

TOURISM

Theory and Practice

Editör: Assist. Prof. Engin TENGİLİMOĞLU



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yaz
yayınları

2023

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E_ISBN 978-625-6642-07-2

Aralık 2023 – Afyonkarahisar

Dizgi/Mizanpaj: YAZ Yayınları

Kapak Tasarım: YAZ Yayınları

YAZ Yayınları. Yayıncı Sertifika No: 73086

M.İhtisas OSB Mah. 4A Cad. No:3/3
İscehisar/AFYONKARAHİSAR

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HEALTH TOURISM IN TURKEY: A PURSUIT OF WELLNESS

Özge BÜYÜK¹

1. INTRODUCTION

Health tourism is a type of tourism that encompasses the activities of people traveling to a destination where health services are offered. It covers the travels of individuals in search of services aimed at maintaining their health, well-being, and wellness, which they cannot afford or have difficulty affording in their own countries. Tourists who travel with health as a priority often participate in tourism activities (Jagyasi, 2008; Smith & Puczko, 2009). Medical tourism, a subcategory of health tourism, is the practice of individuals traveling to other countries to receive medical services that are unavailable or unaffordable in their own countries. These services include a wide range of medical procedures, such as medical operations, diagnostic tests and treatments, and rehabilitation. They also require the intervention of qualified healthcare professionals who meet the standards of the medical authority (Büyük, 2023). In fact, since it is associated with different medical specialties and includes various operations, disabled tourism, geriatric tourism (Büyük & Akkuş, 2022a; 2022b), cancer tourism (Büyük & Akkuş, 2022c; 2022d), organ transplant tourism (Balaban & Marano, 2010; Budiani-Saberi & Delmonico, 2008), dental tourism (Turner, 2008), fertility tourism (Bergmann, 2011), etc. It can also be divided into

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sub-branches. Health tourism and medical tourism differ from each other in terms of their scope, motivational elements, target audience, cost elements, duration, and revisit behaviors. For example, medical tourism includes medical procedures, health tourism includes both medical procedures and wellness tourism activities at the same time. In health tourism, individuals travel to protect, improving, or restoring their mental and physical health; In medical tourism, people travel to access medical procedures that they cannot access for any reason. While the target audience in medical tourism is individuals with health problems, the target audience in health tourism has a feature that includes both the target audience of medical tourism and healthy life tourism (Büyük, 2023b).

2. MEDICAL TOURISM MARKET AND TURKEY

Tourism is an important element of the world's economy. The tourism industry contributes significantly to the employment and foreign exchange earnings of various nations (Büyük & Can, 2020). As a result, tourists can access higher quality health services at more affordable prices, while medical tourism destinations can strengthen their economies thanks to the income they earn from this sector. In addition, medical tourism has a significant impact on both the health and tourism sectors. Due to its rapid growth in recent years, medical tourism has reached a global volume of approximately 500 billion dollars (UHSAS, 2023) and this industry is expected to grow by 35% every year (MTA, 2017). Among the reasons underlying the development of this type of tourism, which today takes the form of visits from developed countries to developing countries, are high healthcare costs and long waiting times in the source countries (Özçelik et al., 2021), individuals' concerns about health and life after the COVID-19 pandemic (Büyük & Can, 2020), increasing the

quality and access to healthcare in developing countries (Büyük, 2023b), and the widespread use of social and digital media. The most popular medical tourism destinations in the world in recent years are countries such as India, Malaysia, Singapore, Cuba, South Korea, as well as Turkey (Collins et al., 2019). According to the Turkish Statistical Institute (TUIK, 2023), over 1.2 million medical tourists visited Turkey in 2022. This influx generated over 1.5 million dollars (UHSAS, 2023). The post-COVID-19 surge represents a remarkable 308% increase in medical tourists compared to the previous year. For this reason, Turkey is among the leading destinations in the medical tourism market, and considering the last decade, it is among the most preferred medical tourism destinations globally (Özçelik et al., 2021).

The country has many opportunities to attract medical tourists. Among these, that it has a diaspora that creates significant activity in the medical tourism market and exhibits the behavior of traveling from the countries they live to Turkey to receive health services is at the top of the list. People of Turkish origin living in various parts of the world make medical trips to the country every year for sufficient reasons such as cultural and religious unity, price advantages, superiority of medical technology, short waiting times, health insurance, and etc. According to the data of the Ministry of Foreign Affairs of the Republic of Turkey, the number of Turkish citizens living abroad has reached approximately 6.5 million by 2023, with 5.5 million of them residing in Europe (MFA, 2023). TÜİK (2023) official statistics reveal that the Turkish diaspora ranks among the top five source countries of medical tourists visiting Turkey. The country's favorable climate, thermal resources, and rich historical and touristic attractions also serve as significant motivators for medical tourists. This trend is not recent. Data from the Medical Tourism Association (MTA, 2017) indicates that in 2016-2017, 40% of medical tourists sought healthcare in the USA, 16% in

Germany, and 12% in Turkey. Turkey's position among the top three medical tourism destinations is evident.

Turkey's strengths in the medical tourism market include a strong institutional healthcare system that meets international standards, easy transportation, unique cultural and demographic characteristics, a strong tourism infrastructure, and competitive pricing policies that stand out in the medical tourism market. Turkey is ranked third in the list of countries recommended by medical tourism market intermediaries, after India and Costa Rica (Peters & Sauer, 2011). On the other hand, Turkey's weaknesses in the medical tourism market include its inadequate advertising and promotion policies, its lack of institutional cooperation and coordination, the intercultural understanding and language problems experienced by medical tourism professionals (Büyük, 2023a), strategic and political mistakes made in some cases, and the inadequacy of intermediaries. Turkey's threats in the medical tourism market include uncertainties and inconsistencies in insurance systems, as well as examples of service deficiencies, bureaucratic problems such as visas, or erroneous practices, even if they are isolated (Büyük, 2023b; Şeker & Solak, 2020).

3. MEDICAL TOURISM MARKET ADVANTAGES OF TURKEY

Turkey's growing prominence in the medical tourism market can be attributed to both global factors such as the aging of the world's population (Bookman & Bookman, 2007), the rising cost of healthcare in developed countries (Zhang et al., 2022), and the ease of transportation (Erdoğan & Yılmaz, 2012), as well as its own unique characteristics. These are, in detail:

3.1. Advanced Healthcare Infrastructure and Experienced Healthcare Personnel

Turkey has an advanced healthcare infrastructure. There are many modern hospitals and clinics equipped with advanced technologies in the country, and there are many experienced doctors and nurses working in these institutions (Yıldız & Khan, 2016). This advanced healthcare infrastructure makes it easier for medical tourists coming to the country to access medical services. The most preferred specializations in medical tourism in the country include cosmetic surgery, dentistry, ophthalmology, cardiovascular surgery, orthopedics, oncology, infertility treatment, IVF, etc. According to data from the International Healthcare Research Center (IHRC, 2020-2021), Turkey ranks 8th among the countries offering the highest quality medical tourism services in Europe and 30th in the world. The most preferred specializations in medical tourism in the country include cosmetic surgery, including hair transplantation and facial aesthetics, all dental treatments, ophthalmology, heart surgery, orthopedics, cancer treatment, infertility treatment, organ transplants, etc. (Büyük, 2023b). This advanced infrastructure also shortens treatment waiting times.

3.2. Short Waiting Time for Surgery and Treatment

Turkey's advanced healthcare infrastructure and skilled medical professionals shorten the waiting times that various countries experience before treatment. This short waiting time is a major advantage for Turkey, as it is a key factor in medical tourists' destination choices. Medical tourists from developed countries focus on the quality of medical services and the short waiting times (Cohen, 2008). For example, Tontuş (2017) notes that the waiting time for prostate cancer surgery in any country in the world can be up to six months, while this operation can be performed in Turkey within three days at the latest. As is well

known, the timing of starting treatment is critical in some diseases, such as cancer. Research has shown that the short waiting time is a major motivation factor for medical tourists who come to Turkey for cancer treatment (Büyük & Akkuş, 2022c; 2022d).

Similarly, it is known that medical tourists who participate in geriatric tourism activities also prefer short waiting times due to their age. These tourists also tend to avoid long journeys due to their general health conditions, choose destinations with climate conditions that do not strain them, and use alternative medicine offered by thermal sources in some medical areas such as orthopedics. From this perspective, Turkey's unique conditions can offer them important comforts (Büyük & Akkuş, 2022a; 2022b). On the other hand, according to Ile and Tigu (2017), it is expected that the number of individuals aged 65 and over will reach 180 million by 2025 due to many factors. This situation will have an impact on the development of geriatric tourism, which is one of the types of medical tourism, just like many other types of medical tourism.

3.3.Affordable Healthcare Services

Healthcare services in Turkey are offered at more affordable prices than in other countries. It is known that countries that are prominent in the medical tourism market have a strategic advantage in terms of price differences. According to Baser and Abdulkadir (2013), there are significant price differences between developed countries and developing countries, especially in the fields of heart surgery, prostheses, cancer, etc. According to OECD (2021) data, medical services offered in Turkey cost an average of 20% of the competing countries in the medical tourism industry, 12.5% of the global average, 30% of Europe, and 65% of the United States. For example, the average price for a heart bypass in Turkey is

\$17,200. The same operation costs an average of \$123,000 in the United States. Similarly, medical tourists pay an average of \$1,500 for a dental implant in Turkey, while the same procedure costs an average of \$4,000 in the United Kingdom. This situation manifests itself as a tendency to focus on the cost factor for medical tourists coming from developed countries to developing countries (Cohen, 2008).

Table 1. Vacation, Accommodation and Food costs in the World's Leading Destinations²

Country	Vacation Cost ³ (\$)	Accom. Cost (\$)	Food Cost (\$)
Switzerland	287	338	63
USA	283	259	58
France	249	325	45
United Kingdom	191	190	46
Holland	187	198	49
Italy	178	182	48
Greece	166	159	43
Germany	162	160	43
Spain	160	134	40
Singapore	156	198	37
Austria	148	167	40
Portugal	146	126	43
Mexican	127	99	29
South Korea	114	103	17
Thailand	84	72	17
Bosnia and Herzegovina	75	65	29
Russia	67	61	14
Cuba	41	46	9.97
India	39	34	10
Turkey	32	26	11

Source: (Retrieved from <https://www.budgetyourtrip.com>)

The same situation is also valid for other costs in the country. For example, if we look at the big cities, the average

² Average-per person-daily

³ In major cities of the country

hotel price per person in Turkey is calculated as \$26. For the same expenses, a tourist needs to pay \$126 in the US, \$190 in the UK, and \$325 in France. Similarly, while the average daily food cost in Turkey is \$11, the same tourist must spend \$58 in the US, \$46 in the UK, and \$45 in France. The relevant comparisons are shown in detail in Table 1. Turkey is the cheapest holiday destination in this list.

3.4.Cultural Advantages of Turkey

Cultural advantages are among the motivation factors that medical tourists are influenced by, albeit not primarily, from a secondary or tertiary perspective when developing their travel intention. It should not be forgotten that although the first driving force for the trip to occur in medical tourism is even health concerns, there is also recreational participation in this type of tourism. If this recreational participation which can vary depending on the severity of the disease already suffered and the severity of the operations (Connell, 2011), demographic situations (Angela et al., 2020; Cohen, 2008; Wongkit & McKercher, 2013), does not exist, it is also impossible to say that medical tourism technically exists.

Cultural advantages should be examined under two separate subheadings as the desire to experience exotic and different experiences that exist depending on the culture and the individual's choice of destinations close to his own culture. Medical tourists can exhibit two very different trends, such as traveling to destinations close to their own culture to avoid difficulties in terms of language, religion, habits, etc., and experiencing exotic experiences that offer some habits very different from their own culture. For example, while countries such as Malaysia, Iran, and Dubai host a significant number of medical tourists from the Islamic geography surrounding them (Khan & Alam, 2014; Moghimehfar & Nasr-Esfahani, 2011;

Rahman et al., 2011; Rokni & Park, 2019), Turkey is demonstrating the advantage of cultural unity due to the fact that it hosts a wide range of medical tourists from Turkic republics and Turkish diasporas (Yirik et al., 2015) besides its religious unity with Islamic countries.

The second important issue is the desire to experience different experiences that arise from cultural differences. This is also a very common behavior among these tourists. Experiences in countries with high cultural advantages, such as India, Thailand, Singapore, Cuba, China, and Argentina (Ingram et al., 2013; Noree et al., 2015; Vindrola-Padros, 2015; Nazneen et al., 2019), also attract medical tourists. Historical and cultural advantages in these countries can offer a very rich range of experiences, from music to gastronomy, which can also affect medical tourists' destination choices as a side factor. Turkey is in an advantageous position in medical tourism thanks to its different culture, rich history, cultural, and gastronomic values (Bulut & Şengül, 2019).

3.5. Turkey's Geographic Advantage

Turkey is in the center of the Middle East, Europe, and the CIS countries. This location makes Turkey an important health services center for millions of people living in these regions. This situation increases the accessibility of the country, which is in the center of various neighboring countries with a total population of 2.5 million (Büyük, 2023b). A similar advantage to the advantageous situation that Mexico experiences in medical tourism due to its proximity to the United States (Ghasemi et al., 2021) is also valid for Turkey. This accessibility opportunity lowers the transportation costs and shortens the transportation time to Turkey, which is in the center of three continents and is rich in transportation opportunities and diversity (Ağazade & Ergün, 2023). According to the results of a study conducted by Johnson

and Garman (2015) on a large sample of 195 countries, it was determined that the cost and duration of travel are important factors that affect medical tourism. Therefore, Turkey's strategic advantage due to its geographical location puts it in a stronger position than its competitors in the medical tourism market.

3.6. Turkey's Accredited Healthcare Facilities

Accreditation is a document that shows that a healthcare facility provides services that meet international standards. These accreditations are an indication that healthcare facilities provide services with high quality standards (Binler, 2015). This situation creates an important element of assurance for medical tourists and affects their destination preferences. It is known that one in five patients in the world prioritize accreditation first in their choice of healthcare facility (Sağ & Zengül, 2019).

When it comes to international health standards, there are many healthcare accreditation systems, such as ACHS, CCHSA, HAS, and AHRQ. However, the most widely used and comprehensive accreditation organization among these is known as Joint Commission International (JCI) (Montagu, 2003). As of 2023, there are close to 1,000 accredited healthcare facilities worldwide by JCI. Accredited healthcare facilities increase Turkey's competitive power in medical tourism. Accredited organizations, with their advanced technologies and expert staff, provide high-quality healthcare services to medical tourists. Turkey has 34 healthcare facilities that have received JCI certification and is ranked 7th in the world in terms of accredited healthcare facilities (JCI, 2023). When looking at the distribution of accredited healthcare facilities in Turkey, it is seen that they are concentrated in private hospitals (Şahbaz et al., 2012).

3.7.The Beginning of the Implementation of Policies for the Development of Medical Tourism in Turkey

The development of medical tourism in Turkey has accelerated since the 2010s. With the beginning of medical tourists visiting the country, a series of policies and regulations have been implemented by the Ministry of Health of the Republic of Turkey to develop medical tourism. These studies for the development of medical tourism in Turkey are carried out in order to evaluate the potential of medical tourism, increase the competitiveness of Turkey as a medical tourism destination, and provide medical tourism in a safe, quality, and accessible way. Within the scope of the studies, the development of the health infrastructure was prioritized. In this context, many new health institutions, hospitals, and clinics with technologies meeting international standards have been built in the country, studies have been initiated to modernize and strengthen the equipment of existing institutions, and various promotional campaigns have been prepared in order to use the existing resources effectively in medical tourism. In 2019 (Turkey-Legal Gazette, 2018), the International Health Services Inc. (USHAŞ), an important step for the development and promotion of medical tourism in Turkey, was established by the Ministry of Health of the Republic of Turkey. USHAŞ has taken on the duties of providing authorization certificates to organizations operating health services in Turkey, making international promotion of medical services, carrying out mediation activities, producing and implementing projects. With the establishment of USHAŞ, it is aimed to carry out the management and marketing activities of medical tourism in Turkey in a more systematic and professional way.

At this stage, USHAŞ has taken on the duties of providing authorization certificates to organizations operating health services in Turkey, making international promotion of medical services, carrying out mediation activities, and producing and

implementing projects. USHAŞ is working to increase the number of health institutions with international accreditation for this goal, promoting Turkey as a medical tourism destination internationally, and organizing accommodation, transportation, and other services for medical tourists. In addition, health institutions that do not have the International Health Tourism Authorization Certificate are not allowed to provide services to medical tourists in the Republic of Turkey (Turkey-Legal Gazette, 2017), and tour operators are also required to have the "International Health Tourism Intermediary Institution Authorization Certificate" (TÜRSAB, 2017). At this point, in addition to the fact that health institutions in the country are being encouraged to have international accreditation, the institutionalization and development of Turkey's medical tourism policy are being systematically addressed thanks to the studies mentioned above.

4. CONCLUSION

Turkey has been one of the most popular medical tourism destinations in the world in recent years. The country has a significant medical tourism potential, and it is expected to become one of the leading players in the growing market. The evaluation of this potential can provide significant contributions to the country's economy. The improvement of policies and regulations in medical tourism will ensure that medical tourism is performed in a more transparent and reliable manner. For this, special attention should be paid to the promotion and marketing of medical tourism, education, and accreditation activities. The promotion and marketing of medical tourism will ensure that potential medical tourists choose Turkey. Increasing the number of policies and campaigns aimed at the development of medical tourism by governments and healthcare professionals will increase interest in medical tourism and contribute to the increase

in the number of accredited healthcare facilities. The development of education and training activities in medical tourism will ensure that the medical tourism sector develops in a more professional manner. The increased importance given by healthcare organizations to accreditation processes will contribute to the increase in the number of accredited healthcare facilities. In particular, the increase in accreditation rates in public hospitals will further increase Turkey's competitiveness in medical tourism.

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CUSTOMER CITIZENSHIP BEHAVIOR IN HOSPITALITY ENTERPRISES

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1. INTRODUCTION

Globalization has a significant impact on the service industry, as it does in other sectors. Therefore, service businesses must improve their competitiveness to thrive and survive in today's economy (Yi and Gong, 2008a). As service businesses face the ongoing challenges of gaining and maintaining competitive advantage both locally and globally (Liu et al., 2020), they are actively seeking novel approaches to increase their competitive advantage (Zhu et al., 2021). While businesses used to focus primarily on gaining a competitive advantage through their employees (Yi and Gong, 2006), in recent years, a new emphasis has emerged that center on customers rather than employees (Groth, 2005; Liu and Tsaur, 2014; Balaji, 2014; Kim and Choi, 2016; Tung et al., 2017; Tonder et al., 2018). This shift in focus has become increasingly important in today's market. Particularly in service industries that intensively target international markets, such as tourism, the motivation for customers to voluntarily perform positive extra-role behaviors is steadily increasing in order to achieve global competitiveness (Kim and Choi, 2016; Lara et al., 2017; Tung et al., 2017; Hossain

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et al., 2020; Liu et al., 2020). Today, customers are recognized as not only service consumers, but also as potential human resources that perform positive behaviors for organizations (Groth, 2005; Chung, 2006; Bove et al., 2009; Liu and Tsaur, 2014; Zhu et al., 2016; Choi and Lotz, 2018; Woo, 2019; Gong and Yi, 2019; Hossain et al., 2020). Therefore, the customer's role is transforming from solely being a service consumer (Chung, 2006) to being a partial or temporary employee of the enterprise (Liu and Tsaur, 2014; Zhu et al., 2016; Woo, 2019; Gong and Yi, 2019; Hossain et al., 2020), which affects various aspects such as quality and performance (Bove et al., 2009; Choi and Lotz, 2016; Xie et al., 2017). Nowadays, managing customers as well as employees in the context of human resources (Yi and Gong, 2008a) has become an increasingly important issue for enterprises (Kim and Choi, 2016; Tonder et al., 2018; Zhu et al., 2021) in order to provide sustainable competitive advantage (Bove et al., 2009; Fowler, 2013; Tung et al., 2017) through increased quality and performance (Yi and Gong, 2006; Xie et al., 2017; Woo, 2019; Li and Wei, 2020; Liu et al., 2020). In this context, enterprises are increasingly trying to involve their customers in the service production process (Yi and Gong, 2006) with various practices based on the co-production approach (Choi and Hwang, 2019).

Customers may engage in behaviors that contribute to the enterprise during and after the service purchase process, similar to employees (Bettencourt, 1997; Groth, 2001; Yi and Gong, 2008a; Bove et al., 2009; Cova and Dalli, 2009; Kim and Choi, 2016; Choi and Lotz, 2016; Liu et al., 2020). These behaviors refer to the behaviors of customers towards the enterprise, employees and other customers that affect the performance and quality of the enterprise (Yi and Gong, 2006; Chung, 2006; Xie et al., 2017; Woo, 2019; Li and Wei, 2020). These behaviors are categorized into two main headings, as in-role and extra-role

behaviors (Bettencourt, 1997; Groth, 2005; Bove et al., 2009; Balaji, 2014; Choi, 2015; Choi and Lotz, 2016; Woo, 2019). In-role behaviors refer to the behaviors expected from the customer and necessary for the success of service delivery (Bove et al., 2009; Choi, 2015; Woo, 2019). For instance, customers are expected to complete registration forms during check-in process or serve themselves in a self-service restaurant. These in-role behaviors are necessary for receiving the service, and the customer must perform them. Customer involvement and co-production approach can be given as examples of in-role customer behaviors in which the customer must participate in service production and/or delivery processes in order for service delivery to take place (Choi, 2015; Woo, 2019; Choi and Hwang, 2019). In this approach, the customer must carry out the prescribed behaviors to receive the service (Bove et al., 2009). Otherwise, service delivery will not be possible. On the other hand, extra-role behaviors, refer to voluntary customer behaviors that are not necessary for service delivery (Groth, 2005; Yi and Gong, 2008a; Choi, 2015; Choi and Lotz, 2016; Woo, 2019). While extra-role behaviors contribute to the enterprise with the value they create, they are not expected to be performed by customers in terms of service delivery (Groth, 2001; Bove et al., 2009; Choi, 2015; Tung et al., 2017). For instance, customers helping staff, sharing service experiences with management, or giving positive feedback about the company to others can be shown among the extra-role behaviors. The main difference between in-role and extra-role behaviors is necessity and obligation. Thus, while in-role behaviors refer to obligatory behaviors that are necessary for service production, extra-role behaviors consist of voluntary behaviors that are not necessary for service production (Ferraz, 2018; Tonder et al., 2018). Previous studies on customer behavior primarily focused on in-role behaviors, like co-production (Gruen et al., 2000; Auh et al., 2007; Rauyren and Miller, 2007; Balaji, 2014). However, there

has been a growing interest in extra-role behaviors from customers, such as customer citizenship behavior (Yi and Gong, 2006; Yi and Gong, 2008b; Kim and Choi, 2016; Xie et al., 2017; Tung et al., 2017; Hossain et al., 2020; Zhu et al., 2021).

Customer citizenship behavior has arisen due to the adaptation of organizational citizenship behavior (Organ, 1988), a concept that has frequently appeared in management literature (Groth, 2005; Bove et al., 2009; Yi and Gong, 2013; Choi and Lotz, 2018). This adaptation occurred because customers are now seen as partial employees (Ford, 1995), with the belief that they can perform citizenship behavior in the same way as employees (Bettencourt, 1997). Different terminology has been utilized in the conceptualization of customer citizenship behavior. Ford (1995) introduced the concept of voluntary customer behavior, which was later emphasized by Bettencourt (1997) as voluntary customer performance. Ahearne et al. (2005) addressed the issue using the term customer extra-role behaviors. Later, Groth (2005) introduced the widely accepted concept of customer citizenship behavior to the literature. Subsequently, Bove et al. (2009) brought attention to the concept of customer organizational citizenship behavior and accentuated its importance in organizations, which served as the foundation for further research on the subject. Although different terms have been used by different authors (Ford, 1995; Bettencourt, 1997; Ahearne et al., 2005; Groth, 2005; Bove et al., 2009), it can be considered that the concepts used have similar meanings (Yi and Gong, 2008a; Choi, 2015; Kim and Choi, 2016; Lara et al., 2017; Tung et al., 2017; Choi and Lotz, 2018). Nguyen et al. (2014) contend that customers may exhibit various forms of voluntary behaviors. Subsequently, the authors put forward different dimensions of customer citizenship behavior that highlight diverse types of voluntary behaviors. The most common of these dimensions are feedback (Groth, 2005; Bove et al., 2009; Yi and Gong, 2013),

helping (Groth, 2005; Bove et al., 2009; Yi and Gong, 2013), advocacy (Yi and Gong, 2013) and tolerance (Yi and Gong, 2013). Bettencourt (1997) defines customer citizenship behavior as voluntary actions carried out by customers which affect the quality of service offered by an enterprise. Similarly, Groth (2005) describes customer citizenship behavior as being those voluntary and discretionary behaviors of customers that are not necessary for the successful production and/or delivery of the service, but that contribute to the enterprise in general. According to Ford (1995), customers may engage in voluntary behaviors such as reporting business-related problems to employees and recommending the business to others. Similarly, Bettencourt (1997) noted that customers may engage in voluntary behaviors such as sharing positive experiences with others and developing positive attitudes towards other customers and employees. According to Groth (2005), customers can engage in voluntary behaviors, such as assisting other customers and sharing new ideas with the business, that can contribute to the improvement of the service. These behaviors are described as customer citizenship behaviors that the business does not need for service delivery or provision, but when exhibited, they will contribute to the quality and performance of the enterprise (Fowler, 2013; Mandl and Hogueve, 2020; Li and Wei, 2020; Zhu et al., 2021). Behaviors such as these can have a positive impact on employee performance, the business, and even other customers. This can contribute to the creation of a desirable environment for all parties involved in the service delivery process (Bove et al., 2009). Previous research has demonstrated that customer citizenship behavior has a positive impact on various factors, including business performance (Xie et al., 2017; Gong and Yi, 2019), marketing activities (Chung, 2006), service quality (Choi and Lotz, 2016; Liu et al., 2020), and customer satisfaction (Bettencourt, 1997; Woo, 2019; Zhu et al., 2021). The positive results have generated interest in the subject in both academia and

industry (Gilde et al., 2011; Jung et al., 2017; Ferraz, 2018). Investigating the factors underlying customers' voluntary behaviors that contribute to the enterprise has also become an important topic (Choi, 2015; Dang and Arndt, 2017; Gong and Yi, 2019; Li and Wei, 2020; Zhu et al., 2021).

Customer citizenship behavior is theoretically based on (Groth, 2001; Balaji, 2014; Choi, 2015; Tonder and Beer, 2018; Ferraz, 2018) social exchange theory (Blau, 1964). In social exchange theory, it is known that personal relationships between parties are based on perceived benefits and costs in the social exchange process. The benefit obtained by one of the parties in the relationship creates an obligation to reciprocate (Blau, 1965; Groth, 2005; Gilde et al., 2011; Xie et al., 2017; Chan et al., 2019). In the context of social exchange theory, the customer's benefit as a result of the exchange between the enterprise and the customer may create a sense of obligation to reciprocate to the enterprise (Groth, 2001). The customer may exhibit some voluntary behaviors that will contribute to the enterprise with the desire to reciprocate the benefits (Yi and Gong, 2008b; Di et al., 2010; Xie et al., 2017; Dang and Arndt, 2017; Tung et al., 2017; Gong and Yi, 2019).

The labor-intensive nature of hospitality enterprises (Johnston and Fern, 1999; Fu, 2003; Koç, 2017) and simultaneous consumption characteristics (Zeithaml et al., 1985) lead to intense interactions between customers and employees (Lewis and McCann, 2004; Tsao, 2018) and customers and other customers (Tung et al., 2017) in the service delivery process. The analysis of customers' personal interactions with employees and other customers during the service delivery process can be conducted using the social exchange theory (Yi and Gong, 2006). From this perspective, customer reciprocity may be triggered by beneficial behaviors displayed by employees or other customers. Therefore, each interaction a customer has during the service delivery

process has the potential to result in customer citizenship. Previous research has demonstrated that interactions with enterprises (Verleye et al., 2014; Nguyen et al., 2014; Cheng et al., 2016), employees (Yi and Gong, 2008a; Bove et al., 2009; Chan et al., 2017; Chen et al., 2019), and other customers (Yi et al., 2013; Kim and Choi, 2016; Jung and Yoo, 2017) have a significant impact on customers' citizenship behaviors.

Customer citizenship behavior is a relatively new topic that emerged in marketing literature in the late 1990s (Ford, 1995; Bettencourt, 1997; Groth, 2005). In the field of tourism, there is a growing interest in customer citizenship behavior (Lara et al., 2017; Liu et al., 2020); however, further studies are needed to fully understand this phenomenon (Tung et al., 2017; Hossain et al., 2020). Services are produced, delivered, and consumed simultaneously in an environment where customers are physically in attendance (Zeithaml et al., 1990). In this context, it can be stated that there is a significant interaction between customers, employees, and even other customers (Tung et al., 2017; Tsao, 2018). It is known that interactions in such service spaces significantly affect business performance (Kelley et al., 1990; Yi and Gong, 2006; Liu and Tsaor, 2014). In this respect, it is seen that the studies conducted in the field of hospitality industry focus on how customer behaviors can contribute to business performance (Lara et al., 2017). According to Lara et al. (2017), customer citizenship behavior can lead to a reduction in hotel costs, prevent potential problems, and avoid wasting hotel resources. In this context, it is important for enterprises to understand how to motivate their customers to engage in customer citizenship behavior (Bettencourt, 1997; Yi and Gong, 2008a; Kim and Choi, 2016). Effective management of customer behavior is crucial for maintaining a competitive advantage in the enterprise (Bettencourt, 1997; Groth, 2001).

2. CUSTOMER CITIZENSHIP BEHAVIOR CONCEPT AND DEVELOPMENT PROCESS

Customer citizenship behavior is a novel approach that emerged as a result of the adaptation of organizational citizenship behavior to customers (Bettencourt, 1997; Yi and Gong, 2008a; Bove et al., 2009; Choi, 2015; Choi and Lotz, 2016), when customers started to be considered as partial employees who contribute to value creation by firms (Groth, 2005). There are similarities between the organizational citizenship behavior performed by employees and customer citizenship behavior because of its fundamental basis. Both approaches involve voluntary behaviors that benefit the enterprise (Choi, 2015). While organizational citizenship focuses on voluntary behaviors performed by employees towards the enterprise, customers and other employees (Organ, 1988), the focus of customer citizenship behavior is on voluntary behaviors performed by customers towards the enterprise, employees and other customers (Bettencourt, 1997; Groth, 2005; Bove et al., 2009; Tonder et al., 2018).

Customer citizenship behavior is one of the extra-role behaviors that are not necessary for service delivery or production, are performed voluntarily by customers, and benefit the enterprise when performed (Bettencourt, 1997; Groth, 2005; Bove et al., 2009). Different concepts with similar meanings have been used by different authors over time to describe voluntary extra-role behaviors performed by customers. Table 1 presents these concepts in chronological order.

Table 1 Concepts Similar to Customer Citizenship Behavior

Concept	Defination	Source
Voluntary Customer Behavior	Voluntary customer behaviors that benefit the business.	Ford, 1995

Voluntary Customer Performance	Helpful and discretionary behaviors exhibited by the customer that support the service quality of the business.	Bettencourt, 1997
Customer Citizenship Behavior	Voluntary and discretionary customer behaviors that are not necessary for the successful production and delivery of the service but are generally helpful to the service business.	Groth, 2005
Customer Extra-Role Behaviors	Extra role behaviors desired by the business that are not necessary for successful service delivery.	Ahearne vd., 2005
Customer Organizational Citizenship Behavior	Voluntary behavior external to the role of the customer required for service delivery, which aims to provide assistance and helps effective organizational functioning.	Bove vd., 2009

Customer citizenship behavior has been handled with different concepts over time (Ford, 1995; Bettencourt, 1997; Groth, 2005; Ahearne et al., 2005; Bove et al., 2009). When the definitions of different concepts used by different authors are examined, some similar points stand out. Volunteerism is an important issue emphasized in all definitions. Another common point is the emphasis on behaviors that are not necessary for service delivery. This shows that even without such behaviors performed by customers, service production and delivery would not be interrupted (Groth, 2005). Finally, behaviors that benefit the enterprise or behaviors performed for the purpose of benefiting the enterprise are emphasized. The literature discusses the contributions of customer citizenship behavior to enterprises extensively (Bove et al., 2009; Choi and Lotz, 2016; Xie et al., 2017; Woo, 2019; Gong and Yi, 2019; Liu et al., 2020; Li and Wei, 2020). The positive effects of customer citizenship behavior on service quality, business performance and competitive advantage are among the most frequently mentioned topics. The results obtained that customer citizenship behavior benefits the enterprise have recently increased the interest in the subject both

in the sector and in the academy (Liu and Tsaur, 2014; Zhu et al., 2016; Choi and Hwang, 2019; Gong and Yi, 2019; Hossain et al., 2020).

2.1. Dimensions of Customer Citizenship Behavior

In the broadest sense, customer citizenship behavior refers to voluntary actions performed by customers (Groth, 2005). Nguyen et al. (2014) argue that customers can perform numerous types of voluntary behaviors toward the enterprise. Several authors have proposed different dimensions that emphasize various types of customer citizenship behaviors in the context of this idea (Ford, 1995; Bettencourt, 1997; Groth, 2005; Ahearne et al., 2005; Bove et al., 2009; Yi and Gong, 2013). Although there is no consensus on which concept to use to express the subject and its sub-dimensions (Ford, 1995; Bettencourt, 1997; Groth, 2005; Ahearne et al., 2005; Bove et al., 2009), authors agree that the concept has a multidimensional structure (Tung et al., 2017; Choi and Lotz, 2018; Gong and Yi, 2019).

Various authors have proposed different dimensions of customer citizenship behavior, and scales have been developed to measure it in these contexts (Bettencourt, 1997; Groth, 2005; Bove et al., 2009; Yi and Gong, 2013). Table 2 presents the dimensions of customer citizenship behavior proposed by different authors.

Table 2. Dimensions of Customer Citizenship Behavior

Source	Dimensions
Bettencourt, 1997	1) Customer suggestions for service improvements 2) Cooperation 3) Demonstrating goodwill during the service encounter 4) Positive word-of-mouth communication and recommendation
Groth, 2005	1) Recommending the enterprise 2) Helping other customers 3) Providing feedback to the enterprise

Ahearne et al., 2005	1) Recommending the enterprise 2) Advocacy 3) Volunteering 4) Cooperation
Bove et al., 2009	1) Positive word-of-mouth communication 2) Relationship closeness 3) Participation in business activities 4) Helpful actions to facilitate service facilitation. 5) Flexibility 6) Customer suggestions for service improvements 7) Making your voice heard (complaints, etc.) 8) Helping other customers
Yi and Gong, 2013	1) Feedback 2) Advocacy 3) Help 4) Tolerance

Bettencourt (1997) identified four dimensions of customer citizenship behavior: customer recommendations, cooperation, goodwill, and positive comments. Later, Groth (2005) developed a 3-dimensional customer citizenship behavior consisting of recommending the enterprise, helping other customers and giving feedback. Ahearne et al. (2005) defined four dimensions: recommendation, advocacy, volunteerism, and cooperation. Bove et al. (2009) identified eight dimensions by drawing on organizational management and marketing literature. Finally, Yi and Gong (2013) developed four dimensions of customer citizenship behavior: feedback, advocacy, helping, and tolerance. In his bibliometric study on customer citizenship behavior, Ferraz (2018) identified the most frequently used sub-dimensions. Feedback (20%), help (19%), and recommending the enterprise (12%) were found to be the most commonly mentioned sub-dimensions in related studies, according to Ferraz (2018).

2.1.1. Feedback

Feedback is information provided by customers to the enterprise to help improve the service delivery process by its employees (Groth, 2005; Choi, 2015; Choi and Lotz, 2018; Woo, 2019; Mandl and Hogreve, 2020; Li and Wei, 2020). Customers

gain knowledge of the service provided through their experience (Chung, 2006; Woo, 2019; Gong and Yi, 2019). According to Bettencourt (1997), customers' knowledge of the service places them in a unique and significant position to provide guidance to the business in product development. Customers are able to closely observe the production and delivery process of services due to their simultaneous production and consumption. This makes customer feedback more important for product development (Gong and Yi, 2019) and provides the business with the opportunity to evaluate services from the customer's perspective (Bettencourt, 1997; Chung, 2006). In this respect, it is stated that customers are seen as an important source of new ideas and organizational consultants in the development of services (Groth, 2001). Enterprises greatly benefit from customer feedback when improving their services (Woo, 2019). Furthermore, customer feedback can benefit businesses by reducing costs and increasing revenue during product development and introduction process (Chung, 2006).

Customer feedback on the service provided can express positive or negative opinions. Chung (2006) distinguishes these two types of feedback as complaints and compliments. Complaints express dissatisfaction, while compliments indicate satisfaction (Goetzinger et al., 2006; Bove et al., 2009). Complaints are an important source for recognizing and solving problems. However, according to Kotler et al. (2010) and Li et al. (2019), most dissatisfied customers do not voice their concerns, and almost 96% remain silent (Plymire, 1991). When dissatisfied customers leave the business without complaining, it is referred to as silent loss (Chung, 2006). Complaints are crucial information inputs for product development, as they help identify and solve related problems (Chung, 2006; Woo, 2019; Mandl and Hogreve, 2020; Li and Wei, 2020).

Another type of feedback that is characterized as compliments is when satisfied customers express their satisfaction with the service provided to the business (Chung, 2006). Compliments, although less frequently mentioned in the literature (Robinson and Berl, 1980; Filieri et al., 2018; Mancı and Tengilimoğlu, 2021) compared to complaints, provide valuable information to businesses. In recent times, advancements in communication technologies have significantly increased customer feedback frequencies (Chung, 2006). Research on online reviews of hospitality businesses, particularly on the internet, indicates that positive reviews with compliments are more than complaints (Filieri et al., 2018; Filieri et al., 2019; Mancı and Tengilimoğlu, 2021). Feedback is a crucial source of information for enterprises to improve their products and introduce new products, regardless of whether they are compliments or complaints (Gong and Yi, 2019).

2.1.2. Advocacy

Advocacy refers to customers' support of enterprise interests and acting as a supporter of the enterprise (Bettencourt, 1997). In related studies (Groth et al., 2004; Groth, 2005; Yi and Gong, 2013; Balaji, 2014; Choi, 2015; Choi and Lotz, 2018; Tonder and Petzer, 2018; Woo, 2019), similar to positive word-of-mouth communication, advocacy is defined as customers making positive reviews about the business to friends, family and other acquaintances, recommending the business and encouraging them to prefer the products of the enterprises. Effective communication with customers can lead to advocacy behavior towards the enterprise (Tonder and Beer, 2018). Voluntary advocacy behavior contributes significantly to the positive image of the enterprise (Yi and Gong, 2013) and is also an indicator of customer loyalty (Tonder and Petzer, 2018; Woo, 2019).

Chung (2006) argues that word-of-mouth communication has two dimensions. The first is evaluative, where readers associate positive and negative information with the enterprise, and the second is propositional, which offers cognitive advice and warnings to customers about the enterprise. The concept of advocacy behavior is related to the second dimension of word-of-mouth communication. It involves recommending or suggesting the enterprise's product in a manner that positively influences someone else's preference (Yi and Gong, 2013). Advocacy behavior conveys only positive thoughts about the enterprise rather than negative thoughts about the product and the enterprise, unlike word-of-mouth communication (Mandl and Hogreve, 2020). These positive opinions about the enterprise help the enterprise to introduce its products to the market and contribute to its competitive advantage (Gong and Yi, 2019). Furthermore, in the process of making purchasing decisions, customers tend to give more weight to the comments made by other customers (Liu and Park, 2015; Hong et al., 2017; Filieri et al., 2018; Tengilimoğlu and Öztürk, 2020). This makes advocacy behavior more important for enterprises. Customer citizenship behavior involves customers voluntarily advocating for enterprises. Through advocacy behavior, customers defend the enterprise in all environments and respond defensively to negative comments about it. This situation contributes significantly to the enterprise by addressing negative criticisms made about them in environments where enterprises cannot be dominated by other customers exhibiting advocacy behavior.

2.1.3. Help

Help refers to the guiding behaviors that customers exhibit towards others in a given situation (Yi and Gong, 2013; Li and Wei, 2020). During the service encounter process, customers may provide help to other customers or employees of the enterprise (Choi and Lotz, 2018; Woo, 2019). In this regard, help can be

considered as a guiding behavior that customers exhibit toward both employees and other customers (Choi, 2015). The nature of service enterprises, where production and consumption occur simultaneously, necessitates increased interaction and communication among actors. This is achieved by ensuring that customers and employees, as well as customers and other customers, are present in the same location at the same time. In such a service production and delivery process, the helping behavior exhibited by customers benefits both employees and other customers.

According to Yi and Gong (2013), helping behavior can lead to the development of empathy among customers. Enterprises can use customer helping behavior as a tool to create value for both the customer and the enterprise, as well as for the recipient of the help (Tonder and Petzer, 2018). Regarding helping behavior, customers can support each other by providing advice based on their knowledge of product use, which can lead to a positive experience (Anaza, 2014). This can help mitigate potential risks for the enterprise by ensuring that other customers exhibit appropriate behavior during the service encounter process (Bettencourt, 1997; Bove et al., 2009). Customer helping behavior contributes to the success of the enterprise (Tonder and Beer, 2018) by increasing future revenues, market share, and service quality (Chung, 2006; Mandl and Hogueve, 2020). In industries like hospitality, where the service provision process is long and complex, it is important for experienced customers to share information about the service provision process with other customers so that the service provision process can continue without interruption. For instance, a guest who has been staying at the hotel for three days can share their knowledge with other guests who have just checked in. This will help new guests become familiar with the hotel's services and facilities more quickly. New guests often face challenges such as finding the

dining area, understanding service hours, pool rules, room service, and obtaining towels. To inform new customers about such issues, it is recommended to foster a helpful attitude among existing customers.

2.1.4. Tolerance

Tolerance refers to customer behaviors exhibited with understanding and patience towards the enterprise even when the service received does not meet the customer's expectations (Yi and Gong, 2013; Choi, 2015; Choi and Lotz, 2018). According to Zeithaml et al. (1996), tolerance refers to a customer's patience when service quality falls below the desired level. It is common for customers to shift enterprises, especially as a result of service failures (Keaveney, 1995; Miller et al., 2000; Kim et al., 2012). Zeithaml et al. (1993) suggest that service failures temporarily raise customer expectations and lower their tolerance levels. Customer tolerance is crucial in preventing customer loss, even when their expectations are not met, such as in cases of service failure (Woo, 2019).

Thanks to the tolerance behavior developed in customers, it is possible for customers to be patient even if there is a failure in the service provided. Customers who perform tolerance behavior can also avoid making negative reviews to others about the negative experiences they have had. This prevents the spread of negative reviews about the enterprise caused by negative situations. Customers may tolerate reasonable service failures and may not complain about this situation. In this respect, improving the tolerance behavior performed by customers is important both for the enterprise to maintain its relations with its existing customers and to prevent the loss of potential customers.

3. ANTECEDENTS OF CUSTOMER CITIZENSHIP BEHAVIOR

The interest in customer citizenship behavior has increased day by day (Fowler, 2013; Balaji, 2014; Chiu et al., 2015; Jung and Yoo 2017; Tung et al., 2017; Wu et al., 2017; Tonder and Beer, 2018; Zhu et al., 2021) as a result of the contributions of citizenship behavior performed by customers to enterprises such as sustainable competitive advantage (Bove et al., 2009; Li and Wei, 2020) and increasing organizational performance (Tung et al., 2017; Hossain et al., 2020). In this respect, most of the related studies have focused on determining the factors that motivate customers to exhibit citizenship behavior (Bettencourt, 1997; Groth, 2005; Rosenbaum and Massiah, 2007; Yi and Gong, 2008a; Bove et al., 2009; Di et al., 2010; Bartikowski and Walsh, 2011; Yi et al., 2013; Guo et al., 2013; Anaza, 2014; Verleye et al., 2014; Nguyen et al., 2014; Cheng et al., 2016; Kim and Choi, 2016; Jung and Yoo, 2017; Chan et al., 2017; Delpechitre et al., 2018; Chen et al., 2019; Woo, 2019; Hossain et al., 2020; Liu et al., 2020; Zhu et al., 2021). The results obtained in the studies on the antecedents of customer citizenship behavior show that customer citizenship behavior is related to customer-related characteristics (Bettencourt, 1997; Groth, 2005; Di et al., 2010), other customer-related characteristics (Yi et al., 2013; Kim and Choi, 2016; Jung and Yoo, 2017), service-related characteristics (Verleye et al., 2014; Xie et al., 2017; Cheng et al., 2016), employee-related characteristics (Yi and Gong, 2008b; Bove et al., 2009; Chan et al., 2017; Chen et al., 2019) and business-related characteristics (Verleye et al., 2014; Nguyen et al., 2014; Cheng et al., 2016).

3.1. Customer-Related Antecedents

Related studies have shown that various factors, including customer personality and their perception of the service provided,

can influence customer citizenship behavior. Customer characteristics that lead to customer citizenship behavior are summarized from related studies.

Early studies on customer citizenship behavior have focused on customer-related characteristics that lead to such behavior. Groth (2005) conducted a study on 191 online shoppers and found that customer satisfaction leads to customer citizenship behavior. Bettencourt (1997) concluded that customer satisfaction affects customer citizenship behavior through customer loyalty. During the examined period, researchers investigated the impact of customer-related characteristics, other than satisfaction and loyalty, on customer citizenship behavior. Yi and Gong (2008a) found that customers' perceptions of fairness influence their positive and negative emotions during the service receiving process, which in turn affects their customer citizenship behavior. Di et al. (2010) found that customer citizenship behavior is influenced by customers' perception of fairness and trust.

The growing interest in customer citizenship behavior has led to the examination of various factors that impact customer citizenship behavior. Recently, customer-related characteristics such as expertise, self-efficacy, and personality have gained prominence. In a study conducted on several service enterprises, Alves et al. (2016) found that customer expertise and self-efficacy have a positive effect on customer citizenship behavior. Anaza (2014) concluded that customer citizenship behavior is affected by empathy, which is influenced by agreeableness and extraversion, two of the Big 5 personality types. Choi and Hwang (2019) found that customer citizenship behavior is affected by benevolence and proactivity personality traits.

3.2. Other Customers-Related Antecedents

Services are produced, delivered, and consumed simultaneously in an environment where customers are present (Zeithaml et al., 1990). Thus, service delivery process involves intense interaction between customers, employees, and other customers (Tung et al., 2017; Tsao, 2018). As a result, other customers can influence customer attitudes and behaviors (Yi et al., 2013; Kim and Choi, 2016; Jung and Seock, 2017). Previous studies have summarized the characteristics of customers that lead to customer citizenship behavior.

Rosenbaum and Massiah (2007) conducted a study on 207 gym customers and found that social and emotional support provided by other customers has a positive effect on customer citizenship behavior. Verleye et al. (2014) similarly concluded that support provided by other customers has a positive effect on customer citizenship behavior. Kim and Choi (2016) found that the quality of communication between customers affects customer citizenship behavior through the quality of the customer experience. Jung and Seock (2017) argue that customer citizenship behavior is influenced by the quality of communication between customers. Yi et al. (2013) investigated the spillover effect of customer behavior on other customers and found that customer citizenship behavior performed by a customer had a spillover effect on other customers to perform customer citizenship behaviors. They concluded that customer citizenship behaviors performed by other customers influence customers to perform customer citizenship behaviors.

3.3. Service-Related Antecedents

Previous studies have shown that certain features of the service offered can impact customer citizenship behavior (Nguyen et al., 2014; Verleye et al., 2014; Cheng et al., 2016; Xie et al., 2017; Mandl and Hogreve, 2020). This section summarizes

the service-related characteristics that have been found to be effective in influencing customer citizenship behaviors from previous studies.

Verleye et al. (2014) conducted a study on 413 service customers and found that service quality affects customer citizenship behavior through customer satisfaction. Xie et al. (2017) conducted a study on 316 airline passengers and concluded that brand experience during the service delivery process is effective on customer citizenship behavior. In a similar study, Kim and Choi (2016) stated that the quality of experience developed as a result of the quality of the relationship between customers is effective in customer citizenship behavior. Cheng et al. (2016) conducted a study on 299 hotel customers and found that brand loyalty regulates the relationship between perceived value and customer citizenship behavior.

3.4. Employee-Related Antecedents

During the service delivery process, customers interact extensively with employees (Tung et al., 2017; Tsao, 2018). Therefore, employee characteristics can significantly impact customer citizenship behavior (Yi and Gong, 2008b; Bove et al., 2009; Chan et al., 2017; Delpechitre et al., 2018; Zhu et al., 2021). Previous studies have identified employee characteristics that are influential in shaping customer citizenship behavior.

Delpechitre et al. (2018) examined the relationship between the level of emotional intelligence of employees and customer citizenship behavior in a study conducted on 224 service customers. As a result of the study, it was determined that the perception and understanding of customer emotions influenced customers to exhibit customer citizenship behavior. Bove et al. (2009), in a study examining the impact of employees on customer citizenship behavior, concluded that the sense of loyalty developed by customers towards employees, employee

reputation and employee helpfulness are effective on customer citizenship behavior. Yi and Gong (2008b) examined the relationship between organizational citizenship behavior exhibited by employees and customer citizenship behavior and found that organizational citizenship behavior affects customer citizenship behavior through customer satisfaction and customer loyalty.

3.5. Enterprise-Related Antecedents

In related studies, it is stated that another factor affecting customer citizenship behavior is enterprise-related characteristics (Gong and Yi, 2019; Zhu et al., 2021). Enterprise-related characteristics that are found to affect customer citizenship behavior are summarized from previous studies.

Chen et al. (2019) found that organizational legitimacy perceived by customers is effective in customer citizenship behavior. Bettencourt (1997) concluded that organizational support provided to the customer by the enterprise is effective in customer citizenship behavior. Guo et al. (2013) stated that organizational socialization affects customer citizenship behavior, while Bartikowski and Walsh (2011) found that organizational image is effective in customer citizenship behavior. Apart from these, corporate social responsibility (Kim et al., 2020), organizational identity (Ahearne et al., 2005) and ethical corporate identity (Karaosmanoğlu et al., 2016) are among the enterprise characteristics that are effective on customer citizenship behavior.

4. CONSEQUENCES OF CUSTOMER CITIZENSHIP BEHAVIOR

Early studies on customer citizenship behavior focused on its antecedents, while later studies addressed its consequences

(Gong and Yi, 2019). However, the related studies (Yi and Gong, 2008a; Anaza and Zhao, 2013; Chen et al., 2015; Ponnusamy and Ho, 2015; Kim and Choi, 2016; Zhu et al., 2016; Lara et al., 2017; Xie et al., 2017; Tonder and Beer, 2018; Tonder et al., 2018; Tonder and Petzer, 2018; Choi and Lotz, 2018; Woo, 2019; Li and Wei, 2020; Hossain et al., 2020; Liu et al., 2020; Zhu et al., 2021) focus on customer citizenship behavior as the final target variable. This can be explained by its importance for enterprises. Customer citizenship behavior refers to voluntary actions taken by customers that benefit the enterprise (Bettencourt, 1997; Groth, 2001; Yi and Gong, 2008a; Bove et al., 2009; Cova and Dalli, 2009; Kim and Choi, 2016; Choi and Lotz, 2016; Liu et al., 2020). In this respect, each type of voluntary behavior has positive consequences for the enterprise. For instance, customers' recommendation of a business to others can provide a competitive advantage, while their tolerance can help establish long-term relationships (Bove et al., 2009; Choi and Lotz, 2016; Xie et al., 2017; Li and Wei, 2020). For such reasons, customer citizenship behavior is seen as an ultimate result to be achieved. However, recently, as Gong and Yi (2019) state, empirical studies (Lengnick et al., 2000; Guo et al., 2013; Alves et al., 2016; Gong et al., 2016; Hsieh et al., 2018; Mandl and Hogreve, 2020) that focus on the outcomes of customer citizenship behavior as an intermediate variable have become widespread. Therefore, when discussing the consequences of customer citizenship behavior, it is necessary to address both conceptual implications and the results obtained through empirical studies.

Regarding conceptual implications, it has been stated that customer citizenship behavior has a positive impact on the development of long-term customer relationships, co-creation of value, and marketing activity efficiency (Choi, 2015; Choi and Lotz, 2018). Research has shown that implementing this strategy can enhance enterprise and employee performance, reduce

operating costs, and contribute to the business financially (Xie et al., 2017; Tung et al., 2017; Woo, 2019; Hossain et al., 2020; Gong and Yi, 2019; Lara et al., 2017; Choi, 2015). Research suggests that customer citizenship behavior can positively impact both employees and other customers by contributing to the creation of a desirable environment during the service delivery process (Bove et al., 2009). Many authors have accepted that customer citizenship behavior provides sustainable competitive advantage to businesses and increases interest in the subject (Bove et al., 2009; Choi and Lotz, 2016; Xie et al., 2017; Li and Wei, 2020; Gong and Yi, 2019).

There is a limited number of empirical studies that focus on the consequences of customer citizenship behavior compared to its antecedents (Choi, 2015). These studies can be categorized into two main headings: those related to customers (Lengnick et al., 2000; Guo et al., 2013; Alves et al., 2016; Gong et al., 2016; Hsieh et al., 2018; Mandl and Hogleve, 2020) and those related to employees (Yi et al., 2011; Shannahan et al., 2017).

Alves et al. (2016) found that customer citizenship behavior has a positive impact on the benefits perceived by customers. Similarly, Lengnick et al. (2000) concluded that customer citizenship behavior also positively affects customers' perception of service quality. Gong et al. (2016) found that customer citizenship behavior affects customer autonomy, and that customer autonomy, in turn, reduces stress and increases customer value and well-being. Mandl and Hogleve (2020) state that customer citizenship behavior is effective in repeat purchase behavior, while Guo et al. (2013) concluded that customer citizenship behavior is effective in customer well-being and satisfaction. Similarly, Hsieh et al. (2018) found that customer citizenship behavior has a significant impact on customer well-being and satisfaction. In addition, there are results that show the

effect of customer citizenship behavior on trust and attitudinal loyalty (Revilla et al., 2017).

Studies have shown that customer citizenship behavior has an impact on employee behavior and attitudes (Yi et al., 2011; Shannahan et al., 2017). Yi et al. (2011) found that customer citizenship behavior positively affects employee satisfaction and commitment, but negatively affects turnover intentions. Shannahan et al. (2017) found that customer citizenship behavior positively affects salesperson behavioral performance and salesperson output efficiency.

Upon reviewing relevant literature (Groth, 2001; Bove et al., 2009; Garma and Bove, 2011; Gong and Yi, 2019), it is emphasized that customer citizenship behavior can lead to negative consequences for businesses. Bitner et al. (1994) mention that although there are some advantages to customers participating in service production and delivery processes, it can also lead to negative outcomes in certain situations. Bitner et al. (1994) emphasize that if the behavior exhibited by customers is not compatible with the service production and delivery processes, it may lead to the customer's own dissatisfaction. According to this idea, both customer satisfaction and dissatisfaction are attributed to the behavior they exhibit (Groth, 2001). Another type of customer citizenship behavior that can have a negative impact on the business is related to helping behavior (Bove et al., 2009; Garma and Bove, 2011). Customers may recommend competitor businesses that offer better or more suitable products to other customers in order to assist them (Garma and Bove, 2011), or inform a business employee about a better position available at another business (Bove et al., 2009). Both situations can cause negative effects on the customer's willingness to buy.

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TURİZM İŞLETMELERİNDE FİYATLAMA STRATEJİLERİ

Levent KOŞAN¹

1. GİRİŞ

Turizm işletmelerinin ürettikleri mal ve hizmetler, diğer ticari ürünlere göre farklı niteliklere sahiptir. En önemli farklılıklardan biri ise, üretim ve tüketimin eş zamanlı gerçekleşmesidir. Yani, mal veya hizmet müşteriye değil müşteri mal ve hizmete gitmektedir. Bu farklılık temelinde oluşan durum ise, turistik ürün tüketicisinin satın alma kararını mal ve hizmeti görmeden vermesi olarak ifade edilebilir. Bu durum hem tüketici hem de üretici açısından önemli bir problemdir. Çünkü tüketici, ilk kez deneyimleyeceği turistik ürün için değer biçmekte zorluk yaşamaktadır. Bu bağlamda üreticinin sağladığı mal ve hizmetin değerinin müşteri bakış açısında belirlenebilmesi için önce deneyimlenmesi gerekmektedir. Henüz deneyimin gerçekleşmediği noktada tüketici için en önemli faktörlerden birisi fiyat olarak karşımıza çıkmaktadır. Bu nedenle, turizm sektöründe fiyat, fiyatlandırma stratejileri ve yöntemleri, üzerinde durulması gereken önemli bir konudur. İşletme tarafından belirlenen fiyatın, tüketicide satın alma isteğini oluşturması gerekmektedir. Günümüzde işletmeler, yalnızca müşterilerin düşüncelerinden yola çıkarak fiyatlama işlemini gerçekleştirmemektedir. Çünkü işletmelerin nihai amaçları bulunmaktadır. Bu bağlamda ilgili nihai amaçlara ulaşabilecek nitelikte fiyat belirlemek önemlidir (Rızaoğlu, 2004: 197-198). Fiyat, iç ve dış turizm pazarında turizm işletmelerinin arz ettikleri

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mal ve hizmetlere olan talebi etkiler niteliktedir. Turistik bir ürünün fiyatında meydana gelecek herhangi bir değişiklik, turist talebinde de değişikliğe neden olacaktır. Dolayısı ile fiyat, turistik ürün talebinin artmasına ya da azalmasına sebebiyet vermektedir. Fiyatlandırma stratejisinin işletmeye uygun olarak seçilmesi; potansiyelin değerlendirilmesi, mal ve hizmetin talep görmesi ve elde edilecek gelir açısından önem arz etmektedir. Doğru fiyatlandırma kararları, bir mal veya hizmetin piyasada başarılı olabilmesi için en önemli kararlardan birisidir (Zengin ve Şen, 2009: 77).

Ürün fiyatlandırmasının amacı, ürünün hangi özellikleri içermesi gerektiği ve sahip olduğu özelliklerin müşteriye bir değer yaratıp yaratmadığı gibi konularla ilgili kararların verilmesine yardımcı olmaktır. Bu sebeple ürün veya hizmet fiyatlandırması yapılırken temel girdi faktörü olarak sadece ürünün maliyeti değil, bununla beraber müşteriler için yarattığı değer de esas alınması gerekmektedir. Çünkü genel olarak müşteriler bir ürünü satın alma kararı verirken o ürüne biçtikleri değeri göz önünde bulundurmaktadır. Ancak, değer algısının müşteriden müşteriye değişiyor olması, ürünün müşteri açısından değerini belirlemeyi zorlaştırmaktadır. İşletmeler, mevcut fiyatlandırma yöntemlerinin yanı sıra tüketicinin algıladığı değeri belirleyip, bu değer doğrultusunda değer temelli fiyatlandırma stratejilerini mevcut fiyatlandırma stratejileri ile birlikte entegre kullanmalıdır. Çünkü hiçbir tüketici ürüne biçtiği değer üstünde bir fiyat ödemeye istekli değildir (Cross ve Dixit 2005: 483). Müşteriler açısından genellikle bir ürünün değeri, ikame ürünler karşısındaki güçlü ve zayıf yönleriyle fiyatına bağlıdır. Bu bağlamda işletmeler, ürüne katma değer katarak veya marka oluşturarak değer yaratmaktadır. İşletmeler, ürünün rakip ürünler karşısındaki güçlü ve zayıf yönlerini belirleyerek, ürünün zayıf yönlerini ortadan kaldırmalı ve güçlü yönlerini ön plana çıkarmalıdır. Ön plana çıkarılan bu güçlü yönler ürünün artı

değerini yansıtmaktadır. Bu noktada işletmeler, yarattıkları artı değeri parasal değer olarak ifade etmeli ve oluşturacağı daha yüksek fiyat için haklı bir gerekçe göstermelidir (Nagle ve Holden: 2002).

Otel işletmelerinde talebi etkileyen en önemli unsurların başında fiyatlama kararlarının geldiği bilinmektedir. Dolayısıyla işletmelerin fiyatlandırma politikalarında oluşan birtakım eksiklik veya yanlışlıklar talebi önemli ölçüde etkilemektedir. Otel işletmelerde uygulanan fiyatlamanın, hedef kitlenin satın alma gücünün altında belirlenmesi işletmelerin talebinde düşüşe neden olmakta ve bu doğrultuda işletmenin doluluk oranlarında düşüşe neden olabilmektedir. İşletmelerin hedef kitlenin satın alma gücünün üstünde bir fiyatlama stratejisi belirlemesi işletmenin satışlarının düşmesine ve potansiyel karın azalmasına sebebiyet verebilmektedir (Binbay, 2007). Otel işletmelerinin doluluk oranlarını artırabilmeleri ve müşteri talebini sürekli hale getirebilmeleri için fiyatlama stratejilerini iyi belirlemesi ve bu bağlamda kapsamlı fiyatlama analizleri gerçekleştirmeleri gerekmektedir. Oda fiyatının belirlenmesinde, müşterinin biçtiği değer, rakip işletmelerin fiyatlarının ve maliyetlerin dikkate alınması gerektiği unutulmamalıdır. Çünkü oda fiyatı, hem müşteri tercihlerini hem de sektörde faaliyet gösteren işletmelerin gelirlerini doğrudan etkiler niteliktedir (Khanh ve Kandampully, 2004: 398). Dolayısıyla yukarıda ifade edilen unsurlar otel işletmelerinde fiyatlama kararlarını önemli kılmaktadır.

2. FİYAT

Fiyat, işletmeler açısından pazarı ve pazar payını çeşitli şekillerde etkileyen bir değişken olarak ifade edilmektedir. Bu doğrultuda fiyat, satışa hazır halde bulunan mal veya hizmetin satın almak istenmesi durumunda karşılanması gereken parasal değer olarak düşünülebilir (Akca, 2007: 6). Adam Smith'e göre

ise fiyat; mal ve hizmetin nihai sona ulaşmasını sağlamak amacıyla üretici, tüketici ve kaynak sahiplerini bir araya getiren “görünmez el” sistemi olarak ifade edilmektedir. (Gwartney ve Stroup, 2008: 22). Literatürde fiyatın en genel tanımı, “parasal değer ya da bedel” olarak ifade edilmektedir. (Kasapoğlu, 2007: 7). Piyasada mal veya hizmet değişiminin gerçekleşmesi için bir değer belirlenmesi gerekmektedir. Belirlenen bu değer fiyat olarak tanımlanmaktadır (Kotler, Bowen ve Makens, 1996). Fiyat, ‘American Marketing Association’ tarafından 1985 yılında pazarlama unsurları içine dahil edilmiştir. İlgili pazarlama karması unsurları; ürün, dağıtım, tutundurma ve fiyat şeklinde ifade edilmektedir (Indounas, 2006: 415). Fiyat, tüketicilerin ürün algılamalarında önemli bir ölçüt olarak karşımıza çıkmaktadır. Bunun temel sebebi, tüketicilerin bir ürünü satın alırken dikkate aldığı unsurların arasında fiyatın önemli bir yerinin olmasıdır. Tüketiciler, ilk kez bir mal veya hizmet satın alım gerçekleştirecekleri durumlar için fiyatı, genel kalite ve nihai değer gibi noktalarda bir gösterge olarak algılamaktadırlar (Zeithmal, 1988).

2.1. Fiyatlandırma

Fiyatlandırma, işletmelerin ürettikleri mal veya hizmetlere fiyat koyma işlemine denmektedir. Diğer bir ifade ile fiyatlandırma, işletmelerin üretim piyasaya sunduğu ve müşteri ile buluşturduğu mal ve hizmetlerin pazar değerini saptama işlemidir (Yıldırım, 2015: 12). Fiyatlandırma, bir mal veya hizmet için en uygun fiyatın belirlenmesi işlemidir. (Mucuk, 2006). Fiyatlandırmada amaç, genellikle kar sağlamak, rekabet üstünlüğü kurmak, işletme yaşamını sürdürmek, satış hacmini artırmak ve müşteri memnuniyetini sağlamaktır (Tzokas vd. 2000: 193).

Fiyatlandırma kararlarında tüketici isteğine göre mal ve hizmet üretiminin yanı sıra fiyatta uygunluk esastır.

Fiyatlandırma kararları işletmenin mevcut durumundan, hedeflerinden ve amaçlarından etkilendiği için fiyatlama politikalarının esnek tutulması gerekmektedir. Bu sayede her durum ve şartta alternatif fiyatlandırma kararlarına erişilebilir. İşletmelerin mal ve hizmetin fiyatını belirlerken istediği işletme ve pazarlama hedefleri aşağıda maddeler halinde verilmektedir (Mucuk, 2006):

- Cari karın maksimizasyonu,
- Hedef kar,
- Pazar payı,
- Satış gelirinin maksimizasyonu,
- Pazarın kaymağını alma

Firmaların fiyatlandırma kararlarına etki eden çeşitli faktörler yer almaktadır (Çavuşgil, 1996: 67). Fiyatlandırma kararında öncelikle yapılması gereken, fiyatın alt ve üst sınırlarının belirlenmesi işlemidir. Belirlenen ilgili sınırlar fiyatın taban ve tavan değerini oluşturmaktadır. Taban fiyatta maliyetler etkili rol oynarken, tavan fiyatta müşterilerin mal ya da hizmete ödeyebilecekleri en yüksek parasal değer etkili rol oynamaktadır (Kotler, 2002: 221). Bu bağlamda, bir firma zarar edeceğini bildiğini bildiği halde maliyetlerinin altında fiyat belirlememelidir. Aynı zamanda oldukça yüksek kar elde etmek niyetiyle mal veya hizmetin satın alınamayacak düzeyde fiyatının belirlenmemesi gerekmektedir. Bu durum müşterinin ödeme gücünün üzerinde fiyat belirlenmesi anlamına gelmektedir. Bu noktada satış hacmi daralacaktır. Temelde fiyatlandırma işlemi tavan ve taban fiyatı belirleme noktasında karar almak olarak ifade edilebilir. Ancak satışa sunulacak mal veya hizmetin bedeli belirlenirken, rekabet koşulları, müşterinin gözünde değeri, ürünün kalitesi, ikame malların kapasitesi, işletmenin nihai amaçları gibi birçok unsurun da göz önünde bulundurulması gerekmektedir (Kotler vd, 1999).

İşletmeler açısından önemli bir konu olan fiyatlandırma kararları alınırken dikkat edilmesi gereken faktörler; müşteriler, maliyetler, dağıtım kanalları ve rekabet olarak sınıflandırılabilir.

Müşteriler; ürünü satın alacak taraf oldukları için ödeme yapabilme güçleri ve istekleri neticesinde fiyatlandırma kararları üzerinde etki göstermektedir. Rekabetin artması, ikame mal kapasitesinin çoğalması ve teknolojinin hızla gelişmesi ile birlikte müşteriler, bir mal ya da hizmeti satın alma kararı verdiklerinde fiyat konusunda seçim yapabilecekleri alternatifler bulabilmektedir (Kotler vd, 1999: 472). Bu sebeple mal veya hizmetin fiyatının yüksek olması, müşteriler için bir anlam ifade etmelidir. Ürünün satıcısı veya pazarlamacısı ürünün fiyatının yüksek olmasıyla ilgili geçerli gerekçeyi müşteriye sunmalıdır. Çünkü müşterileri, yüksek fiyattan mal veya hizmet almaya yönlendirmek işletmeler açısından oldukça zor bir iştir (Stiving, 2011: 29).

Maliyetler; taban fiyatın belirlenmesindeki en önemli kriter olarak karşımıza çıkmaktadır. Mal veya hizmet bedelinin alt sınırı oluşturmaktadır (Nagle ve Holden, 2002: 15). Ürünün fiyatını etkiler niteliğe sahip olmasına rağmen maliyetleri nihai fiyatın belirlenmesinde dikkat edilmesi gereken tek unsur olarak ifade etmek doğru değildir (Nagle ve Holden, 2002: 15). Bu doğrultuda, maliyetin fiyat üzerindeki rolünü araştıran işletmelerin, üretim hacimlerindeki değişimlerin de öncelikle maliyeti ve sonrasında yapılan hesaplamalar açısından ürün/hizmet fiyatını etkilediğinin unutmaması gerekmektedir (Kozak, 2010: 177).

Dağıtım kanalları; bilgi, fiyatın belirlenmesindeki en önemli unsurlardan bir tanesidir. Dağıtım kanalları, fiyat konusunda üreticileri bilgiye ulaştırmaktadır (Blythe, 2005: 194). İşletmeler yeni pazarlara yöneldiği dönemlerde dağıtım kanalları aracılığıyla bilgi akışını elde etmektedirler.

Rekabet; pazardaki rakipler tarafından uygulanan fiyat politikaları ve fiyat değişimleri durumunda rakiplerin uyguladığı stratejik hamleler de fiyatlandırma kararlarını etkiler niteliktedir. Rekabetin yüksek olduğu bir piyasada faaliyet gösteren işletmeler, rakiplerin fiyat politikalarını ve nihai fiyat kararlarını dikkate almalıdır (Kasapoğlu, 2007). Çünkü fiyatın, rakip işletmelere göre yüksek belirlendiği durumda işletmenin satış hacmi azalma eğilimi gösterecektir.

2.2. Fiyatlandırma yöntemleri

Fiyatlandırma yöntemleri geleneksel yöntemler bağlamında temelde üçe ayrılmaktadır. Bunlardan ilki, maliyeti esas alan ve işletme içi politikaları bünyesinde barındıran maliyete dayalı fiyatlandırmadır. İkincisi, tüketici talebini dikkate alan talebe yönelik fiyatlandırmadır. Üçüncüsü, pazar koşullarını ve piyasadaki rakip işletmeleri dikkate alan rekabete dayalı fiyatlandırmadır. Ancak dikkate alınması gereken diğer bir yöntem bu yöntemlerden farklı olarak karşımıza çıkan değer temelli fiyatlandırma yöntemidir. Geleneksel yöntemler ile birlikte kullanılması gereken değer değer temelli fiyatlandırma, tüketicinin ürüne biçtiği değeri dikkate almaktadır. İzleyen kısımda ilgili dört yöntem en temel hatları ile incelenmektedir.

2.2.1. Maliyete Dayalı Fiyatlandırma Yöntemi

Maliyete dayalı fiyatlandırma yönteminde, işletmeler, fiyatlarını belirlerken değerlendirme ölçütü olarak merkezine maliyetleri koymaktadır. Ancak bu durum maliyetler dışındaki diğer faktörlerin ihmal edildiği anlamına gelmemektedir. Elbetteki maliyet birinci derecede önemli konumdadır öte yandan ürüne olan talep, rakiplerin durumu, mevcut rekabet gibi faktörlerinde dikkate alınması gerekmektedir. Bu doğrultuda maliyete göre fiyatlandırma yöntemi, işletme tarafından belirlenen kar marjının maliyetlere eklenmesiyle ortaya çıkacak

karlılığı sağlamak olarak özetlenebilir. (Courcoubetis ve Weber, 2003: 164).

2.2.2. Talebe Dayalı Fiyatlandırma Yöntemi

Talebe dayalı fiyatlandırma yönteminde, işletmeler ürünlerine yönelik müşteri talebini dikkate alarak fiyat kararlarını vermektedir (Kotler ve Armstrong, 2012: 291). Tüketicilerin istek ve ihtiyaçları, mal veya hizmetten tatmin olma düzeyleri ile ürün veya hizmete ödeme arzuları gibi konular doğrudan talebi etkileyen durumlar olduğundan buna benzer faktörlerin fiyat belirlenirken dikkate alınması gerekmektedir (Bils, 1989: 700; Kotler vd, 1999). Bahsi geçen unsurlar doğrultusunda işletmeler fiyatlarında değişiklikler yapabilmektedir. Ancak bu değişiklikler her zaman olumlu sonuçlar üretmemektedir. Bu durum literatürde üç farklı nedenle açıklanmıştır. Birincisi, (Hoeberichts ve Stokman, 2005: 14) yaptığı araştırmaya göre sık sık fiyat değiştirilmesi, müşteriler tarafından olumlu karşılanmamaktadır. İkincisi, fiyat değiştirmenin ekstra maliyetler doğurmasıdır (Mankiw, 1985: 529). Üçüncüsü ise, mal veya hizmete yönelik talepte bir artış olduğunda, ilgili yöntemi kullanan firmaların fiyatlarını yükseltmesi beklenmektedir. Bu nedenler doğrultusunda, talebin değişmesi durumunda fiyatın değiştirilmesinden elde edilecek olan kar ile fiyat değişiminden doğacak maliyetlerin iyi bir şekilde analiz edilmesi önem arz etmektedir. Bu analiz gerçekleştirilirken üzerinde durulması gereken en önemli konulardan birisi fiyat elastikiyedir. Fiyat elastikiyeti; fiyat değişikliği karşısında tüketicilerin bu değişikliğe karşı satın aldıkları miktarı değiştirmek şeklinde gösterdikleri tepkinin şiddeti (ya da duyarlılık derecesi) olarak ifade edilmektedir (Dinler, 2006: 53).

Talebin fiyat elastikiyeti = Satışlardaki değişim (%) / Fiyattaki değişim (%) formülü ile hesaplanmakta ve bulunan elastikiyet üç şekilde değerlendirilmektedir. Eğer;

- Bulunan deęer > 1 ise talep elastiktir,
- Bulunan deęer < 1 ise talep inelastiktir,
- Bulunan deęer $= 1$ ise talep birim elastiktir (Gürbüz, 1998: 84).

2.2.3. Rekabete Dayalı Fiyatlandırma Yöntemi

Rekabete dayalı fiyatlandırma yönteminde, işletmeler fiyatlama kararı verirken, pazarda yer alan rakiplerinin fiyatlarını dikkate almaktadır (Kotler ve Armstrong, 2012: 299). Elbette bu yöntemde de maliyetler ve talep göz ardı edilmemektedir. Ancak en önemli belirleyici pazardaki rekabet ve rakip fiyatlardır (Parlakkaya, 2004: 517). Diğer bir ifade ile rekabet dayalı fiyatlandırma, rakiplerin fiyatlarının esas alınarak işletmenin ürünün fiyatlandırılmasını içerir. İlgili fiyatlandırma yöntemi, fiyatın en önemli unsur olduğu pazarlarda, homojen mal veya hizmetin rekabette bulunması durumunda uygulanabilmektedir. Genellikle işletmeler, ilgili yöntemi en basit hali ile uygulamaktadır. Yöntemin en basit uygulama hali ise, pazardaki mevcut fiyatın benimsenmesidir.

Rekabete dayalı fiyatlandırma yöntemi literatürde, (Mucuk, 2006; Zengin ve Şen, 2009: 85; 164; Yükselen, 2012: 289) cari fiyatı ya da piyasa fiyatını temel alma ve kapalı zarf usulü olarak iki ayrı alt başlık halinde incelenmiştir.

Cari fiyatı ya da piyasa fiyatı temel alma, piyasada geçerli olan fiyatı temel alarak fiyat belirleme olarak tanımlanabilir. Cari fiyatı ya da piyasa fiyatını temel alma yöntemi genellikle bir firmanın daha önce hiç bulunmadığı bir pazarda ürün satması halinde kullanılmaktadır. Bu yöntem sayesinde, firmalar yeni girecekleri pazardaki rakip firmaların mevcut fiyatlarından yararlanarak, onların elde ettiği kar kadar en azından kar elde edeceklerini düşünmektedir.

Kapalı zarf usulü yönteminde ise, firmalar kapalı bir zarf ile fiyat tekliflerini vermekte ve işi almaya çalışmaktadır (Mucuk, 2006).

2.2.4. Değer Temelli Fiyatlandırma Yöntemi

Değer temelli fiyatlandırma yönteminde, işletmeler bir ürünün fiyatını, müşterilerin ilgili ürüne biçtiği değeri baz alarak belirlemektedir. Elbette, ilgili ürünün maliyeti, rakiplerin fiyatları ve ürüne olan talep göz ardı edilmemektedir (Armstrong vd. 2014: 265). Ancak geleneksel yöntemlerde, müşterilerin ürüne biçtiği değer doğrultusunda daha yüksek fiyattan satılabilme olasılığı yok sayılmaktadır. Bu bağlamda değer temelli fiyatlama yöntemi sayesinde ürünün daha yüksek fiyattan satılabilme olasılığı ortaya çıkmaktadır. Değer temelli fiyatlama yönteminde işletmelerin ilk yapması gereken, ürünün güçlü ve zayıf yönlerini belirleyerek nihai değerini ortaya koymaktır. Değerin belirlenmesinde işletme içi ve dışı söz sahiplerinin farklı bakış açıları bulunmaktadır. Üretimden sorumlu yöneticiler, üretim sürecinde ortaya çıkan maliyetlere bakarak ürünün değerini saptamaktadır. Satıcılar ürünün değerini, rakiplerine oranla satış rakamlarına bakarak ortaya koymaktadır. Muhasebeciler, ürünün net kar marjı, ortalama ve marjinal maliyetlerini aynı zamanda satış gelirlerini göz önünde bulundururlar. Pazarlamacılar ise, ürünün pazarda hayatta kalabildiği süreci değer olarak ifade ederler (Gale, 2002: 4).

Tüketicinin satın aldığı mal veya hizmet onun için ekonomik bir değer yaratmaktadır. Ekonomik değer; bir faydanın parasal karşılığı olarak ifade edilebilir. Tüketiciler, ürünü satın alarak maliyetlerini azaltabileceği gibi gelirlerini de yükseltebilir. Tüketiciler, bir ürünün sunduğu ekonomik değeri dikkate alırken, ürünün yalnızca fiziki niteliklerini değil aynı zamanda satış sonrası müşteri hizmetlerini, yaratacağı imajı göz önünde bulundurmaktadır. Tüketicilerin istek ve ihtiyaçları farklı olduğu

için bir ürünün ekonomik değeri, tüketiciden tüketiciye farklılık gösterebilir. Tüketiciler bir ürünün değerini biçerken, ilgili ürünün ekonomik değerini, piyasadaki ikame bir ürünün ekonomik değeriyle karşılaştırır. Eğer tüketici, satın almayı planladığı ürünün, piyasadaki ikame bir üründen daha güçlü yanlarının olduğuna ve daha üstün ekonomik değer sunduğuna inanıyorsa yüksek fiyat ödemeye istekli olmaktadır. Tüketicinin, satın almayı planlandığı ürünün toplam faydasının piyasadaki ikame ürünün fiyatı ile kıyaslamasına karşılaştırmalı değer denmektedir (Gale, 2002: 11). Ortaya çıkan karşılaştırmalı değer fiyatı, piyasadaki fiyattan ne kadar yüksek ise, tüketicinin ürünü satın alma olasılığı o kadar yüksek olacaktır.

Değer temelli fiyatlandırma yönteminin yararları aşağıdaki gibidir (Gale vd. 2006: 1):

- Ürünün, rakip ürünlerden farklı özellikleri belirler.
- Belirlenen farklılıkların müşteri gözünde değerini ortaya koymayı yardımcı olur.
- Rakip işletmelerin ürün fiyatlarının ne kadar üzerinde bir fiyatın oluşturulabileceğini gösterir.
- Müşterilerin önem verdikleri ürün özelliklerinin geliştirilmesine olanak tanır.
- Ürün kıyaslamalarında üstünlük sağlayacak önemli noktaların belirlenmesinde yardımcı olur.

2.3.Turizm İşletmelerinde Fiyatlandırma Stratejileri

Turizm işletmeleri, tüketicilerin istek ve ihtiyaçları doğrultusunda sunmuş olduğu mal ya da hizmete veya bulunduğu ya da hitap ettiği pazara göre aşağıdaki fiyatlandırma stratejilerinden faydalanmaktadır, bu stratejiler;

- Pazarın kaymağını alma stratejisi
- Pazara nüfuz etme stratejisi
- Psikolojik fiyatlandırma stratejisi

- Mevsimsel fiyatlandırma stratejisi
- Coğrafi fiyatlandırma stratejisi
- İndirimli fiyat stratejileri
- Farklı fiyatlandırma stratejileri
- Garantili fiyat stratejisi

2.3.1. Pazarın Kaymağını Alma Stratejisi

İşletmeler niş bir pazara gireceği zaman pazarın kaymağını alma stratejisinden faydalanabilmektedir. Bu strateji, işletmelerin genellikle piyasada eşi benzeri bulunmayan bir ürün özelinde uyguladığı stratejidir. Ürünün ikamesinin olmaması, işletmelerin yapmış oldukları yatırımların geri dönüşünü daha hızlı alabilmek için yüksek fiyat sunma imkanı yaratmaktadır (Yıldırım, 2015: 18). Ancak bu imkan, rakip işletmelerin ilgili pazarı keşfetmesiyle birlikte ortadan kalkmaktadır. Çünkü rakip işletmelerin niş pazarı keşfetmesi, rekabeti artırmakta ve fiyatları düşürmektedir.

2.3.2. Pazara Derinliğine Girme (Nüfuz Etme) Stratejisi

Pazarı ele geçirme stratejisi olarak da bilinen pazara nüfuz etme stratejisinde turizm işletmeleri, kendisini piyasa içerisinde düşük bir konumda tutarak, piyasada kendine pay almayı hızlandırmak istemektedir. Ancak, ilgili stratejiyi uygulayan turizm işletmelerinin kâr marjları düşüş eğilimi gösterecektir. Çünkü ilgili stratejinin turizm işletmelerinde uygulanması halinde, uzun vadede turistik ürünlerin değerinde fiyat belirlenememesi problemi ile karşılaşılacaktır.

2.3.3. Psikolojik Fiyatlandırma Stratejisi

Psikolojik fiyatlandırma temelde tüketicinin davranışlarını baz almaktadır. Turizm işletmelerinde psikolojik fiyatlandırma stratejisinden sıklıkla yararlanılmaktadır. Psikolojik fiyatlandırma stratejisi içerisinde yer alana fiyat sonu

yazım yöntemi ile birlikte ürün ve hizmet fiyatlarının .00'lı fiyat sonlarından çok .99'lu fiyat sonlarıyla tercih edildiği görülmektedir. Fiyat sonlarında yer alan rakamların, müşteri algılarında farklı çağırımlar yaptığı bilinmektedir. Örneğin, .99-.90 sonlu fiyatlar genellikle indirimle bağdaştırılırken, .00 sonlu veya .50 sonlu fiyatlar genellikle kaliteyle bağdaştırılmaktadır (Naipaul S. ve Parsa H.G. 2001).

2.3.4. Mevsimsel Fiyatlandırma Stratejisi

Mevsimsel fiyatlandırma stratejisi, turizm sektörünün mevsimsellik özelliği neticesinde turizm işletmelerin sıklıkla yararlandığı bir strateji olarak karşımıza çıkmaktadır. Faaliyette bulunduğu mevsime göre hizmet veren turizm işletmeleri buldukları mevsimin gereklilikleri yönünde fiyatlarını belirleme eğilimindedir.

2.3.5. Coğrafi Fiyatlandırma Stratejisi

Turizm sektöründeki işletmelerin bir kısmı zincir işletmelerden oluşmaktadır. İlgili işletmelerin belirli standartlara bağlı kalarak merkezler tarafından yönetildiği bilinmektedir. Ancak bu işletmeler her ne kadar belirli standartlar çerçevesinde yönetilse de buldukları coğrafi bölgeye göre fiyatlarında farklılıklar görülebilmektedir (Aydın, 2019). Örnek vermek gerekirse, Marriot grubu uluslararası alanda faaliyetlerini gerçekleştirmektedir. Ancak Antalya'da faaliyet gösteren bir Marriot ile İstanbul'da faaliyet gösteren bir Marriot müşterilerine farklı fiyatlar sunabilmektedir.

2.3.6. İndirimli Fiyat Stratejileri

Turizm işletmelerinde mevcut fiyatların yanı sıra müşterilere özel olarak sunulan indirimli fiyatlar yer almaktadır. Turizm işletmelerinde indirimli fiyatlar genellikle eski müşterilerine yönelik uygulanmaktadır. Bunun haricinde, erken

rezervasyonlarda da indirimli fiyatlar müşteriler için sunulmaktadır (Güner, N. Ş. 2016: 52).

2.3.7. Farklı Fiyatlandırma Stratejisi

Turizm işletmeleri doluluk oranlarını artırabilmek, yeni müşteri kazanımı elde edebilmek ve satışlarını artırabilmek için mevcut durumunu gözden geçirerek mekan ve zamana göre farklı fiyatlar sunabilmektedir. Farklı fiyatlandırma stratejisi tüketiciye, mamule, yere ve zamana göre farklılaştırma olarak görülmektedir. (Güner, N. Ş. 2016: 55).

2.3.8. Garantili Fiyat Stratejisi

Turizm sektöründe faaliyet gösteren işletmeler, yoğunluğun yüksek olduğu dönemlerde müşteriye sundukları mal veya hizmetlerin satışını garantili şekilde gerçekleştirmektedir. Bunun en büyük sebebi turizm sektöründeki ürünlerin stoklanamaz doğasıdır. Diğer bir ifadeyle, satışı gerçekleştirilen mal veya hizmet henüz rezervasyon aşamasında ödemesi alınarak garanti altına alınır. Çünkü turizm işletmeleri temelde zaman satmaktadır. Bu doğrultuda müşteriler ilgili mal ve hizmeti kullanmasa dahi bedelini ödemiş olurlar. Bu sayede turizm işletmeleri yoğunluğun yüksek olduğu dönemlerde kendini garanti altına almış olur (Sökmen, 2002: 36).

3. SONUÇ

Turizm sektöründe müşteri istek ve ihtiyaçları doğrultusunda mal ve hizmet üretimi gerçekleştirmek temel hususlardan birisidir. Müşteri istek ve ihtiyaçları doğrultusunda üretilen mal ve hizmetin müşteriyle buluşması noktasında ise, en önemli karar unsurlarından birisi fiyattır. Rekabetin ve maliyetlerin gün geçtikçe arttığı günümüzde turizm işletmelerinin fiyatlandırma kararları, buldukları pazarda ne şekilde konumlanacaklarının temelini oluşturmaktadır. Bu noktadan

hareketle turizm sektöründe yer alan konaklama işletmelerinin müşterilerin istek ve ihtiyaçları doğrultusunda fiyatlama kararı almaları önem arz etmektedir. Bu bağlamda geleneksel fiyatlama yöntemlerinden olan rekabete dayalı, maliyete dayalı ve talebe dayalı fiyatlamaların yanı sıra konaklama işletmelerinin değere dayalı fiyatlama yöntemini de fiyatlama kararlarına entegre etmeleri ve bahsedilen fiyatlandırma stratejileri ile beraber kullanmaları gerekmektedir.

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ISBN: 978-625-6642-07-2



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