises to seek for new ways and arises new service concepts in this regard. Design hotels are accepted as one of the newest trends in hotel industry in recent years. Design hotels render tourists services that are different than usual accommodation and food&beverage services, which gives them an important competitive advantage (Erdem, 2010).

There is a link between good hotel design, destination branding, positive word-of-mouth and customer loyalty (Lee,2011:709).

Concept Hotels As An Example Of Innovation And Creativity

When a classification is made regarding hotel enterprises, it is possible to say that in general they are considered under two groups: “Business Hotels” and “Leisure Hotel”. However today, this classification is changing and we see “lifestyle”, “design”, “concept”, “chic” hotels that attract the customers with different life styles. When we look at this from the customer perspective, we see that customer are much more demanding. Customers are no longer volume-based and just look for a room, restaurant or bar, we see that now they have more value-based approach, with personal preferences (Björkqvist, 2009).

Design hotels are interesting venues that appeal to imagination of a person, where creativity is on the forefront. Different than ordinary hotel designs, these hotels are facilities that combine art with architecture. These hotels that are prepared in different concepts, even having rooms customized for individual taste of a customer become one of the first choices of people who seek for a difference (Erdem,2010).

In the study, for hotels with a specific customer mass, designed with a special concept, for example designed for disabled people, which are referred to as “Design hotel”, “Concept hotel” in literature, “Concept Hotel” term is used. Also in this study, when talking about innovation and creativity applications in hotel enterprises, under categories mentioned, “architecture” is accepted as the focal point and concept hotels that create a difference with their architecture and hotels that are built with the purpose of reflecting a concept in architectural terms will be discussed. Due to time and material resource restriction, hotels in city of Antalya is included in the study, as this city is one of the most important holiday destinations in Turkey and attracts the highest number of tourists from abroad. Among hotels in Antalya, the ones that reflect a concept in architectural terms are included in the study. When mentioning restrictions and remarks about hotels, assessments and data obtained from ETS are used, ETS is one of the leading tourism and travelling firms of Turkey. Also related news published in press and internet in the last five years are browsed.

In the light of these information hotels included in the study are as follows; Titanic Resort Hotel, Adam&Eve Hotels, Aqua Fantasy Aqua park Hotel & Spa, Orange Country De Luxe Resort Hotel, Queen Elizabeth Elite Suite Hotel & Spa, Boutique Hotel Antique Roman

Palace, Concorde De Luxe Hotel, Siam Elegance Hotel & Spa, Venezia Palace De Luxe Resort Hotel, WOW Topkapı Palace Hotel, WOW Kremlin Palace Hotel.

(www.hurriyet.com.tr/ekonomi/10063756.asp)

Titanic Resort Hotel is shaped with marine theme details and keeps alive the legend of the vessel, that is known the most world-wide and that has set sail on its first and only cruise in 1912. Titanic De Luxe is located at Antalya-Lara on a land of 95.000 m² and it has a main building of 9 floor, which has an architecture in vessel form and there are also villas in the garden, and the hotel has 586 rooms in total. Hotel's concept can also be seen in the name of the rooms, for example Colonel Suite, Admiral Suite. Titanic De luxe Beach & Resort Hotel seems like unique vessel anchored in water due to 6000 m² pools surrounding the hotel. With the “Cruise Comfort” concept, hotel keeps alive the legend in its spirit by sea and marine symbols.

Adam & Eve Hotels is a design hotel and is presented as a luxurious hotel with a different design. Hotel is inspired from first human beings, Adam and Eve and Apple, the forbidden fruit they have eaten and the idea of creating a new heaven and white, mirrors and glass dominates its design. White symbolizes the "purity" of heaven on earth, mirror makes you feel that you will never be “alone” and glass defines the “desire to see wealth of life” and its respect for nature is shown by green boxwood coating over the hotel. All living spaces are decorated with mirrors and in total 108 thousand m² mirror is used at Adam&Eve. Many different lighting options in rooms, that is change as desired brings forth the personal use and the ability of changing lightning according to frequency of the sound, positions each room and even each hot tub as a “light therapy” center. Besides its design, Adam & Eve Hotel is the first high-tech hotel of Turkey as it follows-up and adopts to technological improvements.

Aqua Fantasy Aqua park Hotel & SPA is a hotel designed to provide services to families with kids, young couples, young guests who are interested in endless entertainment and activities from everywhere, in and outside the country and has an aqua park facility. It is the largest aqua park hotel in Europe with 506 World rooms and continues to expand by inclusion of Club hotels with 363 rooms. Aqua park built by consulting to US firms offers entertainment and activities to its guests.

Orange County De Luxe Resort Hotel has a mystical and unique Netherland architecture design of 16th century, keeping alive Amsterdam, unique coasts and hot atmosphere of Mediterranean. Building of Orange County is designed based on Netherland theme and creates the impression of a street on Amsterdam, as it is composed of separate buildings. At the entrance, the lobby is designed in the style of Amsterdam bars. Also there is a Red Light District concept at the Hotel. Rooms in the main building, family rooms and Volendam houses inspired by architecture along Netherland channels, giant pool of 5000 m² and port of 1000 m² are the other facilities at the hotel. Along with snack bar and De Wereld Ana Restaurant presenting tastes that fit to the concept of Amsterdam, there are 9 carte restaurants offering world cuisines, diligent service and maximum entertainment to its guests and tries to respond to expectations of customers who cannot find time to go abroad and who wish to enjoy an unforgettable holiday.

Queen Elizabeth; Queen Elizabeth is similar to original transatlantic architecture design and is mainly composed of suits, aiming to offer its guests the comfort of transatlantic and maximum customer satisfaction. Breakfast, late breakfast, lunch, daily-long snacks, tea-coffee hour, ice-cream service, special beaches and pool treats, 6 a la carte restaurant offering cuisines of different countries and diet menus can be listed among services provided by the hotel.

Boutique Hotel Antique Roman Palace is carries the traces of neo-classical style, ancient Greek and Roman architecture. Statues, paintings and mosaics we see at every corner of this hotel with 326 bed capacity, offers its guests the glory of Roman palaces. Boutique Hotel Antique Roman Palace has a unique coast and private beach next to the sea and there are separate pools for adults and kids, water slide and a tropical garden.

Concorde De Luxe Hotel; 5 star Concorde De Luxe Resort on Lara coast has 401 rooms in total and is designed with an interesting architecture. Hotel is located on a land of 62.000 m² and hosts its guests with “ultra all inclusive” system, named after the most famous and fastest plane of aviation history, the Concorde. Hotel is built inspired by the plane. Hotel has a luxurious design providing glory and first class service and hotel has a garden, tennis court, pools with hot tubs, waterslides, bowling and billiard room, internet, pool entertainments, animations with games and contests, live music at night and animation shows, offering recreation and entertainment options to its guests. Along with the holiday and entertainment

options, the hotel also has a congress hall of 1100 m², three meeting rooms, boardroom and business center ready to offer a holiday above clouds for all kinds of meetings and congresses, with its smiling and professional team.

Siam Elegance Hotel & Spa; Hotel hosts its guest with Thai concept bearing the traces of east culture and architecture. For this reason Hotel's name is chosen as “Siam”, the former name of Thailand. Hotels roofs curve down just like in Thai architecture and has domes on it. All internal decoration of the hotel is designed according to Thai concept. One of the a’la carte restaurants serves Thai food. Spa is designed according to Thai architecture as well and its personnel is from Thailand offering massage services. To fit the concept, all personnel are dressed up according to Thai culture.

Venezia Palace Deluxe Resort Hotel; The hotel brings the San Marco avenue at Venice to Kundu, the new tourism region of Antalya and demonstrates exact copies of San Marco Basilica, Palazzo Ducale, Campanille, Cafe Florian and Rialto Bridge at Venice. Hotel presents its guest the Venice atmosphere with its original architecture and breakfast, late breakfast, lunch and dinner, 5 o'clock tea and cake service, alcoholic and non-alcoholic local and imported beverages, billiard, table tennis, mini football, basketball are the services provided at the hotel.

WOW Topkapı Palace Hotel; Topkapı Palace hotel is the first theme hotel project in Turkey that MNG built to be the exact copy of Topkapı Palace at Antalya and it is the first chain hotel of the company. WOW Topkapı Palace Antalya is designed inspired by Topkapı Palace at Istanbul and is located at Kundu village on a land of 85.000 m² and has 908 rooms in total. Hotel hosts its guests like sultans, taking them on a journey along with historical textures, to help understand what it feels like living inside unique architectural structures. At Topkapı Palace, guests will stay in harems, eat at Palace kitchens and Hagia Irene, cool down won at the IIIrd Ahmet fountain at Sultan Ahmet avenue and drink wine at Tower of justice and taste rose water starch pudding at Mecidiye Mansion.

WOW Kremlin Palace Hotel; As theme hotels became popular, MNG Holding opened, right next to WOW Topkapı Palace at Antalya a new hotel called WOW Kremlin Palace in April 2003, designing the twin of original Kremlin Palace. WOW Antalya is built for you to discover the Kremlin Palace where tsars of Russia used to stay. Combining the glory of the

architecture with the serenity of a vacation, 874 elegant rooms were designed where guests will enter the hotel from "Resurrection Gate" at the Kremlin Avenue. World of Wonders hotels Chain has documented its service quality with ISO 9001:2000 Quality Management System Certificate.

It is possible to give world-wide examples to hotels that similarly stand out with its architecture. United Arab Emirates is known with "Burj El Arab", thanks to its architectural design in the form of a sail, located on an artificial island at the center of Dubai. "Liberty Hotel" in Boston, USA is a restored form of an old prison, where original brick walls and iron bars are maintained. Another hotel is the "Igloo Village Hotel" at Finland. Hotel is built using only snow and ice and it stands out with its room windows in the form of igloos. Another hotel completely made of ice is "Hotel de Glace, Quebec" at Canada. "Magic Mountain Hotel" at Chili, built inside a natural residue formed after a volcanic eruption is another example. "Quinta Real Zacatecas" in Mexico is built as bull fighting arena in 19th century and is put into operation in 1989 after restoration works are completed. "Das Park Hotel" in Australia is known with its interesting room design made of sewage pipes. "Hotel Marques de Riscal" is revised version of a wine house that was built in Spain in 1858. "Martello Tower" in UK renders service as a tower hotel, built in 19th century to protect against possible attacks during Napoleon wars. Another hotel that stands out with its architectural structure is "Gamirasu Cave Hotel" at Cappadocia region in Turkey. This hotel that started operations in 1999 is composed of 18 cave rooms (www.designcoholic.com).

Conclusion

In managerial perspective, it does not seem possible for the approach under classical management paradigm, where organization environment is kept as constant, in other words where organization is taken under control, to continue to be valid in present conditions. Today, the dominant paradigm is that can adopt to changes and progresses by such changes, where information production is taken as basis. For this reason, enterprises that are open to innovations, where new ideas are supported and creativity of individuals are featured will lead the competition. Innovations will be made not with machines, but by intellectual people, staying away from a restrictive structure. Especially since service sector takes human as basis in terms of form of activity, innovation and creativity is more important for enterprises in this field. Because it is the human that provides the service and uses and benefits from it. Today

individuals are more conscious and harder to satisfy due to opportunities that technology and globalization provides to them. In this regard, enterprises will be preferred more as in the rate they differentiate themselves. When we consider the situation in terms of hotel enterprises, we see that enterprises customize services in order to attract and retain customers and to make them feel privileged, aiming to create this concept for them to experience. This study shows that concept hotels with different designs, that stand out with their architectural design, which we given examples for from all around the world, know no limits to attract customers. In this regard, meeting expectations of customer in the best way possible, responding to these play the main role for hotel enterprises, in terms of competition. Today, the travelling destination for the customer is no longer the city where hotel is located, it is in fact the hotel itself and this is what shapes preferences of customers.

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