Abstract

It is certainly an undeniable fact that the sectors constituting the global economy have screened a significant structural change as the degree of causality relationship between the world economy and globalization proliferates. In addition to this affirmative unfolding, all of these sectors have got through an economic growth period in real terms, while forcing themselves to change structurally. As this economic growth trend pervaded in the world geography, considerable raises were observed in the volume of consumer masses and the markets in which these sectors operate. The pervasiveness come into existence in the world geography has also caused to step up the dynamism of tourism industry. Together with the globalization and rising incomes, it is clearly uncovered that the tourism movements have not only an economic dimension but also other components such as particularly the social, cultural, religious, political, sportive, environmental, etc. dimensions. In our study, we will be trying to figure out whether Islamic Countries take a sufficient share from that ambitious economic growth trend and magnificent structural change process of the world tourism sector, as well as questioning how to expand the amount of this share through the leadership of Turkish tourism entrepreneurship.

Keywords: Tourism, Tourism Economics, Tourism Movements, Entrepreneurship, Islamic Countries

1. Introduction

It is certainly an undeniable fact that the sectors constituting the global economy have screened a significant structural change as the degree of causality relationship between the world economy and globalization proliferates.

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In addition to this affirmative unfolding, all of these sectors have got through an economic growth period in real terms, while forcing themselves to change structurally. As this economic growth trend pervaded in the world geography, considerable raises were observed in the volume of consumer masses and the markets in which these sectors operate. The pervasiveness come into existence in the world geography has also caused to step up the dynamism of tourism industry. Together with the globalization and rising incomes, it is clearly uncovered that the tourism movements have not only an economic dimension but also other components such as particularly the social, cultural, religious, political, sportive, environmental, etc. dimensions. Within this framework, associated with the structural change of the world tourism sector and the global economic growth trend, it is witnessed that the international tourism market and also the number of people affiliated with tourism are poised to start expanding. The factor of new entrant entrepreneurs plays a significant role in this expansion. Together with the increasing incomes as a result of this expansion, the competitiveness degree of the sector has also set to rise. As the world geography has been increasingly shrunk by particularly the informational and technological developments, and recent socio-economic evolutions, many important consequences have emerged in the tourism sector. Because of particularly the multifaceted characteristics of tourism sector, in other words because of the abundance of its sub-sectors, the tourism sector has gained a new dimension as its multiplier effect in the economy has grown and its sub-sectors have made the most of information and technological systems. In this regard, it becomes especially an important factor to maximize the consumers’ internet use of marketing network.

2. Literature Review and Hypotheses

2.1. The Tourism Movements in the World, and Structural Change of the Sector

In today's global world, the tourism industry forms an industrial area which covers national and international tourism movements. Until a quarter century ago, tourism was perceived as a privileged activity of a minor elite group, but today it became an ordinary activity of large communities. There is no doubt now that the traveling is an individual, social and constitutional right for everyone. The development of tourism industry has been accelerated by the latest innovations created in transportation and technology, ubiquitous e-communications, disappeared geographical borders between the countries, curiosity of people with different cultures, and the people's increased expenditures on consumption as they prosper and have more leisure as a result of extended life expectancies, emanation of the healthy living concept, proliferation of the paid annual leave right, and decreasing weekly working hours, as well as increased number of new entrepreneurs participated to this industry in each of the mentioned areas. From the point of tourism, the national borders between countries now are poised to disappear, and the number of people involved in international tourism movements is increased further by the recent developments in e-technology, internet, digital economy, and social media. And, the general tourist profile has also changed with the polarizations seen in consumers' preferences. Today, the tourism industry which creates a giant tourist circulation and revenues with high volumes in international arena is basically comprised of some integral activities which are dynamically structured in a conceptual dimension. The international tourism industry has a structural attribute which is influenced by global economic downturns wherein a case of shift in demand has occurred because of economic and political uncertainties and instabilities which show up within the country and among the countries, and vary with the technology, knowledge, destination, demand, expectations, and the level of income. Targeting to attain a place in the market, enhance existing market share, and sustain and maximize their profitability in the long term, the countries, multi-national companies, and new entrepreneurs who compete in the international tourism industry, concentrate on the subjects such as sustainable competition and competitive advantages. However, it is considered that the high levels of unemployment and tax rates together with the environmental pollution will be the most critical factors which will slow down the rapid growth pace of international tourism market. In the international tourism market which is an integral part of globalization, a sustainable competition for countries, companies, and governments can only be achieved by allocating significant amounts of financial and human resources to the activities such as making realistic forecasts about the current tourism trends, patterns that motivate people to travel, consumers' demands, needs, and expectations varying with their incomes and technology, conducting market researches, R&D, innovation, public relations, internet, advertisement, promotion, and also carefully watching the future trends and developments with down-to-earth insights. The tourism industry has traditionally some positive and negative, in other words both supportive and disincetive, economic, social, environmental, and cultural characteristics. In the midst of such wild and though conditions of international tourism market, the only way for the
countries from all over the world to accelerate their regional or local developments and benefit from the positive effects of tourism industry by using their comparative advantages is surely to adopt a suitable sustainable tourism policy. Nowadays, tourism industry takes 9% share from the world gross product, 29% share from the world services industry, and 6% from the all goods and services exported worldwide. Each one of 12 employed people in all sectors worldwide is employed in tourism industry today. (United Nations World Tourism Organization - WTO; 2014). It is an obvious fact that the profits made by the developed countries in tourism sector are far better than that of the developing countries. Nevertheless, this industry presents huge opportunities in terms of economic growth, development and employment opportunities offered by tourism sector for developing countries. Today, most of the international tourism activities are carried out by European and North American countries. Recently, it is observed that Asian and African regions have been increasing their own shares in tourism, even if just a pinch. When considered the distribution of international tourism in country base, it is also glittered that some countries gain extremely huge revenues from international tourism while the others can only take very small slices from that pie. In the forecasts of WTO, more than 1.4 billion people will be joining to the tourism movements, and approximately $2 trillion will be spent for these activities as of 2020. According to the 'Towards to 2030’ Tourism Report of WTO, the world tourism will averagely grow annually by 3.3% between the years 2010 and 2030, and the number of people involving in the world tourism movements shall be 1.8 billion as of 2030. By the way, it is expected that the average pace of growth in international tourism movements in the developing markets are to catch 4.4%. And as of 2030, those markets are expected to increase their share in the world tourism arena to the level of 58% (United Nations World Tourism Organization) (Table-1). In the predictions of World Senility Association, the world population is expected to reach to 8.2 billion by the year 2030, while according to a demographical study conducted by United Nations, it is estimated to exceed 9.2 billion in 2050 (World Senility Association). In the future, the population will keep on aging as of today, and particularly the 3rd age group will find more spare time for recreation by traveling. Along with the increasing importance of health, sports, and beauty concepts depending on the characteristics of future life styles, the alternative tourism options will show up. Among those tourism options, the most prominent ones shall be the health, culture, nature, and congress tourism. The culture and health tourism will remain to be the most important motivator which encourages people to travel. Today’s famous international tourism symbol, namely the trio comprised of “sun, sea, and sand”, will surely be replaced by entertainment, excitement, and education concepts. As the technological developments proliferate and the traveling costs diminish, it will be possible to reach easily even to the furthest destinations. The new kind of tourism products will gain recognition depending on the changing pleasures and preferences, and only the companies which launch products with high added value shall be able to survive. In an economy with a developing tourism sector, the amount of inflow of foreign currency is certainly set to rise, the international competitiveness of the firms in the sector improves, the firms make the most of economies of scale, the foreign trade balance is effected positively, and a multifaceted employment becomes possible (KARA et al; 2012).

Table-1: World Tourism towards 2030 and Market Shares of Regions (%)

| Regions       | Growth 1995-2010 | Growth 2010-2030 | Growth 2010-2020 | Growth 2020-2030 | Share 2010 | Share 2030 |
|---------------|------------------|------------------|------------------|------------------|------------|------------|
| AFRICA        | 6,7              | 0,5              | 0,5              | 0,4              | 5,3        | 7,4        |
| North         | 6,5              | 4,6              | 5,2              | 4                | 2          | 2,5        |
| West & Middle | 7,5              | 5,9              | 6,5              | 5,4              | 0,7        | 1,2        |
| East          | 6,1              | 5,8              | 6,2              | 5,4              | 1,3        | 2,1        |
| South         | 7,4              | 4,3              | 4,5              | 4,1              | 1,3        | 1,6        |
| AMERICAS      | 2,1              | 2,6              | 2,9              | 2,2              | 15,9       | 13,7       |
| North         | 1,3              | 1,7              | 2                | 1,4              | 10,4       | 7,6        |
| Caribbean     | 2,4              | 2                | 2,4              | 1,7              | 2,1        | 1,7        |
| Middle        | 7,7              | 5,2              | 6                | 4,5              | 0,8        | 1,2        |
| South         | 4,8              | 4,6              | 5,3              | 3,9              | 2,5        | 3,2        |
| ASIA PACIFICS | 6,3              | 4,9              | 5,7              | 4,2              | 21,7       | 29,6       |
| Northeast     | 6,8              | 4,9              | 5,7              | 4,2              | 11,9       | 16,2       |
| Southeast     | 6,2              | 5,1              | 5,8              | 4,3              | 7,4        | 10,3       |
| Oceania       | 2,4              | 2,4              | 2,9              | 2                | 1,2        | 1          |
| South         | 6,6              | 6                | 6,8              | 5,3              | 1,2        | 2          |
EUROPE  3  2.3  2.7  1.8  50.6  41.1  
North  3.2  1.8  2.2  1.4  6.1  4.5  
West  2.1  1.8  2.3  1.4  16.3  12.3  
Middle & East  3.3  3.1  3.7  2.5  10.1  9.7  
South & Mediterranean  3.7  2.3  2.6  1.9  18  14.6  
MIDDLE EAST  10.5  4.6  5.2  4  6.5  8.2  

Source: Association of The Mediterranean Tourism, 2012, p.3

Table-2: Number of Tourists and Tourism Revenues of Some Selected Countries

| Country       | Number of Internationally Arriving Tourists (000) 2013 | International Tourism Revenues ($ Million) 2013 |
|---------------|------------------------------------------------------|------------------------------------------------|
| Canada        | 16.588                                               | 17.656                                           |
| Mexico        | 23.734                                               | 13.819                                           |
| USA           | 69.768                                               | 139.569                                          |
| Brazil        | 5.677 (2012)                                         | 6.711                                            |
| Morocco       | 10.046                                               | 6.850                                            |
| Tunisia       | 6.269                                                | 2.210                                            |
| Egypt         | 9.174                                                | 6.044                                            |
| Jordan        | 3.945                                                | 4.117                                            |
| S. Arabia     | 13.213                                               | 7.651                                            |
| UAE           | 9.990                                                | 10.380 (2012)                                   |
| England       | 31.169                                               | 40.597                                           |
| France        | 83.000                                               | 56.098                                           |
| Germany       | 31.545                                               | 41.211                                           |
| Russia        | 28.356                                               | 11.998                                           |
| Turkey        | 37.795                                               | 27.997                                           |
| Spain         | 60.661                                               | 60.435                                           |
| China         | 55.686                                               | 51.664                                           |
| Japan         | 10.364                                               | 14.934                                           |
| Malaysia      | 25.715                                               | 21.018                                           |

Source: United Nations World Tourism Organization, 2014: 4-12.

2.2. The Outlook of Islamic Countries within the World Tourism Movements

Islamic Conference Organization is an international establishment which targets political, economic, cultural, scientific, and social solidarity and collaboration among the member countries (www.mfa.gov.tr). Islamic Conference Organization has already fifty seven member countries. The aggregated population of those member countries is 1,468,119,824 (www.tr.wikipedia.org). Given the world population is approximately 7.2 billion, total population of the member countries of Islamic Conference Organization constitutes 20.38% of the world population. Thanks to the communicative attributes of tourism activities in terms of cultural, economic, and social aims as indicated in the framework of this organization's targets, the tourism sector becomes much more crucial for the member countries. Most of the member countries of this organization fail to rank in the places where tourism movements hit the maximum values such as Europe, America, and Asia-Pacific.

In the Table-2, the number of tourists and tourism revenues of some selected countries and member countries of Islamic Conference Organizations are shown. In this table, there are only eight member countries of Islamic Conference Organization. From the table which reflects the data of World Tourism Organization, it can be clearly
understood that the included countries largely differentiate themselves from the other member countries of Islamic Conference Organization in terms of the number of tourists and tourism revenue figures, and they can readily compete with the leading countries in the world tourism arena. Unfortunately, it is immediately recognized that most of the other member countries of Islamic Conference Organization which are not listed in Table-2 lack of enough capacity to compete with the leading countries in the world tourism sector. Although the aggregate population of Islamic Conference Organization’s member countries receives a 20.38% share from the world population, they get a relatively small share from the world tourism movements. As seen in Table-2 and Table-3, only eight countries manage to get a relatively bigger share from the world tourism market.

| Country     | The number of international tourists (000) in 2013 | International tourism revenue ($ Million) in 2013 |
|-------------|-----------------------------------------------|-----------------------------------------------|
| Azerbaijan  | 1,986 (2012)                                  | 2.365                                         |
| Kazakhstan  | 4,926                                         | 1,460                                         |
| Kirghizstan | 2,406 (2012)                                  | 435 (2012)                                   |
| Tajikistan  | 159 (2010)                                    | 32.4 (2011)                                  |
| Turkey      | 37.795                                        | 27.997                                        |
| Brunei      | 225                                           | -                                            |
| Indonesia   | 8.802                                         | 9.337                                         |
| Malaysia    | 25,715                                        | 21,018                                        |
| Afghanistan | -                                             | 56 (2012)                                    |
| Bangladesh  | 303 (2010)                                    | 108 (2012)                                   |
| Iran        | 3.834 (2012)                                  | 1.114 (2012)                                 |
| Maldives    | 1.125                                         | 2.031                                         |
| Pakistan    | 966 (2012)                                    | 288                                          |
| Algeria     | 2,733                                         | 217 (2012)                                   |
| Morocco     | 10,046                                        | 6,850                                        |
| Sudan       | 536 (2011)                                    | 933                                          |
| Tunisia     | 6,269                                         | 2,210                                        |
| Nigeria     | 715 (2011)                                    | 543                                          |
| Egypt       | 9,174                                         | 6,044                                        |
| Uganda      | 1.206                                         | 1.184                                        |
| S. Arabia   | 13,213                                        | 7,651                                        |
| Iraq        | 1,518 (2010)                                  | 1.634 (2012)                                 |
| Yemen       | 874 (2012)                                    | 940                                          |
| Mozambique  | 2,113 (2012)                                  | 250 (2012)                                   |
| Syria       | 5,070 (2011)                                  | 1,753 (2011)                                 |
| Ivory Coast | 289 (2012)                                    | 141 (2011)                                   |
| Cameroon    | 817 (2012)                                    | 349 (2012)                                   |
| Burkina Faso| 238 (2011)                                    | 133 (2011)                                   |
| Niger       | 81 (2012)                                     | 96 (2012)                                    |
| Senegal     | 1,001 (2011)                                  | 468 (2011)                                   |
| Mali        | 134 (2012)                                    | 267 (2011)                                   |
| Chad        | 86 (2012)                                     | -                                            |
| Benin       | 220 (2012)                                    | 189 (2012)                                   |
| Sierra Leone| 81                                            | 59                                           |
| Jordan      | 3,945                                         | 4,117                                        |
| Libya       | -                                             | 60 (2010)                                    |
| Togo        | 235 (2012)                                    | 79 (2012)                                    |
| Lebanon     | 1,274                                         | 6,032 (2012)                                 |
| Palestine   | 545                                           | 755 (2012)                                   |
| Oman        | 1,987 (2012)                                  | 1,905 (2012)                                 |
| UAE         | 9,990                                         | 10,380 (2012)                                |
| Kuwait      | 300 (2012)                                    | 298                                          |
| Gambia      | 171                                           | 88 (2012)                                    |
| Qatar       | 1,170 (2012)                                  | 3,456                                        |
| Guiana      | 177 (2012)                                    | 64 (2012)                                    |
| Bahrain     | 1,690 (2011)                                  | 1,051 (2012)                                 |
| Comoros     | 19 (2011)                                     | 39 (2012)                                    |
| Djibouti    | -                                             | 21 (2012)                                    |
| Suriname    | 249                                           | 84                                           |

Source: United Nations World Tourism Organization (UNWTO); 2014:412.
This low share of the member countries of Islamic Conference Organization in the world tourism sector actually does not stem from their missing tourism potentials, but their delayed or failed perception of the importance of this sector. The Table-3’s eight countries which lately recognize the importance of tourism, are now targeting to increase the share of their tourism revenues particularly in the export proceeds both in quantity and ratio through sponsoring the tourism with incentive policies. According to international tourism data of 2103, among the member countries of Islamic Conference Organization, only Turkey ranks in (sixth place) top ten countries in terms of the number of tourists. But when the tourism revenues are taken into account, no member countries of Islamic Conference Organization can manage to take place in the list of first ten countries.

2.3. Turkey's Outlook in the World Tourism Movements and in the Islamic Countries' Tourism Movements

Turkey can climb up to the top levels in the global economic league by making its quantitatively increasing young workforce qualified until 2041 for the sake of maintaining a sustainable economic growth period in the long-term. Thanks to the peaks to be gained in the value chain during the next 30 years, Turkey which has a lot of cultural and natural resources may have an important position in terms of tourism activities. Turkey is now a country which can tap into the opportunity of being developing market demography in the sense of tourism industry. Today, tourism is not a sector anymore but an important industry. According to the World Tourism and Traveling Council, it is estimated that tourism will be the greatest industry in the world in the years 2050s. The Turkey’s economic future is predicted to be changed quite a lot as of 2041. Until 2041, among the industries which have the potential of being an international center of expertise are food and beverage, agricultural R&D and services, alternative energy, automobile manufacturing, and tourism (PWC;2012:2). The most important factor causing the rise in these figures and revenues is that Turkey has been taking significant steps in the way of branding in the tourism sector, and stepping into alternative tourism for years. However, the Turkish entrepreneurship plays a crucial role in this policy. Recently, besides of sun-sand-sea tourism, Turkey also concentrates on the alternative potential tourism activities such as health (thermal tourism), winter, yachting and golf tourism. And, the investments also increase in this direction. In the arriving tourists listing of the world tourism sector, Turkey ranks in the sixth place. But unfortunately Turkey can’t rank in first ten countries listing which is based on tourism revenues. Particularly thanks to the consequences of incentive policies implemented in Turkish tourism sector recently, it is observed significant rises in the number of arriving tourists to Turkey. Those numerical rises have also been reflected in the figures of tourism revenues. Especially because of the results of the price policies implemented recently, the tourism revenues have regrettably followed a fluctuated route even to the rises in the number of tourists arriving.

Table-4: Turkey's Figures of Tourism Revenues and the Number of Tourists

| YEAR | NUMBER OF TOURISTS (1000 People) | TOURISM REVENUE ($ Million) |
|------|----------------------------------|----------------------------|
| 2005 | 24 124 501                       | 20 322 112                 |
| 2006 | 23 148 669                       | 18 593 951                 |
| 2007 | 27 214 988                       | 20 942 500                 |
| 2008 | 30 979 979                       | 25 415 067                 |
| 2009 | 32 006 149                       | 25 064 482                 |
| 2010 | 33 027 943                       | 24 930 997                 |
| 2011 | 36 151 328                       | 28 115 692                 |
| 2012 | 36 463 921                       | 29 007 003                 |
| 2013 |                                 | 27 997 000                 |

Source: www.tursab.org.tr and unwto

Table-5: The Share of Turkish Tourism Revenues in Closing the Turkey’s Foreign Trade Deficit (FTD)

| Year | Foreign Trade Deficit ($) | Ratio of Tourism Revenues to FTD (%) | Ratio of Tourism Revenues to GDP |
|------|---------------------------|--------------------------------------|---------------------------------|
| 2005 | 43.297.743                | 55,72                                | 4,2                             |
| 2006 | 54.041.498                | 42,83                                | 3,5                             |
| 2007 | 62.790.965                | 43,34                                | 3,2                             |
| 2008 | 69.936.378                | 44,30                                | 3,4                             |
| 2009 | 38.785.809                | 82,52                                | 4,1                             |
| 2010 | 71.661.113                | 46,09                                | 3,4                             |
| 2011 | 105.934.807               | 34,13                                | 3,6                             |
| 2012 | 84.066.659                | 43,75                                | 3,7                             |

Source: www.tursab.org.tr
The boom seen in Turkey’s tourism revenues plays an important role particularly in closing the Turkish economy’s foreign trade deficit. It has an indispensable meaning for the general balance of the economy that the foreign trade deficit of Turkish economy continuously increases but the rate of increase in tourism revenues always raises more than the rate of increase in the deficit. The effects of real growth rates of Turkish economy greater than that of the world average recently have been reflected in the Turkish tourism sector too. The share of the tourism revenues in the GDP seems to be declining relatively, but the tourism sector grows absolutely as a result of the high growth rates of Turkish economy in real terms. Turkey ranks in first both in the number of tourists arriving and the tourism revenues among the member countries of Islamic Conference Organization. Given its geographical region, history, demographic structure and population, and economical infrastructure, Turkey has been much more specialized in the tourism sector than the other member countries. That’s why it will create a huge advantage for both Turkey and the member countries if Turkey leads to the development process of tourism sectors of the other member countries of the Organization. As a country being one of the most substantial transit areas in the world between East and West, Turkey has enough tourism capacity and human resources to provide services to the tourists both coming from the developed countries and Muslim countries. However in today’s framework of tourism understanding, the countries which target to acquire foreign currency flows and tap into the employment opportunities offered by tourism industry should not only take into account the economic benefits of tourism. Within the scope of sustainable development policies, the social, environmental, and cultural attributes of the tourism should also be taken into account as well as the economical contributions of tourism. Therefore, the regional development policies about tourism are ought to be considered with that kind of understanding. And every constituent forming a tourism product element such as accommodation, catering, entertainment, guidance, souvenir, and used staff, should be carefully differentiated according to the distinct needs of tourists coming from Western and Muslim countries. The destination places must be sociologically planned in accordance with the traditions and customs, and religious characteristics that shape the life philosophy and life styles of the selected target group. Only a psychologically satisfied tourist stays longer, and spends more money in a region. The sustainability in the destination planning can no longer be achieved without social and cultural planning.

3. Methodology

SWOT analysis is a strategic technique which is used for determining the strengths and weaknesses of a corporation, methodology, process, situation, or person involved in a business venture or a project, and identifying the opportunities and threats stem from internal and external environment. This technique is supposed to identify both the targets of a project or a business venture, and the positive or negative internal or external factors which will be in effect during the achievement process. And within this framework, detailed plans and strategies are developed.

3.1. Evaluating the effects of Turkish tourism entrepreneurship on the development of Islamic countries’ tourism by employing SWOT analysis

In our study, the strengths and weaknesses, and the opportunities and threats to be confronted in the process of Turkish tourism entrepreneurship’s contribution to the development of Muslim Countries’ tourism sectors are listed in Table-6 below. As indicated in the strengths column, the level of importance given to the entrepreneurship is extraordinarily high in Turkey. In this context, there are various incentives and subsidies for tourism sector in Turkey. It is possible to categorize these incentives and subsidies as defined below (The Incentives and Subsidies Offered to Tourism Sector in Turkey, 2012);

- The support and services offered within the context of KOSGEB (SMEDO),
- The incentives and subsidies implemented within the context of cabinet decree related with the government aids for investments,
- The incentives offered within the context of Tourism Promotion Law with Number 2634,
- The exemptions indicated in Real Estate Tax Law with Number 1319,
- The loan facilities offered by Export Credit Bank of Turkey (EXIMBANK),
- The encouragement of foreign investments,
- The support for participation to the tourism fairs abroad.
| STRENGTHS                                                                 | OPPORTUNITIES                                                                                           |
|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| The high volume of tourism demand of Turkey and the member countries of Islamic Conference Organization | The high volume of tourism demand of the people comprised of the aggregate population of Turkey and the member countries of Islamic Conference Organization |
| Geographical location (adjacency to the markets)                          | The expansion of tourism markets in the global markets                                                 |
| Turkey's legal and technical norms which are compatible with global economy | Lower tourism costs in the member countries of Islamic Conference Organization and Turkey than many countries (like EU countries) |
| Quicker and stronger supply channels of Turkish entrepreneurs            | The appropriateness (particularly for the countries like Turkey ...) of every country factors (geographical position, technology, cost, market, ...) needed for new investments |
| The lower investment and operating costs of Turkish entrepreneurs         | The potentials of Turkey and the member countries of Islamic Conference Organization to be an international tourism generation centre |
| Turkey's higher level of development and operating mechanisms of the sub-sectors related to tourism, High quality standards level of Turkish entrepreneurs in tourism | The sufficient level of Turkey's transportation network                                                  |
| Turkey's higher volume of the human capital of workforce                | The higher achievement levels in the implementation of high-technology projects and related technologies than the competitor countries |
| The elasticity of Turkish tourism sector against the cyclical and structural changes in the global economy. Relatively easier inflow of foreign capital to the Turkish tourism sector | The eagerness of the governments of Turkey and the member countries of Islamic Conference Organization to support the necessary exercises in their own organizations which will have their tourism sectors grow and develop |
| The higher level of entrepreneurial culture, The creation of sustainable tourism models | The possibility of spreading tourism out to all year round among the member countries of Islamic Conference Organization |
| Turkey's robust ability to create alternative tourism approaches, The implementation of innovative tourism policies in Turkey, The formation of an incentive system to sponsor the tourism sector in Turkey, The branding of Turkish tourism in many fields | The possibility of activating the unexploited destinations in the member countries of Islamic Conference Organization |
| The higher share of private entrepreneurship in the Turkish tourism sector, and also the higher specialization level of the private sector in tourism | Many probable alternatives (like Halal tourism ...) in the area of tourism products diversification in Turkey and the member countries of Islamic Conference Organization |
| Increasing support of people living in Turkey and the member countries of Islamic Conference Organization to the development of tourism | The increased transportation means in parallel with technology and accordingly the improvements in the long-distance journeys |
| The higher level of importance given to the entrepreneurship in Turkey    | The proliferation of internet use in Turkey and the member countries of Islamic Conference Organization, and accordingly the expansion of e-tourism market |
|                                                                         |                                                                                                         |
| WEAKNESSES                                                              | THREATS                                                                                                 |
| The excess burden of taxes in Turkey                                    | The legislations put into effect by the governments in order to gain a competitive advantage to their own sectors against the competing countries. The preclusion of arriving tourists in many ways by their own countries to visit Turkey and the member countries of Islamic Conference Organization |
| The dependency of Turkey’s main tourism product (sun-sea-sand) to price  | The risk of overvaluation of the local currencies of Turkey and the member countries of Islamic Conference Organization |
| The uniform attitudes of tourism entrepreneurs, and copycat habits of investors and executives who usually copy the successful models, The intense bureaucratic procedures | The aggressively tourism invasion targets and policies of the countries out of the member countries of Islamic Conference Organization related to global tourism market |
| The fruitlessness in clearly determining the necessary policies for both the sector and the other sectors related to the sector, The higher levels of real interest rate | The permanent economic crisis expectations in the global markets and The risk of rise in the energy costs |
| The insufficient level of collaboration between the universities and the sector, and of the academic studies, The lack of communications, knowledge and data sharing between the institutions, The lack of reliable statistical data | The insufficient levels of transportation and technological infrastructures in some member countries of the Organization |
| The lower marketing prices of tourism products in Turkey and the member countries of Islamic Conference Organization | The resistance against the changes caused by technological developments |
| The lack of international demand as a result of insufficient tourism advertisement and promotions in the member countries of Islamic Conference Organization | The failure to break down the monopolistic structure in tourism particularly in the developing member countries of the Organization |
| The instability in exchange rates                                         | The threatened natural and historical structures because of the unplanned urbanization and Environmental pollution |

| OPPORTUNITIES                                                                                           |
|--------------------------------------------------------------------------------------------------------|
| The expansion of tourism markets in the global markets                                                 |
| Lower tourism costs in the member countries of Islamic Conference Organization and Turkey than many countries (like EU countries) |
| The appropriateness (particularly for the countries like Turkey ...) of every country factors (geographical position, technology, cost, market, ...) needed for new investments |
| The potentials of Turkey and the member countries of Islamic Conference Organization to be an international tourism generation centre |
| The sufficient level of Turkey's transportation network                                                  |
| The higher achievement levels in the implementation of high-technology projects and related technologies than the competitor countries |
| The eagerness of the governments of Turkey and the member countries of Islamic Conference Organization to support the necessary exercises in their own organizations which will have their tourism sectors grow and develop |
| The possibility of spreading tourism out to all year round among the member countries of Islamic Conference Organization |
| The possibility of activating the unexploited destinations in the member countries of Islamic Conference Organization |
| Many probable alternatives (like Halal tourism ...) in the area of tourism products diversification in Turkey and the member countries of Islamic Conference Organization |
| The increased transportation means in parallel with technology and accordingly the improvements in the long-distance journeys |
| The proliferation of internet use in Turkey and the member countries of Islamic Conference Organization, and accordingly the expansion of e-tourism market |

Table-6: SWOT Analysis
4. Conclusion

The member countries of Islamic Conference Organization should collaborate with Islamic countries in the area of tourism in order to develop and reinforce the regional tourism within their own zones. The policies to be developed for tourism should be so planned and implemented that they will cover as large as possible consumer groups. During the implementation phase, there will be huge volumes of investment needed to be realized, and the potential tourism resources should be used as possible as optimally and efficiently in the process, as significant amounts of finance and human resources will be needed concurrently.

In the member countries of Islamic Conference Organization, the tourism sector should not be seen as the primary resource of economic development, but perceived as a factor which merely realizes economic growth and development. The tourism is a labour-intensive sector. Therefore, targeting to create employment opportunities in the tourism activities for the local people must be the first priority for the member countries of Islamic Conference Organization. The specific renewable and sustainable resources of a region should be used as much as possible, and a permanent multiplier effect must be maintained in the region.

In the current structural change and economic growth trend of the world tourism sector, sadly the member countries of Islamic Conference Organization could not take enough share from the tourism sector, and they can only increase their amount of share by reinforcing the collaboration between the member countries, and particularly implementing plans and policies which will enhance their economic competitiveness levels in the tourism sector. If they can succeed in it then they will be able to compete with the leading countries in the world tourism arena. There is a great tourism potential in the member countries of Islamic Conference Organization. Nevertheless, those countries unfortunately have either almost never or recently perceived the importance of their own tourism potentials yet. For this reason, the member countries of Islamic Conference Organization urgently need the leadership - within the scope of collaboration - of Turkish tourism sector which is much more specialized and experienced in tourism than the other member countries. Turkey now has enough tourism capacity and human resources to provide services to the tourists coming from both the developed countries and Muslim countries.

Today, the member countries of Islamic Conference Organization have many comparative advantages such as an idle tourism capacity or a high demand curve to the demand of significant tourist groups in other words the ability to create new market segments in the tourism sector. As the market expands, the tourism revenues of the member countries of Islamic Conference Organization will be poised to rise, while their economic competitiveness levels will also improve in the tourism sector. However, it is crucial to bear in mind that the tourism revenues of the developed countries are much higher than the tourism revenues of the developing countries.

Within the context of this study, a base-case analysis is conducted by underlining the socio-economic importance of Turkish tourism on the development of Islamic Countries' tourism movements, and a macro level SWOT analysis is made in order to develop strategic views required for the generation of holistic policies. The entrepreneurs operating in Turkish tourism sector have so far created many new entrepreneurship areas by preserving product standards, innovating new products, and using the latest technology. The growth and development of Turkish tourism sector are actually driven by those product innovations. Thanks to these growth and development processes, the tourism sector has gained a significant economic competitive advantage.

The most important factors which play significant roles in gaining an economic competitive advantage can be summarized as lower-costs in production process, higher quality, more profitable customers, and a faster service provided to the customers. In these factors, the higher amount of human capital - both as entrepreneur and employee - in tourism is very crucial. Among the important efforts for successfully developing the entrepreneurship for the improvement of tourism movements in Islamic countries, the most prominent ones can be listed as below:

- to ascertain the sociological variables (the restriction of behaviours by the factors such as religion, morals, usage, and conservatism) for the development of tourism entrepreneurship in destinations,
- to minimize the effects of sociological factors hindering the entrepreneurship,
to identify the people interested in multifarious fields of tourism entrepreneurship,
to uncover, market, and sale the authentic and competitive products,
to motivate the people for individual authentic experience,
to offer different products to distinct people by considering their ways of having fun, and to be unique and innovative, and
for the destinations,
to designate the local signs/traces clearly and to identify a right image,
to concentrate on local flavours,
to develop the skills of visitors coming to the region,
to compose legends and stories about the region,
to maintain genuineness,
to establish the necessary infrastructure for encouraging the people to know and embrace the city they live, to think about the details related with their city, and the local administration to reward the individual creativity, and to deal with these activities in an holistic approach considering the urban transformation projects, and
to give top billing to the educational efforts which advocate a creative climate of thought and a common sense, target rational and flexible thinking, ground on creative thought, and create diverse tourism concepts.

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