

# TURKISH MARKET RESEARCH

## Case Study: SkyX Oy

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<p>Abstract</p> <p>SkyX Oy defines themselves as the leading global company in 360° panorama tours for the outdoor activities using the latest aerial panorama technology. Using hundreds of detailed panoramic images, SkyX creates a unique and breathtaking virtual tour.</p> <p>The company went global by making businesses in North America, North Africa, United Arab Emirates, Europe and also Mediterranean countries. In this case study Turkey is the target market country for SkyX. This thesis is aimed at helping SkyX to see a better picture of the market and entry strategy to penetrate the Turkish market.</p> <p>The objective of the research is to help SkyX to see the potential customers in the target market country and take some of the risk out of the market entry process by finding best distribution partnership in target country and best entry ways. The research contains insight into buying process and customer decision making and which other parties influence the buying process in Turkish hotels and government facilities.</p> <p>The results indicates a clear picture of the current and upcoming demand for 360° panoramic virtual tours industry for hotels, golf clubs, ski centers and, other government and private sport complexes also facilities as well as some valuable insight as to how to approach to each of the main segments through partnership or direct sales..</p>		
Keywords Market Entry, 360° Virtual Tours, Decision Makers, Buying Process, Turkish Market		
Miscellaneous		

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# **1 INTRODUCTION**

## **1.1 Background**

The purpose of the thesis was marketing research for the SkyX Company in target market country Turkey. In other words the author was supposed to contribute to the business development, market penetration, and finding potential customers and best case making sales in the target country for SkyX Company.

The lack of time, and no possibility to go make the research in the target market country, research is based on internet research, contact to the people related to the subject and ask for information about the target market country and possible competitors.

The case of SkyX Company includes many different cultural, theoretical and practical aspects to be considered in order to see the whole picture of the target market and potential clients.

Author analyzed the target market country depending on the geographical conditions, tourism areas, climate, population and industries which are basically playing a big role in aerial photography virtual tours purposes real estate, entertainment, advertisement and such.

## **1.2 Introduce the consignor**

### **SkyX – Virtual Tours Beyond Limits Introduction**

SkyX Oy defines themselves as the leading global company in 360° panorama tours for the outdoor activities using the latest aerial panorama technology. Using hundreds of detailed panoramic images, SkyX creates a unique and breathtaking virtual tour.

Customers can experience a virtual tour of your golf course from a computer, tablet or cell phone. This kind virtual tour will promote your business in an innovative way where you can make your customers tour inside your premises on their own

location. Using hundreds of detailed panoramic images, SkyX creates a unique and breath-taking virtual tour for its customers.

“It’s been said, that a picture is a worth thousand words. If so, a 360° –panorama is a whole dictionary.” (SkyX Oy company website,2012)

### **1.3 Research problem, research questions, objectives**

Research questions are derived from the example of descriptive research studies case for IT products (McGivern Y. 2009, The Practice of Market Research Third Edition, 75.)

What are the characteristics of the market for this product?

What is their customer profile?

Who is involved in the buying decision and who makes the buying decision?

Who are the main competitors?

### **1.4 Data collection and implementation of the study**

The data was collected from the outside sources. Whole research based on the information available from the related companies, websites, projects, communities and such. Finding competitors from Turkey and exploring their services and comparing to SkyX services.

Target places for the projects such as hotels, golf courses, ski centers, aqua parks based on the diversification of attraction of the people in Turkey and tourism segmentations in Turkey geographic and psychographic segments. Data collection of golf courses, their roles in Turkey’s tourism and rates of people in these areas. Data collection of winter sports, ski centers and cities of them and their role in winter tourism incomes of the country.

Content analysis of studies, reports and diaries.

## **2 MARKET**

There are cultural issues to be taken into account when marketing in Turkey. Culture can affect the kind of the products and types of the services needed and how to reach to the customers in the target market. To be prepared for what to expect in the potential markets, companies should check the culture and examine it.

### **2.1 Description of the Aerial Photography**

Aerial photography is the taking of photographs of the structures off the ground from a known height. Only way to fit the big outdoor facilities into one picture frame is to take the photos from sky. Only this way you can show to whole facility and tell your story about it.

You can work from 1 to 500 meters during the photo taking. When you need to go 300 meters high on the sky from ground to take the photos of whole premises of one hotel, then you can go also 10 meters high from the ground and take the photos of swimming pool in same hotel. The equipment used should be able to stay-still even for hours on the sky to get best results. Because photography does not like moving at all. Since it is possible to follow the shots on the ground from a device real time, it is possible to retake some scenes right away or change them even change the angels as the customer wants them to be seen.

Since real estate is a big portion of economy and best way to advertise the value of building or some land is with a photograph taken from the sky makes the aerial photography is an important commercial skill.

In the middle of the day when the sun is high is the best suitable time to take aerial photos. the photos look very flat. it is best to fly depending on sun's angle which will create shadows which enables viewers to understand the shapes of structures in a photo.

## 2.2 Marketing in Turkey

Culture is one of the biggest challenges for the company. There are companies who are doing the same project as SkyX Company in Turkey. Virtual tours. One thing is a plus that our company is specialized on outdoor projects which I haven't seem to come across any other company in Turkey who would be a competitor. So basically the main competitors are not the local companies but the big guys of this business field around the world. There are companies who are able to make virtual tours and service it on-line for clients to use. Cultural point in this is that Turkish people will choose first their own firms to make these deals if they can get the same job in there from a local company they will not negotiate with any other foreign company. There will not even be a price for because a foreign company cannot fight against a Turkish company for price in Turkey.

Language is the other challenge for the company. Even though both companies are able to speak and understand each other in a common language in this case English it is, will not be enough in many cases. They love speaking the same language during the business deal does not matter is it a big deal or a small that is just a big plus if you have the language card in your pocket. Someone from the country from same culture and same language. Knowing the language is not enough alone you should acknowledge the cultural difference which you can see it between the Turkish speaking the language and one Turkish with a foreigner speaking Turkish. It is completely out of the books.

Ethics are important as well. You should be aware of the country's ethics and morals. What they respect, what kind of things they take as a disrespect, what they would like, what they would not approve. It has no power in the business deal does not matter how important business deal you are making temperament people during important deals especially if they are old school people with strongly bonded with their traditions one small word would be enough the call off the deal.

Bureaucracy has always been an issue in Turkey. Since the company is not exporting any products to Turkish market which we can basically avoid the taxations and regulations. Since it is a service company and basically the whole project and product



of the company is based on multimedia environment the related taxation for the company is applicable in Finland only and customers are responsible for their own taxes in their own countries.

### **Social and cultural environment in Turkey**

It is a very widely examined topic that culture has an important impact on business world. The most important factors of social class are wealth and education. You need at least a university education to be accepted into urban educated class. Wealthy business people are accepted as very high status, director positions of important government facilities and other high-level officials. Middle class in urban areas are combination of civil servants, small-medium size business entrepreneurs, skilled workers and mostly university students. This group of people is more oriented of Turkish culture. The more westernized you are, the more modern and high class you are in Turkey. Bottom line is lower class people in urban areas which are unskilled workers, low-paid service workers and of course the unemployed. This happens because of the migration of young people from the eastern villages to the western urban areas. They cannot find a job, some work only depending on the season. Only small percentage of lower class urban area population graduated from high school.

Turkish workplaces are still traditional. How are decisions taken and by whom in the workplace? Decisions are always taken by superiors for both in the private companies and also government sectors. It is never suggested as a good idea to abandon the hierarchical ladder. You should always go to the first level decision making superior. This person is probably the owner of the business, director or general manager.

Religious and sexual topics should be avoided as the differences of opinions in these topics will be resulted in extreme disagreements. These are very sensitive topics and you need to have knowledge and understanding the details involved. Humor is appreciated. Turks love the double-entendres. But you should be aware that if you are not familiar with local humor you might end up with a different impression than the expected.

Personal relationships are extremely high rated in this society even if it is your first contact in the business negotiation. Talk about health, give some information about family, then you should always consider talking about football and then finally you can approach the business topics.

At the local level is it always important to have someone on the marketing team who speaks Turkish fluently to engage local presence with the product. Verbal communication is more powerful than written documents in most cases. Handshake and a verbal agreement can close the deal for you on your behalf.

Most reliable method of entering the market and marketing the product in Turkey can be to start a partnership with an existing company in Turkey. The company would establish and maintain relationships on the local level. The partner should also provide cultural knowledge and use their sensitivity of Turkish culture to eliminate the potential problems related to the culture, religion and government.

### **3 CUSTOMERS**

#### **3.1 Segmentation of the market**

According to Lexicon of Financial Times; technically, market segmentation is the process of dividing the population of possible customers into distinct groups. Those customers within the same segment share common characteristics that can help a firm in targeting those customers and marketing to them effectively. (Adapted from Lovelock and Wirtz 2011).

##### **Geographic Segmentation**

The geographic segmentation divides customers into segments based on geographical areas such as nations, states, regions, counties, cities or neighborhoods. A company can target one or more areas and must be aware of the fact that data according to the geographic segmentation may vary due to population shift (Pickton and Broderick, 2005: 376).

It is important to segment according to geographic, due to the fact that the purchasing behavior of the customers are influenced on where they live, work etc. (Gunter and Furnham, 1992: 5). Therefore many companies customize their products, advertising, promotion and sales efforts to fit the needs of the geographical variables (Armstrong and Kotler, 2005: 186).

The geographic segmentation is furthermore useful when there are differences in a location where a product is marketed. The differences can be caused by cultural factors, traditions, politics etc. and furthermore the differences can be significant in one segment, whereas in other segments the differences can be minor and less significant. (Gunter and Furnham, 1992: 5)

In company case here we will focus on climate element which divides the market for us winter and summer sports. Turkey is a southern country which has a 4 seasons of year but still north and east experiences the winter properly and south Turkey has the attraction of summer sports and entertainments almost six months of the year.

Years ago when you said winter holiday in Turkey It came to people's mind only one place for holiday and winter sports place called Uludag in a city called Bursa in west north of Turkey opposite of the Istanbul. It used to be an elite part of the population's activity because going to holiday on winter and having winter sports activities are expensive. Today there are new winter sports centers as well such as two in the city Bolu central Turkey, one in the city of Kayseri again central Turkey and one in east of Turkey city called Erzurum are the most important ones on this tourism sector. These places are popular for mostly people with high incomes not only on winter holidays but also weekends, new year and other short holidays during winter.

**Ski centers in Turkey :** Ankara (Elmadag), Bursa(Uludag , Demirtas), Erzurum (Palandöken), Bitlis, Kayseri(Erciyes), Bolu (Kartalkaya), Nigde (Aladag) Toroslar Antalya (Saklikent), Kars (Sarikamis), Kastamonu(Ilgaz), Agri, Bingöl, Izmit (Kartepe).

All these places have a common ski center and surrounded by four to five star hotels. This is one of our target customer portfolio as a combined project with a reasonable deal there is a possibility to make a big deal for the ski centers at the same time

advertising the hotels in the same project. This basically enables us to make marketing for the city and then its ski center and the hotels which are based around the ski center which gives us the opportunity to hit two birds with one stone. In a big marketing channel like this will get the attention of the hotel and they would like to participate in the project and SkyX is able to make the virtual tour of ski center and the hotels around of it inside and outside tours based on the request of the customers.

Below is the table of the winter sports centers in Turkey briefly in numbers:

TABLE 1. Winter Tourism Facilities in Turkey (TURSAB – Association of Turkish Travel Agencies)

<b>Winter Tourism Facilities in Turkey</b>			
<b>Ski Center</b>	<b>Available Beds</b>	<b>Mechanical facility</b>	<b>Capacity</b>
Bolu Kartalkaya	1223	9 lift	4750 person /hour
Bolu Esentepe	155	6 lifts, 2 chair lift	
Bursa Uludağ	3000	7 lifts, 5 chair lift, 1 cable car	8470 person/hour
Erzurum Palandöken	1800	1 lifts, 5 chair lift, 1 baby lift, 1 gondola lift	
Kayseri Erciyes	1147	4 chair lift, 2 lifts	2400 person /hour
Kastamonu Ilgaz	450	1 lifts, 1 chair lift	1000 person /hour
Ağrı Bubi Dağı	40	1 lift	600 person/hour
Antalya Saklıkent	14	2 lifts	400 person /hour
Ankara Elmadağ		1 lifts	720 Person /hour
Bitlis Merkez	40	1 lifts	710 person /hour
Bingöl Yolaçtı	50	1 lifts	499 person /hour
Gümüşhane Zigana	40	1 lifts, 1 baby lift	843 person / hour
Kars Cıbiltepe	154	2 chair lift	800 person /hour
Erzincan Bolkar	85	1 lifts	1200 person / hour
Aksaray			
Isparta Davraz	50	1 chair lift, 1 baby lift	1000 person/hour
İzmir Ödemiş-Bozdağ			
Kocaeli - Kartepe	648	3 chair lift, 1 lift, 12 tracks	4650 person / hour

Since it is defined now the potential clients on winter sports segments ski centers advertisings deals would be funded either by the government, city halls or then separately could be arranged deals by the hotels of the ski centers.

Summer tourism season is one of the biggest income channel for the country. Millions of tourists every year from around the world go to Turkey. Location is perfect for summer holiday, prices are quite reasonable for European tourist if we compare with other southern European countries and since it is attracted by millions of people for decades the local people are aware of many different languages.

Based on author's observations in south of Turkey the areas are divided by nations for holiday. Russian people choosing mainly same cities, Finnish people choosing specific and same places even hotels and goes same for other countries as well. Based on the interest of the nationalities of tourists local people are having nation oriented restaurants, bars, clubs and cultural events for them. You can see restaurants and bars with a Finnish name, Finnish menu, some Finnish food possibilities etc.

### **Psychographic Segmentation**

The psychological covariants evolve from two principal type of customer; personality profiles and lifestyle profiles (psychographics). Psychological profiles are usually used as an add-on to geographic and demographics when these doesn't provide adequate view of the consumer behavior. While the traditional geographical and demographical bases furnish the marketer with accessibility to customer sections, the psychological covariants provide additional information about these and amend the perceptive of the behavior of present and potential target markets (Gunter and Furnham, 1992: 26).

In Turkey social class difference is highly recognizable in every part of the country. Rich people shop from different places. Eat in different restaurants, travel to specific destinations inside the country, they do not want to be classified with the lower class people in any kind of activity. When our target making deals with golf courses which means five star hotels whose customers are rich Turkish people and tourists from

foreign countries. Rich class wants the best of everything to show off with their lifestyles. Golf is played by rich people which is called also the elite class in the country. When you compare it with Finland where anyone can go and play golf as a hobby, in Turkey this is a sport for celebrities, rich businessmen and some minority group which has the idea of playing golf gets you to higher class in society.

When we go to North West cities which are basically biggest cities with industries and education percentage and population. Here we have the target customers are aqua parks and sport complexes and also big corporations, holdings who are just willing to make advertisement of their facilities with a high technology product.

One other big customer group is construction companies where they would be able to make virtual tours for real estate the whole block available from sky to view and able to check in to apartments and see the view if there is a distance problem to reach potential customers this will be a great advertising channel for the companies and real estate agencies.

### **3.2 Behavioral segmentation**

Behavioral section is grounded on the customers' attitude toward, use of or response to merchandise. It is believed that variables such as occasions, benefits, user status, usage range, buyer-readiness level, loyalty status and attitude are the best starting points for fabricating market sections (Kotler and Keller, 2009: 263).

It is important for the marketing person to distinguish the fact that it is possible to reach all buyers in all sections on characterizing the target audience. This is the result of that the consumers are too assorted and have individual needs and buying behaviors. The company needs to take into account the versatiles of the concepts inside the market segmentation.

After the company has determined the potential customers to make sales the next stage is assess the market segments and choose which ones to direct marketing strategies at.

### **3.3 Niche Marketing**

#### **Sea Tourism**

This is the most wanted tourism type in Turkey. Turkey has all the elements for the sea tourism such as long coasts, clean sea, and plausible beaches along with natural and historical beauties it has the best climate conditions which developed the channel more and more. Almost 60% of the visitors from another countries travelling for the sea tourism. The season is 4-5 months long which causing a huge crowd on the place where you cannot even be able to get a hotel room if you are late. Taking these hotels as customers apart from the golf courses this would be great new channel for hotels to get attention from customers using the travel agencies for marketing themselves with their high technology product which will be giving them an opportunity to see the hotel, it's facilities and the beach owned by the hotel and any other outdoor activity places on-line with a virtual tour. People do not believe in photos anymore like in old days. It is always better to have this technology to wonder around the hotel and see the place and decide would you like to go there or not.

#### **Congress Tourism**

One of the fast growing tourism channel is in the world is congress tourism. Each conference is a touristic movement reason. Every year there are more and more international conferences which shows that, this tourism sector is also worth investing. In this case the potential customers are conference halls, and hotels with the congress halls which they would be able to offer for the coming visitors what kind of place they will be located, detailed virtual tour of the hotel and the congress halls as well is always a quality service image in international environment for the country.

#### **Thermal Tourism**

It is a known fact that for centuries people travelled around the world to visit thermal water places for health reasons. Similar to that countries which are highly developed in health and science are facing big interests from people in health tourism. In Germany there are 8 million local and from abroad visitors served by the

thermal places. Thermal places are located with the hotels around in Turkey and some hotels have their own thermal places too. SkyX would be helping these places to make potential customers to explore the place and have virtual tours in there to see what other services they would get with the thermal water. There are planned investments in these places by the Turkish government at the moment.

### **Yacht Tourism**

Marines are located in Turkey mostly on the south cost and also on Istanbul. In our day with the economic developments and with the income rates the amount of the yachts are increased 15% every year in Turkey. Amount of the marines still has to be improved more because when it is compared to other European countries which are developed on yacht tourism, way too behind. People who own a yacht are obviously rich as well. Thinking of the social class, the service SkyX offering for them is basically to be able to see the marines on-line have a virtual tour around the place maybe possible hotels, resorts, restaurants etc. This channel is more like targeting individuals and the service is more like a luxury product to be able to have virtual tour on the marine and yachts in it which basically idea is the owners would be able to see themselves and show also to others.

### **River-Lake Fishing and Hunting Tourism**

Fishing and hunting are good sports and a good tourism sector when people do it responsibly. The country can protect and improve their natural resources, wild animals living areas and at the same time can make a good profit.

SkyX would make the customers able to show their forests, hunting centres, lakes and the rivers for fishing with the facilities around for their visitors. Being able to see virtually the lake where you will be fishing and where you will be staying, camping and other outdoor activities as well is important marketing advantage. Seeing pictures about a lake does not have the same influence as having virtual tour in the whole area of the lake, camping, hotels and other facilities around.



## **Belief Tourism**

Visiting the holy places in another cities or countries are defined as belief tourism. Since Turkey has the biggest history between the Muslim countries because of the Ottoman Empire and their investments on the mosques, churches and other temples as well. Basically Turkey has the important places to visit for the three big religion Christianity, Jewish and Islam. This is a big and important market for SkyX.

There are many important churches, temples and other historically important places for other beliefs all around the Turkey. Turkey has 82 cities and most of the people are not able to travel around the Turkey to see these cities and their important historical places. They can check photos on internet about these places but when you think about the virtual tour of those places for economically weak families who live far from the destination cities can just go on-line and check inside outside the place more realistically. If we also think the potential customers from all around the world from all these other religions will be able to see the places they would like to visit maybe one day in their life.

## **Local Marketing**

Local marketing will be focusing on the cities. Each city would like to advertise themselves for foreign visitors and also the nationwide visitors inside the country. SkyX would make the project for the whole city photographed from the sky which people would be able to move on the sky on top of the city and also in each area of the city will be able to go down to the important buildings see them outside and also have virtual tours inside of those places and by this big project small medium enterprises can be involved with small amount of cost to be viewable in the city advertisements with their shops in it on these virtual tours. Those deals would be done by independently with each city hall with the demand. Google Streets' technique is basically relative but the purpose is different in the company case.

What SkyX is focused on is golf courses in Turkey. They are specialized with their equipment and technology and with talented staff they offer unique product for the customers. High resolution and really sophisticated detailed real live virtual tours of

the golf course. When other competitors offering a virtual tour from one spot on the ground and customer can check around of it 360° and SkyX offers more detailed and the whole aerial view of the course and you can go to the sections on the ground and check each place of details about such bunkers etc. This is how SkyX services are different and special than any other local company in Turkey.

Basically all the golf courses in Turkey located on the south coast where people can also get the benefits of the sun and sea and beach and other summer activities as well. Majority of the golf courses are owned by the five star hotels and private golf clubs.

### **3.4 Golf**

#### **Overview of Turkey's Golf History and Market**

First golf club was established in Turkey city Istanbul and province Okmeydani with the name Constantinople Golf Club (at the moment Istanbul Golf Club), 1895. That followed by Izmir-Bornova Golf Club 1905, Bebek Golf Club 1911 and Ankara Golf Club 1949 from which Izmir and Ankara Clubs was shut down for different reasons in 1970 and 1980. The downfall of golf sport in Turkey in 1980s came back into action again in the mid-1990s by the results of the investments on this field and foundation of golf federation in Turkey. First professional golf club of Turkey was opened in south of Turkey with the name Klassis Golf and Country Club along with the first course in Belek called National Golf Club in 1994. As the results of the Turkey's Golf Federation's works' there has been quite many successful projects after the year 2000 in golf business was developed a lot (Republic of Turkey West Mediterranean Development Agency BAKA, February 2011).

#### **3.4.1 Economical Side of Golf Sport**

Golf sport has an impact on many different sectors directly and indirectly. It heats up the domestic market and provides them highly profitable new development areas.

When a tourist for golf compared to normal tourist for holiday leaves 5 times more profit for the country directly or indirectly.

TABLE 2. Sectors Affected by Golf Tourism (SRI International, 2008)

<b>Sectors Affected by Golf Tourism</b>	
<b>Directly Related Industries</b>	<b>Indirectly Related Industries</b>
<b>Golf Course Capital Investments</b>	<b>Tourism and Leisure Sector</b>
Irrigation System Installation	Car Rental
Golf Course Renewals	Air Transport
Infrastructure Renewals	Entertainment
Infrastructure Investments	Food & Beverage
Equipment / Golf Car Purchases	Accommodation
<b>Golf Facility Operations</b>	<b>Real Estate Sector</b>
Lectures / Courses for Golf	Real Estate Gains
Membership and Game Fees	Related Residential Construction
Equipment Rental	
Food and Beverage	
<b>Golf Player Equipments</b>	
Soft Goods	
Hard Goods	
Apparels	

Magazines
<b>Media , Tournaments and Associations</b>
Durable Consume
Televisions
Associations
Charities
Player Sponsorships

Because of having the similar climate as Turkey countries like Portugal and Spain are the main competitors in this sector. Since Turkey does not have enough amounts of golf courses compared other competitor countries it leaves Turkey way behind of these countries. This situation creates a big investment potential.

TABLE 3. Main competitors of Turkey Number of Courses in Golf (Golf Advisory Practice EMA, 2007)

Country	France	Italy	Portugal	Spain	<b>Turkey</b>
Number of Golf Courses	110	40	55	52	<b>19</b>

Fees on the golf courses of countries like Turkey and Portugal where target customers are only the people who are coming from other countries to play golf are higher than the countries that are focused public golf courses. Because of the plausible package offers from Turkey which includes accommodation and transportation among the golf fees, Turkey has made its own place in European Golf Tourism market (Golf Advisory Practice EMA, 2007).

TABLE 4. Country Based Golf Fees (Golf Advisory Practice EMA, 2007)

Country	Portugal	Cyprus	Spain	France	Italy	<b>Turkey</b>
High Season	71	76	59	39	42	<b>73</b>
Low Season	78	76	66	46	51	<b>76</b>

Turkey has made its own place among the other countries with golf courses especially with the golf course in the area Antalya-Belek. It was chosen as Best Golf Place in Europe by International Association of Golf Tour Operators in 2008 (IAGTO, 2008). One other indicator is also Turkey hosted World Amateur Golf Championship in 2012. In 2009 the area Antalya-Belek Golf sports was participated by about 100 thousand players around the world, there has been 437 thousand games and the income in total about 33 million 240 thousand Euros. In addition to this, other expenses of the players all together brought 130 million 230 thousand Euros to Turkey (Turkish Golf Federation, 2009).

TABLE 5. Number of Games Based on The Years in Antalya-Belek (Belek Association of Tourism Investors BETUYAB, 2010)

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>January</b>	7.513	7.399	10.114	9.920	12.394	22.170	23.049
<b>February</b>	12.999	16.458	19.380	15.911	26.684	41.689	42.811
<b>March</b>	15.191	24.707	39.242	32.847	46.654	64.721	81.979
<b>April</b>	7.739	19.253	33.242	31.596	38.623	54.664	62.213
<b>May</b>	6.945	13.220	23.274	22.299	25.201	33.319	33.584
<b>June</b>	4.218	7.094	8.503	8.599	9.895	11.012	13.292
<b>July</b>	2.646	4.097	5.467	4.830	6.271	7.296	6.837
<b>August</b>	4.141	5.217	6.120	6.121	6.808	7.539	7.228

<b>September</b>	7.921	9.382	12.810	12.174	16.599	19.773	22.755
<b>October</b>	20.361	26.839	32.537	28.253	41.088	50.752	57.972
<b>November</b>	24.831	30.196	32.934	28.195	49.114	50.259	60.984
<b>December</b>	11.500	8.697	9.192	15.271	17.817	20.066	24.575
<b>TOTAL</b>	126.005	172.559	232.815	216.016	297.148	383.260	437.279

TABLE 6. Occupancy Rates of the Hotels in Golf Tourism in Western-Mediterranean (%). (Belek Association of Tourism Investors BETUYAB, 2010)

	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>January</b>	50	46	38	41	38	42
<b>February</b>	53	54	36	52	46	42
<b>March</b>	57	62	37	55	53	45
<b>April</b>	67	59	48	54	51	48
<b>May</b>	85	83	59	72	76	65
<b>June</b>	89	90	87	94	89	86
<b>July</b>	93	91	85	89	87	85
<b>August</b>	95	92	90	95	90	83
<b>September</b>	91	87	80	92	87	86
<b>October</b>	91	81	60	68	73	72
<b>November</b>	73	50	50	50	51	47

<b>December</b>	37	29	34	34	33	27
<b>Average of the year</b>	73	69	59	66	65	61

### 3.4.2 Turnaround Time of the Golf Course Investments

Turnaround time of the resort style golf courses is about 4-5 years. Since public courses are made for social purposes the turnaround in the investment is not the first target. But with a clever operating the place it would gather back the investment in 7-10 years.

TABLE 7. An Estimated Income-Expense Table for Resort Style Golf Club for First 5 Years (Turkish Golf Federation, 2004)

<b>Year</b>	<b>Income</b>	<b>Expense</b>	<b>Profit before Tax (In thousands USD)</b>
<b>1.year</b>	3148	1251	1897
<b>2.year</b>	3254	1280	1974
<b>3.year</b>	3361	1309	2052
<b>4.year</b>	3467	1338	2129
<b>5.year</b>	3538	1358	2180
<b>TOTAL</b>	16768	6536	10232

When calculating the capacity of the golf courses the main indicator is sunlight. The side effects of the rains on winter and also the dormant of the Bermuda grass the overseeding, affects negatively the occupancy rates in high seasons.

TABLE 8. Resort Style Golf Courses Monthly Usage Rate in Antalya Region (Turkish Golf Federation, 2004)

	<b>Max. Player Capacity</b>	<b>Round* Capacity</b>	<b>Occupancy Reality (%)</b>	<b>Player</b>	<b>Round Reality</b>
<b>January</b>	210	6510	20	42	1302
<b>February</b>	220	6160	60	132	3696
<b>March</b>	230	7130	80	184	5704
<b>April</b>	250	7500	80	200	6000
<b>May</b>	270	8370	50	135	4185
<b>June</b>	290	8700	25	73	2175
<b>July</b>	310	9610	18	56	1730
<b>August</b>	310	9610	18	56	1730
<b>September</b>	300	9000	25	75	2250
<b>October</b>	280	8680	80	224	6944
<b>November</b>	260	7800	80	208	6240
<b>December</b>	240	7440	40	96	2976
<b>TOTAL</b>	3170	96510	48	1481	44932

**\*1 round takes approx. 4.5 hours.**

## **4 COMPETITION**

### **4.1 Description**

In regard to competition, four levels can be distinguished (Alsem K.J. Strategic Marketing International Edition 2007, 133.):



1. Product form competition. This is competition between brands that are focused on the same market segment, for example, Diet Pepsi and Diet Coke.
2. Product category competition. This is the competition between products with comparable characteristics, such as various soft drinks.
3. Generic competition. This competition between products that respond to the same needs of consumers such as drinks.
4. Budget competition. This is competition for the money of consumer, such as food and entertainment.

In this study SkyX Company faces with the all competitions except product category competition mentioned above.

According to U.S Commercial Service in Turkey, there are many significant opportunities for foreign companies in Turkey, there are also obstacles accessing them. Any market entry strategy for Turkey should begin with a thorough understanding of the costs and benefits in the market.

One of the most successful proven ways to access the market quickly is to work with an experienced local partner. This partner could be in the form of a local representative, liaison office, agent, distributor, stocking distributor, etc. The local partner brings knowledge of the local regulatory framework, language and contacts to the table. As the business develops, companies may open subsidiaries and make further local investments to expand their market share. (The U.S Commercial Service in Turkey, Doing Business in Turkey: 2012 Country Commercial Guide for U.S Companies.) Accessed on 20 March 2013. <http://www.export.gov/turkey>

## **4.2 Competitors**

**OnlineTurk** which is established in January 1999, is the living pride of serving more than 500 customers. Company is established to serve customers in 360° panoramic photo shooting, web design, hosting, Cd design and production fields, became the leader of 360° panoramic photo shooting in Turkey today.

The company is focused on the purpose of giving quality service since from the day it was established and improving its infrastructure in this context. Customer portfolio is based on:

Hotels, showrooms, fairs, cities, museums, hospitals, shopping centers, real estate, schools, restaurant, bars, sports & congress centers and factories.

**Tr-360.com** is one of the other main competitors in Turkey. Their main focus is on the city halls which makes the business more profitable when you make deals with the government. Government has more to invest on for marketing than private companies. Customer portfolio based on:

Historical places, touristic places, museums, natural parks, religion related places, cities, towns and villages and also depending on the request from the customer the service is provided for small medium enterprises' shops.

**Fotopanorama360.com** is also another competitor who actually is providing the 360° panorama service for the products of companies such as cosmetic, jewelry, kitchen and home furniture products.

**Axima New Media** seems the most effective competitor for SkyX Company. 360° panoramic photography and virtual tour of the world's leading companies in the Axima; virtual tour of the most important company in the birth of the industry. Businesses with 360° spatial concept presentations interactive content, textual content, guided narratives molded provides GreenBox. Axima company does integrated projects as well for the big corporations, hotels and government as well in Turkey. They use controlled head tracer glasses, simulation walking tour, simulation of automobile trips, and simulation of parachute travel, virtual tour bus and such.

There are many other small medium enterprises in Turkey doing the same business as the case company here but apart from the above mentioned main competitors who still does not have the same technology and products and quality as SkyX Company, they are all small ones who are just able to aerial photography which has not related to 360° virtual tours.

## 5 CONCLUSIONS

SkyX company, as they defines themselves one of the biggest competitors in aerial photography industry, has so many potential customers in target market country Turkey. Despite there are some competitors in local market whom still not able to compete with SkyX in technology used and quality of the results on projects. Price competition does not look good for international companies and since SkyX is doing way better quality products than all the others in the market, there is no point to go down on the prices and just give nice deals, affordable for each customer from each market segment. Especially the customers are the small medium enterprises, big hotels, governmental organizations, city halls and government itself the quality matters for each of these and the culture in the target country is more expensive the better in daily life everything, which means when it is expensive and also the quality is better than others people will pay for the products without thinking on the price.

Since we diversified the target customers each customer group should have different approach. Especially when the company is foreigner in the targeted country market and huge difference between the company's business culture and ethics the company blatantly needs a person to co-operate. It is either get a qualified person to make sales together in Turkey from Finland who knows the both languages and both countries and has contacts in target country and educated in this field as well or then get a local company in the same field to work together which might cause issues later on between the two companies since they are in the same field and local company would like to be the company who is giving the services of SkyX in Turkey instead of working for them. One last option is just get a consultant company in Finland who is specialized on the business between Finnish-Turkish market or just a consultant company who would get you the deals in Turkey which would get way better results than a Finnish consultant company since the Turkish consultant company would be already professional in the target market and knows the language, knows the culture, knows the market and knows all how business deals go in target market.

Summer season customers are in too wide-range. SkyX has to forget about small medium enterprises and focus only in the different tourist attractions which the government would invest money on to marketing of those and then the of course five star hotels with golf courses and even without golf courses. There are already hotels using the 360° virtual tours for their golf courses and all other indoor outdoor facilities. Based on the observation on the virtual tour services provided by the competitors for target customers in Turkey the quality is poor, options are limited, the technology used is limited, they are not able to give realistic results of the golf courses in virtual tours which SkyX comes into the picture here where they are able to give actual realistic results for golf lovers where they can see online the golf course with every detail realistically designed. This gives an opportunity for the customers who are willing to go Turkey to have summer holiday and also play golf in there at the same time. Since there are many five star hotels and golf resorts in target market some of them should differentiate from others to get more attention and attract the customers when they would be able to see virtually how the golf course exactly looks like with details of course they would like to go to a place where they already know what they are able to do.

Aqua parks are owned either by government or big hotels. So again in both cases SkyX has the opportunity to make double deals with government and hotels with golf courses. Same product can be applied for golf course, aqua parks and also ski centers which means one customer in fact a customer for three different project.

Ski centers are the second most important target customer after golf resorts for SkyX Company. Since Finland has the most wonderful long winters for winter sports such as skiing, snowboarding etc. which is actually the effects of the climate are always able to define businesses and peoples' hobbies and such. So since it is already a big customer group in Finland which makes SkyX professional on outdoors virtual tours for winter conditions. SkyX has already done the virtual tours for cottage village and also some ski centers in Finland they are way ahead of the other competitors in Turkey. Deals with the ski centers for virtual tours are made between SkyX Company and city halls of the cities which have ski centers and also the hotels which are based

around the ski centers. It might even be the case some of the hotels would go for the deal and some not and of course there is still the possibility of making the deal with government officials related to city's marketing which would automatically obligate all the hotels and other small medium enterprises to participate in the project. It is always a good approach to use a Turkish person to go make the negotiation with the governmental places and also big companies, of course they would like to have the people from the company in first contact and even though they would speak English it is still better to have a native speaker with you for the cultural issues and making them feel closer to your company and break the ice between two stranger parties.

As it was defined in niche marketing section about the small medium enterprises, organizations would be held again either with private firms, private contractors and also many of them are related to government so again would be dealing with city halls and other government officials related to the field. In sports probably the potential customers after golf resorts and ski centers one of them was water sports in holiday places and aqua parks the next customers which should be targeted are football stadiums, basketball halls can be the main one. When it is applied to football stadiums it is a great online ticket sales channel for the football clubs. Project would be applied in stadium for each different angle and each different section on the audience 360° virtual tour so the fans can go to the webpage of the football club and check the place where they want to buy the ticket from and they will be able to see who field 360° and then they know better how it is going to be the view from their seats. The same goes for the basketball halls but since it is really a small place maybe it would be more of just a marketing.

The other segments in target customers such as belief tourism, congress tourism, yacht tourism, river-lake fishing and hunting tourism segments company will be dealing directly with the government officials. There might be exceptions since the government in Turkey sold lands and any kind of places to private buyers which would make the company deal with the private firms. Making deals and sales to Turkish government, even one big city halls the other cities might follow the trend on making the marketing of the city to attract the local and foreign tourists. Since any

city might have any kind of big historical mosque, an important church in Christian history, important temples for other believes and also places for the Jews. There are millions of people around the world who would love to go visit these places and lack of money, lack of time etc. they are not able to go visit and also just the pictures about the places not enough to make people sure to go visit the place. If there are virtual tours for these places mentioned above people will be able to tour around the place inside and outside. Although it might lessen the interest on the place maybe since people can see what is inside the place ( some places are protected by museums union and government which disables people to take photos inside and publish and make any changes on the place) still takes the curiosity off from the people who are interested in visiting the place.

Turkish Government has been planning big projects for the year 2023 which will be 100th birthday of Republic of Turkey after the fall of Ottoman Empire. Government has been gathering groups of talented people in each business field of the country where they are making specific marketing plans and investment calculations on the needed areas to develop the country economically more. Just like the planned possible investments on golf tourism to get more attraction from foreign investors also this would be nice way of marketing the specific tourist attraction cities. Instead of biggest cities such as Istanbul, Antalya, Ankara, Izmir and some other where the tourists have been before many times and knows the city and the places to see there would be used for other small cities, villages with the special wonders and also historically important for the specific target customers, which would be easier to make the projects in small areas and not so complex constructioned would help the get the best quality results for 360° virtual tours. Government is selling its own places to private buyers either from Turkey or foreign investors depends on the offers who is willing to pay more in the auction. It is called privatization which is one of the channels for government to make money, not constantly but big amounts of money at once or paid in installments.

Going through briefly the competitors has made it clear for the SkyX company that there is no reason to worry about the competitors, no reason the worry about

getting customers. In fact only thing is to worry about entering the market, the approach to the customers. SkyX company should be wise on the decision of penetration to market either with a business partner in the target country or get a person to work together from Finland who is able to make deals for the company in Turkey would be kind of a bridge between the two nations, two cultures when the person is familiar with both country and culture.

Only thing is to the decide the entre method and then maybe make first contact with phone calls in targeted areas and the businesses which would make it easier when the potential customers would already have idea of the products of the company in question here and makes the process faster to get results.

### **5.1 Critical evaluation (or reliability and validity)**

There are some limitations in selling the products of SkyX in Turkey. Most of the biggest hotels, biggest companies, corporations, and holdings are owned by same families in most of the cases. Which means the decision makes most like is one person on the top of the chain and also most likely he might be old fashioned person who does not believe in new products, new technology in business to make marketing and get more customers.

Privatization of the government facilities also one of the challenge in a good way also in bad way effecting the company. When you make a sale to government which means it would be for the whole country multiple sales from one signature, on the other side privatization means the facilities owned by private persons and firms which means the company would have to deal separately with each of them.

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## APPENDICES

Information about the golf clubs and hotels provided in this section because of the technical information and specifications which is taken from the web sources of their own.

### APPENDIX 1 – Profile of Golf Clubs

#### Carya Golf Club

Carya Golf Club, in Antalya's Belek Region, is the first classic, heath land style golf course to be built on Turkey's Mediterranean coast. Set on undulating sand hills, Carya is a championship golf course at the heart of Turkey's golf coast. Grown in an extensive nursery on site, Carya's heather shapes define the course into a truly magnificent spectacle. The 7,186 yards, par 72 courses, is a demanding test of golfing strategy with free flowing holes that run between pine and eucalyptus trees and across a dramatic sand ridge. Carya boasts a Player's Course, a world class Golf Academy and spectacular new Club House. (Carya Golf Club Belek, 2013.)

#### Carya Golf Club Belek Technical Information (Carya Golf Club Belek, 2013)

Design	THOMSON PERRETT & LOBB Golf Course Architects
Construction Start	August 2007
Planting Start	April 2008
Grand Opening	November 2008
Location	Belek - Antalya
Surface	260 acres (104 ha), heathland course set in pine forest
Handicap Women	36
Handicap Men	28
Greens	Average per green approximately 600 m <sup>2</sup>
Tees	Five tees per hole

Fairways	Challenging and undulating with plenty of strategic options
Bunkers	75 with heather covered edges
Lakes	3
Driving Range	Double ended with a unique two story Academy building with 22 bays and two teaching studios.
Putting Green	2300 m2 - 130 meters long!
Chipping & Pitching Green	Yes
Golf Cars	Yes
Rental Clubs	Yes
Golf Lessons	Available by Fully P.G.A Qualified Professionals
Spikes	Carya Golf Club is a non - metal spike facility
Proshop	Golf equipment for rent and sale, Golf clothing available from well-known European and local brands.

### **Cornelia Golf Club**

The Cornelia Golf Club will offer a tone and quality found only at the finest Golf Resorts in the World. The 27 Hole Nick Faldo Golf Course will challenge golfers all handicaps. Guests will enjoy their golf experience on this challenging course that will wind its way through some of the most natural landscapes Turkey has offer. Guests will enjoy magnificent golf and mountain views in our 4800 square-meter clubhouse with unparalleled service. David Leadbetter Golf Academy & Cornelia Golf Club – Faldo Course .The academy is proud to announce that an exciting deal has been signed with Cornelia Golf Club to open a new teaching academy at the acclaimed resort. The deal provides Cornelia Golf Club and the Cornelia Deluxe Resort with the exclusive rights to operate the first David Leadbetter Golf Academy in Turkey. Academies are a worldwide network of premium golf instructional facilities, currently with sites in Europe, the USA and Asia. David Leadbetter’s teaching theories and philosophies, complemented by state-of-the-art technology, have revolutionized the

game of golf for all ages and abilities. David Leadbetter and his qualified instructors continue to instruct some of the world's best players and the best new prospects. These include Ernie Els, Charles Howel III, Trevor Immelman, Nick Price, Greg Norman, Michelle Wie and Paula Creamer just to name a few. David Leadbetter golf academies are very excited about opening this new academy in this up and coming golfing community and together with the Cornelia Golf Club developing a world-renowned golf instructional product. (Cornelia Hotels Diamond Golf Resort, 2013.)

### **Gloria Golf Resort and Club**

Gloria Golf Club, designed by renowned French architect Michel Gayon, is the largest Golf Complex in Turkey; with 45 golf holes comprising of the 18 hole `Old Course`, the 18 hole `New Course` and the 9 hole `Verde Course` as well as the largest practice facilities in Turkey, Gloria Golf Club turns golf, the sport of the elite, into an unforgettable pleasure of countless privileges with the unique Mediterranean beauty lying next to it and the comfort of the Gloria Hotels & Resorts all incorporated with the unique nature bestowed by its Mediterranean geographical position. Gloria Golf Club not only offers you golf as a sport as "the largest, the most elite, and the most delightful" sports organization, but also offers you the privilege of experiencing golf in "the most comfortable, the most exclusive, and the most unique" environments. Golfing at Gloria Golf Resort means that you experience your passion of golf within a unique holiday concept completed with the comfort and countless privileges of Gloria Golf Resort, Gloria Verde Resort, Gloria Serenity Resort of Gloria Hotels & Resorts, which is one of the most elite brands of the "Mediterranean Basin". The Club House at the Gloria Golf Resort covering a total area of 3200 m<sup>2</sup> has everything the discerning golfer requires, a beautiful golf terrace surrounded by water, changing rooms, bag storage areas, the clubhouse restaurant and 19th hole bar and the pro shop carrying all the very latest fashions. There is no better spot to enjoy the beautiful views over the course and of the Toros Mountains. This golf club is having a virtual tour option on their website for their hotels, resorts and golf course but it has nothing close to SkyX product. (Gloria Golf Club and Resort, 2013.)

### **Kaya Eagles Golf Club**

A green paradise surrounded by pine trees at a perfect location in Belek-ideal for the golf lovers. A thematic architecture by internationally renowned designer David Jones. Our 18 holes professional golf course at this spectacular facility where the green meets the blue offers the same professional golf experience that our local and foreign guests find at the world's best gold clubs, in the south coast of Turkey. Joining forces with The Eagles Charity Golf Club, the most prestigious golf club in Europe and number-one preference of the golf lovers, Kaya Eagles Golf Club welcomes its guests at a facility built within a pine forest of 650,000 m<sup>2</sup>. With more than 300 celebrity members globally from today's sport, cinema, television, radio and economy sectors The Eagles Charity Golf Club is the most prestigious Golf Club in the Europe. The total amount of donations that The Eagles Charity Golf Club has made to charities for the past 11 years is approximately 11 million Euros. Setting goals and developing projects based on the mentality "What is important are the investments made"; The Eagles Charity Golf Club has now joined forces with Kaya Eagles Golf Club in Belek and takes the passion for golf in Turkey to the international arena. (Kaya Eagles Golf Club, 2013.)

### **Klassis Golf and Country Club**

The 18 hole Championship Golf Course, designed by Tony JACKLIN, is 73 par, 6072 m in length and has four par 3, five par 5 and nine par 4 courses. Due to its structure by being located on a rough landscape, it is considered as a very challenging golf course and preferred by many golfers. Many international tournaments; such as PGA European Challenge in 1997-1998 and PGA Seniors Tours in 1999 held at Klassis Golf & Country Club due to its structure and technical team. Academic Golf Course; with 9 holes, 27 par and 907 m length, serves for amateur golfers. (Ventus Golf, 2013)

### **Driving Range**

Driving range is designed for golfers from all levels for practicing and taking private or group lessons. With 225 m length and 150 m width, driving range offers a swing

area with 20 mats also a natural grass area available for 20 golfers. (Travel Caddie, 2013.)

### **Putting Green**

Putting green with 800 sqm area, 9 holes and two bunkers is another area for practicing. (Travel Caddie, 2013.)

### **Buggy**

52 buggies are ready to make you experience a more cheerful golf round. (Travel Caddie, 2013.)

### **Pro Shop**

Pro- Shop presents a wide range of products from popular golf brands; such as Callaway, Cleveland, Odyssey, Ben Hogan and Top- Flight to meet all kinds of needs of professional and amateur golfers. (Travel Caddie, 2013.)

### **Kusadasi International Golf Club**

With stunning views of the Samos Island and the Aegean Sea and its exquisite setting amongst natural vegetation, Kusadasi Golf is paradise for the golfing enthusiast, be it an advanced or intermediate player. A game of golf here is an exciting journey that begins with enthusiasm, and ends in immense satisfaction. Kusadasi Golf is unique, exotic and challenging. Only in operation with a 'soft Opening of the 1st nine holes for a few weeks now, the course follows the scenic contours of the two plateaux, its challenging fairways cutting through two lakes, olive and carob trees. "Golf in unspoiled nature of gods"-No wonder the course will take its rightful place among the very best the Mediterranean can offer. Regardless of how many times you play the course, there is always a new challenge. Not least the skill needed to conquer the dramatic holes that run alongside or traverse the dramatic ravines. Celebrate your success in the sophisticated Clubhouse, overlooking the 9th green and the sparkling waters of the Aegean Sea and The National Park below.

In the restaurant you can savor delectable Aegean specialties, international cuisine and an extensive wine list, or just enjoy the breath-taking view from the terraces. A premier Golf Academy, practice facilities and Pro Shop enhance your golf experience. The Golf Academy at Kuşadası Golf Academy caters for golfers of all abilities, from beginners to the experienced player and features first class practice facilities, including a covered driving range with targets and distance markers. The short game facilities include pitching and chipping green with bunkers and a putting green. The Kuşadası Golf Academy offers a wide range of golf packages for guests in all ages & required level where all tuition is conducted by our certified PGA Professionals along with access to the latest training technology. All our lessons vary immensely from the individual to the corporate group lesson, and apart from the learning experience our Academy is one of the most welcoming and understanding places to improve your golf or to learn the game as a beginner. All lessons include equipment and driving range balls. Please read through the descriptions of programs available, before choosing one which suits your requirements. Golf lessons are available in Turkish, English, Swedish or German. (Kusadasi International Golf, 2013.)

### **KG&CC Golf Club**

Indisputably Istanbul's most exquisite golf course, with its world standard 18 hole course. The design of the course which meets USGA standards is perfect for both professionals and beginners. The golf lessons put together by PGA certified instructors, who also coach the Turkish national golf team, will work up beginners to play all 18 holes in no time. One of the most important Turkish golfing events are the national and international tournaments held at the club. Located along the hills of the Belgrade Forest, the Golf club offers a beautiful and challenging course, covered by perfectly green grass, forests, and ponds. Every individually designed hole provides a surprise and challenge for all types of players. KG&CC provides its members with a practice course, coaching, private lessons, and an opportunity to join exciting tournaments. The Golf Club offers ProShop with variety of professional golfing equipment, experienced caddies and golf carts. (Kemer Golf and Country Club, 2013)

### **KG&CC Golf Club**

- Club House & Bar
- Experienced PGA certified golf instructors
- Professional V1 Golf training system
- 18 hole golf course
- Driving range and café
- Driving range for kids
- Caddy & golf equipment service (Kemer Golf and Country Club, 2013)

### **LykiaLinks Golf**

Incorporating many firsts in Turkey, LykiaLinks Antalya is the only genuine links golf course in the Mediterranean. Rates as one of the top 100 golf courses in Europe, LykiaLinks Antalya makes full use the natural landscape and texture of its stunning seaside location. Located on 60 hectares of land and stretching for 6950 m along the sandy beach and blue waters of the Mediterranean, the 18-hole, par 72 professional courses was expertly designed by award winning American golf architect, Perry O. Dye. The course features Dye's signature 'risk and reward' theme with the fun that a links course provides. The Golf Club covers an area of 2500 square meters and includes a Proshop where the latest golf accessories and clothing are available, along with a superb restaurant and bar. Whether you are a beginner or seasoned golfer, LykiaLinks Antalya will provide you the golf experience of your dreams.

### **LykiaLinks Golf Antalya Course Details (LykiaWorld LykiaLinks Golf Antalya, 2013)**

Greens:	Sea spray paspalum
Women's Handicap:	36
Men's Handicap:	28
Tees:	Five per hole, approximately. Black, Gold, Blue, Red, Green
Fairways:	Challenging and undulating, with plenty of strategic options
Bunkers:	Waste bunkers, Dye-style bunkers, plus the 'beach'.



Lakes:	One lake, between holes seven and eight
Grass:	Paspalum / SeaSpray
Golf Carts:	Club car carts, but the golf course is easily walk able.
Trolleys:	Available
Rental Clubs:	Newest models from Callaway
Spikes:	Spikeless only

### **The Montgomerie Maxx Royal Club**

#### **The Montgomerie Maxx Royal Club Description (The Montgomerie Maxx Royal Club, 2013)**

Design	Colin Montgomerie in Association with European Golf Design. Course opened 1st September 2008
Location	Belek, Antalya, TURKEY
Surface	260 acres (104ha), seaside & parkland forest
Handicap Wmn	36
Handicap Men	28
Greens	Average per green approximately 600 sqm
Tees	Four per hole, approximately 600 sqm per hole
Fairways	Challenging and undulating with plenty of strategic options
Bunkers	Approximately 7 ha including waste bunkers
Lakes	8
Driving Range	Double ended 25 bays tee options including teaching systems
Putting Green	CA 1010 sqm
Chipping & Pitching Green	Chipping green 750sqm, bunker green 600 sqm.

Golf Cars	Yes
Rental Clubs	Yes
Golf Lessons	Available 7 days a week
Spikes	Only soft spikes allowed
Pro Shop	Golf equipment for rent and sale, golf clothing available from well-known European and local brands

### **National Golf Club Antalya**

Since the opening of the National on 18 November 1994, the Club has become a popular tourist destination attracting golfers from all corners of the world and it has taken only six years to win international recognition in the year 2000 rankings of UK's Golf World magazine as the number 42 and in the year 2001 rankings' as the number 39 golf course in mainland Europe, in Germany's Die Welt magazine as the number 9 golf course on the European Mediterranean coasts in 2000 and also, has been rated 16th best golf course in the world by the readers of Germany's Golf Journal magazine in March 2002 and 14th in 2003. The 18 hole Championship Course, designed by Ryder Cup Player David Feherty and Seniors Tour Player David Jones, has played host to the PGA European Turkish Seniors Open in 1996 and 1997. The National is the first golf course in Turkey which has been developed with the guidance and in accordance with the standards determined by European PGA and is open to members and limited day visitors. Carved through a forest of eucalyptus and pine trees with the back-drop of the snow-capped Taurus Mountains and an abundance of natural lakes, the National tests all abilities of players. Located in the resort area of Belek, on the Mediterranean coast. The club is 25 minutes' drive from Antalya International Airport and 40 km from the ancient city Antalya. National Golf Club is built in landscaped gardens and is surrounded by pine and eucalyptus forests. The British styled Clubhouse has a peaceful atmosphere and panoramic views of the golf course. (National Golf Club Antalya, 2013)

### **Sueno Hotels Golf Belek**

Sueno Golf Club is a classical golf club that attracts attention of both local and foreign golf lovers with its rapid rise in the golf world. Thanks to the temperate climate of Antalya, Belek region that became a golf paradise, the club can offer unique hospitality to guests and local, national and international tournaments throughout a long golf season. In Sueno Golf Club, golf games become exiting journeys to the nature. The hotel building is within the golf field composed of two different courses including total 36 holes in an environment enhanced with lakes and pine trees. So you can watch the golf tournaments even from cafes, lobby, bars and swimming pool, and experience the excitement. Two master pieces offered to the golf world. Two 18-hole fabulous courses. One is named as Pines and the other as Dunes. A unique golf field that will win the heart of golf lovers at first site with the elaborate design on approximately 1500 hectares of land created under the supervision of PGA Design Consulting. For you to experience the royal tradition of golf and perfect games that you will wish to be endless. In Sueno Golf Academy, professional coaches share their knowledge with all golf lovers whether they are beginners or advanced players. The academy offers the chance to learn important basic information to improve your golf game with a special system; it ensures the best improvement and improves your game in the most effective manner. (Sueno Hotels Golf Belek, 2013)

### **Tat International Golf Club Belek**

TAT Golf Belek boasts 27 holes, made up of three loops of nine gives the course the opportunity to satisfy the requirements of the most demanding golfers. 18 holes of parkland and 9 holes of links means that the golfer will be faced with every kind of golfing challenge from lakes and rivers to trees and dunes on holes that have been left as natural as possible to enhance the feeling. This was indeed a landscape perfectly in harmony with the needs of a golf course that was designed by Hawtree Ltd golf Course Architects of England. During the 2010 summer season a large amount of work occurred at TAT Golf Belek International Golf Club. The bunkers were renovated, some removed and some added to take into account improved golf club and ball technology, the Clubhouse was upgraded giving it a new identity and

image, a new driving range building was constructed and the greens have been re profiled and expanded. The 13 acres of golf course adjacent to the Mediterranean Sea and Beşgöz River has been left as original as possible and there are some beautiful views of the sea and river. Many trees are placed on the summits of the former dunes to further enhance these views that also include some magnificent views of the Taurus mountain range in the distance. The golf course has been designed such that it ensures playable conditions for all standards of golfers (even first time players) and the course layout makes best use of the existing landforms ensuring that there are no blind shots to fairways or greens. Emphasis was put on giving every 9 Hole Championship Course (The Mediterranean, The Forest and The River) its own character. And each hole has its own playing and landscape character to make this golf course unforgettable for you. Last not least the TAT GOLF's totally rebuilt practice area that is positioned close to the newly renovated Clubhouse. It comprises of one putting green, a putting-chipping green and two additional pitching greens for bunker shots and approaches up to 60m. The driving range has got three big target greens and has more than 40 training tees, for optimal training possibility. (TAT Golf International Golf Club, 2013)