



Black Sea Women Entrepreneurship Connection -  
Empowering Women through Tourism  
WETOUR / BSB1030



**Common borders. Common solutions.**

# **RESEARCH STUDY OF THE COMPETENCES AND NEEDS OF SUSTAINABLE ENTREPRENEURSHIP AND WOMEN ENTREPRENEURIAL SKILLS IN TOURISM SECTOR**

## **NATIONAL REPORT OF THE REPUBLIC OF TURKEY**

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KAGIDER

# TABLE OF CONTENTS

<b>Introduction.....</b>	<b>3</b>
<b>Methodology .....</b>	<b>5</b>
<b>Results Of The Needs Assessment Survey – Turkey.....</b>	<b>Error! Bookmark not defined.</b>
<b>Conclusions.....</b>	<b>26</b>
<b>Desk Research .....</b>	<b>27</b>
1 İksir Resort Town Holiday Village Resort	28
2 Arcadia Vinerds	38
3 Venn Boutique Hotel & Restaurant	43
<b>Annex 1 – Survey questions .....</b>	<b>54</b>

## INTRODUCTION

Women entrepreneurship and the research conducted to broaden the scope of the research on women entrepreneurs are gaining importance day by day. International organizations, governments, private sector and CSOs recently conduct in depth analyses within the scope of female entrepreneurship. Researches have shown many times that when women are included in the economy and labour force, the development pace and quality of the economy of that country improves drastically. When a developing country is taken into consideration, MSMEs come under the focus in women entrepreneurship, in that many local businesses are on the MSME level and they have the big potential to employ women, apart from the fact that many of them are women-owned businesses.

Being a non-governmental organization that has been active since 2002, KAGIDER takes sustainable actions to support women's entrepreneurship, to improve women's participation in the economy, and to ensure the sustainability of women entrepreneurs in the market by providing access to value-added production. The WE TOUR – “Black Sea Women Entrepreneurship Connection – Empowering Women through Tourism” Project is one of the projects that KAGIDER takes part in to support women's entrepreneurship.

A study conducted in 2019 showed that 46.3% of the labor force employed in the tourism sector in the EU were women, and 31.9% of the labour force in tourism sector comprised of women in Turkey<sup>1</sup>. Women are found to be more sustainability-supportive as they are inclined to be more receptive to new trends and globally accepted applications such as sustainable. That's why women in tourism sector have a good potential and opportunities to proceed in their businesses while contributing to the healthy and sustainable implementation within the sector.

With this being said, tourism is a sector that women operate in with a great focus. “Global Report on Women in Tourism, second edition” published by UNWTO in 2019 indicates that interventions by public, private and civil society actors help to promote decent work for women in tourism. Gender equality strategies for the tourism sector are vital for women's empowerment, and when targeted gender-sensitive training is provided, the digitalization of tourism can offer exciting new opportunities for women's innovation and empowerment.<sup>2</sup>

As a part of the WE TOUR Project, the partner countries aim to highlight the potential of women operating in the tourism sector in the countries, and to provide opportunities for women to achieve better opportunities which would lead to the development of female entrepreneurship through tourism while providing new opportunities to women in the Black Sea Basin area. For the We Tour Project,

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<sup>1</sup> [Reference link](#) p. 9

<sup>2</sup> [Reference link 2](#) - 'key findings' section

which supports cross-border business network in the Black Sea Basin Area for the promotion of women's entrepreneurship, life-long cooperation, training and networking, an online questionnaire was disseminated by the partners in their countries: Armenia, Bulgaria, Georgia, Greece, and Turkey. The partners aimed at reaching out the women in tourism sector, to evaluate their present conditions and needs. The outcome of the online questionnaire shared will be used in developing training programs in the future steps within the We Tour Project.

## **Methodology of the Study**

The methodology of the research encompasses the analysis of the online questionnaire that KAGIDER shared with its network and the desk research part which includes the selected best practices of women in tourism sector in Turkey.

The online questionnaire consists of 50 main questions which also include sub-divided questions. Some of the questions are open-ended and some of them are multiple-choice questions; while some questions are closed and some are optional. The analysis is made comparatively with a perspective to enlighten the current situation in Turkey based on the answers of the women who are in the epicenter of tourism businesses. This analysis is intended to be a supportive base for the future training framework within the WE TOUR Project as well as to provide an analysis for women in tourism sector in Turkey. The survey has reached 11 respondents.

The desk research section involves 3 best practice examples of women entrepreneurs who operate their businesses in tourism sector in Turkey. The selected women entrepreneurs are asked questions to highlight their background and their business so as to yield complementary examples to the analysis of the questionnaire.

## **Results of The Needs Assessment Survey – Turkey**

### **I. Understanding the respondents' profile**

#### **1. Age**

Out of the 11 respondents, 2 respondents indicated that they are aged between 26-35; 4 respondents indicated that they are aged between 36-50; 4 of the survey attendees responded that they are aged between 51-63 and the rest one respondent indicated 64 and older.

2. To the question “What is tourism according to you?”, 9 respondents indicated a definition. The answers of 9 respondents are as follows:

- It is a cultural holiday that people can do according to their financial means and be happy.
- Tourism is an important ecosystem that includes more than 50 sub-sectors. It is especially important for developing countries in terms of foreign currency input contribution to the country, local employment and workforce it creates. It also contributes to the provision of international peace and unity beyond the country's policies, as it enables people from various countries to know and understand each other's cultures through travel.
- it's a developing and sustainability-based service sector where inputs with a touristic purpose and value exist or are created; also which includes the people of the region and all those who come from outside and provide interaction and sustainability
- it happens when people travel from one place to another for business-trip-cultural purposes,etc. and make economic and human contributions to the places they are in, and then transfer them to others, causing other people to arouse interest, thus creating a cycle.
- It is all of the operational processes developed to attract tourists to the country or a region.
- Experiencing a region with its history, traditions, cultural and natural beauties and products
- Tourism is the line of work that helps a country's economic and cultural development the most. It is very beneficial for the country in terms of both foreign currency inflow and cultural promotion
- All kinds of eating and drinking, accommodation and sports activities outside the house.
- I can define it as a social and dynamic sector based on intercultural interaction and hospitality.

#### **3. Current business situation**

- Established tourism business: 2013
- Established tourism business: It was established in 1994 with the aim of making a Blue Voyage with 4 sailboats.
- Established tourism business: 1981
- Established tourism business: 2009
- Established tourism business: 1987
- Established tourism business: 2011

- Established tourism business: 18.05.2012
- Established tourism business: 2015
- Established tourism business: 1997
- Restaurant and catering
- Established tourism business: June 2017

4. To the question examining the reasons why women still have not an established tourism business; 2 of the respondents indicated the following:

- Lack of entrepreneurial skills
- Lack of financial resources

5. Motivation to set up a tourism business

4 respondents out of the 11 stated that their motivation to set up a tourism business is to create new job opportunities. 3 respondents indicated their motivation as personal reasons (lifestyle change, tourism as a hobby, etc.). The rest 4 responses are as follows:

- Protecting natural heritage sites and culture;
- Developing a family legacy business and turning it into a tourism business;
- To earn money;
- We established it with the aim of creating a space where the urban consumers will restore their relationship with nature, renew their broken ties and bring the concepts of naturalness and sustainability into their lives, since it creates a good synergy with the agriculture and wine production I am currently doing.

6. The place of the business

- İstanbul bodrum amsterdam baku london
- Headquarters İstanbul / Beşiktaş; yachting is at Göcek
- istanbul
- Daday Province of Kastamonu
- İstanbul, Kadıköy
- Samsun/ Atakum
- İstanbul
- In the rural Kırklareli, in 'Arcadia Bağları' which is situated in the region between the villages of Hamitabat, Çeşmekolu ve Deveçatağı
- Istanbul
- Sarıyer/İstanbul
- Yalova (center)

## 7. Sphere of the tourism business

<b>Sphere of tourism business</b>	<b>Number of respondents</b> (Total 11 respondents) (multiple choices are allowed)
Hotel services (in hotel, motel, hostel, etc.)	4
Food and beverage services	2
Tourism agency	5

## 8. Kind of services provided to tourists

<b>Services</b>	<b>Number of respondents</b> (Total 11 respondents) (multiple choices are allowed)
Overnight stay	9
Food and beverage	9
Nature sightseeing	7
Arts and crafts	2
Fishing	1
Hunting	-
Hiking	2
Horse-riding	2
Bird watching	1
Mountain-biking, cycling	1
Adventure sport	2
Visiting historical-cultural sites	4
Music and dance	1
Boating	5
Rafting	1
Beekeeping	-
Harvesting	2
Husbandry	2
Master classes on cooking local food	1
Tour guiding	5
Organizing excursions	4
Tour package developing and selling	3
Flight ticket selling	4
Reservation services	3
Other (please specify)	-

The most common services come to forefront as overnight stay and food & beverage.

## 9. Tourism business as the main or complementary source of income

4 of the 11 respondents indicated their businesses as main source of income. 7 respondents indicated as complementary.



#### 10. Seasonal or all year-round tourism business

All of the 11 participants indicated that their business continues all year-round.

#### 11. Tourism business being advertised through any tourism networks (local, regional, international)

7 of all 11 respondents stated that their business is not advertised. The rest 4 answered:

- With the advice of old customers and our announcements
- Yes, through networks, associations and Marketing and sales representatives in various countries that my company is a member of.
- Yes, TURSAB (Association of Turkish Travel Agencies)
- Yes, American Express Travel Turkey representative

#### 12. For the question “What is tourism marketing according to you?”, 9 answers were received as follows:

- Announcement through old customers and on social media
- "Actions to be implemented by national and local NGOs and private sector companies within the framework of the strategic plan prepared by the private sector participation of the country's public and semi-public organizations (Ministry of Tourism and Foreign Affairs, National Airlines, chambers of commerce, etc.) analysis of country competitors, SWOT analysis and determination of national strategy. Additionally, the marketing activities of the companies together with the sector associations or individually"
- Presenting touristic destinations and products to tourists through various intermediaries (agents, influencers, etc.)
- It is the aim of any business in the tourism sector to provide the needs and demands of the tourist at the regional or national level at the highest level and aim at customer satisfaction.
- To attract local and foreign tourists to the region and to convey the attractiveness of the region to them correctly.
- It is all of the economic, cultural, technical work done and measures taken to attract tourists to a country or a region.
- Tourism marketing should involve expressing the experience to be lived, it is a kind of storytelling. The facility must have a philosophy that is meticulously implemented.
- completely good and perfect service, correct promotion, reliable price policy
- Tourism marketing should be done in order to promote the country and local specificity and to ensure the interaction of cultures.

#### 13. For the question “What is digital tourism marketing according to you?”, 9 answers were received as follows:

- I don't think it is very suitable for elderly customers. We still have customers who do not use the internet.
- Social media use, websites, online sites and applications

- tourism marketing through online platforms. It is a wide field that includes drone footage, videos and augmented reality experiences, as well as influencer marketing.
- It is the strategy of all kinds of businesses in the tourism sector to reach the end consumers in the fastest way and present their products through social media, which is the most effective communication and interaction product of today's technology.
- To reach people of all ages who can use the internet, related to the field of tourism.
- To advertise and promote your activities in the tourism sector on digital platforms.
- It is the transfer of the same storytelling to the digital platform
- To ensure that guests can complete their programs on digital platforms until they decide to travel and end their trip.
- In the developing internet age, the country or region can be promoted by using digital and visual communication channels, and thus more than one user can be reached in a short time.

14. How often do you use internet in your business?

9 of the respondents stated 'everyday'. The rest two respondents indicated 'few days a week' and 'once a month'.

15. Have you ever participated at any training in the business field (management, marketing, finance, etc.) before you started your tourism business?

4 of the survey respondents shared that they haven't participated in the business field (management, marketing, finance, etc.) before you started their tourism business. The rest 7 participants responded that they were involved in the following trainings:

- Marketing
- I am a Boğaziçi University Management graduate
- Management
- Export Import training
- Since our family company works in the field of tourism investments, I had the chance to benefit from the in-service training of international business companies.
- Marketing
- KOSGEB Entrepreneurship Training

16. Degree in tourism:

10 replies have been received for his question and 4 of the respondents indicated that they don't have a degree in tourism. The respondents indicated that they have degree but **only two of them** seem to have a relation with tourism.

- I am a Journalism and Public Relations graduate.
- Management degree
- I am an industrial engineer

- Undergraduate degree
- Vocational Education
- Economics and financial management undergraduate education

#### 17. Work experience in tourism sphere before starting the business

6 of the participants responded ‘no’ to this question. The other five responses are as follows:

- Yes, in Turkey for a short time
- Yes, international transportation
- Yes, the hotel owned by our company, which makes tourism investments, was operated by Valtur, Aldiana and Robinson at different times. As I worked in company management, I had the opportunity to examine the functioning of all three businesses.
- Yes, at THY (Turkish Airlines) and at a travel agency which makes 15 years in total
- Yes, I worked at Nar Gurme nearly a year

#### 18. Gaining business skills for running the business

7 of the respondents gave ‘at work’ as an answer. The rest of the four respondents explained their experience as follows:

- With my overall experience and the experience I have gained from the international transportation sector
- Job training
- At school/university
- through consultants

#### 19. Platforms for business promotion

Respondents mainly chose their own website and own social media platforms as the main promotion instrument of their businesses.

<b>Platforms for business promotion</b>	<b>Answers (Total 11 respondents) (multiple choices are allowed)</b>
Own website	9
Own social media platform	9
Tourism journals	4
Tourism offices	1
Local, regional, national networks	4
Local, regional, national newspapers	1
TV	1
Radio	-
Online reservation systems (Booking.com, Airbnb, Tripadvisor, Expedia, Hotel.am, Allhotels.am, etc.)	6

## 20. Social media platforms for business promotion

All of the 11 respondents stated that they use social media platforms for business promotion; and the majority indicates Instagram for that.

<b>Social media platforms</b>	<b>Frequency (Total 11 respondents) (multiple choices are allowed)</b>
Facebook	10
Instagram	11
Twitter	5
LinkedIn	4
Pinterest	-
YouTube	4
Snapchat	-
WhatsApp	4
Signal	-
Google	5
Telegram	-
I do not use any social media platform	-
Other (please specify)	-

## 21. Foreign languages for communicating with tourists

The majority speaks English.

<b>Foreign languages</b>	<b>Frequency (Total 11 respondents) (multiple choices are allowed)</b>
English	9
German	2
French	2
Arabic	1
I do not speak any foreign languages	2

## 22. Running business on their own

- 5 of the respondents stated 'yes';
- Other 5 respondents stated: No, I own the business, but I have a manager
- 1 participant: 'Me and an experienced management team' run the business.

## 23. Responsibility for the financial activities of the business

Out of 10 answers received;

- 5 respondents indicated 'I have (an) employee(s) for that'
- 4 respondents indicated 'myself'
- The rest 1 respondent indicated 'family members'

24. Responsibility for the management activities of the business

- 4 respondents indicated 'I have (an) employee(s) for that'
- 6 respondents indicated 'myself'
- The rest 1 respondent indicated 'family members'

25. Responsibility for the marketing activities of the business

- 6 respondents indicated 'I have (an) employee(s) for that'
- 5 respondents indicated 'myself'

26. Participating in decision making process as a staff member

This question received 10 answers, one of which indicated 'yes'. The rest of the 9 answers indicates the option selected 'I am the owner of the business'.

27. If you are not the owner of the business, but a staff member, are you aware of the business policy, financial flows of the business?

9 answers were received for this question and all the respondents replied to this question as 'I am the owner of the business'.

28. Marketing steps for attracting national and international tourists

Based on the received 9 answers; apart from one respondent that stated they don't take any action, social media takes up a considerable place.

- I advertise my business in national and (or) international reservation systems
- I advertise my business on the Internet; I advertise my business on social media
- I advertise my business on social media; I attend international and/or national fairs; B2B sales visits with customers, campaigns through foreign representations, inviting important business partners in the countries I work for to Turkey
- I advertise my business on the Internet; I advertise my business on social media; I advertise my business in national and (or) international reservation systems; I attend international and/or national fairs; Partnership with influencers
- I advertise my business on social media
- I advertise my business on social media
- I advertise my business on the Internet; I advertise my business on social media
- I advertise my business on the Internet; I advertise my business on social media; We host local and foreign tour operators in cooperation with the development agency of our region.
- I advertise my business on the Internet
- No action is taken
- I advertise my business in national and (or) international reservation systems

29. Being aware of the characteristics of international tourists (of different nationalities), their needs:

Out of the 9 responses received, two of the respondents stated ‘no’. One of the respondents answered as follows: ‘My tourism area is suitable for domestic tourists. I take them on domestic and international tours.’ The rest 6 respondents stated ‘yes’.

### 30. Cooperation with other bodies in connection with the business activity

Majority of the respondents that take part in Turkey’s online survey stated that they cooperate with private sector for their business activity.

<b>Cooperation with other bodies</b>	<b>Frequency (Total 11 respondents) (multiple choices are allowed)</b>
Local self-government bodies	3
National tourism authorities (Tourism Committee)	2
Public administration bodies	4
CSOs	5
International organizations	4
Private sector	8
Other (please specify)	-

### 31. Participation in international grant programs

Out of the 11 respondents, 1 left the question unanswered (blank) and the rest of the 10 participants stated ‘no’, which reveals that the respondents have not participated in any international grant programs.

### 32. Number of people working in the business;

The answers received are as follows:

- 350
- Me, accountant staff, company employee and guide when needed
- 32
- 20-40 depending on the season
- 6
- 40
- 2
- 41
- 90
- 3
- 40

### 33. Staff training problems

To the question ‘do you have staff training problems?; 7 of the total 11 respondents answered ‘no’. The rest of the 4 answers are as follows:

- Yes, training costs and lack of competent training institutions in the region

- Yes, We cannot find trained personnel for the high quality of service we want to provide in our region, which is not a tourism region. We are trying to train young people in the region, but it is a process that requires a lot of effort and resources.
- Yes, we have trainings inside the business, the schools are definitely inadequate
- Yes, we are experiencing difficulties in local access to the qualified workforce and human resource problem trained in the tourism sector. The main reason for this is the insufficient education system and sectoral motivation and incentive programs.

#### 34. Functions of human resource management being accomplished in participants' tourism business

<b>Functions of human resource management</b>	<b>Frequency (Total 11 respondents) (multiple choices are allowed)</b>
I don't do anything	-
Recruitment & selection	9
Performance management	5
Learning & development	6
Career development	1
Financial incentives	5
Non-financial incentives	3
Other (please specify)	1*

There is one answer indicating 'other': I get information about the process from the human resources manager frequently.

#### 35. Business development problems

The most common problem for business development is rated as the lack of knowledge on tourism business.

<b>Business development problems</b>	<b>Frequency (Total 11 respondents) (multiple choices are allowed)</b>
I don't have any problems	1
Financial issues	4
Marketing issues	5
Lack of knowledge on tourism business	7
Issues related to staff training	4
Problems connected with the use of the Internet and computer technologies	6
Problems connected with the community infrastructures	3
Regulatory Issues	2
Tax issues	2
Other (please specify)	-

36. Being involved in decision-making process (connected with tourism sphere) at the local or state level in policy developing or other processes

<b>Involvement in decision-making process</b>	<b>Frequency (Total 10 respondents)</b>
Yes (please indicate how often, what kind of decisions)	4
No (please specify why)	5
Other (I will participate)	1

- Yes, through TURYID (Tourism Restaurant Investors and Gastronomy Enterprises Association)
- Yes, I take an active role in non-governmental organizations
- Yes, our region's Development Agency has taken tourism among its priorities. Produces projects by working closely with stakeholders
- Yes, I have meetings with my administrative staff about business development and strategy production, and I control and manage the whole process simultaneously.
- No, I prefer to work independently
- No, the necessary organizations and committees exist for this.
- No, I was not given such opportunity.
- No, there is no group that I am involved in this regard.
- No
- Other: we get information through kurap<sup>3</sup> regarding business travel

37. Being a member of any tourism association

3 of the 11 respondents answered this question 'no'. The rest of the answers are as follows:

- TURSAP
- TURSAB ,SITE , MPI
- kastod
- TURSAB (Association of Turkish Travel Agencies)
- Skal Samsun
- TURSAB (Association of Turkish Travel Agencies)
- I am the founding president of the Northern Thrace Vineyard and Gastronomy Tourism Development Association.
- TURSAB, KURAP (Corporate Agencies Platform)

According to the answers TURSAB (Association of Turkish Travel Agencies) and KURAP (Corporate Agencies Platform) come to the forefront among the respondents. It can be inferred that the majority of respondents are involved in tourism business associations.

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<sup>3</sup> KURAP: Corporate Agencies Platform



38. To the question “What is a business-plan and what sections it usually consists of?” 8 people responded as follows:

- Selecting, Planning, Announcement, marketing
- A plan covering all sub-units of a business, including financial, budgetary, sales and marketing, personnel and organizational charts, in line with the goals to be achieved.
- "To create a working process/sections for an action, organization, job etc. to be done. project-work preparation - material procurement process - working and finalizing 4 parts."
- Work flow charts and supervision of their implementation
- Air ticket-Hotel-Tour selling, Boutique tour arrangement
- "In new product development: What is the product, who does it appeal to, who is the consumer, what is the cost, what should the price be? Our annual business plan criteria: Occupancy, percentage distribution of costs in total expenses"
- To follow up the main requirements of an organization, determining its goals, policy and putting it into writing
- It refers to the creation and control of business development and management processes that should be done annually and periodically.

#### 39. Developing a business plan for the business

8 of the participants responded ‘yes’ to question “have you ever developed a business plan for your business?”

3 respondednts answered ‘no’; one of whom with a statement of ‘I don't have business plan development skills’.

#### 40. Innovations for developing the business

The innovations that are needed for developing the business have been indicated as

<b>Innovations</b>	<b>Frequency (Total 11 respondents) (multiple choices are allowed)</b>
Innovations in business model	4
Innovations in marketing activities	8
Innovations in staff management	7
Innovations in financial management	7
New technologies	9

Innovations in service process	6
New products	5
I do not need any kind of innovations	-
I do not know	-
Other (please specify)	-

#### 41. The role of Information technologies in the business development

The responses indicate ‘to do better marketing’ as the usage of new information techniques in the business development.

<b>Information technologies in the business development</b>	<b>Frequency (Total 11 respondents) (multiple choices are allowed)</b>
To make the work easier	9
To do better marketing	10
To attract new partners	4
To attract new tourists	7
I do not know	1
Other (please specify)	-

#### 42. Marketing steps for business promotion

What kind of marketing steps do you need for your business?

<b>Marketing steps</b>	<b>Frequency (Total 11 respondents) (multiple choices are allowed)</b>
Advertising	5
Promotion through social networks	9
Advertising with the help of celebrities (influencer marketing)	6
Discounts	1
Development of new products	6
Other (please specify)	-

43. To the question “What are the positive impacts of tourism?” 8 responses have been received:

- The biggest positive effect is publicity!
- To provide foreign exchange inflow to the country, to create employment with various sub-sectors, to introduce the culture and history of the countries, to enable people to understand each other.
- To create regional employment and economic input, to ensure that the natural beauties and values of the regions are revealed and protected, to be a role model for women, to raise awareness of the people of the region, to ensure that the young generation stays in regions like ours.
- impact on the economy. Bringing in foreign exchange
- Significant contributions to the regional economy
- Tourism, when done right, is the best tool for branding a region and its products.
- The benefits to the country's national employment are enormous.
- I think tourism has numerous positive effects. Foreign exchange inflow to the country, intercultural interaction, social networking, and the fact that smallest shopkeepers and individuals can benefit from these effects.

44. To the question “What are the negative impacts of tourism?” 8 responses have been received:

- Bad advertisement. Failure to keep the promise given to the customer and loss due to exchange rate differences
- Environmental damage, carbon footprint and waste of resources due to unplanned growth
- Deterioration of natural beauties due to unconscious and excessive use
- environmental or air pollution caused periodically depending on the density.
- Noise and environmental pollution
- Far from sustainability, fabricated tourism rapidly reduces the resources and values of the region, making the region unattractive in the medium term. Paying attention to environmental factors is vital for sustainable tourism, like the protection of natural areas and the pollution created, etc.
- may have an effect on nature due to the crowd, noise
- I do not think that tourism has a negative effect in general. Only the lack of qualified workforce in tourism and the guest dissatisfaction that may occur in hotels will leave a negative impression on future reservations/tourists, both locally and regionally, and the possible potential may shift to different locations. In this regard, it will be beneficial for the country that all components of the tourism sector take dynamic and necessary actions at all times.

45. Applying the principles of sustainable tourism in tourism business

<b>Principles of sustainable tourism</b>	<b>Frequency (Total 11 respondents) (multiple choices are allowed)</b>
I do not apply them at all	1
I do not know about sustainable tourism principles	2
I pay attention to environmental issues	5
I contribute to the development of local culture	6

I contribute to local employment growth	5
I use resources rationally	7
Other (please specify)	-

## II. Assessment of skills and competences

46. To the question “What do you think are the most important skills to run a tourism business, and why?” 9 responses were recorded.

- Since tourism is a service sector, communication - courtesy and patience
- leadership, being prone to teamwork, empathizing, being passionate, giving importance to human relations, being durable and flexible when necessary
- The most important skill to manage and maintain is to have up-to-date information, to retain successful personnel, and to ensure the continuity of sales and marketing activities and to create demand.
- To impose the vision and mission of the business on its customers and to provide a high level of satisfaction. A business with only a commercial profit motive will not be sustainable.
- Loving what you do
- Network and resource ownership. Reaching the sales points and keeping them at low cost
- Empathy with the guest, honesty
- seeing it first, managing employees with a positive approach, creating a sustainable system
- I follow the trends in the global and I see it as the most basic skill to master the hospitality culture.

47. Need to develop competencies and skills in order to make the business more successful

To the question “Do you think there is a need to develop your (your staff) competencies and skills in order to make your business more successful?”;

2 ‘no’ responses were received, the other 9 answers of the respondents are as follows:

- International marketing, adapting technological developments without delay
- Helping in problem solving, knowing the language and thinking quickly, having high sales skills
- Financial literacy , strategic thinking
- There is a need in technological tools, financial flexibility, staff training and new marketing concepts
- It should be innovative and developable in order to compete in the sector according to marketing and current market conditions.
- in all areas of tourism
- Every level needs knowledge. We need to professionalize our local staff.
- thinking positively, improving foreign language skills
- Regular participation in vocational training and seminars.

#### 48. Evaluating the level of skills

\*\*The number of responses under each skills category reflects the number of respondents that chose that option.

	Skills	How would you rate the level of your skills? (Total 11 respondents)				
		1-very bad	2-bad	3-fair	4-good	5-excellent
1.	Skills for developing long- term strategies for my tourism business	-	-	4	7	-
2.	Skills for developing a business plan for my tourism business	-	-	3	8	-
3.	Financial management skills to operate the tourism business (knowledge of sources of finance, pricing, financial planning, profit and loss, cash flow, etc.)	-	-	4	7	-
4.	Marketing skills (knowledge of 7 P's)	-	-	5	6	-
5.	Market research skills (SWOT, Benchmarking, competitor analysis, etc.)	-	1	2	8	-
6.	Management skills to run the business successfully	-	-	2	9	-
7.	Skills for building partnerships	1	1	5	3	1
8.	Networking and negotiation skills	-	-	4	7	-
9.	Knowledge of laws and regulations of the sphere	-	-	6	5	-
10.	Computer skills (MS office)	-	-	4	7	-
11.	Digital marketing skills	-	-	7	4	-
12.	Using web tools for business promotion (online booking, TripAdvisor, etc.)			7	4	
13.	Using social media (Facebook, Instagram, twitter, etc.) for business purposes (communication, marketing, networking, etc.)	-	-	5	6	-
14.	Ability to use online tools for business promotion (placing adverts on internet, using e-mails, blogs, forums, etc.)	-	1	4	5	-
15.	Ability to use mobile applications related to tourism	-	2	3	5	1
16.	Knowledge of foreign languages	-	1	1	6	3
17.	International marketing skills	-	2	5	4	-
18.	Exploring and understanding customer needs and motivations	-	-	4	7	-
19.	Understanding USP (unique selling point) and UBR (unique buying reason)	-	2	5	4	-

20.	Skills of creating unique selling point	-	3	3	5	-
21.	Tourism services providing skills	-	-	5	6	-
22.	Communication skills (to be able to communicate with a tourist, listen to him/her, understand his/her problem, explain or persuade him/her something, etc.)	-	-	2	9	-
23.	Problem solving skills	-	-	1	7	1
24.	Administrative skills (making contracts, monitoring, etc.)	-	-	1	7	1
25.	Risk taking skills	-	-	2	7	1
26.	Team-building skills	-	-	4	7	-
27.	Time management skills	-	1	3	6	-
28.	Decision-making skills	-	-	1	7	2
29.	Knowledge of sustainable tourism principles	-	1	2	8	-
30.	Knowledge of tourism ethics	-	-	3	7	1
31.	Awareness of local culture and values	-	1	3	6	1
32.	Ability to get involved in local community programs, events	-	1	4	6	-
33.	Knowledge on how to support the local economy and ability to do it	-	1	5	5	-
34.	Ability to engage local communities in business	-	1	5	5	-
35.	Knowledge on how to build on local strengths	-	1	4	6	-
36.	Academic knowledge in tourism	-	1	4	6	-
37.	Knowledge on tax policy of the sphere	-	-	4	7	-
38.	Skills for creating innovative tourism policy	-	2	3	6	-
39.	Cooperation skills (with all stakeholders)	-	1	4	4	1
40.	Fundraising skills	-	6	3	1	1
41.	Knowledge on tourism statistics and statistical recording	-	2	6	3	-
42.	Entrepreneurial skills	-	-	3	7	1
43.	Knowledge on social entrepreneurship	-	-	5	5	1
44.	Social entrepreneurship skills	-	-	5	6	-
45.	Tourism product developing skills	-	1	3	7	-

### Need to improve the skills

\*\*The number indicated under each option reflects the number of respondents that chose that option.

	Skills	Would you like to improve these skills? (Total 11 respondents)		
		yes	no	I do not know
1.	Skills for developing long- term strategies for my tourism business	9	2	-
2.	Skills for developing a business plan for my tourism business	9	2	
3.	Financial management skills to operate the tourism business (knowledge of sources of finance, pricing, financial planning, profit and loss, cash flow, etc.)	8	2	1
4.	Marketing skills (knowledge of 7 P's)	8	2	1
5.	Market research skills (SWOT, Benchmarking, competitor analysis, etc.)	8	3	-
6.	Management skills to run the business successfully	8	3	-
7.	Skills for building partnerships	7	4	-
8.	Networking and negotiation skills	7	4	-
9.	Knowledge of laws and regulations of the sphere	8	3	-
10.	Computer skills (MS office)	7	4	-
11.	Digital marketing skills	9	1	1
12.	Using web tools for business promotion (online booking, TripAdvisor, etc.)	8	2	1
13.	Using social media (Facebook, Instagram, twitter, etc.) for business purposes (communication, marketing, networking, etc.)	7	2	1
14.	Ability to use online tools for business promotion (placing adverts on internet, using e-mails, blogs, forums, etc.)	8	3	-
15.	Ability to use mobile applications related to tourism	7	3	1
16.	Knowledge of foreign languages	5	6	-
17.	International marketing skills	8	2	1
18.	Exploring and understanding customer needs and motivations	8	2	1
19.	Understanding USP (unique selling point) and UBR (unique buying reason)	8	1	1
20.	Skills of creating unique selling point	8	1	1
21.	Tourism services providing skills	7	3	1

22.	Communication skills (to be able to communicate with a tourist, listen to him/her, understand his/her problem, explain or persuade him/her something, etc.)	7	4	-
23.	Problem solving skills	6	2	2
24.	Administrative skills (making contracts, monitoring, etc.)	7	2	1
25.	Risk taking skills	6	3	1
26.	Team-building skills	7	3	1
27.	Time management skills	7	3	2
28.	Decision-making skills	7	4	-
29.	Knowledge of sustainable tourism principles	9	2	-
30.	Knowledge of tourism ethics	8	1	2
31.	Awareness of local culture and values	7	4	-
32.	Ability to get involved in local community programs, events	7	3	1
33.	Knowledge on how to support the local economy and ability to do it	8	3	-
34.	Ability to engage local communities in business	9	2	-
35.	Knowledge on how to build on local strengths	8	2	1
36.	Academic knowledge in tourism	6	4	1
37.	Knowledge on tax policy of the sphere	7	3	1
38.	Skills for creating innovative tourism policy	9	1	1
39.	Cooperation skills (with all stakeholders)	7	3	-
40.	Fundraising skills	6	4	-
41.	Knowledge on tourism statistics and statistical recording	7	5	-
42.	Entrepreneurial skills	8	3	-
43.	Knowledge on social entrepreneurship	8	2	1
44.	Social entrepreneurship skills	9	2	-
45.	Tourism product developing skills	8	2	1

49. To the question ‘‘What additional skills or knowledge do you need to develop your business?’’ 9 responses were received as follows:

➤ Good tourism staff



- The points indicated (before) above
- Following innovations, planning and integrating into my business, making business plan
- Being innovative and keeping up with the current technology
- Perfect training in all areas
- Finding communication channels about incoming, outgoing
- Managerial skills, custom made budget and cash flow check-up rates, personnel management, cost management
- As a 25-year-old organization, we have been trying to develop since the first day of our establishment. Changes in tourism are already leading to this. There is a constant need for knowledge in education and finance issues.
- To follow the developing dynamics in the current (global) world and to carry out the intbak process simultaneously.

50. To the question ‘‘What are your expectations from the upcoming training course?’’ 9 responses were received as follows:

- I can't say anything since I can't be attending
- The points indicated (before) above
- Developing the skills indicated (before) above
- To expand the marketing network and to ensure the commercial growth of the business by partnering or cooperating for tourism purposes.
- To make further contribution to our business by completing our deficiencies.
- Finding communication channels about incoming, outgoing.
- Contributing to the institutionalization of the business and the improvement of the management and profitability without reducing the service quality
- What should we do to equip personnel at the highest level of personnel shortage in tourism?  
The state should do training on this matter
- Since we did not attend your trainings, I cannot make any comments.

## **CONCLUSIONS**

The online survey results indicate the experience of women doing tourism business in Turkey; both in opportunities and limitations faced. Regarding the marketing activities, new technologies and trends gain importance among the women business owners in tourism sphere in Turkey. Many of the respondents have staff to implement their activities, and some of the respondents are reported to have relevant degree. However, many of the respondents stated that they haven't received any additional comprehensive training on tourism, nor involved in relevant projects. This could be interpreted as an opportunity for the respondents in that the expected outputs of the WETOUR Project could enhance their potential with the activities stipulated. Survey results also indicate that majority of the survey participants would benefit from training opportunities covering a set of skills that are expected to be highly operational in tourism businesses. The Desk Research highlights 3 women in tourism in Turkey, which reflects their experiences to complement the online survey.



Black Sea Women Entrepreneurship Connection -  
Empowering Women through Tourism  
WETOUR / BSB1030



**Common borders. Common solutions.**

## **WE TOUR**

### **DESK RESEARCH KAGİDER**

- 1. İksir Resort Town Holiday Village Resort**
- 2. Arcadia Vinerds - A Sustainable Model Of A Gastronomy Oasis In Nature**
- 3. VENN Boutique Hotel & Restaurant**

## 1) İksir Resort Town Holiday Village

Reborn Everyday!

İksir Resort Town is the story of the math professor Mrs İksir Sema Aydın. This is the story of the return to her past and her entrepreneurialism.

During her childhood and adult life, İksir Hanım lived far from her native village Daday in Kastamonu because of her father's official duty. But she always kept her relations with the village and her relatives. She always dreamt of getting back to Daday. Later, she purchased and renovated first the old mansion built in 1926, called now İksir Hanım Mansion, and built step by step İksir Resort Town facilities with the support of her daughter Duygu Ece Aydın and the family and opened at 2010.

The mansion that was built in 1926 as a family residence consists of 2 sections; one was reserved for ladies and another for men. The mansion consisting of a total number of 3 main storey, attic and a cistern, has 24 rooms after the restoration in accordance with the original structure. There are the traces of lived experiences at every corner of the mansion that have main doors in both fronts and reached to each storey by wooden ladders. Including mansion rooms, holiday village is on 60000 m2 area and has 60 rooms totally and has a SPA center (with an indoor swimming pool, Turkish bath, sauna, massage rooms), horse riding center (indoor and outdoor maneges) and meeting rooms. The main restaurant and cafe-bars are also serving local and seasonal food, farm's products and foraged products.

İksir has a Lake House as a recreation area and a mountain auberge with 6 rooms, also. People have the chance to experience different concepts.

İksir Resort Town has very special events and workshops related to seasons and nature. Mushroom picking is one of the most important festivals continuing for 10 years. Foraging tours, kite making festivals, Einkorn harvest festivals, snow sculpture festivals are also other traditional İksir festivals. By these events, the region becomes preferred and known by tourists and known for its nature.

After opening İksir Resort Town, the family has bought a farm 3 kms away from the complex. 100000 m2 farm, İksirli Farm has 6 rooms, organic certificate and produces organic and conventional products and also region's special Einkorn wheat. İksirli Farm has e-commerce web site and a shop in İstanbul. In shop, there are brands' products, Kastamonu's and other regions special products and İksir's and Kastamonu's foods.

Her dream to represent Daday and Kastamonu region's natural beauties, history, local architecture, local arts and manufactures and develop local peoples life quality and also the sustainable agriculture via İksir Resort Town and İksirli Farm became true.

This childhood dream of İksir hanım has been rewarded by the national Prize of Women entrepreneur in her region of 2014.



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## 2) ARCADIA VINEYARDS- A SUSTAINABLE MODEL of A GASTRONOMY OASIS IN NATURE



### ARCADIA VINEYARDS ESTATE

Founded by a Daughter and Father duo, Zeynep Arca Şallıel and Özcan Arca, Arcadia Vineyards is a family estate, and a renowned producer of high end terroir wines. But it is much more than that; specialising in interdisciplinary and unique development projects, creating high end, sustainable tourism and lifestyle alternatives.

Following years of experience in Housing and Hotel development, together they have transformed their focus onto a niche, in accordance with the changing demands of refined consumer tastes, creating value through a new and holistic approach to development incorporating it with their love of high end wines.

Arcadia Vineyards is founded in 2004 to produce unmanipulated, elegant terroir wines. Located in the countryside of Kırklareli, in the valley extending below the Strandja Mountain, the estate is located on a total of 200 hectares. Arcadia Vineyards has been the very first winery in this region after a century long intermission in wine production, pioneering the resurrection of this antique wine region.

Arcadia Estate is an example of agricultural protection, with a symbiotic ecosystem of sustainably cultivated vineyards, Chateau type winery producing high end wines, orchards, vegetable gardens, resident honey bees and fully grown oak groves of 50+ year old trees.

Designed as a gastronomic oasis in nature, for those seeking a serene alternative, offering refined tastes, Arcadia project includes quality focused terroir wine production from 35 hectares of vineyards, a state of the art winery, 15 hectares of fruit orchards, 5 hectares of lavender fields and extensive oak groves throughout the estate. This biodiversity in the estate is set up to help the quality of wines through a sustainable ecosystem.

The vineyards are maintained with sustainable viticulture methods since they have been planted. Insecticides or herbicides are not used in the vineyards. The winery is designed and equipped for a

"light-handed" approach to winemaking including gravity flow. All wines are bottled unfinned and with minimum filtration, with the objective of preserving the real taste of the grapes and the terroir itself.

The philosophy of Arcadia Vineyards has been to celebrate and sustain a healthy ecosystem, diversity, nature's gifts and historical heritage in every step.

The estate includes a 26 room boutique hotel, Bakucha Vineyards Hotel and SPA, hosting nature and gastronomy lovers. In Bakucha, we define luxury with contemporary needs; Space, serenity, comfortable and modern design, no sound or light pollution, good food, good wine, natural settings, and a good massage menu from the SPA.



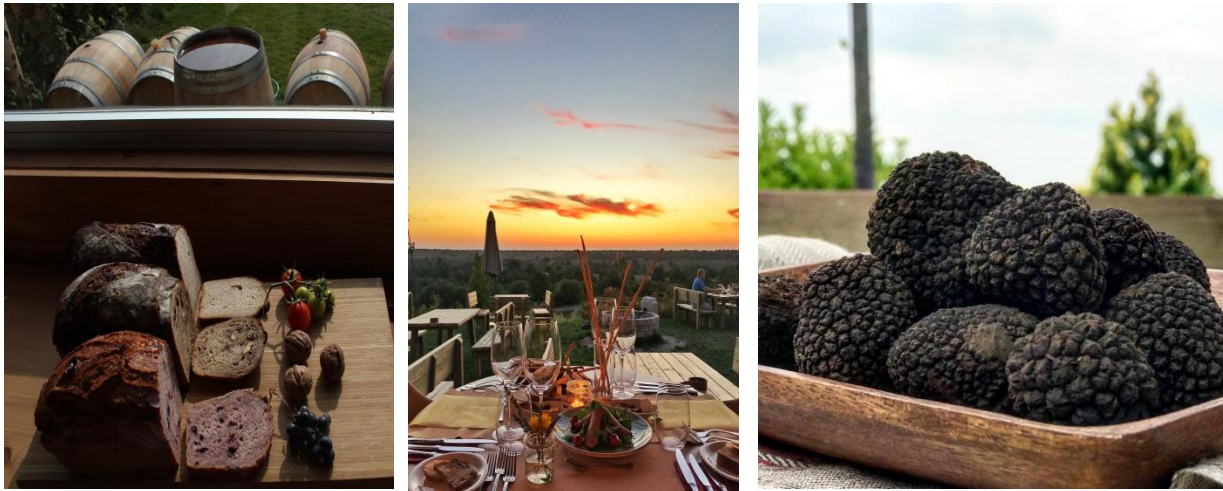
Spacious rooms with private terraces provide a comfortable private space and the garden is the perfect place for socialising around the outdoor fireplace, all with a spectacular view of the sunset.



The hotel's deliciously sustainable restaurant serve vegetables from the garden or the surrounding villages, milk and meat from the village cooperative's free-range, traditionally farmed livestock, cheese and jams from the best artisanal producers of the region. The sourdough delicacies, sauces, condiments and charcuterie products are also either house made or from local artisanal producers. The cuisine uses a mixture of ancient and modern techniques and classical recipes adapted to sophisticated contemporary palates, making it a unique gastronomic experience. A different menu from the chef is



offered every day, prepared with fresh, seasonal ingredients, including local truffle porcini mushrooms in season, with great wine paring options.



In consciousness of the cultural aspect of the food and the richness of the region we are in, we resurrect and interpret many traditional dishes as well as our creative recipes. We also hold guest chef events a few times a year, hosting chefs from Turkey and abroad, to introduce new tastes and a cultural exchange.

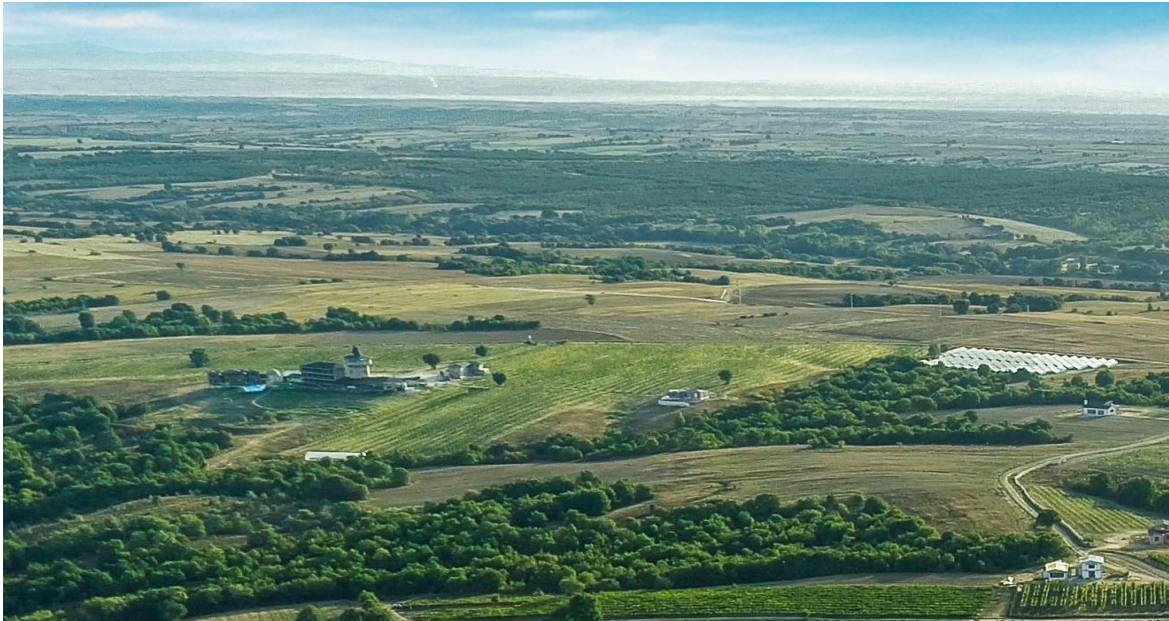
The guests enjoy daily guided vineyard tours and tastings, as well as several hiking paths strolling through the vineyards, fruit orchards, lavender gardens and oak groves. Bakucha Vineyard Hotel also offers corporate meeting and retreat facilities.

Although the main product produced in the estate is wine, Arcadia also produces a range of artisanal food and natural cosmetic products, all coming from the diverse agricultural landscape of the estate. A selection of fruits and vegetables, raw honey, pasta made from antique indigenous wheat varieties, lavender soap and essential oils are all available at the wine boutique.



In Arcadia Vineyards, we value sustainability at all steps. In addition to sustainable agricultural practices, a 500 kva solar energy field is built within the estate, providing two times more energy than needed for the entire operation.





**Bakucha Hotel on the left, Solar energy plant on the right upper corner and several private estates on the lower right**

Another unique aspect of Arcadia is the development of 36 private smaller estates varying sizes between 0,5ha to 4,5 ha, with their with orchards. First two neighbourhoods of 18 estates have been completed and the next 2 are in the final planning phase. The design and choice of materials are also in harmony with the general respect to surroundings attitude, a lot of masonry with local stones and woodwork is included in the projects.

The aim is to create a community of wine-lovers who are currently practicing another occupation to realise their dream of producing their own high quality wines, providing know how and maintenance services from Arcadia Vineyards. The system will enable the estate owners to enjoy the viticulture practices of their vineyards with the maintenance team if and when they prefer, while receiving a professional vineyard management service. As devoted believers to biodiversity, other agricultural products are also encouraged within the vineyards especially lavender, fruit orchards and honeybees.

The hotel Restaurant and SPA will also provide a private club function for the inhabitants of the community.

Extending over 200 hectares of agricultural land, Arcadia Vineyards project pioneered in this community idea, as well as upscale and sustainable tourism facilities in Thrace region, leading the example for agricultural & gastronomy tourism, resulting in many more alike businesses to arise. As a result, Eastern Thrace is established as a tourism destination.

An association has been founded for the development of Wine and Gastronomy tourism in the region. Our founder and managing partner Zeynep Arca Şalliel is currently the Chairperson of this association. She was also amongst the leading actors of the Thrace Wine Route project, funded by the Thrace Development Agency back in 2014.

The unique and transformative qualities of the project are recognised and supported by many organisations throughout the years:

- Our founding partner Zeynep Arca Şalliel has been granted the honour of the "Woman Entrepreneur who made a difference in her region" award in 2016 with the Arcadia Vineyards project, given by Kagider, Garanti Bank and, Ekonomist magazine.
- Later on she has been one of the 10 Turkish women entrepreneurs chosen for the EY Winning Women Leaders 2018 class.
- Arcadia Vineyards have been presented as a Sustainable Viticulture case study and an example of the future of viticulture at the Giesco international Viticulture Conference, held in Thessaloniki in July 2019.
- In 2020, she was listed 60<sup>th</sup> in the Fast Company-Turkey, Female Founder 100 list.



**Zeynep Arca Şalliel**



**Özcan Arca**

Venn

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Samsun

[www.venn.com.tr](http://www.venn.com.tr)

ibu Terang <sup>Durkas</sup> asindan  
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# Venn

## OUR VISION

To be a people oriented, pioneering company that provides sustainable growth with the values it creates in its sector, is preferred with its service quality.

## OUR MISSION

To contribute to the development of the country by producing first quality service in line with our customer's needs and expectations and to be a Turkish Brand that represents our country on international platforms.

İşbu Tercümenin Duygu aslından  
İsmail YER aslına uygun olarak  
tarafından tercüme edildiğini onaylarım.  
Yeminli Tercüman  
Syila AKKOC

**HEDEŞ**  
**YEMİNLİ ÖZET TERCÜMAN**  
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# Venn

## About Us...

Venn, as a brand of Akyol Gıda Turizm Otel İnşaat Petrol Ticaret Limited Şirketi founded by Vennas Akyol Haznedar, a female entrepreneur, started its brand journey in 1998 with the Buffet Management in Samsun Çarşamba Airport.

Our journey, which started with buffet management, is today, continues with our restaurant with a service capacity of 200 people, where all our guests using Samsun Çarşamba Airport can benefit from the comfort, quality and A quality service understanding, together with taste and hygiene, 4 cafes with a total capacity of 200 people, 1 buffet and our 350-vehicle car park, where we contribute to the property security of our guests.

In order to support all these services and make a difference in our field, we have focused on specializing in the field of airport catering production and services. In our kitchen, which we have created with state-of-the-art equipment in order to produce the taste in a maximum hygienic environment, catering for 2000 people is produced in 24 hours. In our kitchen, where a wide variety of hot and cold menus can be produced, our supplies and products are kept in specially graded cooling rooms by observing the cold chain concept.

Treats produced in our kitchen, where ISO 22000 Food Safety Management System is applied and 24-hour monitoring is carried out with closed circuit camera security system, are transferred to Ordu-Giresun, Merzifon, Kastamonu, Sivas, Erzurum and Malatya Airports by refrigerated vehicles. In this context, our company is one of the four companies in Turkey and the only company in Anatolia that has been given a Group C Work License by the Ministry of Transport, which provides catering, production and service to airline companies.

Within the framework of the standards and qualifications we have, we provide contracted supply support to Turkish Airlines, Atlas Jet, Corendon and Freebird airlines. Additionally, We provide supply support to Ana and Ata planes, which are at the service of the Presidency, landing at Samsun Çarşamba Airport, and more than ten national and international airline companies.

In order to create value in Samsun with our perfection focused service understanding, we brought Samsun the first boutique hotel with an investment certificate from the Ministry of Tourism, at the point where the city meets the sea, in Atakum, one of Samsun's favorite districts. Our restaurant, located in a boutique

İşbu Tercümenin **TURKCE** aslından  
**İNGİLİZCE** aslına uygun olarak  
tarafımdan tercüme edildiğini onaylıyorum.  
Yeminli Tercüman  
**Ayşe DÖZÖZ**

**HEDEF**  
**YEMİNLİ ÖZEL TERCÜME**  
Yusuf Mevail  
Tercüme No: 12/252 09-03  
Samsun V.D. T.C. 2361

# Venn

hotel serving with a different concept, offers local delicacies and distinguished tastes from Turkish cuisine together.

We continue to work by aiming to carry the experience we have gained in the service sector from Samsun to all of Turkey with our first quality service structures and to be recognized as a Turkish Brand on an international scale.

The Venn brand, which started its economic life with the risk taken with an entrepreneurial foresight with a visionary perspective, in the period when only one flight was made, today, is one of the four brands in Turkey that specializes in aircraft catering production in the airport ground handling industry.

With our motivation to carry our brand value to the highest level, our goal is to represent our country at an international level in aircraft catering services, on this journey we set out to create economic value for our city and country.

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İNÖLÜZCE aslına uygun olarak  
tarafımdan tercüme edildiğini onaylıyorum.  
Yeminli Tercüman  
Ryha KUBUĞA

**HEDEF**  
**YEMİNLİ ÖZEL TERCÜME**  
Yeminli Meygiti  
Araççılık / Çözüm No: 7 / 1 Beyoğlu / İST  
Tel: (0212) 252 89 60  
Servis: V.D. T.C. 2361

# Venn

## Our Airport Services

### Airline Catering - Our Kitchen

The menus, which are created under control of our Food Engineer, are produced in our kitchen equipped with the latest technology, considering the passenger characteristics according to the airline's origin and destination. Our kitchen has a catering production capacity of 2000 people in 24 hours.

Being aware of the fact that catering has a strategic importance for airline companies in terms of customer satisfaction, ISO 22000:2005 Food Safety Management System is applied in our kitchen, where maximum sensitivity is shown to hygienic conditions without compromising on taste. Our production process is monitored and recorded by a 24/7 closed circuit camera system in order to ensure maximum security.

The products produced in our kitchen and the products supplied for production are kept in cold air rooms graded within the framework of the characteristics of the product, in accordance with the cold chain conditions.

Within the framework of the standards it carries, our kitchen, which has a Food Production Permit by the Ministry of Agriculture and Rural Affairs has been certified by the General Directorate of State Airports Administration of the Ministry of Transport with the Airport Ground Handling Group C Working License in the Catering Service area, and it is one of the four kitchens in Turkey and the first and only kitchen in Anatolia.

With our Airport Ground Services Group C Work License, our kitchen serves primarily Samsun Çarşamba Airport and also Ordu-Giresun, Merzifon, Kastamonu, Sivas, Erzurum and Malatya Airports. Regarding our service in question, our product transfer activities are carried out with our refrigerated vehicles in compliance with the cold chain conditions.

Food production and transfer processes are carried out with a special encryption system under control of the catering Security Officer.

Our kitchen also serves the airport personnel in accordance with the contract made with Samsun Çarşamba Airport Directorate.

İşbu Tercümenin **TURKCE** aslından  
**İNATİF** aslına uygun olarak  
tarafından tercüme edildiğini onaylıyorum.  
Yeminli Tercüman  
**Ayşe AKKOÇ**

**HEDE**  
**YEMİNLİ ÖZEL TERCÜMAN**  
Yusuf Meygali  
Anıtepe Mah. No: 2 / 1. Kat Kat: 107  
Etiler / Beşiktaş / İstanbul / T.C. 2311

# Venn

## Buffet

Venn Buffet in Samsun Çarşamba Airport Check-in Hall serves its customers 24/7 to meet the needs of domestic and international customers and airport personnel such as daily newspapers, magazines and snacks.

## Cafeteria Services

We have four cafes serving in Samsun Çarşamba Airport. They can serve a total of 200 people.

Our cafe, which has the highest customer circulation, is in the domestic and international lines check-in hall and serves with a hot oven system.

Another cafe in this location has been decorated by considering to provide a more comfortable place to customers.

Our cafe in the international departure lounge, serves international passengers.

In addition to these, the target audience of our cafe with garden located in front of the terminal building is passengers and their relatives.

## Our Other Services

In addition to airport catering production services, buffet, cafe and restaurant services within Samsun Çarşamba Airport stationery supply for airline companies, ground catering, mass catering organizations and parking lot services for airport visitors are provided.

## Our Human Resources Infrastructure

We have a total of 70 personnel working in full-time food engineers, catering security officers, accountants, professional cooks, warehouse clerks, catering officers, waiters,

İşbu Tercümenin DURKAS .. aslından  
inşaatçı .. aslına uygun olarak  
tarafından tercüme edildiğini onaylım.  
Yeminli Tercüman  
Ayşe .. AKKOC

**HEDEY**  
YEMİNLİ ÖZEL TERCÜME  
Yusuf Meygil  
Nispetiye / Beşiktaş / İstanbul / Türkiye  
Tic. Sic. No: 282 69 60  
Beylik V.D. T.C. 238



# Venn

cashiers, parking attendants and other services, working under the operations manager in our operation units at Samsun Çarşamba Airport.

Our operations manager responsible for our personnel working at the airport is also an instructor authorized by the General Directorate of Civil Aviation.

In order to maximize the service quality, the personnel are subjected to special and general training activities according to their duties and qualifications.

In addition to that, there are 45 personnel employed in Venn Boutique Hotel and Restaurant within our company.

İşbu Tercümenin **TURKÇE** aslından  
**İNGİLİZCE** aslına uygun olarak  
tarafından tercüme edildiğini onaylıyorum.  
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**Ayşe DADAĞ**

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Tic. Sic. No: 2381

### **Vennas Akyol Haznedar**

**Vennas Akyol Haznedar, born in Samsun in 1965, graduated from Eskişehir Anadolu University, Department of Local Administrations. She opened her first cafe at Samsun Airport in 1998. Then, in 2001, she opened her first restaurant again at Samsun Airport and established her own brand "Venn" proceeding with a great momentum on the way of branding-institutionalization. Upon foundation of the airline catering company in 2006, she became one of the three undertakings of the country in this field and became the first and only female entrepreneur in the world that runs this business. She has been offering catering, production (food, beverage, stationery) and services for domestic and foreign air carrier companies at all airports in the Black Sea Region and Anatolia.**



**Supported by KOSGEB, she published a book that promotes her region and includes local recipes. She also took part in joint projects with the Central Black Sea Development Agency.**

**In 2011, putting into service the Black Sea's first investment certified boutique hotel, located on Samsun's coastline, under the brand Venn Boutique Hotel & Restaurant, she brought a new perspective to the city in the relevant sector.**

**She is a sea and sailing lover. She is also a fan of Samsunspor football team and serves as the vice chairman of the board of directors of Samsunspor. She also acts as a member of Samsun TSO's Executive Board, Eastern Anatolia Exporters' Association and Rotisors Chain Association.**

**Vennas Akyol Haznedar, also a member of Kagider (Women Entrepreneurs Association), is also actively involved in non-governmental organizations. She is the mother of a daughter named Pinar and the grandmother of two grandchildren.**









## Annex 1 – Survey questions

### Questionnaire for mapping of the competences and needs of sustainable entrepreneurship and women entrepreneurial skills in tourism sector

#### I. Understanding the respondents' profile

1. Age

- Up to 25 years old
- 26-35 years old
- 36-50 years old
- 51-63 years old
- 64 and elder

2. What is tourism according to you?

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3. Your current business situation

- Established tourism business (Please indicate the year you started your business)

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- Planning to start a tourism business
- Other (please specify) \_\_\_\_\_

4. If you still do not have your tourism business, please mention the reason(s) (you can choose more than one option)

- Lack of financial resources
- Lack of entrepreneurial skills
- Lack of knowledge about tourism
- Lack of knowledge of foreign languages
- Legislation issues
- Issues connected with tax system
- Other (please specify) \_\_\_\_\_

5. What was your motivation to set up a tourism business?

- To earn money
- To preserve natural heritage sites and culture
- To create new jobs
- For personal reasons (change of lifestyle, tourism as a hobby, etc.)
- Other (please specify) \_\_\_\_\_

6. Where is situated your business (please indicate the name of the region, city, or village)?

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7. Please indicate the sphere of your tourism business

- Hotel services (in hotel, motel, B&Bs, etc.)
- Food and beverage services
- Tour operating
- Tourism agency
- Transport service
- Tour guiding
- Other (please specify) \_\_\_\_\_

8. What kind of services do you provide to tourists (you can choose more than one option)?

- Overnight stay
- Food and drink
- Nature sightseeing
- Arts and crafts
- Fishing
- Hunting
- hiking
- Horse-riding
- Bird watching
- mountain-biking, cycling
- adventure sport
- visiting historical-cultural sites
- music and dance
- boating
- rafting
- beekeeping
- harvesting
- agricultural works
- master classes on cooking local food
- tour guiding
- organizing excursions
- tour package developing and selling
- selling air-tickets
- booking services
- other (please specify) \_\_\_\_\_

9. Is your tourism business the main source of your income?

- Main

- Complementary
- Other (please specify) \_\_\_\_\_

10. Is your tourism business seasonal or all year round?

- Seasonal
- All year round

11. Is your tourism business advertised through any tourism networks (local, regional, international)?

- Yes (please specify which one) \_\_\_\_\_
- No
- Other (please specify) \_\_\_\_\_

12. What is tourism marketing according to you?

\_\_\_\_\_

13. What is digital tourism marketing according to you?

\_\_\_\_\_

14. How often do you use internet in your business?

- I never use it
- Every day
- Once a month
- Few days in a week
- Other (please specify) \_\_\_\_\_

15. Have you ever participated at any training in the business field (management, marketing, finance, etc.) before you started your tourism business?

- No
- Yes (please specify what kind of training you had) \_\_\_\_\_

16. Do you have any degree in tourism?

- Bachelors
- Masters
- PhD
- Vocational training
- No degree
- Other (please specify) \_\_\_\_\_

17. Have you gained any work experience in tourism sphere before started your business?

- No



- Yes (please specify where and how many years of experience) \_\_\_\_\_

18. How have you gained business skills for running your business?

- At school
- On the job training
- At work
- Through consultants
- Online courses
- Other (please specify)

19. Which platforms do you use for your business promotion? (You can choose more than one option)

- Own website
- Own social media platform
- Tourism magazines
- Tourism offices
- Local, regional, national networks
- Local, regional, national newspapers
- TV
- Radio
- Online booking/reservation systems (Booking.com, Airbnb, TripAdvisor, Expedia, Hotel.am, Allhotels.am, etc.)
- Other (please specify) \_\_\_\_\_

20. Which social media platforms do you use for your business promotion? (You can choose more than one option)

- Facebook
- Instagram
- Twitter
- LinkedIn
- Pinterest
- YouTube
- Snapchat
- WhatsApp
- Signal
- Google
- Telegram
- I do not use any social media platform
- Other (please specify) \_\_\_\_\_

21. Which foreign language you may communicate with tourists?

- I do not know any foreign language
- Other (please specify) \_\_\_\_\_

22. Do you run your business on your own?

- Yes
- No, I am the owner, but I have a manager
- Other (please specify) \_\_\_\_\_

23. Who is responsible for the financial activities of your business?

- Myself
- I have an employee(s) for that
- My family members
- Other (please specify) \_\_\_\_\_

24. Who is responsible for the management activities of your business?

- Myself
- I have an employee(s) for that
- My family members
- Other (please specify) \_\_\_\_\_

25. Who is responsible for the marketing activities of your business?

- Myself
- I have an employee(s) for that
- My family members
- Other (please specify) \_\_\_\_\_

26. If you are not the owner of the business, but a staff member, are you engaged in decision making process?

- Yes
- No
- I am the owner
- Other (please specify) \_\_\_\_\_

27. If you are not the owner of the business, but a staff member, are you aware of the business policy, financial flows of the business?

- Yes
- No
- I am the owner
- Other (please specify) \_\_\_\_\_

28. What marketing steps are you taking to attract national and international tourists? (You can choose more than one option)

- I do nothing
- I advertise my business on the Internet
- I advertise my business on social networks
- I advertise my business at national and (or) international booking systems
- I print booklets and distribute them at the airport and other places
- I participate in national and (or) international exhibitions
- Other (please specify) \_\_\_\_\_

29. Are you aware of the characteristics of international tourists (of different nationalities), their needs?

- Yes
- No
- I do not know how I can be aware of that
- Other (please specify) \_\_\_\_\_

30. Which bodies do you cooperate with in connection with your business activity? (You can choose more than one option)

- Local self-government bodies
- National tourism authorities (Tourism Committee)
- Public administration bodies
- Non-governmental organizations
- International organizations
- Private sector
- Other (please specify) \_\_\_\_\_

31. Have you ever participated in international grant programs?

- Yes (please specify which one, when) \_\_\_\_\_
- No
- I am going to apply
- Other (please specify) \_\_\_\_\_

32. How many people work in your business?

- Myself
- Myself and my family
- Employed staff (please state how many) \_\_\_\_\_

33. Do you have staff training problems?

- Yes (please specify) \_\_\_\_\_

- No

34. What functions of human resource management do you accomplish in your business? (you can choose more than one option)

- I do nothing
- Recruitment & selection
- Performance management
- Learning & development
- Career development
- Material incentives
- Non material incentives
- Other (please specify) \_\_\_\_\_

35. What kind of business development problems do you have? (You can choose more than one option)

- I have no problems
- Financial problems
- Marketing issues
- Lack of knowledge on tourism business
- Problems connected with staff training
- Problems connected with the use of the Internet and computer technologies
- Problems connected with the community infrastructures
- Legislative issues
- Tax issues
- Other (please specify) \_\_\_\_\_

36. Are you involved in decision-making process (connected with your activity sphere) at the local or state level in policy developing or other processes?

- Yes (please indicate how often, what kind of decisions) \_\_\_\_\_
- No (please specify why) \_\_\_\_\_
- Other (please specify) \_\_\_\_\_

37. Are you a member of any tourism association?

- Yes (please specify) \_\_\_\_\_
- No
- Other (please specify) \_\_\_\_\_

38. What is a business-plan and what sections it usually consists of?

\_\_\_\_\_

39. Have you ever developed a business plan for your business?

- Yes
- No
- I do not have business plan development skills
- There was no need to develop a business plan
- Other (please specify) \_\_\_\_\_

40. What kind of innovations do you need to develop your business? (You can choose more than one option)

- Innovations in business model
- Innovations in marketing activities
- Innovations in staff management
- Innovations in financial management
- New technologies
- Innovations in service process
- New products
- I do not need any kind of innovations
- I do not know
- Other (please specify) \_\_\_\_\_

41. How can information technologies contribute to your business development? (You can choose more than one option)

- To make the work easier
- To do better marketing
- To attract new partners
- To attract new tourists
- I do not know
- Other (please specify) \_\_\_\_\_

42. What kind of marketing steps do you need for your business? (You can choose more than one option)

- Advertising
- Promotion through social networks
- Advertising with the help of celebrities (influencer marketing)
- Price discounts
- Development of new products
- Other (please specify) \_\_\_\_\_

43. What are the positive impacts of tourism?

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44. What are the negative impacts of tourism?

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45. How do you apply the principles of sustainable tourism in your business? (You can choose more than one option)

- I do not apply them at all
- I am not aware of the principles of sustainable tourism
- I pay attention to environmental issues
- I contribute to the development of local culture
- I contribute to local employment growth
- I use resources rationally
- Other (please specify) \_\_\_\_\_

## **II. Assessment of skills and competences**

46. What do you think are the most important skills to run a tourism business, and why?

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47. Do you think there is a need to develop your (your staff) competencies and skills in order to make your business more successful?

- Yes (please specify what kind of skills or knowledge do you need most?) \_\_\_\_\_
- No
- Other (please specify) \_\_\_\_\_

48. Please mention the level of your skills and choose whether you need to improve those skills or not

N	Skills	How would you rate the level of your skills?					Would you like to improve these skills?		
		1-very bad	2-bad	3-medium	4-good	5-excellent	yes	no	I do not know
1.	Skills for developing long- term strategies for my tourism business								
2.	Skills for developing a business plan for my tourism business								
3.	Financial management skills to operate the tourism business (knowledge of sources of finance, pricing, financial planning, profit and loss, cash flow, etc.)								
4.	Marketing skills (knowledge of 7 P's)								
5.	Market research skills (SWOT, Benchmarking, competitor analysis, etc.)								
6.	Management skills to run the business successfully								
7.	Skills for building partnerships								
8.	Networking and negotiation skills								
9.	Knowledge of laws and regulations of the sphere								
10.	Computer skills (MS office)								
11.	Digital marketing skills								
12.	Using web tools for business promotion (online booking, TripAdvisor, etc.)								
13.	Using social media (Facebook, Instagram, twitter, etc.) for business purposes (communication, marketing, networking, etc.)								

14.	Ability to use online tools for business promotion (placing adverts on internet, using e-mails, blogs, forums, etc.)								
15.	Ability to use mobile applications related to tourism								
16.	Knowledge of foreign languages								
17.	International marketing skills								
18.	Exploring and understanding customer needs and motivations								
19.	Understanding USP (unique selling point) and UBR (unique buying reason)								
20.	Skills of creating unique selling point								
21.	Tourism services providing skills								
22.	Communication skills (to be able to communicate with a tourist, listen to him/her, understand his/her problem, explain or persuade him/her something, etc.)								
23.	Problem solving skills								
24.	Administrative skills (making contracts, monitoring, etc.)								
25.	Risk taking skills								
26.	Team-building skills								
27.	Time management skills								
28.	Decision-making skills								
29.	Knowledge of sustainable tourism principles								
30.	Knowledge of tourism ethics								
31.	Awareness of local culture and values								



32.	Ability to get involved in local community programs, events								
33.	Knowledge on how to support the local economy and ability to do it								
34.	Ability to engage local communities in business								
35.	Knowledge on how to build on local strengths								
36.	Academic knowledge in tourism								
37.	Knowledge on tax policy of the sphere								
38.	Skills for creating innovative tourism policy								
39.	Cooperation skills (with all stakeholders)								
40.	Fundraising skills								
41.	Knowledge on tourism statistics and statistical recording								
42.	Entrepreneurial skills								
43.	Knowledge on social entrepreneurship								
44.	Social entrepreneurship skills								
45.	Tourism product developing skills								

49. What additional skills or knowledge do you need to develop your business?

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50. What are your expectations from the upcoming training course?

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