THE LEVELS OF KNOWLEDGE AND IMPORTANCE OF STRATEGIC MANAGEMENT TOOLS IN FIVE-STAR HOTEL MANAGEMENTS IN TURKEY

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Abstract

The aim of this study is to determine the levels of knowledge and importance of strategic management tools in five star hotel managements in Turkey. The surveys conducted by the researchers are delivered to all of the 328 five star hotel managements in Turkey via e-mail. The context of the study involves 69 five star hotel managements, which are known to have a feedback and significant responses within the survey. According to the results of the analysis, it is seen that the level of knowledge for strategic management tools is less, but the levels of importance for these strategic management tools is at medium level. The most common and most-valued strategic management tool by the managers is determined as Customer Relationship Management, the least common as Gordon Technique and the less valued as Search Conference. The higher the level of knowledge for strategic management tools, the more importance the managers give these tools. Moreover, a significant correlation is determined between the levels of strategic decision-making and the years of operation within the sector by the hotel and the levels of importance given to the strategic management tools. There is no significant correlation between the levels of knowledge for strategic management tools and their demographic characteristics.

Key Words: Strategic management tools, knowledge, importance, levels, five-star hotel managements

1. Introduction

There are many strategic management tools used in business administrations. Some of these tools are focused on the determination of the strategies in business administrations while some of them are focused on their application and their control. There is no exact limitation for a technique to be accepted as a management tool in the literature. However, a technique, which is accepted or frequently used in the strategic management literature, may also be regarded as a strategic management tool. Several academicians and applicators also involve many other strategic management tools in the literature.

In the literature, there are many studies, which examine the strategic management tools separately. These studies mainly tend to build correlations among different tools, applications and theories in general terms. However, there is limited number of studies, which examine the strategic management tools as a whole. Most of these studies have studied on the use and satisfaction levels of strategic management tools. There is no research in the literature, mainly studying on the knowledge and importance levels of strategic management tools. It is seen only in the content of several studies, focusing on different areas of strategic management tools, that there are some findings on their knowledge and importance levels.

Among these example studies, Sucu (2010) investigates the strategic management applications of small and medium sized enterprises and emphasizes the extent to which these strategic management tools are important to them. The study is conducted in 55 business administrations, which are currently operating in Izmir, a province of Turkey, as medium sized enterprises (number of employees between 50 and 249). It is emphasized as a result of the study that strategic management tools are not widely known in medium sized enterprises in sufficient terms. Moreover, it is seen according to the data gathered that 73% of the business administrations

have no idea about swot analysis; 76% about value chain analysis; 53% about chain supply management; 58% about benchmarking; 87% about balanced scorecard; 80% about electronic trade; 87% about exchange engineering; 71% about scenario analysis and 65% about use of external resources and learning organization.

Senturk (2010) makes an effort to determine the use and satisfaction levels of strategic management tools in hotel managements and reaches some important conclusions on importance levels. In this study conducted in 110 hotel managements currently operating in Antalya, a province of Turkey, it is seen that the more importance given to the idea of strategic management of hotel managements and the more stars the hotels have, then the more important it becomes to have a point of view for strategic management.

Determining the levels of knowledge of strategic management tools and their levels of importance given by the managers will make important contributions to the academicians currently working in this scope. Having a sectorial limitation at this stage will contribute to the significance of the results obtained. In our study, we limited the sectors into tourism. The reason why tourism sector is selected is that the number of applications made in this sector within strategic management is quite limited. It is also limited into five star hotel managements as it is not possible to conduct this study for all tourism sectors.

2. Research Methodology

The aim of this study is to determine the levels of knowledge and importance of strategic management tools used in five star hotel managements in Turkey. In addition to this, it is also aimed to test the correlations between the levels of knowledge and importance of strategic management tools and the differential levels between these levels and some of the demographic variables. Researchers design a survey involving two parts in order to conduct this study. In the first part of the questionnaire, there are 16 questions on the demographical characteristics of the business administrations participated in this study. In the second part of the study, there are questions requiring their opinions on the knowledge and importance levels of 35 strategic management tools. When determining the strategic management tools, it is benefitted from the studies of Fleisher and Bensoussan (2002), Chak (1998: 4), Akgemci (2008: 47-124), Kocer (2007: 81), Aktan (2006: 171-173), Sucu (2010: 121), Senturk (2010: 35), Pasanen (2011: 1-8), Aktan (2008: 7-9), Yilmaz (2007: 57-69) and Erdogan (2008: 37-44). Two different 5-item Likert type scale is used for the responses of participants in the survey. The scale involves items from (1) Unimportant (2) Less Important (3) Important at medium level (4) Important to (5) Very important when evaluating the importance levels of strategic management tools. The scale involves items from (1) Never (2) Very Little (3) Little (4) Good to (5) Very Good when determining the knowledge levels of application results.

The context of the study involves all 328 five star hotels currently carrying their business in Turkey according to the 2010 data (Republic of Turkey, Ministry of Culture and Tourism. 2011: 11). The surveys are delivered to 328 five star hotel managements via e-mail in June 2011 by taking these data into consideration. Among all 77 surveys with a feedback, 8 of them are not included as they are poorly filled in. In this view, 69 surveys are analyzed via SPSS 16.0 packet program. The Cronbach Alpha values of the survey are .95 for the questions on the knowledge levels of strategic management tools and .92 for the questions on the importance levels. These numbers indicate that the survey has a sufficient reliability. Basic determinative statistics (mean, standard deviation, frequency, percentage) and methods of statistical analysis (correlation, regression and T-tests) are used to test the data obtained in this study.

There are two important limitations in this study. The first one is that the strategic management tools are limited only in 35. This limitation is preferred because placing all into this study will make it impossible to fill in this survey or decrease its reliability. The other one is that only 69 hotel managements are involved in this study among all 328 five star hotel managements. However, this number is capable of representing the context under statistical terms.

3. Findings

The data on several demographical characteristics of hotel managements in this study and the managers taking in this survey are shown in Table 1. Basic determinative statistics (means and standard deviations) on the knowledge and importance levels of strategic management tools of managers taking this survey are shown in Table 2. According to the data obtained, the knowledge of managers on strategic management tools is low; the importance is at medium level. When making this determination, it is presumed that the mean score between 1 and 2 is low; the mean score between 2 and 3 is at medium level; high between 3 and 4 and very high between 4 and 5 for knowledge and importance levels. Basic determinative statistics on the knowledge and importance levels of each strategic management tools of the managers are shown in Table 3.

Table 4 shows ten strategic management tools, which are well known and highly valued by the managers by taking the findings in Table 3 into consideration. Therefore, the most common and highly valued strategic management tool is Customer Relationship Management. Table 5 shows ten strategic management tools, which are the least known and the least valued by the managers. Therefore, the least known strategic management tool is Gordon Technique and the least valued is Search Conference.

A correlation analysis is made to determine the relation between the knowledge and importance levels of the strategic management tools. The data obtained are shown in Table 6. Therefore, there is an important and positive correlation between the knowledge level of strategic management tools and the importance levels given to these tools by the managers ($r=.912$). Hence, the higher the knowledge level of strategic management tools, the higher importance is given to these tools by the managers.

Table 7 shows the regression analysis results indicating how the knowledge levels of strategic management tools affect their importance levels. Therefore, the knowledge levels of strategic management tools explain the importance levels given to these tools at 0.831 significance level.

In this study, the relation between the knowledge and importance levels of strategic management tools and some demographical characteristics of the managers participated in the study are also determined. Table 8 shows the data on how the importance levels given to strategic management tools differ according to some demographical variables. Table 9 shows the findings on the differentiation of knowledge levels of strategic management tools in terms of some demographical variables.

4. Conclusion

The managements have a tendency to using strategic management tools in order to be strong in the changing and renewing market. This tendency is the same in Turkey as in all other sectors. The aim of this study is to determine the knowledge and importance levels of strategic management tools in five star hotel managements in Turkey. According to the results of this study, the knowledge levels of strategic management tools by the managers running their business in five star hotel managements are low and the levels of importance given to these tools are at medium level. The most common strategic management tool known by the managers is Customer Relationship Management and this is followed by Open Group Discussions and Vision/Mission Statements. The least known strategic management tools are respectively Gordon Technique, McKinsey Matrix and Delphi Technique. The most valued strategic management tool by the managers is again Customer Relationship Management and this is followed by Vision/Mission Statements and Portfolio Analysis. The least important strategic management tools are respectively Search Conference, Ansoff Growth Vector Matrix and Boston Consultancy Group (BCG) Matrix.

According to the results obtained from this study, the higher knowledge of these strategic management tools, the higher importance given to these tools. It is also determined that there is a significant differentiation between the importance level given to strategic management tools and the years of operation by the hotel in the sector and decision making levels of strategic decisions. Therefore, a significant differentiation is seen in importance levels given to these strategic management tools at managements operating for 16 and 24 years

and 25 years or above in this sector. Besides, there is a significant differentiation in terms of strategic management tools between the managements where the strategic decisions are made by medium level management personnel and the ones where the low level management personnel is involved within the decision making process. There is no significant differentiation between the importance levels of strategic management tools and the net profit of the previous years by the hotel, the property type of the hotel, the total number of personnel in the hotel, the average educational level of personnel in the hotel, the type of the hotel in terms of business area, the business title of the manager, the sectorial experience of hotel managers, the educational level of hotel managers and the presence of any type of education in tourism ad hotel management by the hotel managers. There is no significant differentiation between the knowledge levels of strategic management tools and the net profit of the previous years by the hotel, the property type of the hotel, the total number of personnel in the hotel, the average educational level of personnel in the hotel, the type of the hotel in terms of business area, the business title of the manager, the sectorial experience of hotel managers, the educational level of hotel managers and the presence of any type of education in tourism ad hotel management by the hotel managers. Therefore, among the 11 hypotheses made in terms of the importance levels of strategic management tools, 2 are accepted and 9 are rejected. All 7 hypotheses are rejected, which are made in terms of the knowledge levels of strategic management tools.

The results obtained from this study play an important role to give a light to show us the current situation on the knowledge and importance levels of strategic management tools used by the five star hotel managements in Turkey especially for the managers in tourism sector and other academicians working on strategic management. The strategic management tools are not limited with this study. Other studies may also be conducted by increasing the number of strategic management tools or using other tools. Moreover, the results obtained will be more significant if the number of hotel managements is increased. These two cases constitute a limitation for this research. The next level for this research will be to determine the extent to which five star hotel managements in Turkey use these strategic management tools and the levels of satisfaction following this use. In addition to this, the knowledge and importance levels of strategic management tools in other sectors or the current situation in other hotel managements may be determined by taking this study as an example and the results may be compared with the results of this study.

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Tables

Variables	n=69	%	Variables	n=69	%
Operation Years			**Total Income for the Last Year**		
2-3 years	6	8.7	Less than 1 million ¨	4	5.8
4-7 years	28	40.6	1-3 million ¨	22	31.9
8-15 years	19	27.5	3-7 million ¨	3	4.3
16-24 years	11	15.9	7-15 million ¨	13	18.8
25 years and more	5	7.2	More than 15 million ¨	27	39.1
Number of Staff			**Personnel' Education Levels Average**		
Less than 50	3	4.3	Secondary School	55	79.7
50-249	42	60.9	Undergraduate	13	18.8
250-499	18	26.1	Post-Undergraduate	1	1.4
500-999	6	8.7	**Hotel Type by in the Field of Activity**	69	100.0
Strategic Management Decisions by Whom			Business Hotel	13	18.8
Only senior management	41	59.4	Health Hotel	3	4.3
Included middle-level management	12	17.4	Resting Hotel	53	76.8
Included middle and lower level of management	12	17.4	**Number of Trained Staff (about tourism)**		
Participation of all staff	4	5.8	6-10	7	10.1
Hotel Type by the Property			11-20	12	17.4
Independent Hotel	30	43.5	21-40	28	40.6
Hotel Chain	39	56.5	41 and more	22	31.9
The Total Number of Customers for the Last Year			**The Number of Stakeholders**		
Less than 1000	5	7.2	1	32	46.4
1001-2000	6	8.7	2	12	17.4
2001-5000	6	8.7	3-4	10	14.5
5001-10000	13	18.8	5	9	13.0
More than 10000	39	56.5	6-9	4	5.8
Gender of Manager			100 and more	2	2.9
Male	57	82.6	**Professional Experience of Manager**		
Female	12	17.4	1-5 years	15	21.7
Position of Manager			6-10 years	21	30.4
Director of Finance	6	8.7	11-15 years	12	17.4
Director of F&B	2	2.9	16-20 years	12	17.4
General Manager	24	34.8	21 years and more	9	13.0
Director of Front-office	18	26.1	**Age of Manager**		
Director of Accounting	9	13.0	18-25	3	4.3
Assistant General Manager	10	14.5	26-30	7	10.1

Education Level of Manager			31-35	23	33.3
Secondary School	3	4.3	36-45	26	37.7
Undergraduate	54	78.3	46-55	10	14.5
Post-Undergraduate	12	17.4	**Status of Take Education on Tourism and Hotel Management**		
			Yes	50	72.5
			No	19	27.5

Table 1. Demographical Characteristics of Hotel Managements and Managers Taking This Survey

Levels of Knowledge and Importance	N	Mean	Std. Deviation
Levels of Knowledge	69	1.7516	.77936
Levels of Importance	69	2.4571	.56951

Table 2. Knowledge and Importance Levels of Managers on Strategic Management Tools

Stratejik Management Tools	Levels of Knowledge (N=69)		Levels of Importance (N=69)	
	Mean	Std. Deviation	Mean	Std. Deviation
Open Book Management	2.07	1.204	2.22	1.083
Open Group Discussions	2.43	1.323	2.81	1.228
Ansoff Growth Vector Matrix	1.75	.946	1.67	1.053
Search Conference	1.71	1.214	1.59	1.075
Balanced Scorecard	1.75	1.230	2.07	1.019
Fishbone Diagram (Cause and Effect Diagram)	1.41	.944	2.01	1.207
Brain Storming	2.26	1.559	2.74	1.492
Boston Consultancy Group (BCG) Matrix	1.35	.764	1.88	.993
Value Chain Analysis	1.74	1.196	2.13	1.136
Reengineering	1.41	.990	2.07	.913
Delphi Technique	1.20	.632	1.97	.923
Outsourching	1.87	1.327	2.29	1.113
E-trade	2.07	1.547	2.83	1.434
Benefit-Cost Analysis	2.00	1.524	2.65	1.246
Gordon Technique	1.10	.349	1.90	.770
Hofer Analysis (Product/ Market Assessment Matrix)	1.48	1.133	2.30	1.004
Hoshin Kanri	1.20	.608	2.12	.867
Quality Circles	1.83	1.403	2.81	.896
Benchmarking	2.06	1.580	2.75	1.253
Downsizing	1.70	1.375	2.54	.797
McKinsey Matrix	1.19	.670	2.33	.721
Multivoting	1.33	.780	2.49	.816
Customer Relationship Management	2.62	1.816	3.46	1.145
Nominal Group Technique	1.30	.896	2.62	.730
Learning Organizations	1.70	1.216	2.58	1.168
Organizational Development	1.71	1.261	2.74	.949
Porter's Competitive Analysis	1.54	1.051	2.48	.851
Portfolio Analysis	1.97	1.465	2.96	1.049
Q-sort Analysis	1.35	.905	2.26	.798
Risk Analysis	2.33	1.606	2.88	1.255
Scenario Analysis	1.78	1.349	2.52	1.079
Strategic Total Quality Management	2.16	1.605	2.86	1.192
Swot Analysis	1.75	1.449	2.57	1.242
Supply Chain Management	1.78	1.305	2.74	1.052
Vision/Mission Statements	2.39	1.611	3.14	1.275

Table 3. Basic Determinative Statistics on Each Strategic Management Tool (Knowledge and Importance Level)

Nu.	Strategic Management Tools The Well Known	Strategic Management Tools The Highly Valued
1	Customer Relationship Management	Customer Relationship Management
2	Open Group Discussions	Vision/Mission Statements
3	Vision/Mission Statements	Portfolio Analysis
4	Risk Analysis	Risk Analysis
5	Brain Storming	Strategic Total Quality Management
6	Strategic Total Quality Management	E-trade
7	Open Book Management	Quality Circles
8	E-trade	Open Group Discussions
9	Benchmarking	Benchmarking
10	Benefit-Cost Analysis	Organizational Development

Table 4. Ten Strategic Management Tools, which are the Well Known and the Highly Valued by the Managers

Nu.	Strategic Management Tools The Least Known	Strategic Management Tools The Least Valued
1	Gordon Technique	Search Conference
2	McKinsey Matrix	Ansoff Growth Vector Matrix
3	Delphi Technique	Boston Consultancy Group (BCG) Matrix
4	Hoshin Kanri	Gordon Technique
5	Nominal Group Technique	Delphi Technique
6	Multivoting	Fishbone Diagram (Cause and Effect Diagram)
7	Q-sort Analysis	Balanced Scorecard
8	Boston Consultancy Group (BCG) Matrix	Reengineering
9	Reengineering	Hoshin Kanri
10	Fishbone Diagram (Cause and Effect Diagram)	Value Chain Analysis

Table 5. Ten Strategic Management Tools, which are the Least Known and the Least Valued by the Managers

Correlation Tests		bd	öd
Levels of Knowledge	Pearson Correlation	1	.912[**]
	Sig. (2-tailed)		.000
	N	69	69
Levels of Importance	Pearson Correlation	.912[**]	1
	Sig. (2-tailed)	.000	
	N	69	69

Table 6. Correlation Results Indicating the Relation Between the Knowledge and Importance Levels of Strategic Management Tools

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.912[a]	**.831**	.829	.23574

a. Predictors: (Constant), bd

Model (Anova[b])	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	18.332	1	18.332	329.856	**.000**[a]
	Residual	3.724	67	.056		
	Total	22.056	68			

a. Predictors: (Constant), bd

b. Dependent Variable: öd

Table 7. Regression Analysis Results on How Knowledge Levels Affect Their Importance Levels

Hypothesis	Tests Used	P	Result	Explanation
H1. There is a significant correlation between the years of operation by the hotel in the sector and the importance level of strategic management tools.	Anova	.028	Accepted	Tukey HSD Test is made to determine in which groups there is more differentiation. In this view, it is seen that the differentiation is in groups of 16-24 and 25 years and above (P=.020).
H2. There is a significant correlation between the net profit of the previous year by the hotel and the importance level of strategic management tools.	Anova	.450	Rejected	There is no significant differentiation between the net profit of the previous year by the hotel and the importance level of strategic management tools.
H3. There is a significant correlation between the type of hotel in terms of property and the importance level of strategic management tools.	Independent Samples T	.491	Rejected	There is no significant correlation between the type of hotel in terms of property and the importance level of strategic management tools.
H4. There is a significant correlation between the number of personnel in the hotel and the importance level of strategic management tools.	Anova	.209	Rejected	There is no significant correlation between the number of personnel in the hotel and the importance level of strategic management tools.
H5. There is a significant correlation between the average education level of personnel in the hotel and the importance level of strategic management tools.	Anova	.418	Rejected	There is no significant correlation between the average education level of personnel in the hotel and the importance level of strategic management tools.
H6. There is a significant correlation between the type of hotel in its business area and the importance level of strategic management tools.	Anova	.445	Rejected	There is no significant correlation between the type of hotel in its business area and the importance level of strategic management tools.
H7. There is a significant correlation between the decision making level of strategic decisions and the importance level of strategic management tools.	Anova	.016	Accepted	Tukey HSD Test is made to determine in which groups there is more differentiation. In this view, it is seen that the differentiation is at medium level management personnel and senior level management personnel (P=.008)
H8. There is a significant correlation between the business title of the manager and the importance level of strategic management tools.	Anova	.576	Rejected	There is no significant correlation between the business title of the manager and the importance level of strategic management tools.
H9. There is a significant correlation between the experience of the hotel manager and the importance level of	Anova	.208	Rejected	There is no significant correlation between the experience of the hotel manager and the importance level of strategic management tools.

Hypothesis	Tests Used	P	Result	Explanation
strategic management tools.				
H10. There is a significant correlation between the educational level of the hotel manager and the importance level of strategic management tools.	Anova	.756	Rejected	There is no significant correlation between the educational level of the hotel manager and the importance level of strategic management tools.
H11. There is a significant correlation between the presence of education on tourism and hotel management by the hotel manager and the importance level of strategic management tools.	Independent Samples T	.206	Rejected	There is no significant correlation between the presence of education on tourism and hotel management by the hotel manager and the importance level of strategic management tools.

Table 8. Differentiation of Importance Levels Given to Strategic Management Tools According to Some Demographical Variables

Hypothesis	Tests Used	P	Result	Explanation
H12. There is a significant correlation between the years of operation by the hotel in the sector and the knowledge level of strategic management tools.	Kruskal Wallis H	.204	Rejected	There is no significant correlation between the years of operation by the hotel in the sector and the knowledge level of strategic management tools.
H13. There is a significant correlation between the type of hotel in terms of property and the knowledge level of strategic management tools.	Mann-Whitney U	.370	Rejected	There is no significant correlation between the type of hotel in terms of property and the knowledge level of strategic management tools.
H14. There is a significant correlation between the type of hotel in its business area and the knowledge level of strategic management tools.	Kruskal Wallis H	.495	Rejected	There is no significant correlation between the type of hotel in its business area and the knowledge level of strategic management tools.
H15. There is a significant correlation between the business title of the manager and the knowledge level of strategic management tools.	Kruskal Wallis H	.409	Rejected	There is no significant correlation between the business title of the manager and the knowledge level of strategic management tools.
H16. There is a significant correlation between the experience of the hotel manager in the sector and the knowledge level of strategic management tools.	Kruskal Wallis H	.616	Rejected	There is no significant correlation between the experience of the hotel manager in the sector and the knowledge level of strategic management tools.
H17. There is a significant correlation between the educational level of the hotel manager and the knowledge level of strategic management tools.	Kruskal Wallis H	.881	Rejected	There is no significant correlation between the educational level of the hotel manager and the knowledge level of strategic management tools.
H18. There is a significant correlation between the presence of education on tourism and hotel management by the hotel manager and the knowledge level of strategic management tools.	Mann-Whitney U	.223	Rejected	There is no significant correlation between the presence of education on tourism and hotel management by the hotel manager and the knowledge level of strategic management tools.

Table 9. The Differentiation of Knowledge Levels of Strategic Management Tools in Terms of Some Demographical Variables