INVESTIGATION OF CRISIS AND CHANGE MANAGEMENT STRATEGIES OF TURKISH HOTELS IN A LARGE SCALE TOURISM CRISIS

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Abstract
This study used an adapted version of both Faulkner and Vikulov's (2001) Tourism Disaster Management Framework (TDMF) and Ritchie's (2004) Crisis and Disaster Management Framework (CDMF) and tested the adapted framework to some Turkish hotels within the context of the 2016 tourism crisis in Tukey. This framework consists of six stages regarding crisis management. The number of research focusing on crisis management strategies of the organisations in the hospitality industry is limited in the literature. This study focused on some five-star hotels specifically and aimed to reveal the types of crisis management strategies used as a reaction to a large-scale tourism crisis. 24 specific questions in Turkish regarding six stages were adapted from the framework. Semi-structured in-depth interviews were conducted with 20 hotels randomly chosen by the researchers. The results obtained from the interviews identified a range of recommendations for the hospitality industry. Turkish hotels were found to remain inadequate in the use of crisis management strategies. Moreover, they were found to lack of awareness regarding crisis management strategies. Of the recommendations suggested in this study, one key suggestion for the hotels is to develop a formal crisis management plan for a future crisis in the tourism sector and regularly practice it in their organisations.
Key-words: Crisis Management, hospitality industry, tourism, Turkish Hotels, Management strategies.

INTRODUCTION

The tourism industry is a sector which often suffers from crises. Therefore, managing crisis is considered to be a major issue for organisations in the tourism sector. As suggested by Faulkner (2001), the issue of crisis management has not been adequately handled in tourism sector whereas it has been facing many crises. Faulkner and Vikulov (2001) have contributed to the literature of crisis management with a framework which is Tourism and Disaster Management Framework (TDMF), and the number of studies in the literature testing this model in the tourism sector is very few. In the literature of Disaster and Crisis Management, many frameworks have been suggested (eg. Murphy and Bayley, 1989; Smith, 1990; Santana, 1999; Faulkner and Vikulov, 2001; Ritchie,

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2004; Paraskevas and Arendell, 2007; Hystad & Keller, 2008; Lyon and Worton, 2007; and Murphy, 2008). Out of these frameworks, Faulkner and Vikulov's framework (2001) has attracted much attention. Faulkner and Vikulov (2001) suggested that this framework (TDMF) could be used in various crises, which makes it a strong framework as it could be used in many different crises in different discourses (Prideaux, 2003). This study uses an adapted version of Faulkner's and Vikulov's (2001) TDMF and Ritchie's (2004) Crisis and Disaster Management Framework (CDMF) to test how applicable it is in a large scale tourism crisis.

Definition of Crisis and Crisis Management

Pauchant and Douville (1993) define crisis as disruptive situation affecting an organisation as a whole and challenging formerly accepted assumptions. Crises often demand urgent and novel decisions and actions leading to the restructuring of both the affected system and the basic assumptions owned by the members of the organisation and system. Faulkner (2001) defines crisis as an event caused by the problems throughout an organisation. Santana defines Crisis Management (1999) as an ongoing comprehensive effort that organisations adapt to understand and prevent a crisis, to manage the crisis with appropriate planning and training activities in line with the interest of their stakeholders. Similarly, Evans and Elphick (2005) suggest four stages for the effective management of crisis as reduction, readiness, response and recovery. They claim that successful management of a crisis is closely related to the effective planning prior to the crisis.

After all those mentioned above, it is evident that there is a need for further research to comprehend what crisis and crisis management in the tourism sector. To be able to effectively cope with the negative impacts of crises in tourism, it is important for both destination and organisation managers to be prepared for the management of a crisis. The crisis is a case when some fundamental impacts exist on the organisations' images, reputation, their future liabilities and abilities to be able to continue their operations in the sector. For such an organisation, to be able to survive in the sector, it is very important to be aware of their roles and responsibilities. In addition to that, the employees employed at such organisations need to be sure about what problems they may face during and after the crisis (Taylor, 1999). If an organisation experiences a crisis, it becomes a major interest of the media organs and thus potential visitors to the country are informed about the crisis, and they change their decisions regarding their holiday plans. Thus, the investor and the organisations experiencing a crisis may face serious risks exposed by the crisis. The businesses and organisations which are not prepared adequately for the crisis are evidently under the risk of losing a lot in the crisis. As suggested by Regester and Larkin (2002), the main focus of crisis management is about finding, cultivating and harvesting the achievements that could be a potential outcome of a crisis. The most basic necessity of a crisis management is to be aware that there is a crisis and then to take appropriate actions. Then making the crisis

public comes. A well-managed crisis management process allows organisations to reduce the potential risks of the crisis.

The Importance of Crisis Management in Tourism and Hospitality Industry.

There are a lot of reasons to handle crises in tourism with much care. The first one is that the sector is dependent on the expenditures of the consumers. That means that hospitality industry is much more sensitive to changes in the sector. The achievement of the marketing of the tourism products and services in the sector significantly depend on consumers' perceptions regarding a destination and the degree of the risk arising when a certain product is purchased (Gondlez-Hmero and Pratt, 1998).

Theories and Methods Used in Crisis Management

Crises generally follow three stages; pre-crisis, crisis and post-crisis. The Organisations start to live a crisis beginning from a normal situation and finally, they try to return back to their normal state. A lot of principles have been suggested about crisis management in the literature, and most of these principles are based on the principles of best practices. Faulkner (2001) suggested a model for the management of the crisis in the tourism industry. The key point in the management of a crisis is to be adequately prepared for it. Many decisions need to be made prior to the start of a crisis. There is a need for training, planning, prevention and immediate and effective response to the crisis. To effectively manage crises, the techniques employed in management need to be proactively practised within the organisation to reduce the potential risks.

The Relationship between Organisational Change and Change Management.

Burnes (2004) suggests that change is something which never stops in organisations, and it is something which affects all organisations in all sectors. Tourism is a dynamic sector and it is, therefore, necessary for all organisations operating in the tourism sector to be engaged in the process of managing change (Vanhove, 2005). Cooper et.al (2005) claims that tourism is a sector which continuously suffers from generally unexpected changes resulted from crises. The internal structure of organisations may have some major effects on organisations. The study carried out by Todnem & Dale (2008) claim that managers of most touristic businesses believe that organisational change needs to be continuous at all times. In this study, it is also noteworthy to state that change management is a term which is equivalently used for crisis management. Change is something which does not happen by itself but as a reaction to a certain event. It is also pointed out that there is not a proactive approach adopted by the managers in the hospitality sector. Eight critical factors have been suggested to play significant roles in organisational change, which are; (Tondem & Dale, 2008).

a. *Adaptability and Flexibility*: As modern organisations have always changing characteristic, businesses and organisational systems cannot remain silent for the change. Moreover, it is suggested that ideal managers adopt different approaches which contribute to effective reaction to both internal and external changes as well as reacting and functioning proactive organisations and systems.

b. *Encouraging commitment and being supportive:* **C**ommitment is an important issue in the effective management of organisational changes. Commitment is needed from those at both managing positions and employees at lower positions. The shared and accepted vision of organisations, aims and objectives should also be taken into account in creating a shared commitment at organisations.

c. *Encouraging communication and cooperation***:** A continuous and honest communication among all stakeholders of organisations is very important to ensure the accurate understanding of the current environment, the reasons, importance and implications of the change. It is also very important to help employees feel that their organisations are equipped with enough abilities to communicate well regarding the crisis (Armenakis et al. 1993). Besides, there is a need for a regular communication between management and the employees to encourage a sense of responsibility.

d. *Keeping continuous learning and improvement alive***:** There should always be an attempt to improve the organisation because slackness always poses a risk for organisations especially if they are successful ones. Cicmil (1999) suggests that organisations need to support organisational learning to be adaptable and flexible. Therefore, all organisations should function as learning organisations and encourage their employees to be always learning individuals.

e. *Using formal strategies:* Kotter (1996) suggest that formal strategies employed in the management of organisational changes are very important. Trust and shared values within organisations are to be considered important to create a shared vision, aims and objective. Possessing these values in organisational change management attempts provides a lot of advantages in the change process.

f. *Using motivation and reward techniques:* When organisations are subject to change, employees are empowered to encourage the sense of ownership for the change efforts to increase the motivation of the employees. Besides, as the managing staff and the ones at lower positions are dissatisfied with the

situation, any achievement obtained through the change should be shared with all stakeholders actively participating in the change management process.

g. *Being pragmatic*: Pragmatism also plays a critical role in the management of organisational change. However, it is not generally considered and taken into account in change management process in organisations. All stakeholders of organisations dealing with change management need to have a shared sense of being able to achieve the shared aims and objectives. As a consequence of that, those managing change management have to be realistic in the allocation of the time and organisational resources.

h. *Employing the right people*: Employing the right people is the most important issue for the achievement of an organisational change management. Organisations need to be careful in the selection of employees and the employed employees need to be adaptable flexible and interested. They are also interested in learning and improvement. They should also be pragmatic and enthusiastic to change.

Purpose of the Study

The purpose of this study is to investigate how the hotels in Turkey prepared and responded to the 2016 tourism crisis and explore the effectiveness of Faulkner's and Vikulov's (2001) TDMF and Ritchie's (2004) CDMF. TDMF and CDMF was the conceptual framework for this study. Another purpose of this study was to examine organisational changes the investigated hotels had to make during and following the 2016 tourism crisis.

Study Focus: the 2016 Tourism Crisis in Turkey

In the period of 2015/2016, Turkey experienced a deep crisis which was rare in its history. The Russian-Turkish tension, which started with the fall of the Russian warplane which violated the border of Turkey-Syria at the end of 2015 started to deepen, and Russia prohibited Russian tourists from visiting Turkey. In the same period, combating the increasing terrorist activities resulted from the Syrian civil war in the region, tourism had been negatively affected. All of these caused a sharp decrease in the demand for tourism acts in Turkey. On the other hand, the terrorist acts all over Europe, which is the main tourism source market of Turkey, are accepted as the main events of the crisis of 2016 tourism season. On the other hand, the unsuccessful coup attempt that took place on July 15, 2015, was also one of the important events that affected Turkey's appearance in the world and therefore tourism.

The Figure below shows the sudden decrease in the number of visitors from November 2015 to November-2016. The drop in the summer season when touristic activities are expected to be the highest in a year
especially dramatic. This can be enough to understand the severity of the crisis that the sector had to face and manage.
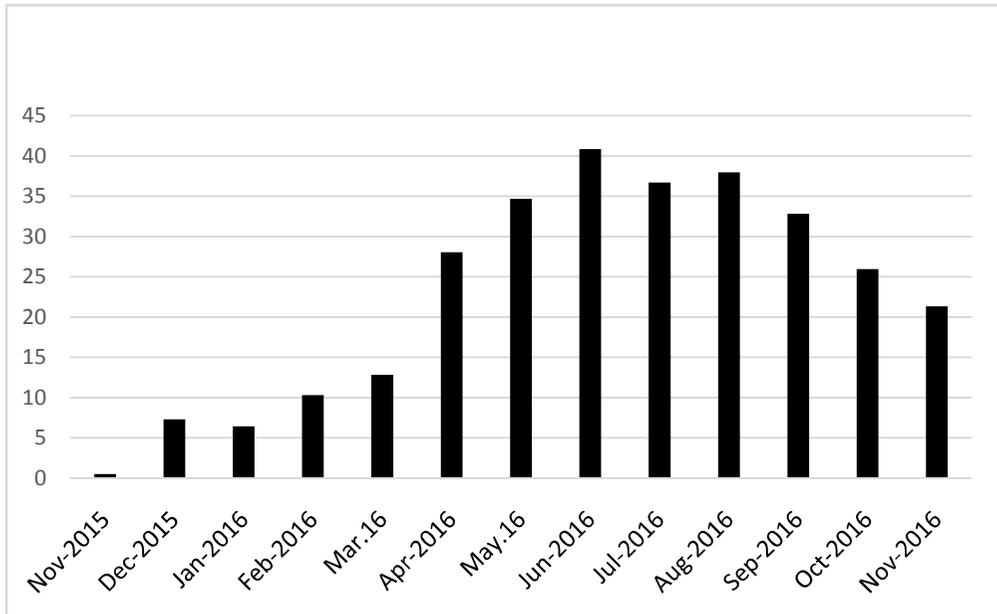

Figure 1: Dramatic drop in percentage in the number
of visitors to Turkey in 2016

Research Questions:

The following research questions were developed in this study;

    1- What effects did the 2016 tourism crisis have on Turkish Five Star Hotels?

    2- What crisis management strategies, consultation and collaboration did Turkish five-star hotels employ to prepare and respond to a large-scale tourism crisis?

    3- What organisational changes did Turkish hotels have to make following the crisis?

METHOD

This study used an adapted version of Faulkner's and Vikulov's (2001) TDMF framework. Ritche (2004) also used some elements of this framework adapting to his study. Hotel sector was used through a purposive sampling method to test the framework in the 2016 tourism crisis in Turkey. Kuzel (1992) suggests that qualitative samples are generally purposive as researchers use their knowledge to determine who or what study units are the most appropriate to include. Senior managers are the

primary focuses of the study as their knowledge regarding their companies' operational procedures is rich. For this study, data collection was done through semi-structured in-depth interviews with 20 different senior hotel managers from different geographical regions. Veal (2006) suggests that case studies could be used in testing the applicability of a suggested framework. Respondents were asked 24 questions under six stages (See Appendix I). The collected were then analysed using Mile's and Huberman's (1994) three-stage process, Data Reduction, Data Display and Conclusions Drawing and Verifications.

This study is grounded on an interpretative paradigm which attempts to see the events through the eyes of those experiencing the event (Jennings, 2010). The most basic reason for choosing a qualitative approach is to gather rich information from the respondents. As the use of standard qualitative instruments dictates researchers' views on a situation (Veal, 1997), qualitative research is accepted to be flexible. They also allow researchers to be creative through the in-depth analysis of the collected data. The use of an adapted framework which has been tested and validated in many crises contributed to the validity of the study (Yin, 1987). The research questions of this study reveal that this study is both descriptive and explanatory by its nature as it focused on "how" and "why".

The contribution of the Study

This study has valuable contributions to crisis and crisis management literature in tourism by providing a detailed insight into 20 hotels' preparations in response to the 2016 tourism crisis in Turkey. Crisis management was identified as a research gap in the literature in Turkey. In the literature, there is not any available study testing the applicability of Faulkner and Vikulov's (2001) TDMF and Ritchie's CDMF (2004). This study also analyses the preparation, response and recovery of the crisis, and it offers a detailed knowledge of results and also some recommendations for other actors in the sector.

DATA ANALYSIS

Saunders et. al (2003) suggests some principles employed in the analysis of qualitative data, which are categorisation, unitising data, recognising relationships and developing and testing hypothesis to reach conclusions. In this study, the recorded interviews were then transcribed carefully for a detailed analysis of the data. Miles and Huberman (1994) suggest a three-stage method for the analysis of qualitative data, data collection stage which helps researchers to draw a conclusion using the findings. Thus, the collected materials can be put into themes and concepts. The adapted framework has six stages and with the help of these stages, the data were labelled and classified under these stages, which are Pre-event, Prodromal, Emergency, Immediate, Long-term recovery and Resolution. The respondents were labelled numerically between 1 and 20

(R1…R20). For confidential purposes, the table of the coding is not given as an attachment in the study. However, some examples are presented in the results part. This study does not intend to generate its findings to the whole population in the hotel sector. However, it aims to provide a detailed interpretation regarding how Turkish hotels handled crisis management in a serious crisis. As each crisis has some unique characteristics, each of them requires the use of different strategies in the management. Therefore, it is important to note here that each implementation of this study may come up with different findings.

RESULTS

The findings of the study are evaluated under six stages of the adapted framework in this study.

Pre-event Stage

The first stage of the framework is related to the actions taken by the managers of the hotels to reduce the impacts of the crisis. The number of questions asked to the respondents regarding this stage is four. Senior managers were asked if they could expect such a big crisis and almost all of the respondents stated that they were expecting a crisis, but not such a big one experienced in 2016 tourism season. All of them agree on that being prepared for a crisis in this sector is very important, and almost all of them are aware that tourism is a sector which may face a devastating crisis at any time. They also pointed out that tourism sector in the country had been used to crises, but they could survive or they could return to their normal state. They also stated that the 2016 tourism crisis meant more than a crisis for some organisations as it hit all of a sudden.

"Anyone who operates in the tourism sector is always ready for a crisis in tourism, but that always remains in minds and we never take action to do something about it." (R13)

The number of the respondents who stated they had a clear and well-prepared manual about what to do in and how to respond to a crisis is 3 (Respondent 3-6-11). However, they also added that they had never practised their plan before the crisis hit suggesting as follows;

"We had draft plans regarding the management of crisis because crises are not rare things in tourism. It is normal to experience; we suffer from a crisis in every 5 or 6 years. We had a draft plan, but I do not know why but we have never thought about simulating it before." (R11)

"We have plans most of which were about financial cuts and effective management of available staff. These were what we mostly focused on in the past" (R3)

The other Respondents did not suggest any reason why they did not have any crisis management plan even in a draft form. Respondents were then asked what pro-active

measures they had whereas they did not have any crisis manual although they were somehow aware of a coming crisis. The responses received suggest that the pro-active measures taken by the hotels were at minimal level, and most of the precautions remained unfulfilled. However, the extracts below are worth noting here;

"We used to involve in talks with our investors or the staff at all levels before the crisis. We talked about the possibility of a crisis in tourism. We seemed to be fully aware of any crisis in the sector. However, we could never put what we talked into practice when a real crisis really hit" (R2)

"We were partly aware of a coming crisis in the sector because reservation rate at the very beginning of the season was very alarming. Anyway there was not much that we could do" (R4)

"We had preparation what cuts we should have in case of a crisis, such as employing fewer employees at the beginning of the season and delaying employment" (R6)

The findings of the study reveal that the attitudes of the respondents regarding their pro-active measures indicated no significant difference. The point that needs to be made clear here is that chain hotels seem to slightly differ from other hotels with regards to their pro-active planning. This could be investigated in detail. Almost all of the respondents claimed that they felt helpless, and they did not believe that they had much to change the crisis. Chain hotels seem to be much better perhaps as they have better organisational structure. One chain hotel suggested as follows;

"When we realised the huge decrease in the rate of reservation, we were completely sure about the severity of the problem. The board of directors decided to send me and a few other managing staff responsible for sales to England and Germany to take part in fairs in Germany and England. We aimed to increase the sales. We believed we could increase our sales" (R6)

"We have a sales department. We decided to employ more employees in that department giving them more training and to use the latest technology to increase the sales rates" (R9)

The other hotels suggested that they waited for the state authorities to take action as they felt no control over the crisis process and the causes of the 2016 crisis. What makes the things worse is that almost all senior managers were not still aware that they could take some proactive measures which could change the things for better. The next question directed to the respondents was related to environmental scanning. The scanning of the environment is very important as it offers a valuable contribution to the knowledge regarding the possible risk that their organisations may have to face. It was found that none of the respondents reported about any environmental scanning. As the respondents did not offer any positive response to the 3rd question, the 4th question could not be asked of the respondents. When they were asked if they would develop and practice crisis management plan in the future, and if they would carry out environmental scanning, almost all of them suggested that they would, but they were waiting for the current crisis to end. They also seem to have realized the significance of

environmental scanning for the survival of their organisation. Respondent 1, 3, 9 15, and 18 stated that they start to deal with problems when they face and when it has become too late to manage. We consider that spending time, money and effort for the development of crisis management plan and especially practising it in real life context seems to be a waste of time and money for the administrator and those investing in the hotel sector.

Prodromal Stage: The second stage of the adapted framework is about the immediate response taken by the hotels to prepare for the crisis. Four questions were developed for the semi-structured interviews to reveal if hotels received any warning about a crisis. The results revealed that all of the respondents were aware of a crisis and the source that they learned about it is usually media organs. However, almost all of them thought that it was still early to take actions just looking at the signs from media, and they did not implement immediate strategies to manage it. They were asked about the exact date when they were fully informed about the crisis, and the most common response from the respondent was late 2015. The response to the last question in this stage received from almost all of the respondents was no.

Emergency Stage: The third stage of the adapted framework is about the actions taken when the crisis hit and emergency procedures. This stage includes communication strategies and methods used to control the organisations' public relations. When the respondents were asked the name of the countries which most frequently sent tourists to their hotel, the responses were Holland, England, Germany, France, Russia, Ukraine and Arabic countries (the respondents did not suggest a specific name but said Arabic countries) and domestic tourists. This is the stage when all hotel seniors started to look for a solution to overcome the impacts of the crisis. All of the hotel senior managers stated that they immediately communicated with their tour operators except two chain hotels which preferred to remain calm and decided to wait for further developments regarding the crisis;

> "We are chain hotels which have been serving in the sector for long years. Most of our hotels host repeat clients who have been visiting us for years. We believed that an adequate number of loyal clients would come. We believed that immediate discount on prices harms our hotels in the long run. If we do it, we lose our loyal clients as they are not happy with the quality of new clients. If you give an early discount, you have a lot of rivals to compete, but if you do not, you have less to compete with" (R6)

When the respondents were asked if they experienced any difficulty in communication with their tour operators, they stated that it was hard to communicate with them as they were too busy. They stated that they were not happy with the reaction of the tour operators. A good example of that was as;

> "We immediately looked for ways to communicate with our tour operator. We were the side feeling the severe impacts of the crisis, but they did not seem to be so, at

least not as much as were because it was an opportunıty for them to get cheaper price offers from hotels." (R7)

Almost all of the hotels took a reactive approach rather than proactive approach except three chain hotels. The other question asked at this stage was whether they employed and appointed any person and any team whose primary responsibility was to specifically manage the crisis and public relations. The findings suggest that none of the organisations appointed a special person or team responsible for the management of the crisis and public relations. They all stated that they went on managing the crisis with their senior managers and most of them pointed out the experience of the managing staff.

Intermediate Stage. The fourth stage of the framework is about the recovery in the market in the future. When the first question was considered, it was found that all respondents believed that recovery of the image regarding Turkish tourism will be very hard in short term. The extracts below can be given as good examples for that;

"We should not expect everything in tourism to normalize in a very short time. That will not be a realistic expectation. Even we suppose that the chaos in our region stop, I mean the Middle East, I think it will take a few tourism seasons to normalise" (R2)

"Tourism is a sector for which it is difficult to employ qualified employee because it is a seasonal sector. People want to have a job which will offer them a regular income for the whole year. After the 2016 tourism crisis, things regarding staff employment, I do not mean to say qualified, staff employment has become more difficult" (R1-R4-R13-R16)

When the second question was considered at this stage, which is about human and financial resource management, all respondents were found to believe that they needed to be more careful in the use of the present employees. They believed that they should find better ways to use their employees more efficiently and effectively to reduce costs.

"Our investors expect managing team to reduce the costs of salary-based expenses. Therefore, we had a big pressure on our shoulders to employ staff with less cost. We started to look for more seasonal employees to reduce the expense." (R10)

When the fourth question was considered, it was found that almost all respondents underwent significant organisational changes like keeping the number of the employee at some departments fewer and switching employees among parallel departments. It was also found that they did not undergo any change regarding leadership styles as they did not believe that they had any responsibility in the crisis. When the last question at this was considered, it was found that respondents did not have any plan regarding any collaboration with other stakeholders to assist in the restoration of their organisations' operations.

Long-term recovery stage. The fifth stage of the framework is about the long-term recovery in operations. Four questions were directed to the respondents at this stage. None of the respondents stated that they received any consultation with external stakeholders to facilitate recovery in their operations in the long term. Much worse, the respondents also stated that they did not have any plan for receiving any consultation in the future. Respondent 17 stated;

> "The things that are supposed to be done for recovery seem to be beyond our control, but it is government's. It is the government's and tourism ministry's responsibility to assist the recovery in the sector. There was not much that   we could do to stop the crisis. We had no role in the causes of the crisis"

The responses received from the respondents reveal that media was considered to be the most commonly suggested stakeholder. They also assign a significant role in crisis times as they may worsen the impacts of crises. The following extracts are noteworthy here;

> "Media organs in our country should be very careful in their news not to assist foreign media organs in their reports regarding the crisis not to make things worse." (R6-R8-R13)
>
> "Hoteliers' Federations should undertake more responsibility for building communication with media organ about how to relieve the effects of this crisis." (R4)
>
> "Hoteliers' Federation should cooperate with media organs in effective management of the current crisis raising their consciousness that their role in making things better is very significant" (R18)
>
> "Media does not use its power for the benefit of tourism sector; media should also be trained to encourage them to use their power for the interest of tourism in the country" (R12)

Respondents also have huge expectations from the official authorities like the Ministry of Tourism to take action like starting new state-sponsored flights to the destinations in crisis. 8 hotel managers (R3-R5-R7-R8-R13-R10-R14-R17) stated that they started to use some alternative methods of advertisement such as e-mailing phoning their former clients to let them learn about newly launched campaigns as they believed that it would be easier to sell their products to them. They also mentioned about their virtual media advertisements, especially on social media. They had really big expectations from the social media. The following extracts are noteworthy in this regard;

> "Virtual media, especially social media, is a platform through which we can make quick   sale whereas we sell our product with great discount. However, social media is the most common way of obtaining the quickest result in sales" (R18)
>
> "Communication with our former clients would be one main thing and let them know that we are still delivering the service, comfort and security as they had in the past. We will also survive in the sector with their help" (R7)

When the responses received to the second question at this stage are considered, 5 hotels (three of which are chain hotels) mentioned about their internal consultation with the internal stakeholders in their organisations, such as business partners, their investors, the marketing department of their organisations, employees from all departments. They stated that they organised meetings with them to provide up to date information about the crisis. The following extracts are noteworthy;

"We are together with our employees from all departments. If we cannot effectively communicate with them, it becomes impossible to manage the crisis. We cannot survive in tourism without employee as they are the ones delivering the services" (R19)

"We felt the need to get a consultation from internal stakeholders regarding the crisis because the crisis and the causes of the crisis are closely related to the future of everybody within the hotel. We believe that there is still something we can learn from them for our interest" (R7)

Some respondents stated that they decided to re-evaluate their future investments considering the crisis and its effects. They decided to cancel some investments or to change the location of their future investment.

Faulkner and Vikulov (2001) suggest that restoring business and client confidence is very important in effective crisis management. When the last question was considered, the responses revealed that all respondents agreed on the importance of the perceptions of clients or future clients to their hotels. The common perception of almost all hotels was that the tourists from the developed countries were more sensitive to any change in the comfort provided in touristic destinations, but those coming from developing or underdeveloped countries are not much concerned about their comfort, such as those from Asian countries (R1-R4-R7-R9-R13-R16-R17). The respondents (R3-R6-R9-R13-R15) stated that they found accepting visitors from one market was riskier; therefore, they suggest that hotels should diversify their markets to minimize risks in case of a crisis. The following extracts are important as follows;

"Local tourism should be paid more importance, not only in crisis times. We need them during a crisis. Sticking to only one market is very risky."(R15)

"I know some hotels which used to speak to only Russian tourists with a minimal domestic share in Antalya region. They most seriously suffer from the current crisis now. So we should diversify our target markets, and we will do so" (R9).

*Resolution Stage. T*he last stage of the framework is the time when hotel operations would return to normal. Only 4 respondents out of 20 mentioned about some permanent changes in their business operations and operation environments resulted from the 2016 crisis. Respondents stated that they had learned a lot about the significance of media in the effective management of crises in tourism, and they would pay special importance to their communication with all media organs in the future suggesting;

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> "Media, especially social media has become a very important platform to sell or advertise tourism products. We should find more ways of taking its advantage for the benefit of tourism" (R7-R16)
>
> "We have to have good relations with media. Media organs keep us alerted to any possible crisis in the sector. We can be better prepared with its help. ts importance will increase in the long term" (R2-R11)

Respondent 2 and 11 stated that it is their habit suggesting as follows;

> "We do not take the lesson from a crisis, even we do, it is not long lasting. We easily forget the hard times we had. We start to feel that crisis will never happen again." (R11)

Almost all of the respondents believe that they did their best in managing the crisis. They did not seem to blame themselves for anything. One hotel chain stated that they took the advantage of investing in quality service delivery with quality staff suggesting that their occupancy rates were much better than similar hotels. Therefore, they evaluate the effectiveness of their strategies and responses to the crisis very successful. It was meaningless to ask the last question in this phase regarding respondents' crisis prevention and crisis planning tools because none of them stated that they had crisis prevention and planning tool except the hotel chains mentioned above.

DISCUSSION AND CONCLUSION

The purpose of this research was to test the adapted version of the frameworks by Ritche (2004) and Faulkner and Vikulov (2001) within the context of Turkish Hospitality organisations in Tukey in response to the 2016 tourism crisis. The analysis of the data collected through in-depth interviews suggests that there is a huge gap between the framework and Turkish hotels' practices for an effective crisis management planning. The analysis reveals that Turkish hotels do not implement what Faulkner and Vikulov's (2001) and Ritchie's (2004) suggest for an effective crisis management such as taking proactive measures. The findings reveal that Turkish hotels tend to implement reactive measures rather than being proactive. As expected, reactive measures did not work out. The findings of this study contradict with the suggestions by Faulkner and Vikulov, (2001) who investigated the level of crisis preparedness in their studies. None of the respondents interviewed with acknowledged having an already developed a crisis management plan except one chain hotel who claimed to have a draft crisis management plan, but they also pointed out that they did not practice their draft plan due to the concerns regarding money, time and effort. However, there is an emphasis on employing experienced senior managers as they considered experience means in crisis. It is also a significant finding that formal crisis plans make things more complex in hospitality organisations. What is well-known is that development of a crisis management plan for future is closely dependent on the implementation of the used strategies and feedbacks from the field and taking the lesson from an experienced crisis. When we consider that Turkish hospitality organisations seem not to practice any

plan and receive feedbacks regarding it, it is highly possible that they will fail in developing crisis plans for future. That can be used to draw a conclusion that Turkish hotels seem not to have undergone much organisational change in a large-scale crisis. Emergency reactions of Turkish hotels are mainly immediate financial measures. Pay cuts, not giving any pay rise, decreasing the number of employees, delaying the season start are all considered to be immediate financial measures. That means that Turkish hospitality organisations avoid making long-term plans. It can be suggested that crisis and change management are the issues new to hotel hotels in Turkey. Another finding of this study is that chain hotels seem to partly manage better the 2016 tourism crisis. Chain hotels (R3-R6-R9) seem to be slightly better users of crisis management strategies. This finding can be used to suggest that organisational and financial structures of these hotels need to be examined to draw further conclusions. This study intended to provide a contribution to the literature investigating the crisis management strategies in a large-scale tourism crisis. The findings of this study are expected to shed light on the complexity of crisis management. This study is an attempt to attract attention to the significance of crisis management related problems in hospitality organisations. Further studies in this field are expected to reduce the impacts of the future crisis in the sector. This study claims that the use of appropriate crisis management measures was at the minimal level. Further researches are needed to find out the reasons regarding the minimal use of appropriate crisis management strategies in hospitality organisations.

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APPENDIX I
INTERVIEWS QUESTIONS REGARDING THE SIX STAGES OF THE FRAMEWORK

Pre-event Stage

Q1 Before the 2016 tourism crisis, did your organisation consider about crisis management strategies that might be needed in a crisis?

Q2 Could you explain the pro-active measures your organisation took to manage the 2016 tourism crisis? (If no, go to Q3)

Q3 Did your organisation conduct any environmental scanning, forecasting or risk analysis assessments of your business in case of a crisis? (If no, go to Q5)

Q4 Did you then develop any strategic plans based on your scanning and risk analysis?

Prodromal Stage

Q5 Were you provided any warning about the crisis before it hit? (If yes, go to Q6, if no, go to Q9)

Q6 How did you learn about it?

Q7 What strategies did your organisation implement after the warning?

Q8 Were your strategies implemented based on any plan that was already developed? If yes, please explain.

Emergency Stage

Q9 What countries sent visitors to your organisation?

Q10 What type of crisis communication strategies did you employ?

Q11 Did you appoint any person or team to manage the crisis on behalf of the organisation?

Q12 What other actions were taken in your organisation after the immediate impacts of the 2016 crisis?

Intermediate Stage

Q13 What do you think the main challenges are in the short term with restoring business operations to normal condition?

Q14 How did you manage your resources (human, financial etc.) to restore services back to normal?

Q15 Did you have to change your organisational structure and leadership styles within your organisation? If so, what changes did you make?

Q16 Was there any form of collaboration with any other stakeholders to assist in the restoration of your operations?

Long-Term Recovery Stage

Q17 What type of consultation did you have with external stakeholders to assist in the longer term recovery of your organisation? (Media, tourists and other businesses)

Q18 What type of consultation and collaboration did you have with your internal stakeholders to assist in the long-term recovery? (e.g. employees, managers, shareholders)

Q19 What are the main challenges confronting your operation in the long-term recovery from the 2016 crisis?

Q20 What action did your organisation take to address this recovery?

Resolution Stage

Q21 Did the impacts of the 2016 crisis bring about any permanent changes to the operating environment of your organisation?

Q22 How did your organisation respond to the changes?

Q23 How did you evaluate the effectiveness of your strategies and responses to the crisis?

Q24 After the evaluations, were any changes made to your Crisis Management prevention and planning tools?