

**The Influence of Founders Imprint on Management
Control Systems and on Business Outcomes: A Case
Study of Arkin Group of Companies in TRNC**

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Submitted to the
Institute of Graduate Studies and Research
in partial fulfillment of the requirements for the degree of

Master of Science
in
Tourism Management

Eastern Mediterranean University
February 2022
Gazimağusa, North Cyprus

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ABSTRACT

This research aims to find out the real-life experiences of founders and managers of hotels about management control systems (MCS) with a link to the business outcomes and imprinting theory. The entrepreneurship and family business literature have largely emphasized the role of founders in the management and operations of businesses (Bayon et al., 2015). In this study, founder's imprint on a hotel organization is explored with particular attention to its influences on the management control systems.

The study utilizes a case study approach with multiple methods of data collection. Arkın Palm Beach Hotel (APBH) is chosen as the case hotel. A qualitative research method is used to create the ideal environment for understanding management and operations on a day-to-day basis and therefore, to allow collection of data on the decision-making processes. Data is collected through interviews with management team of the hotel, observation of operational aspects and documentation of formal control elements.

Some key findings of this research are discussed in relation to founder, control systems and key factors noted in the data. The founder is a pioneering person in his entrepreneurial activities and he focuses primarily working on boutique scale and manner. His success-orientation and building team work is believed to bring excellence in business. During exploration of MCS, it became apparent that APBH's communication, whether through formal or informal channels, is a significant management control tool where budget stands as the most formal control measure.

Confidence and loyalty issues became apparent when employment and guest visitations are studied in detail.

Keywords: Management Control Systems, Founder's Imprint, Business Outcomes, Case Study

ÖZ

Bu araştırma, otel kurucularının ve yöneticilerinin yönetim kontrol sistemleri hakkındaki gerçek yaşam deneyimlerinin iş sonuçları ve baskı teorisi ile bağlantısını bulmayı amaçlamaktadır. Girişimcilik ve aile şirketi literatürü, büyük ölçüde kurucuların işletmelerin yönetimi ve operasyonlarındaki rolünü vurgulamıştır (Bayon vd, 2015). Bu çalışmada, kurucunun bir otel organizasyonu üzerindeki etkisi, yönetim kontrol sistemleri üzerindeki etkilerine özellikle dikkat edilerek araştırılmaktadır.

Çalışma, birden fazla veri toplama yöntemiyle bir vaka çalışması yaklaşımı kullanılmaktadır. Vaka oteli olarak Arkın Palm Beach Otel seçilmiştir. Yönetim ve operasyonları günlük bazda anlamak için ideal ortamı yaratmak ve dolayısıyla karar verme süreçleri hakkında veri toplanmasına izin vermek için nitel bir araştırma yöntemi kullanılır. Veriler, otelin yönetim ekibiyle yapılan görüşmeler, operasyonel yönlerin gözlemlenmesi ve resmi kontrol unsurlarının belgelenmesi yoluyla toplanır.

Bu araştırmanın bazı önemli bulguları, kurucu, kontrol sistemleri ve verilerde belirtilen kilit faktörlerle ilgili olarak tartışılmaktadır. Kurucu, girişimcilik faaliyetlerinde öncü bir kişidir ve öncelikle butik ölçek ve tarzda çalışmaya odaklanır. Başarı odaklılığı ve ekip oluşturma çalışmasının iş dünyasında mükemmelliği getirdiğine inanılıyor. Yönetim kontrol sistemlerinin araştırılması sırasında, Arkın Palm Beach Otel'in resmi veya gayri resmi kanallardan iletişiminin, bütçenin en resmi kontrol önlemi olduğu ve önemli bir yönetim kontrol aracı olduğu ortaya çıktı. İstihdam ve misafir ziyaretleri ayrıntılı olarak incelendiğinde güven ve sadakat konuları ortaya çıktı.

Anahtar Kelimeler: Yönetim Kontrol Sistemleri, Baskı Teorisi, İş Sonuçları, Kurucu

ACKNOWLEDGMENT

I would like to thank my precious supervisor, Assoc. Prof. Dr. Mine Haktanır, for her assistance and support throughout my education and thesis.

I would also like to thank Arkin Group of Companies for their support in the thesis research.

Finally, I would like to present my sincere gratitude to all my family.

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LIST OF ABBREVIATIONS

AGC	Arkın Group of Companies
APBH	Arkın Palm Beach Hotel
ARUCAD	Arkın University of Creative Arts and Design
CEO	Chief Executive Officer
MA	Management Accounting
MAS	Management Accounting System
MCS	Management Control System
TRNC	Turkish Republic of Northern Cyprus

Chapter 1

INTRODUCTION

In the introduction part, previous studies in management control and imprinting literatures are discussed in an attempt to explain the scope and rationale of this research. This is followed by the information about case study method, its rationale, and details of Arkin Group of Companies (AGC), which was chosen as a case in this research. Finally, the purpose and objectives of the research are explained.

1.1 Theoretical Background and Prior Research

The hotel industry in TRNC is highly important as tourism stands out as the leading industry of the island. It is also well known that hospitality industry in general faces high environmental uncertainty requiring managers to use better strategies and MCS. Contingency-based studies have examined MCS as both dependent and independent variables. To examine fit between MCS and context, some commentators have claimed that the outcome variables should be some dimension of desired organizational or managerial performance (Otley, 2016). Good fit means enhanced performance, while poor fit implies diminished performance. While the ultimate goal of MCS research is to provide findings that assist managers achieve their goals or those of their organization, MCS research has continued to develop with varying dimensions, use and outcome variables. Some argue that links between MCS, context and performance can be tenuous as they involve many factors concerning the quality of managing the production processes. Simons (1994) defined MCS as managerial systems comprising of information supporting both formal and informal control variables

of the business and therefore, helping managers in making decisions using feedback and feedforward systems.

The entrepreneurship and family business literature has largely emphasized the role of founders in the management and operations of businesses (Bayon et al., 2015). In the study of Akroyd and Kober (2020), founder's imprint on the organization is emphasized with particular attention to its influences on the MCS. Founder's prior experiences which would include their educational background and work experience have great potential to impact their organizational success (Akroyd and Kober, 2020), and is stated that founders "blueprints represent part of the 'hard wiring' of an enterprise" (Baron et al., 2001, p.963). A founder's blueprint describes how the organization should look and feel, including the manner in which employment relations are organized and personnel are managed (Baron and Hannan, 2002; Baron et al., 2001, as cited in Akroyd and Kober, 2020). Although the imprinting literature initially focused on the environment's influence on the organization, research has subsequently examined founders as a source of imprinting (Akroyd and Kober, 2020). The typology developed by Baron and Hannan (2002) stands as a framework to help researchers understand the relationship of founders' viewpoints and characteristics to their management styles.

In this study, researchers would like to understand the MCS of hotels and how their design and application are influenced by the founders' imprinting. Based on the study of Akroyd and Kober (2020) evaluating the management control systems in relation to the founder's blueprint in the APBH which is part of the AGC in TRNC is the ultimate aim of the current research.

1.2 Methodological Setting

1.2.1 Case Study Research

A case study is a type of research that aims to reveal different aspects without restricting the subject under research (Crowe et. al., 2011). Its use in social sciences is quite common and also they have gained preference in the field of management accounting as well (Modell, 2005). During the data collection process, interviews, observations, press articles are consulted and these are used to get in-depth information on the subject (Ridder, 2017).

1.2.2 Case Hotel: Arkin Palm Beach Hotel

The case chosen for this research is APBH which is a unit of AGC. AGC possesses a culture of evaluating new ideas, managing risk and committing themselves fully to new developments. In the last decade, they have invested and became a strong company in the leisure industry. Their offshore and local betting operations have experienced dramatic development and growth assisted by imaginative software products and significantly increased information processing. AGC is a collective group of companies established in TRNC that includes multiple sectors and mainly operating in the Kyrenia region. Although they mainly focus on tourism, education also stands out as the most prominent interaction in the recent years. Although TRNC is the main market of the AGC, they have businesses and branches in Turkey, England, and throughout Africa. With the presence of these regions, the AGC has acquired a world vision and developed its perspective considerably.

APBH in the Famagusta district, which is one of the two hotels belonging to the AGC in TRNC., was chosen as a case hotel for this research based on information provided above in this section and because it meets the criteria established for the research.

APBH is a boutique hotel with 102 rooms and a 5-star concept. The construction of the hotel building started in the early 40s, and it started to serve in the middle of the same decade. Although the hotel was built with 2 floors before, a third floor was added over the years, and an additional building was built next to it and took its current form. This building, which has changed owners many times, has gone through many physical revisions. In addition to being a hotel, it was also used as a tourism and hotel management school building in the 1970s. It was also used by military units for a short period.

The building, which was rented to operate by the AGC at the end of 2007, took its current form with a revision work of approximately 20 million USD, with the conditions of that time. After a long revision process of approximately 2.5 years, it was reopened in the last month of 2011 with its new face and has been serving its guests uninterruptedly since that day. The hotel department continues to serve with approximately 300 permanent personnel in the high season and approximately 200 permanent personnel in the low season. The customer portfolio in the high season is generally Turkish tourists residing on the island and abroad. Due to the extremely hot and humid climate of the island of Northern Cyprus, especially foreign tourists (England, Germany, Russia, France, Israel, etc.) make more intense demands for accommodation before (April, May) and after (September, October) summer. From November to the beginning of April, it mostly serves foreign tourists. Besides the climatic conditions, another reason for this is that agency tours throughout the island are popular during these periods. When we look at the percentage of repeat guests of the hotel, almost (%49) 1 of 2 customers returns to accommodate in the hotel in time.

1.2.3 Research Aims and Objectives

This research aims to understand the influence of founder and senior management on the construction and application of management control systems and business outcomes of hotels. Therefore, it has several aims including understanding the imprinting concept in a particular setting and relating this to literature, observing real-life experiences for the connection of imprinting and management control systems, and therefore, exploring the essence of managerial issues in hotel businesses.

The following objectives are set in order to reach the above stated aim:

- A wide literature review is required in order to understand and examine ‘management control systems’, ‘business outcomes’ and ‘imprinting theory’ studies.
- A research design that will help the researcher to find out in depth details of management control systems together with the business outcomes and imprinting theory is required. As the research aims ‘in-depth’ exploration of the issues, it is planned to utilize a case study approach with multiple methods of data collection. These include interviews with founder and key senior management, observation of operational aspects in an attempt to yield supportive evidence for management control systems and documentation of formal control elements.
- In the final stage, a match/mismatch will be carried out between the literature findings and data outcomes. This is believed to yield a substantial contribution to the indicated literatures.

Chapter 2

LITERATURE REVIEW

This section of the literature review begins with a review of prior researches on the founder's blueprints. The dimensions of the founder's blueprints were evaluated as the initial title in this research. The founder's blueprints were next scrutinized for typologies, secondly. The studies of prominent researchers on management control systems were analyzed and integrated under this title in the last section.

2.1 Dimensions of Founders' Blueprints Typology

The founders' typology was defined by the answers given to certain queries while the researchers were determining the typologies of the participants (Akroyd and Kober, 2020; Baron and Hannan, 2002; Malmi and Brown, 2008). According to Akroyd and Kober (2020), the term imprinting can be interpreted as the attitudes, behaviors, characteristics, and points of view that a person (founders or top managers) reflects on their current job by making use of its past experiences. Simsek et al. (2015) explains these factors as 'preexisting forces' and 'environmental features'. Their (founders or top managers) prior experiences have great potential to impact their organizational success (Akroyd and Kober, 2020). Examples of these experiences are their educational background, work experience (Akroyd and Kober, 2020), family, friends, and partners (Mathias et al. 2015).

Table 1: Founder Blueprint Typology (Baron and Hannan, 2002)

Founder Blueprint Typology			
Blueprint	Dimensions		
	Attachment	Selection	Coordination /Control
Star	Work	Potential	Professional
Engineering	Work	Skills	Peer/Cultural
Commitment	Love	Fit	Peer/Cultural
Bureaucracy	Work	Skills	Formal
Autocracy or Direct Control	Money	Skills	Direct

This imprinting phenomenon has become a typology series with certain drafts as a result of theoretical studies. According to Baron and Hannan (2002), it was created under the name of the typology draft 'Star, Engineering, Commitment, Bureaucracy, Autocracy, or Direct Control'. This typology draft has three dimensions. These are 'Attachment, Selection, and Coordination or Control'.

According to Baron and Hannan (2002), these three dimensions explain to us how you should motivate your teams. 'Attachment' has three different types to state how people attach to an organization. They named them as 'Work, Love, and Money'. Some laborers have the motivation to do their jobs under better work conditions such as good equipment and good workplace conditions etc. This is called 'work' by Baron and Hannan (2002). 'Love' is used for commitment to work, team, and organization. Some laborers are loyal to their organizations because they love their work there. And also,

some laborers prefer your organization because of earnings. They look at how much they earn from you instead of loyalty to your organization.

According to Baron and Hannan (2002), 'selection' is one of three dimensions. It explains how founders select their employees for their organizations. The selection dimension has three different types of recruitment styles. One of them is 'potential'. It means the laborer has the potential to work overtime with their organization or team. Another one is 'fit'. This has a meaning about culturally fit their organizations or teams. The new member of their organization or team should be worked with his/her colleagues in a harmony. The last type of laborer is 'skills'. It helps founders to solve their problems as much as quickly, as much as cheap, and as much as practically. This type of labor is valuable for some of the founders.

According to Baron and Hannan (2002), the last dimension is 'coordination or control'. The coordination or control has four different types to get feedback about the organization. One of them which is mostly used is informal control or organizational culture. This control type has no written rules and regulations. Newcomers are affected by their colleagues culturally in the organizations. Some founders support professional control in their organizations. This control type contradicts the previous one and 'autonomy' and 'independence' are more important than 'enculturation'. Another one is the formal way of control. And the last one is 'direct oversight'. Some founders want to see and control the organizations directly themselves.

Founders who use the star blueprint model look for the best laborers in their skills, provide comfort for their work and also pay them top wages in a long-term work career (Akroyd and Kober, 2020; Baron and Hannan, 2002). The engineering blueprint model

is based on commitment. Founders care about organizational culture and laborers work at an intense pace (Akroyd and Kober, 2020). The commitment blueprint model is like a family business. The founder wants to start a business where employees work as company owners and do not want to leave (Akroyd and Kober, 2020). In the commitment blueprint model, the founders know the cultural dimensions in the organization and look to hire a laborer to fit this organization's culture (Baron and Hannan, 2002). In the bureaucracy blueprint model, founders look for talented laborers. These laborers hire for particular roles in organizations (Baron and Hannan, 2002). The last blueprint model is the autocracy model. In this model, laborers find their motivation in their salary. And the founders' control mechanism is direct control (Baron and Hannan, 2002).

2.2 Management Control Systems

Fisher (1995) argued that although MCS help to inspect all areas and situations, there is always an obscure area or situation for MCS. Fisher (1995) tries to explain it with the term 'contingent'. The theory that investigates how to use these obscure fields positively is called 'contingency theory'. So, in this theory, we look that how can we explain control with these contingent factors?

Fisher (1995) described the control that managers have over mid-level managers is referred to as management control. Top-level executives who are the CEO, board of directors, and stockholders are all involved in corporate control in this way. The corporate management control process ensures that the organization's goals and strategy are carried out by mid-level managers.

According to Fisher (1995), the control should be interpreted according to the level in the organization. Because all levels in the organization have their own priorities and requirements. And with control managers can see these conditions at the level of the organization, they motivate their subordinates under these conditions to achieve the goals of the organization.

Organizational culture is a kind of subculture in any organization. It helps to reach organizational goals with common behaviors, values, and beliefs (Fisher, 1995).

Flamholtz (1996) argued that organizational control systems exist for shaping the behavior of people for organizational goals. Besides this, it provides feedback on the steps of the organization towards the intended organizational goal. According to Flamholtz (1996), organizational control systems have three main dimensions such as a 'core control system, structure, and culture'.

The core control system consists of five parts such as 'planning system, operations, measurements, feedback, and evaluation rewards' (Flamholtz, 1996). Organizational culture is defined as the set of values, beliefs, and social norms which tend to be shared by its members and, in turn, tend to influence their thoughts and actions' by Flamholtz. One of the most important parts of organizational control systems is their structure. The structure describes what responsibility should be done by whom, where it should be done, and how it should be done in the organization (Flamholtz, 1996).

The control system focuses on an organization that has a 'goal congruence' as a whole examines members' behavior in the organization to reach organizational outcomes. Flamholtz (1996) has named these behaviors such as 'behavioral relevance, behavioral

validity, and behavioral reliability'. This issue of behavior leads to a further question 'why do we need a control system?' Flamholtz has answered this question as follows, he has argued that companies should have a control system as it is a requirement for people in the organization to be diverse in every way. The necessity for an organizational control system grows as the number of individuals in an organization grows. In light of these factors, increasing employee motivation in line with company goals, evaluating outputs by giving people autonomy, and increasing strategic applicability, all of the employees' actions in the organization need integration and direction, which requires control in line with the company's goals.

Flamholtz (1996) argued that organizational size is an important issue to need a control system. The small size of organizations mostly need undemanding kind of control systems and even they can monitor their feedback day by day.

In conclusion, Flamholtz has summarized the necessity of control systems in an organization for four reasons. The reasons are as follows 'goals emphasis, organizational integration, autonomy with control, and implementation of strategic planning.

In short, management control systems help managers in making decisions by providing feedback about the organization. According to the information about the performance of the organization from management control systems, managers can take an action about what the current situation needs (Otley, 1999). Organizations use a variety of ways to construct their control mechanisms. Budgeting is one of the most crucial of these. Budgeting, according to Otley (1999), is the most effective technique to analyze the performance of all elements of the organization at the same time. Furthermore,

while Otley highlighted profitability, it is defined as the balance of input (cost) and output (revenue & profit). Otley also mentioned profitability as the most basic criterion of budgetary performance. Management control systems provide 'knowledge' and 'motivation' to managers according to their performance towards organizational outcomes. This knowledge can be a warning for the managers if they do not perform well to be expected. And they can find their motivation to increase their performance to the expected level from the management control systems (Otley, 1999).

One of the financial parts of management control systems is budget. The budget shows us only the financial outcomes of the organization. If we reach the organizational goal, we are called successful. Otherwise, we are not. Although the budget reflects organizational goals, it does not give any tips on how to be successful. It has only one target (financial success), whether you reach it or not (Otley, 1999).

The balanced scorecard is more sophisticated than the budget. It aims to reach an organizational goal like budget, however, the balanced scorecard has also a parallel line with organization strategies. While the balanced scorecard is looking at 'requirements of customers, business processes and long-term sustainability', the budget does not provide feedback on these issues (Otley, 1999). With these aspects, the balanced scorecard can provide managers with more comprehensive information about the organization towards organizational goals. Furthermore, it can show managers which tools are going to be more effective and helpful in the way of organizations aim (Otley, 1999).

Management accounting systems (MAS) are systems where management accounting (MA) systematically uses applications such as 'budget' and 'product costing'

(Chenhall, 2003). MCS uses the data obtained from this system by synthesizing it together with control mechanisms such as 'personal control' and 'clan control' (Chenhall, 2003).

According to Chenhall (2003), MAS provides 'formal', 'financially', and 'measurable' broad information to managers. MCS collects all necessary information for the organization through all these aspects. The collection of information has two directions. While those who use conventional methods are perceived as more 'passive', systems that adopt 'sociological' methods are perceived as more 'active'. Contingency-based research has also a conventional view (Chenhall, 2003).

Chenhall (2003) advocated that outcomes of MCS can be examined in two different steps as 'behavioral' and then 'organizational'. Behavioral outcomes mostly stand out as they are more individual cases and more related to human resources management. For instance, job satisfaction, job tension, job stress, etc. Organizational outcomes are related to what is done within the framework of the MCS in the face of these individual situations and how these actions affect individual performance. As an example, people who are satisfied with their jobs work much more towards organizational goals. Furthermore, they are more productive on behalf of the organization.

One of the main objectives of MCS research is to come up with ideas for performance improvements on how to overcome the cases that managers need to control with less damage. MCS aid to coordinate 'operational' and 'official' targets on the strategic base. Although there are a couple of tools used to coordinate towards the targets for MCS, these targets may have to be quite different from each other under some circumstances (Chenhall, 2003). 'Linkages between MCS and organizational goals are

quite explicit, as a primary function of MCS is to measure progress towards achieving desired organization ends.’ (Chenhall, 2003).

Chenhall (2003) emphasized that environmental conditions have an effect on achieving the budget target. In addition, if this effect is negative way, controllers (managers) should cooperate well with their colleagues within the organization and eventually be ready to be able to make changes on the budget under the new changed conditions of the environment. To mention the importance of MCS in competitiveness, Chenhall (2003) also quoted that organizations should rely on the powerful effect of MCS, whether under certain environmental conditions or under harsh conditions.

The support that MCS receives from technology is incontrovertible. If we list these supports, we can say everything that interacts with each other in the organization in general. In addition, Chenhall (2003) categorized these interactions for MCS and stated them with 3 basic concepts as ‘complexity’, ‘task uncertainty’, and ‘interdependence’. As a tourism sector, it is aforementioned more human interactions in tourism than mechanization, all three concepts appear as a situation that the management should keep under strict control. According to Chenhall (2003), while ‘complexity’ enlightens the managers at the points where the analyzability is low, and considering the need to pay more attention to some customer relations in the name of ‘interdependence’ and ‘task uncertainty’. Because there are fewer functions for financial control, perspectives of technology have much more usefulness for MCS at the point.

The organizational structure is the structure in which the duties and responsibilities are required for the functioning of the organization. It assists to direct the future of the

organization with individual and team contributions within these structures. Authority is shared and shown to the shareholder on the organizational structure. Besides this, rules and procedures share with the members of the organizational goals. The distinction of MCS (whether organic or mechanistic) arise from these organizational structures.

Chenhall (2003) argued that in parallel with the growth of the organization, managers need to know more information for control. In addition, new regulations and opportunities within the organization are emerging with growth. New business areas are also coming with growth. With the development of technology, the growth in the organization continues without slowing down, even if new business opportunities arise, the need for manpower is progressing negatively day by day (Chenhall, 2003).

Strategy is one of the management controls tools that have an impact on the organization in every sense. It is performance-oriented. Although the strategy appears as a target for an established period, it might have to require to renew itself under the circumstances of changing conditions. As a result, the changes are observed in the strategies determined for both internal (product) and external (market). It even has the power to affect MCS at some points (Chenhall, 2003).

Culture has an important place in planning MCS. Culture is the whole of the values that exist in human beings. Culture has so many subcultures due to its many different dimensions. There is a cultural differentiation in continental, regional, national, and even between companies. Based on these definitions, Chenhall (2003) concluded that the attitudes of individuals who have a connection with the organization will of course differ towards MCS. As the organizational structure and size expand, these cultural

differences will become more visible and their impact on performance outcomes will also increase. In order to reduce the negative effects of this, planning and developing strategies for cultural differences in MCS will be an inevitable result.

Managers resort to MCS, because considering that people (employees) cannot always do what is the best and right. Malmi and Brown (2008) advocated that it is one of the inevitable elements for the management control systems to be well-defined and specify the targets for the system to function most accurately. Malmi and Brown (2008) defined MCS as a set of applications such as budget and balanced scorecards that will enable management to direct employee behaviors and make decisions towards achieving organizational goals. 'MCS do not operate in isolation' (Malmi and Brown, 2008). More or less every detail in an organization is included within the control system. Besides, MCS are systems in which facts from many different points work together in harmony (Malmi and Brown, 2008). According to Malmi and Brown (2008), organizations need to use many of the tools of MCS at the same time, even if they sometimes cannot use them all at the same time towards the organizational goals. This is the necessity of being a system. Using administrative and cultural control tools as well as management accounting tools, evaluating them as a package is an important milestone in creating the most accurate path to the organization's goal (Malmi and Brown, 2008).

Malmi and Brown (2008) referred to the use of accounting systems in organizations as systems that aim to provide information in organizations, facilitate decision-making, and guide employees. In addition to these accounting systems, managers can use some of their own decision-making methods to produce useful decisions for the organization. However, since these methods do not provide a systematic control, they

cannot be called a control system (Malmi and Brown, 2008). Malmi and Brown (2008) advocated that ‘those systems, rules, practices, values and other activities management put in place in order to direct employee behavior should be called management controls.’ based on the purpose of directing the employee behavior of accounting system. They also used the name of ‘management accounting system’ and ‘management control system’ for explaining the differences in between.

Planning has an important place in the MCS by ensuring organizational target harmony and making decisions in advance (Malmi and Brown, 2008). The planning includes organizational goals, while it is an important road map to guide employees’ behavior and setting their standards towards organizational goals, it also allows the coordination between effort spent and the organizational goals to be controlled.

Cost control is an information and decision support tool that uses to evaluate the performance of all shareholders in an organization over expenses (Malmi and Brown, 2008). As long as cost control is used in accordance with the definition of MCS, it is called one of the MCS.

Cybernetic systems can be referred to as an information or control system representing a process that measures performance and reveals undesirable performances together with their solutions. If these undesirable performances are interpreted in terms of organizational goals and correlated with them, it is referred to as an MCS (Malmi and Brown, 2008).

Awards and compensations are a method used to positively affect the performance of the people in an organization. One of the biggest resources of this method is financial improvements (Malmi and Brown, 2008).

According to Malmi and Brown (2008), the main objectives of administrative controls include determining the duties, authorities, and responsibilities of the senior management, gathering the stakeholders within the organization in a common goal, and specific bureaucratic processes to perform well towards organizational goals.

Malmi and Brown (2008), examined cultural values in MCS in three separate categories as seen in the MCS packages table. A general harmony and unity stand out in these categories. Values are determined for the behaviors that employees should do in order to achieve organizational goals. Symbols are generally determined so that stakeholders outside the organization can easily identify the organization. Clan controls are defined as controls obtained from cultural communities. In addition to a general cultural unity, many subcultures are also evaluated under this control (Malmi and Brown, 2008).

According to Simons (1994), 'MCS are information-based systems'. It has formal and informal control variables. MCS uses the information that comes from formal and informal control variables for 'maintain or alter patterns' in an organization (Simons, 1994). Simons (1994) divided MCS on behalf of business strategies into four which are belief systems, boundary systems, diagnostic systems, and interactive control systems. Simons (1994) stated that these systems' designs are provided with these 'core values' for belief systems, 'risks to be avoided' for boundary systems, 'critical

performance variables' for diagnostic systems, and 'strategic uncertainties' for interactive control systems.

In the research of Simons (1994), he examined 10 newly-appointed top managers in various businesses and he puts the top managers into two groups as 'Strategic Turnaround and Strategic Evolution'. The differences of these groups have been determined by considering the change strategies of managers in businesses.

In a strategic turnaround group of managers, according to Simons (1994), in order to eliminate internal inertia, a wide range of mission statements should be put forward and it should be aimed to appeal to all segments of the employees. Simons (1994) argued that the mission statement should include inspiring and motivating steps for newcomers and already working people in the organization. As an example, 'Profit – not volume- will be our creed.' (Simons, 1994) It is stated that old habits should be abandoned, and it might be imperative that people change in addition to habits if necessary. It has been argued that employees easily follow in-house regulations through mission statements (Simons, 1994).

Top managers must achieve success in order to gain trust (Simons, 1994). Simons (1994) advocated that while success can be achieved through structural regulation and effective communication channels, stated that diagnostic control systems will be effective at this point as well. On this path to success, it is important to communicate, educate, and ensure commitment. One of the main purposes of diagnostic control systems is to create an atmosphere of trust by legitimizing accountability (Simons, 1994).

According to Simons (1994), the information provided to managers by MCS is the most important fact that can benefit them positively for the organization. This information is created by examining all level managers in the organization. These investigations are revealed in the light of the data obtained from strategy being criticized in every aspect. Uncertainties in strategies are brought to light, and the points to focus on are clarified with this benefit of interactive control systems (Simon, 1994).

According to Simons (1994), managers prefer to apply their own leadership strategies in their organization, taking strength from their past success. Simons (1994) stated that managers explain that the current performances are not satisfactory in order to increase the performance of their employees in line with their strategies and start training employees in line with the strategy. At the end of the training, they test their level of success in line with goals and objectives (Simons, 1994).

Simons (1994), observed that diagnostic control systems were used in both types of managers. Managers thought that new strategies would bring along the learning problem and aimed to bring attention within the organization to the targeted point only with the changes in financial control objectives (Simons, 1994). Simons (1994) stated that although these general objectives are not aimed at changing the main strategy, more challenging financial control targets are set and new focuses are created and that these focuses aim to achieve positive developments in areas such as ‘earning growth’, ‘cash flow’, and ‘returns on capital employed’. Financial control targets also constitute a qualitative performance criterion (Simons, 1994).

According to Simons (1994) distraction is a serious problem for managers and has an important place in organizational commitment. For managers who want to achieve

change in an organization, being believed by their subordinates is a compulsory factor for commitment (Simons, 1994). Simons (1994) advocated that they should use beliefs systems, boundary systems, diagnostic control systems, and interactive control systems regularly for factors that increase commitment.

Simons, in his study in 1994, aimed to explain the use of MCS. Simons researched top managers in different industries and eventually proved that they all resort to MCS. The common denominators of these can be listed as eliminating inertia, providing good communication with all stakeholders about the new agenda, clearly demonstrating the goals, introducing incentives that increase motivation, and focusing on long-term strategic goals (Simons, 1994).

Chapter 3

RESEARCH METHOD AND METHODOLOGY

In the methodology part of the research, firstly the case study method was explained. In the subsequent section, information about the selected case sample was included. In the third part, the structure of the research questions was detailed. In the next section, the information was given about the interviews in which the research questions were administered. In the last part, the analysis of the data was mentioned.

3.1 Case Study Method

The case study is a research method used in the in-depth examination of any subject or phenomenon in a certain universe and a defined period (Neuman, 2014). It is used during the clarification and comparison of its different aspects with the help of extensive information obtained from in-depth research of the relevant case (Flick, 2009). In this study, a hospitality company was selected as a case study to explore and understand the topic which is the influence of founder imprint on business. The research approach is a case study as it covers the inherent conditions of phenomenon (Massis and Kotlar, 2014) is explored in-depth with how and why questions created by a comprehensive literature review (Baskarada, 2014), and therefore, the details of the case examined is revealed and discussed at the end of study (Gibbert and Ruigrok, 2010). Case studies that are suitable in almost every situation and phenomenon are one of the best options for a researcher to do research. Case studies can be carried out on events, situations, social institutions and establishments, organizations, groups, and even individuals (Flick, 2009; Neuman, 2014). One of the reasons for utilizing the case

study approach in this research is that they are commonly preferred for ‘organization and management studies’ (Massis and Kotlar, 2014). This approach gives chance to investigators to handle giant information on their desired topic (Sasa, 2014). According to Massis and Kotlar (2014), investigators are very fortunate when researching with the case study approach, they have many options to collect data for serving their works such as interviews, observations, documentation, press articles, etc. Although a systematic observation process was not carried out in this research, the researcher has been working in the case hotel and therefore, had the chance to observe managerial decision-making processes and day by day running of the business.

In this context, all department managers are actively present at the hotel in the day. During night operations, a senior executive takes part in each shift. In addition to the official communication channels brought by this working order, especially, there are some meetings for verbal transfers from evening shift manager to night shift manager and also night manager to housekeeping, front office, and food and beverage managers. These are one-to-one and informal meetings without using any formal communication channel. A meeting at the same level is also held with the general manager. Apart from these informal flow of information, weekly scheduled and formal meetings including all departments are held.

This diversity in data collection empowers researchers to gather more reliable and detailed information (Altinay and Paraskevas, 2008). When researchers decide to start a research journey, first of all, they should have a research area, cluster, population or group, etc.

Graebner et al. (2012) mentioned that qualitative research does not have uniformity. In addition, Gibbert and Ruigrok (2008) emphasized that in line with this idea, the qualitative research process is less systematic when compared to quantitative research. As I have emphasized above, qualitative research usually takes place in the natural conditions of a phenomenon. This reveals that each qualitative research has some unique characteristics. In support of this, when considering Bansal and Corley's (2012) consideration of qualitative research, it is not possible to predict what kind of outcomes will get from the research from the beginning, because every research is not the same as the previous one. According to Baskarada (2014), qualitative studies have revealed that they aim to obtain deeper outputs based on the nature of the phenomenon rather than interpreting the phenomena with mathematical data. While summarizing the advantages of the case study, Neuman (2014) mentioned the following: Conceptual Validity, Heuristic Impact, Ability to Capture Complexity and Trace Processes, Calibration, and Holistic Elaboration.

3.2 Arkin Palm Beach Hotel as the Case Study

AGC located in the TRNC was deemed suitable and used for this research. Many companies are belonging to this group and they also serve in more than one industry. For example, the tourism industry, the education industry, the gambling industry, the food, and beverage industry, etc.

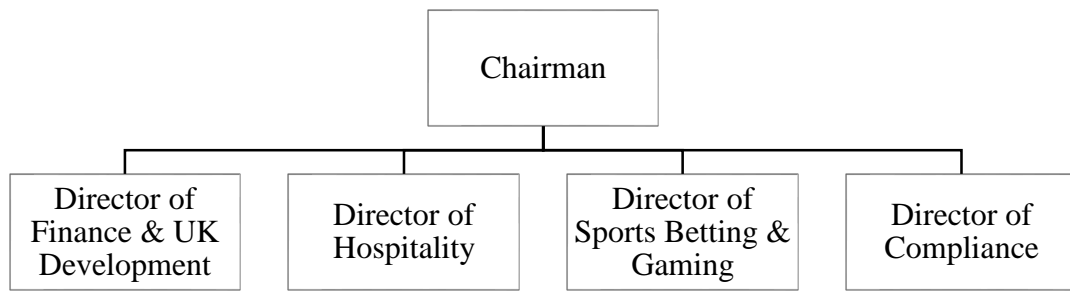


Figure 1: Arkın Group of Companies – Board of Directors

In this study, one of the two hotels in the group was chosen for the case study. While investigating chosen hotel, face-to-face interviews were conducted with all of the management team members in the hotel. As emphasized above, case studies are quite prominent in studies on management and organizations. Based on this context, it is obvious that the case study is the most appropriate research method for this research. As mentioned earlier, the most important feature of qualitative research is that the phenomenon is investigated in its own universe and the results are completely unpredictable, therefore this study has to be limited to a single hotel within the company.

In 1996, the project of the first hotel that will belong to the AGC came to light, and this project was ready for opening in December 2002. And it has started to serve as The Arkın Colony Hotel. Located in the very center of Kyrenia, this hotel has been repeatedly emphasized during newspaper interviews by the CEO of the AGC that sets an example for other hotels at that time and is among the outstanding features of an incredible service culture. After his success in hotel investment, the founder of AGC had started a casino business at Palm Beach Hotel in 2007. Two years after, in 2009, with two big initiatives, the founder established a shipyard which is called Arkın Pruva

Yacht in Turkey and the group has started to manage the APBH in the same year. Thus, it currently carries out both hotel and casino operations together within the same establishment at Famagusta. It has opened APBH at the end of 2011 with a modern perspective that comes based on the founder's design knowledge after the process of a 3-year renovation. In 2010, the founder made also two attempts and has started to operate a golf club named Hershams Golf Club in England. In the same year, The House Restaurant has opened where is located in the very center of Kyrenia. It is located just opposite The Arkın Colony Hotel. Apart from these businesses, there are many betting offices under the name AGC in TRNC. Prior to these sectors, the founder had also less than 10 years of association with Elf Motor Oils Company.

3.3 Formation of Interview Questions

As soon as the literature review was completed, the research questions were needed to be determined for the fieldwork to start. While determining these questions, first of all, the literature review was used. Then, the questions of 4 articles (Baron and Hannan, 2002; Davila, 2000; Fauzi et al., 2017; Widener, 2007) were examined by the researcher, which is similar to this study on research topics and contents. A total of 56 questions were analyzed. These 56 questions were placed in an excel file with their references. 'The aims of each question' therefore, why each question is asked and what outcomes are expected was determined for of the 56 six questions. These identified aims were written in the excel file in the form of a maximum of three items under the title of 'aims of the question'. These aims are named as follows; Attachment, Commitment, Control, Empowerment, Environment, Competitiveness, Evaluation (Feedback), Risk (Competitive, Operational, Product), Performance Measurement, Planning, Reward and Compensation, Selection, Uncertainties (Strategic, Technological), Turnover Rate, Vision and Mission. Afterward, the questions were put

into an excel format, which was divided into 9 groups out of 15 groups according to their aims, after being eliminated. In this format, some questions were combined, and some questions were also changed. As a result of the questions divided into these groups, a total of 13 research questions were obtained. These 13 questions were collected in a separate excel tab and two titles were added next to the questions. One of the two titles is named 'Respondent' and it is specified about who is going to respond to the question. And the other title is named 'Supportive Evidence'. The title of supportive evidence was included for situations such as supporting documents that may be needed in any question, and notes about the questions were collected under this title. For each selected question, the relevant department analysis was made, and it was determined which questions were necessary for which departments of the hotel. At some points, the questions were narrowed down to the department or responsible person or expanded throughout the hotel.

3.4 Respondents

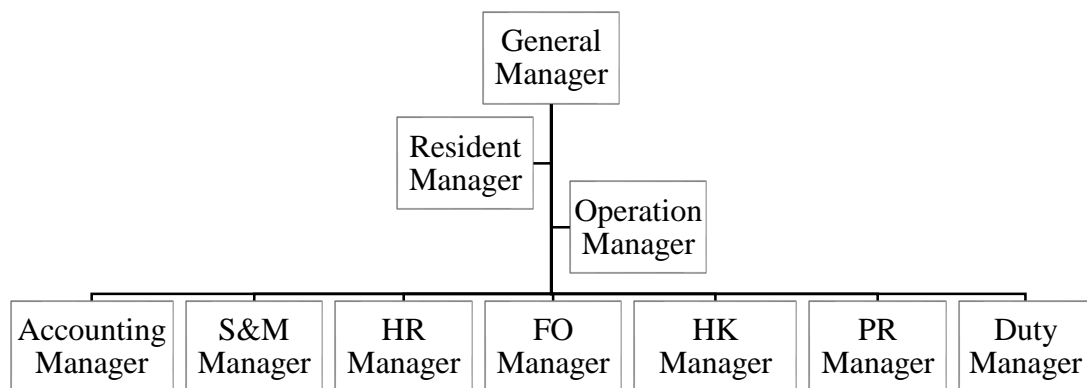


Figure 2: Arkin Palm Beach Hotel – Management Title Scheme

In order to get access to the hotel management team, a formal request was made to the executive board members, and permission was given in the written form. The interviews were carried out to the following managerial respondents:

Table 2: Respondent Managers' Working Years at AGC and APBH

Interviewee Position	How Long Work at Arkin Group	How Long Work at Current Position
General Manager	2002	2011
Resident Manager	2011	2019
Operation Manager	2011	2018
Accounting Manager	2011	2018
Sales and Marketing Manager	2011	2014
Human Resources Manager	2013	2017
Front Office Manager	2011	2016
Housekeeping Manager	2018	2018
Public Relations Manager	2011	2011
Duty Manager	2016	2017

Thus, interviews were completed in face-to-face meetings with 11 people for each question. Each question was asked to all respondents for an opinion or thought was conducted, even if it was out of the area of responsibility by the researcher. Face-to-face interviews were recorded with a smartphone's voice recording application and then transcribed each interview into a separate Word file.

3.5 Analysis Data

When the interviews were completed, the analysis of the obtained data was started. Atlas.ti 9 Qualitative Data Analysis program was used. All face-to-face interviews were coded with the relevant analysis program. A total of 314 quotations were extracted from 11 interview files. These 314 quotations were derived from 88 different codes in total. All generated codes were collected in an excel file. A total of 5 columns were made, and all codes were placed in rows in order from the most used to the least used in the excel file. The title of the 2nd column was called 'theme'. In this column, a separate 'theme' determination has been made for each code. In this column, the relevant codes were segmented within the framework of a certain theme. A total of 10 segmented themes were created. These were as follows. Confidence, Founder's Perspective, Loyalty, Communication, Control, Pioneer, Budget, Boutique Service Quality, Internal Advancement, Internal Auditing. During this segmentation process, after the 'theme' title, there was the category in the 3rd column, the subcategory 1 in the 4th column, and the subcategory 2 in the 5th column. The codes, which were collected under a broad title of a theme in the excel file, were named within the theme, which was also determined by the categories in the third, fourth and fifth columns. These names in addition to the theme names are Alteration (diversity/diverse business), Coordination, Family Feelings, Reliability, Delegation, Development, Employee Related Issues, Importance of Experience (Pus. Seasonality/Resort Hotel), Records, Not be There for 24 hours and Targeting. Each of the 10 codes specified in the theme section was specially reserved in a separate excel tab. The mutual points of the themes in these opened tabs have been determined and draft theme models have been created for each theme. In total, 15 draft theme models were introduced. These 15 draft theme models were assembled in a separate excel file. These were as follows,

1 for Confidence, 3 for Founder's Perspective, 2 for Loyalty, 1 for Communication, 3 for Control, 1 for Pioneer, 1 for Budget, 1 for Boutique Service Quality, 1 for Internal Advancement, and 1 for Internal Auditing. Among these draft theme models, those that were compatible with each other or that have common points were combined. The models that could not find any harmony or common ground were excluded from use. Due to this result, 4 main models were obtained from the 15 draft theme models. The headings of these models were determined as Confidence, Boutique Concept, Communication, and Control Flow.

Chapter 4

FINDINGS

In this section, which is the fourth part of the research, explanations were given within the scope of the findings obtained from the study. Initially, the pioneering perspective was examined. Afterward, communication, the founder's background, and confidence headings were explained. In the last part of the findings, budgetary control was discussed.

4.1 Pioneering Perspective

The “boutique concept” has emerged as an idea as soon as the researcher started reviewing the case hotel and its founder's information on the written document. The desire to create a boutique concept is a direct reflection of Erbil Arkin's perspective about life. Erbil Arkin is a prominent business person who has been on the island for many years, he is in constant contact with the press staff and conducts interviews with them from time to time. When the researcher examined the news and interviews in the press about Erbil Arkin, it was observed that he attaches great importance to being a pioneer. To give some examples of these;

News 2: “I believe that fortune is important in life. Of course, I also made some wise investments, but as a 26-year-old at the time, I got into the hotel and casino business that I never knew existed. When I achieved success in the business, I moved forward without looking back.”

A journalist who interviewed with Erbil Arkin in 2016 mentioned that Erbil Arkin went through the following points while describing himself.

News 4: “Erbil Arkin, who defined himself as the person who got the first casino license in TRNC, opened the first 5-star hotel, and brought the betting offices to the island, Erbil Arkin describes himself as a creative person, not a business person, and as a person who is in love with art, loves to travel, and is in love with Cyprus.”

A part of Erbil Arkin’s interview where he talks about the vineyards he owns and wines he produces.

News 3: “Keep going until you are the best. I can guarantee that it will be the best vinegar of the year, if not the best wine.”

Talking about himself and the yellow stone architecture used by Erbil Arkin on the island during an interview.

News 3: “I like to be first at something, I’m a good analyst. I try to find the invisible, I do not look from the point of view of everyone. It is important to be able to look differently.”

News 10: “My home can be seen by anyone who goes to Bellapais (Beylerbeyi) Monastery. We have created a style by adapting the Cypriot architecture to the present day, combining Ottoman, British and Greek architecture, without disturbing the texture. Even though I love modern architecture, I love the yellow stone décor in my home, which was completed using only manual labor in 7 years, thanks to one master and his foreman. And I can proudly say that we created the yellow stone fashion that started with The Colony Hotel on the island.”

The idea of being a pioneer has many examples in Erbil Arkin’s life. Because he displays an image that tries to blend his life philosophy with his work in every sense. As can be understood from his own sentences, the idea of doing something that is not done for the first time properly defines Erbil Arkin.

The idea of being a pioneer is also at the forefront of ACG. In the interviews, Respondent 1 spoke about the experiences based on that it had been at the hotel for many years. And stated that in the interview:

Respondent 1: “The name of ACG has become a quality and pioneering brand in the sector since we have been continuing with the same team and the same standard quality for years... ACG works with a team that constantly knows and complements each other on the hotel basis and that this increases the quality standards while preserving.”

In parallel with this issue, respondent 2 also shared some of this experience. Respondent 2 emphasized that they also brought the quality of staff to the sector.

Respondent 2: “For our employees who are waiting for promotion within the company and for whom we cannot find a staff, job offers are received from other companies for positions above their current position. Through to the training they received here, also make use of these opportunities quite successfully.”

CEO of AGC, looking at the issue from a different perspective, talked about the lack of employment on the island and ACG’s contributions in a press release regarding the lack of qualified personnel on the island. The CEO also gave an example about the issue to bring trained people to the sector which is mentioned in the interview of respondent 2.

News 10: “We mostly recruit people who have never done this job before, train them by starting from the entry level of jobs and at the same time, this also helps to provide employment for the island by us... I proudly say! Employees who started with me are currently working in senior managerial positions within the company.”

Based on these anecdotes, Mr. Erbil Arkin’s pioneering and boutique ideas are observed effectively in the company. It can be said that the effects of this also make positive contributions to the stakeholders of the sector to which the company is affiliated.

4.2 Communication

In AGC, communication has a significant role in controlling business procedures. To start with an example, the best summary of the situation related to communication is the anecdote in the interview with respondent 5.

Respondent 5: “Responsibility of the department when I’m not here when duty manager is here the responsibility of the department and the hotel is with them... In this work cycle so obviously there is a lot we have to always communicate especially about certain topics. After this... So definitely there is a share of responsibility when I’m not here and duty manager’s here that we have to share in order to make sure that the department or the hotel is run smoothly... Without affecting the guests or anything like that, so communication’s a very important part of here because I cannot be here 24 hours a day, so, when I leave here and somebody comes in and they take over and vice versa when they leave the next person takes over. So coordination between all of us is very important. Communication is also very important.”

The majority of the enterprises of AGC are in the service sector. When the service or tourism is mentioned, the first thing that comes to mind is that because it is both perishable and intangible, the tourism and service sector is neither stored for next using nor experienced in advance. This reveals the necessity of using communication for control purposes in the service and tourism sector.

Communication whether through formal channel ways such as e-mail, board announcements, etc., and informal channel ways like phone calls, texting, face-to-face speech, etc. have multiple basic management functions used to maintain control of the operations during the action. One of the examples for the informal way of communication during the operations is mentioned by respondent 7 during the interview.

Respondent 7: “During the day, we usually communicate via messaging about required to concluded works or the ideas that required to discuss... If there is a situation that needs to be resolved at that moment, we ensure that the operation is concluded as soon as possible by phone calling the relevant responsible manager or meeting face-to-face each other.”

Another parallel example is in our interview with respondent 4.

Respondent 4: “All departments have their own messaging groups throughout the hotel. In addition to these, there are message groups established to communicate during specific events in restaurants or organizations in the hotel. Such as the Kumm restaurant group, breakfast group, karaoke group, etc. Managers and supervisors from all relevant departments are included in these groups.”

Formal communication is being widely used in the banquet department, in particular ahead of events, where coordination, control, and communication of several units and departments are required.

Respondent 3 had mentioned communication methods in the hotel in the interview as follows.

Respondent 3: “...We have an internal correspondence process and template that we use within the company. When we have requests or announcements regarding any future issue, we inform the relevant interlocutors by using the template via e-mail. On the other hand, in the face of situations that occur during daily operations, communication with e-mail prolongs the process of taking action and reaching a solution. Based on these reasons, we contact each other individually, by phone, and ensure that the process is more practical and result-oriented. Furthermore, we have joint department groups and organizational groups to communicate with each other in online applications on company phones. Thus, all departments and/or organization stakeholders in contact more quickly...”

And besides this, respondent 5 had also confirmed and supported respondent 3 by saying that:

Respondent 5: “...But on a larger scale, more important decisions and things are just like I said, the journey done by e-mail or between us in a meeting of the sooners. Officially we use e-mail.”

To sum up, if new decisions are made that pertain to the entire hotel, or if there is progress about daily operations, their announcements are made through formal communication channels. The relevant decisions are sent to all stakeholders via e-mail

in the form of a template and are written documents on the department notice boards. If necessary, topics are communicated verbally or as messages in online groups with a solution-oriented perspective. As stated during many interviews, meetings with the managers are usually held on a weekly basis to assess the situation. And more, face-to-face meetings are held specific to the event about what to do prior to the events (weddings, concerts, new year's, etc.) Afterward, another face-to-face meeting is held after the completion of the event for situation assessment studies.

Respondent 5 also highlighted the following on the topic of weekly meetings:

Respondent 5: "...We have regularly department management meetings every week. Department managers, the general manager, and the assistant manager attend these meetings."

Detailed information about the meetings is given by respondent 3 as follows:

Respondent 3: "Before organizations, we stop and think about what we can do in operations such as concerts, New Year's events, or when occupancy rate is low for the front office department. In such periods, we set up crisis desks. During these periods, we are always looking for a starting point in meetings and we hold meetings where we get ideas from each department."

4.3 Founder's Background

The influence of the founder's past experiences on institutions is an indisputable fact. Based on this, when the founder of AGC was examined, the following findings were obtained.

The founder mentions in many of the interviews that wish to have a professional life that can be intertwined with art. To give a few examples of this.

News 4: "I never described myself as a business person. I still consider myself a 20-year-old artist. I love art... I've always decorated my hotels, also The House Restaurant. That's why I chose a job where I would continue my artistic side along with the job. And, I also opened an art gallery under The House Restaurant."

One of the questions he answered in his interview in News 6 also mentioned the following.

News 6: “The most important things in my life are art, my love for the sea, and my love for Cyprus... The founder was also stated that has been interested in fine arts since his childhood and studied Industrial Design at a fine arts college in England. Furniture and interior design were mentioned as areas of expertise.”

The founder talks about his influence on his hotels as follows.

News 4: “When you look at Colony and Palm Beach Hotels, they truly reflect my character.”

In his interview in News 3, the founder mentioned that his investments should appeal to his soul.

In his interview in News 6, he emphasized that minor details are very major for him.

Taking the subject of art aside, another factor that is considered important for the founder is success-oriented. It can be summarized with the following sentences that although the founder has the ability to do business in many different areas within the group, he does not define himself as a business person.

News 4: “I didn't do it for money, I did it for success... I never did business for money, I did business for success. After your success, both money comes and also reward comes you as well... You sometimes may also earn money while you are doing the things that you enjoy with. For me, life is not just working or office mode like that open a job and earn money from a business. I think you can see that.”

The founder attaches great importance to being a team and excellence in doing business, he stated in an interview in 2016 (News 4) on this topic that there are

approximately 1250 employees working in AGC in the TRNC, and that 140 or 150 of them have been working for more than 10 years in various branches of the company.

The life principle of the founder aiming at the best has been one of the core elements of the teams in their businesses. During his interview in Haber 6, the founder mentioned that the standards of our team are always keeping excellence in the foreground and giving importance to team spirit and struggling to achieve the best.

In his interview on News 3, he stated;

News 3: "I always continue what I do until it is the best...I entered the wine business to prove to the people of Northern Cyprus that there are no grapes only in Mehmetçik... I had a place in Bellapais and I planted vineyards there and started making wine. It was like vinegar in the previous ones, but now we seem to have come to in a good spot. We make 1,500 - 2 thousand bottles a year... I wanted to have our local wine too. I wanted to prove that it could happen."

The founder, who noticed the lack of service quality in the hotels throughout the island, talked about how he entered the hotel industry and the details of the quality they brought to the sector in the interview.

News 3: "I have always had a sympathy for the hotel industry. Dressing as a waitress at the age of 18 instilled in me quality, doing quality work... I always had a desire to own a hotel as well... We are the ones who brought the 5-star service to Cyprus by giving quality..."

The founder, who always aims to be different and to be the best what it is done, knows that the fact development progresses gradually. He mentioned the topic in News 4 and News 6.

News 6: "I am an apprentice of everything, I'm a master of nothing."

News 4: “Nothing happens all at once. There is no such thing as a sudden rise. You should look into the past. How many years did I work to get to that point? I have been working since I was 13 years old. I mean, it took 30 years for me. That's why nothing happens overnight... I gradually developed myself. The Colony Hotel is one part of it. Finally, I got the Palm Beach Hotel back where I work the first time in TRNC.”

Arkin University of Creative Arts and Design (ARUCAD), which has the distinction of being the first among universities in the TRNC, can be interpreted as a reflection of the founder's unique vision and his ability to lead a subject that appeals to any spirit. This university is known as the first and only university in the TRNC to gather the fields of art, design, and communication under one roof. In addition, the founder hosts many important works of art in his own art gallery in the collection of original works of art. The founder, who has around 30 original works belonging to Auguste Rodin, is shown among the world's leading collectors in this regard.

The founder, who has infused his sensitivity to environmental issues into the company, mentioned the following in News 9.

News 9: “I who am one of the leading local tourism investors on our island would like you to know that none of our branches within the AGC, in principle, do advertise to any outdoor advertisements just for these reasons.”

In addition, in the letter he wrote to the Mayor of Kyrenia in 2015, he had expressed his sensitivities to the subject as well.

4.4 Confidence

Confidence is one of the main facts for the AGC. One of the main reasons behind the confidence in-house is the perspective of Erbil Arkin on it. Mr. Arkin mentioned those on confidence in-house in a press interview as follows:

News 4: “Unless you trust people, you cannot achieve success.”

News 4: “If I want to sit at work for 24 hours a day, I would go and open a grocery and I used to sit at the cash register. I would only have one safe for the rest of my life. However, if you trust and do the right thing, you will have 500 safes.”

These perspectives are also understood by his employees. One of the managers of the APBH mentioned in the interview section that on confidence in the house.

Respondent 4: “Both the employees and I feel quite comfortable and safe while working. Because we have been together for years, we have a distinct kind of trust in each other and even we do not feel the need to control each other while working. We have sincerity within the company. We have a terrific motivation particularly before the organizations and events and to be motivated is a significant detail for us.”

Confidence is one of the core elements of loyalty. Since commitment is a time-consuming phenomenon, working together for a long time will make these bonds and feelings much stronger. The majority of APBH’s senior staff have been working at the hotel since its establishment, and some of them were already passed to other branches within the company. AGC employees have reinforced their family feelings as a result of their confidence and loyalty to their colleagues over time. Respondent 9 made a brief summary about confidence during the interview:

Respondent 9: “When I evaluate in general, there is a family bond between us because we are a small organization in this hotel and the same people have been working with each other for many years... In this way, there is both dependency on that personnel and even better communication with that personnel, you can see that you are already in the organization. Accounting manager, housekeeping, or front office manager does not replace biennially. In other words, when employees do the job properly and have no problematic situation, this organization can proceed to work with those people for many years as I observed.”

Considering all the interviews, respondents agreed on a common matter when referring to the issue of confidence. During the interviews, almost all of the respondents mentioned the words that emphasize the sense of family about confidence as follows.

Respondent 5: “I think every company has a culture. Every country has a culture, the culture of the company is to be always honest and to be always there for guess where we are, like a family, there is a family feels about the company.”

Respondent 5: “You know we are very relaxed... So the front office, you know we are a very small family orientated here... But you know we try and keep it as relaxed as possible. If there is somebody needs something we try and help them as best, we can.”

Respondent 4: “Let me first say this, I got a job at a very suitable company for me. I owe my current position to this place. I mean, I owe a lot to the management here... At first times, I always had told about customers as my clients, my guests. The management used to tell me that they are not your clients, they are clients of APBH. I have had embraced this place so much that I took it personally... Another example, if you look at my social media accounts, you can see nothing other than APBH, I love my job excessively. AGC is my house we do not stay at our houses that long. I know that we work 15-16 hours a day... This is because I feel like belong here.”

It is the perspective of the founder that makes the greatest contribution to the formation of a culture of confidence in each other within the company. This is obvious from the anecdote below.

News 4: “I had always desired to have a hotel. When I was at 18 year-olds, wearing a frank and being a waitress instilled in me quality and doing quality work. This part-time job, waitressing, have had a direction to my life at that time. So I have always done what I do for success, not for money.”

However, during the interviews, a manager who has had different roles within the company for more than 20 years discussed the issue of confidence from a different perspective as follows.

Respondent 1: “They are now regulars here, but they are not repeated guests for us, they are a bit of a family now. They know about more staff than me. Some people know more of the staff family than me. They become more like our honorary ambassadors, they introduce and explain us in the market or at the hotel. For example, the guests immediately inform us of any guest dissatisfaction. In that regard, like an internal agent, they help us to ensure that each guest is satisfied.”

Another dimension of confidence is on the other side of the coin. The manager mentioned one of the rare examples in the service industry. From the opening of the hotel in December 2021 as part of the AGC after renovation, until the end of 2020, the repeat guest rate is 49%. When this data is combined with the anecdote above, mutual coe is observed not only within the hotel but also among all stakeholders of it.

Internal advancement stands out as a very common practice in AGC. Many senior executives we interviewed brought this issue to light in interviews. One manager even said:

Respondent 5: “I mean, I can give myself as an example if you like, I started here in 2011 as a night receptionist is my first job in tourism. So I learned about tourism from the beginning. Progressively over the next two years, I was able to learn about the culture of the company. I was offered a guest relations position couple of years after I had started. The decision that the director made at the time. It was not a position that was available at the time in the hotel, so this was a position that was created for me at the time. Continued for another sort of 18 months, and then there was a change at the front office manager and then I was offered their assistant front office manager. Subsequently, I was offered for the head of front office and I have been working for 5 years here.”

In addition, another manager also stated that internal advancement contributes to the employee.

Respondent 7: “There is a peaceful environment. People are happy, this is of course very important for employees. We do not have such stormy periods, we are a stable company. Since we do not have such ups and downs, people also know that stability is the way to success. Since we all feel safe, stable, and developing ourselves on this path, I can say that we do not have any problems with motivation. The point that motivates people here is that we do not have much difficulty in retaining the people in our bone staff. Because patience, happiness, and motivation are the core elements that define confidence in us here.”

In conclusion, the issue of confidence is a feeling that has worked hierarchically from the senior positions to all stakeholders within the AGC, even to the guests as mentioned above.

4.5 Budgetary Control

According to the Cambridge Dictionary control means ‘the power to make a person, organization or thing do what you want’. There are many ways to achieve this control in companies. While searching for which of these options are used for AGC, in order to control, it has been unveiled that the budget has a major role overall for the company. There are pieces of evidence that the budget is used as a management tool that is constantly taken as a reference point to check the target within the company.

Respondent 3: “While making the budget planning, the total amount of money to be earned and spent on a yearly basis is determined. In addition, the number of employees planned to be used to achieve these figures, etc. is also included in this budget. While revealing this data, we take reference from our retrospective budgets and reveal forward-looking estimates.”

In addition, while budgeting studies are carried out, based on the information obtained from the observed and face-to-face interviews with senior management members, they create a detailed budget by taking into account the budgets of the last 5 years.

Respondent 1: “Our budgets have projections to a certain extent, that is, a budget study is carried out each year. Several consensus meeting is held based on that budget study. In this budget projection, the rates of previous years are also taken into account and a certain rate is determined in these meetings. Normally, we always set 20% to add to the previous year’s budget. We also research what kind of season is expected tourism, whether good or bad, and include it in the planning of the next season. In this context, we have a margin of error of the last 5 years’ budgets, and a new budget is calculated with the last figures that have been realized.”

And also they take into account the positive and negative situations in the TRNC and around the globe that might have an impact on the budget, rather than only the previous

year's data. Respondent 1 has mentioned in the interview these ups and downs and explained how they take action across these situation's circumstances.

Respondent 1: "We arrange two types of budget work on a yearly basis. We prepare a budget based on the first TL. The prepared budget is rearranged with the dollar rate of that day and our second budget on a dollar basis is made. Unfortunately, there are deviations in our budgets due to currency fluctuations, unless the dollar rate is something that we interfere with."

The previous budgets also help them to contribute considerably to the company's achievement of its targets and its success at the end of the budget period. Respondent 3 has touched on their data richness for budget planning and its benefits preparation of it.

Respondent 3: "We reflect the advantage of being an enterprise with more than 10 years into our budget planning and set new targets for the next year's budget through to the power of having data from previous years."

While talking about the advantages of budget, the point of sustaining the quality mentioned by respondent 7 is extremely significant.

Respondent 7: "Our profitability and occupancy rate are constantly controlled. Cost control is also of course one of them. For instance, each buffet has a cost while it is being prepared, this is done according to the determined expense items; rather than reducing the expenses, hitting the target in the determined expense items and keep, ing to sustain the constant standard. We do not have a strategy that decreases the quality, such as reducing expense items... In the determined quality standard, the determined products and expense items are controlled as determined in the budget."

Considering the above anecdote of respondent 7, it also characterizes Erbil Arkin's point of view, which was emphasized in the previous sections, aiming at quality work and making success the focus rather than money.

To sum up, AGC is a company that has existed for years with its employees who trust each other, even their guests. In line with the strength and steadfastness of being a

team, it has been observed that the targets in the budget are being met. While talking about being a team, it is the sentence used by the CEO of AGC during a press interview 6 that best sums it up.

News 6: “You can break one stick very easily, nevertheless, it is quite tough to break twenty sticks together.”

Chapter 5

CONCLUSION AND RECOMMENDATIONS

The research is designed to find in-depth details of management control systems, along with business results and imprinting theory. The research aims to investigate management control systems in detail, thus, a case study with multiple data collection methods is chosen as the research method. Data included interviews with key senior management, observation of operational aspects in an attempt to provide supporting evidence for management control systems, and documentation of formal control elements.

In line with the research data, it has been determined that pioneering and boutique ideas of founder have made positive contributions to business outcomes of the case hotel. According to the findings of the research by Yazıcı et al. (2016), one of the essential variables that play a key role in the success of hotels is the "desire to be successful". The founder, who is also discussed in the case study, has intentions to do what is not yet done, or being a pioneer in what he does, and aiming to achieve the best. When the study of Yazıcı et al. (2016) is considered, it shows similar outcomes with the study in this research. Considering the differences in the founder's self-identification among the findings, it was observed that this was also prominent in all companies within the group.

When the news about the founder in the newspapers were examined, some common points were determined combined with the outputs obtained from the interviews with the senior managers at the hotel. Based on the words of the founder in interviews with

journalists, it is obviously seen that he has a very positive thought about trusting people. In addition, many senior managers in the case hotel have emphasized the same issue in the interviews. Another argument supporting this topic can be shown as the fact that many of the employees have been working in this company for many years. In this context, one of the sharpest evidences in the study, in which the effect of the founder is investigated, can be concluded that a business built on trust strengthens family ties among employees, increases loyalty to establishment among employees, and people work harder to achieve company's aims. In parallel to these, when the perspective of the founder on the boutique concept is taken into account, it is possible to conclude that this perspective, which has provided the opportunity to work with the same team for many years, is a secure argument.

Many of the studies mentioned above have taken into account the founder's impact on the business. The artistic and design parts of the founder's talents are observed in all their simplicity in his firms in this study. The drive to provide high-quality service, fueled by an artistic viewpoint, has extended throughout the organization. Yazıcı et al. (2016) suggest that what the founder learned and experienced from his past work is reflected in his current work. In this context, the findings of this study provide a supportive argument to Yazıcı et al. (2016)'s study that founders' can have a large impact about the running of their company. At the point of pioneering and targeting the best in works done, the founder proves it with what he has done over the years. The innovations and new perspectives brought by the founder to the sectors he is in have many examples of being a pioneer in something. On behalf of the founder, as it is the most remarkable example of doing what has not been done, it can be given that he returned to the TRNC from England and received the first casino license on the island.

The founder, who has a unique style and frame of mind, has integrated this manner into his business life, what he has emphasized and done at the point of doing what is not done. One of the most important factors in developing a visionary perspective on his businesses and the worldview is definitely his ability to draw, which was discovered at a very young age. It has been observed that the founder, who has been aware of many branches of art since a very young age, was able to integrate them in terms of bringing a perspective to his life. The fact that he does not define himself as a business person can be shown as proof of this, at the same time he always wants to see aesthetics and art together in his works, which qualifies the point of view of the founder in his businesses.

It is observed that the founder, who is understood from his words that he is very open and willing to trust people, has a business order based on trust. The situation brought by the mutual trust of the founder and the employees is on creating a commitment by developing family feelings. When the case hotel is examined, it can be said that there is a business culture founded on reliable people. This is clearly evident when we look at the number of senior managers working since the hotel's opening. The corporate culture built on the confidence created by the influence of the founder brings a sense of belonging. At this point, it is noted that the study of Akroyd et al. (2019) suggest that corporate culture is among the main reason for success of organisations. In addition to all of these, the success can be easily read also from the repeat guest rate of the case hotel that this sense of belonging extends to the guests.

By the findings of the study, communication holds a significant place for the Arkin Group. To explain the reason for this is that many companies within the group are involved in the service sector. The fact is that AGC has a service philosophy that is

devoid of financial concerns and strives to provide excellent service. And the service industry's need to take action immediately in any situation, as well as the necessity to communicate at the highest level, independent of hierarchy, has driven them to this field. Especially for the service sector, the accuracy of information is as important as communication. Simon (1994) argued that businesses with strong communication channels are more effective in achieving success. In a business culture based on confidence, it has been determined that more informal channels are used in communication as a reflection of the communicative ease of knowing each other for many years in this business. It has been observed that the communication provided with a sense of family rather than hierarchy in order to eliminate operational concerns is always on the basis result-oriented. In addition to the fact that the use of formal communication channels in businesses is an undeniable fact, its practicality in the sector cannot provide quick results in short-term issues. However, it has been observed with the conclusion drawn from the findings that these formal communication channels have very affirmative contributions at the point of coordination and control.

According to Otley (1999), the budget is one of the most effective methods for assessing an organization's overall performance. Budgetary controls make it possible to run a business efficiently and within a set of parameters. The budgetary control method is shown as the most important management control tool within the company, which includes predetermined and announced targets. To define it as an example, it can say that it is a management control tool in which the rules of the game are determined and what actions to take against which situation. Because of the robust communication network within the organization, all corporate stakeholders are aware of the company's aims within the budget. When a trust-based corporate culture is combined with the ability to communicate, the likelihood of meeting budgetary

objectives increases significantly. It has been observed that the company management, which has been a business for many years and is very experienced in using the budget, is working to optimize the goals of the company by using the communication channels that provide trust and coordination due to the company culture, in a positive way. Considering the founder's principles of always targeting the best, budgetary control complements each other with the coordination methods used within the company. This research has similar findings to that of Malmi and Brown (2008) who underlines the role of budgeting in management control. On the other hand, the findings of Akroyd et al. (2019)'s study are in conflict with the research findings.

By selecting one of the two hotels in the AGC in the TRNC as a case study, the research was conducted. It's a mixed-methods study based on data from senior management interviews, content analysis, and literature reviews. As a result, a more extensive investigation is suggested for future research. Although this issue is specific to the tourism industry, it is critical for all businesses. As a result, similar investigations for other businesses that were not included in this study could be suggested.

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APPENDICES

Appendix A: Interview Questions

1. How does your company coordinate decision-making among departments?
2. Can you specify formal and informal decision activities among higher and lower-level management?
3. How do you control your personal in your organizations? (Autonomy/accounting measurement tools/internal/frequent) (Can you give some detailed information about the methods?)
4. What can you say about employment policy and how is your employee turnover rate (cultural/economical/managerial)?
5. What / How do you keep your key personnel in your organizations? (Attachment)
6. How important are company goals and how detailed are objectives set?
7. How do you measure the performance of your business? * How important is it? * How often do you update them? * Are you using them in performance evaluation? * Do you use this in awarding employees?
8. Are you satisfied with the performance of the high and low seasons in your firm and what would you change if you were to do this season again or in the new season?

9. How can you define the relationships of your firm with the competitive environment in the industry? With your competitors, operators, customers, and suppliers. (How long have you had a work cooperation with your suppliers, operators?).

10. How can you define the uncertainty of the business environment in your company?
Depending on the answer received...

11. Do you have any specialists, experts or consultants when making crucial decisions?
(Such as market research, sales forecasting, operation scheduling, quality control, etc.)

12. How did you imagine your organization when you started with this business? And how do you want to see it in the future?

13. What are your plans for this business after you leave the company?

Appendix B: Transcript Sample of Appendix

Does your company coordinate decision-making among departments in your organisation?

I am there. There are different types of communications that we have between departments. You know we have Department management meetings. That's a Department manager and the general manager assistant manager.

What is the frequency of it?

I mean, in normal operations its once maybe twice a week, especially in the high season. Sometimes they will have a general meeting and then they will also have an operations meeting to discuss. You know events, weddings or things. So that would involve operational departments. But we have at least once a week. I meeting between all the Department heads and then sometimes there will be smaller meetings. You know with sales and front office having a meeting and then you know FB or operation having a separate meeting. No, not all with more specific relevant to those departments in a general concept, there is a meeting once a week, or at least at least once a week, maybe twice a week, depending on the busy business that week. Also between departments, especially front offices, you know Communication Department, so we are in constant contact with apartments either depending on the level of the information that's being relayed, you know sometimes we have to put something in email so that we have a copy. Sometimes we can just, you know, do communications over the phone or with Department assistance depending on how important that is as a whole. Whether it's just a day to day decision that needs to be passed on, or if there's something more

long term or something more important than we put it in writing or its discussed all together in an IT department or meeting. And so there are various different ways that we can communicate with the Department. But as the Department as a front office Department we are, we are. Always in communications with all the departments, any general information that needs to be related usually comes from the front office and is passed on to the other Department and might not necessarily be myself that's passing on the information. You know, the personnel might do that to pass on, you know. You know, for example, today there's going to be a wedding and you know we need to put something in the room and that we passed onto the supervisor of other departments and all the information is related by the Department mental manager. You know I will pass it onto my staff and the staff would relate that information to you know whoever needs to know that information for that day. But on a larger scale, more important decisions and things are just like I said, the journey done by Mail or between us in a meeting of the Sooners. Officially you use emails. What if if you need quick or orders in in operations time you use? I think what's up or yeah, it could be what's up. What's up telephone? Day to day you know, well this is going to be done or this person is coming. Can you please check the room? You know differently. There's lots of examples of it, but just to generalise, I mean no more important and strategic decisions are discussed as a whole or with the general manager and assistant general manager between specific Department. Depending on the decision that is going to be made or what needs to be done and if there's any decision coming out of that, we need to relate to other departments and we will do so. As such, but as a general hole, we are. Specific to this hotel, we are not huge hotel where small hotel compact. You know we see each other so many times a day. In other hotels you might not see a Department mental manager for the day. You know larger you know six 700 rooms hotels you might not

so that their system may be different, but we are very close knit. We see each other all the time, all day. So there is a constant flow, constant communication throughout the day. But as a general rule you know we would. Like I said big decisions in the meetings. Any stuff that needs to be on record, we would send email and you know the. For example, you know the contractors change with a certain agency and we need to inform the accounting Department. Then we would you know, relate that by Mail. So there's a record of that kept. Okay, go anything to add second question or we can we can pass it. Yeah, it's

can you specify it this this kind of information tools for formal communication and informal communication or.

I mean there there is sort of touched on in the first subject. there are certain you know within the front office there are certain decisions. I know I can make or without having to relate higher up the scale. So day to day operations you know specific things so I can relate that to my one of my staff. Then they will. They will know that they have to relate to a specific Department or Department and they will relate that to the relevant assistance or supervisors in the other Department. No. So that there would be more informal decisions. More, more formal decisions and we would discuss with the departmental heads. And then they would relay their own personnel, because sometimes. A decision that I make would affect another Department and their operations, and so they would need to get input from there. I hate them too, to give indecision right exactly so we will need to share information they might say we can't do it this way because it affects me like this. But if we did it like this, how do you think? And then we we find a solution. So there are decisions that that I can make that will affect another Department on an operational basis. So for example, you know we

need to put beds in this in this in this room and then we will tell. I will tell my staff and they will. Inform the Supervisor without having to make a formal decision about that, but anything more long lasting there. Do we need to or you know, more important, that would affect the operation of that Department. Then we would need to discuss it at a higher, higher, higher level. Two to make sure that we're not having any difficulties, that the decision I make will affect. And apart from other Department, can you say you use mostly informal communication tools more than formal?

It you know, changing all the time, we never know what's going to come here in front of us. You know, something that we've never done before. Somebody will ask one of the guests will need or we would need to do something in order to stop something from happening. Obviously when we get to that that side of things. There are sometimes where we have to speak to the higher up just to make sure that they are happy that the decision we are making won't have a bad impact for the hotel or for the guests. And also as a means of their they their knowing that we have the situation at this. This is something I'm going to have to do. They might be able to. Given a different piece of information, something that might be more productive, you know it's always difficult if you're in a situation to look at above from that situation, have a clearer picture. You know it's the same with personnel when they're in their day to day, the telephone is ringing. People are checking in, checking out paying things. They can't see the bigger picture, but naturally, because there are there in their operation. And here I'm trying to operate the front office so I'm a little bit definitely back so I can make a clearer picture and make decisions. But they are even higher than men. They have a bigger picture of the whole hotel, so I might think that something is suitable, but if I don't relate to them you might have an impact on something else. So they might say, well, no, you can't do

this because they might know something that I don't know. Maybe I don't need to know and they said no, we can't do like this, but do it like this, you know. So that's why there is a level of hierarchy and you know the informal decisions. I know it. You have to work. You have to sort of know your limits about where you can and cannot make decisions. And this is to do with the character and the culture of the person in the company who is above you. So if my staff know what kind of character I am, you know what kind of things I will accept or not, except then they can make decisions themselves. And the same with me. You know, going up with other departments or heads as well.

Okay, then if you have to do flexibility in your Department you may do, but otherwise you need to ask the first one up. Management in,

even if I don't, even if I don't ask, I know it's within my limits. I will share the information. With them so that they have. That we have to do this and I did this and then I inform them so that they know as well. But there are sometimes where I will have to ask them. Obviously we have this situation and I need to do this and they might say yes that's final, they might, but like I said they have a bigger picture where you can't do this, but we can do it like this.

how do you control a person in organisations?

I'm. There I mean it. It depends on the. On the specific tasks and the specific jobs that need to be checked, obviously being the front office we have, you know, control mechanism of we're a Department where we have to check a lot of things. You know the reservations, the pricing, you know there's a lot of accounting check that need to

be done here, so we have. We have systems in place that the personnel do to do those checks on a daily basis. And obviously as a manager, you know I'm I check, you know, on a certain level, have you know assistant and Duty Manager also are checking out, but we it's a sort of individual thing. There are certain tasks where you have to be. You have to make sure that it's been done correctly so you will give information. Yet outside of the system will give information we need to do this or this guest is coming. We need to make sure that the room is okay and make sure that the setup is gone to the room. So I will be more involved in the check up, you know, and it's something that we you know the service that we offer has to be to the high standards. So like I said there are certain situations where we can let the staff do it because you know we trust them that you know when we give them information or the day to day running of the Department, the checks that have to be done in Department have done to the standard that is required. But there are certain tasks where I have to be more involved. You know have we done this? Make sure we do it like this. You know we had conduit by this. Redo it and do this because it has to be to a certain level so. We have to delegate, you know, and because it's impossible to be checking every single thing, yeah, you can't. It's impossible. And so there is a certain level of trust that I have written my staff and let you know if I tell them something. You know it will be done to the standard I that I want because that's a standard that we have to do.

How do They report to them to you back?

So for example, we give them, we give them a task. We say you know something must be done so they will. They will do the task and then they will either bring it back to me. Or, you know I will check, I will ask again and you know, I have personally have quite relaxed method. I'm not a discipline disciplinarian so I have a quite laidback but

I. You know we have. We offer a high level of service and that that is a standard that we have to be at. A lot of that is down to you know, sort of the culture of the country, the company, you know, I know. My managers above me, they want their standard is they know what the director standard is and so it's sort of relays down and you know. This is a tourism is about giving a high level of service so. Coming back to the to the topic, if we give a task that is certain of the trust, but like I said they were certain tasks where we have to make sure there is no room for error, you know sometimes I may have to do myself or I may do myself. You know, if they're busy at the front, but when we delegate something, and if it's more important task, I will make sure that I always double check your Mail them to your staffs or you just giving formulate them to finish this task. Yeah we were a small Department, we don't have a male at the front. You know where? We're right next to each other, so yeah, we always close to each other, so there's no sort of formal writing down. Or maybe between the Department, but there is, you know there is a control mechanism like that is a standard system that that works in the background that will, you know they have to do every day their checklists and control messing about on specific tasks they you know they certainly will be delegated. Certain tasks will be more controlled. By myself and, you know, I would be more on the case repeating, checking, double checking to make sure that it's done to the standard that I require for user usage.

One manager is here as well with you. Do you? Do you pass your responsibility to them or do you share responsibilities with him or her?

I mean they. I will say this responsibility, you know of the Department or responsibility of the workload circumstances today I think. I mean, obviously when you know.

How do you cooperate within one Department with two managers?

Yeah. I mean essentially tired. Tariq or the other manager is a duty manager, but obviously there are times where he works at night as well, so. The responsibility of the Department when I'm not here and when he is here is with tarik and same within anybody else that's here when we are not here, the responsibility of the Department and of the hotel is with them. So obviously there is a lot you know we have to always communicate especially about certain topics. After this, you know we had we there is discussed they have a problem. We need to make sure that we keep on top of it. So definitely there is a share of responsibility when I'm not here and he's here that we have to share in order to make sure that the Department or the Department is run smoothly. Without affecting the guests or anything like that, so you know it's a very important part of here because I cannot be here 24 hours a day, so you know, when I when I leave somebody comes in and they takeover and vice versa when they leave the next person takes over. So the coordination between all of us is very important. The communication is also very important. So yeah.

what can you say about employment policy and how is your employees turnover rate in your organizations?

I mean, it's easier for me to talk about the Department. I will speak a little bit about the the general employment policy of the hotel. I mean, the employment policy is. You know the Arkın group of companies. They have a very high standard. Whatever company you look at, they have very high standards. They always want to offer the best service to their guests. So the employment of staff a lot of that is, you know, focused on the staff that you have working for you. It's very important that, firstly, the

staff that you pick. Have the same outlook about how things need to be delivered to the guests. Or whatever service it is their offering so you know there are obviously certain criteria that they have to meet. You know, for example in the front office you know English having previous experience and things, but we've had situations where the person as a character has been completely without experience has been very suitable for the company's culture and the outlook of the managers. So that's also very important part of our employment is that. You know? They have the same outlook, the same desire to offer that service. So that's a very important part in terms you as a general for the company, but in terms of the front office, you know we don't have a very high turnover. Luckily we were not very big Department, so generally we have a very low rate of turnover. Obviously there there's seasonal changes and people having to go back home or whatever, but generally speaking we have. Quite very stable turnover, quite a low turnover. My sort of outlook about policy for my Department is that you know, sort of touch. It's the same sort of mentality as the company because you have to have staff who, first of all you can see eye to eye with. First of all, you can see eye to eye with and you know. As long as I'm doing my jobs to the level and the standard that the that my managers want from me, then I expect my personnel and when I choose my stuff I have to see that they are able to commit the same level of desire and service and discipline that I set myself. So it is sort of works in line at the step down.

Human resources side of it is more to do with the bureaucracy, so if I need a receptionist or a Bell boy or a night manager, someone may be recommended so you know. Obviously you might know somebody. One of the managers might recommend somebody, but I will sit and do an interview process with the potential candidate. Because I like I mentioned it, I have to be comfortable that the person I'm employing

is suitable and fits the criteria for both the front office but more important me that they fit the criteria and the culture of the company, so I have to be comfortable when I'm making a decision that the candidate is suitable. On a technical level, may not be technically suitable, but on a character level or outlook or cultural level that they suit the Department myself and the company.

Can you specify some features about these topics please?

I think every company has a culture. Every country has a culture, so the culture of the company is to be always to be honest to always be there for guess where we are, like a family, there is a family feel about the company. So the first thing I will say whether can arkin group is arkin family. You know we always say that about the come. So that's that it starts from there. So whatever culture. You having a family is sort of the same here. To a certain level, so you know. The person that you're employing they have to, you know, they have to be positive. You know they have to be someone that you can trust. They have to be. You know they have to have the same level of desire to offer a good service and to always improve yourself. You know, we've seen so many examples of people that have started from the bottom and learned within the company, never before. Maybe working in tourism learned within the company become, you know, they. They learn what the culture of the company is about and obviously technically they've learned as well and they've been able to move up the ladder within the company to a management position so. You know always looking for people with the same outlook. So like I said, you have to be trustworthy. You have to be positive about offering a good level of service. We have to be ambitious as well always somebody who's outgoing and ambitious and wants to improve all the time. And you know somebody. One topic that I've completely missed, as you know, to be able to

work as a team teamwork is critical, especially in the front office. So honestly sort of comes into that. You know we have to be honest and a team player and you know want the best for the Department and you know. And coming back to the third question now then slide. Yeah, just wanted to touch him. You know we have three shifts within here, so you know the control mechanism is one shift. Will do a control 2nd shift will do a control and a third shift will do a control so. We always making sure that if there is a mistake that you know we can we stop the mistake before you know it affects you, know the hotel or the guests so you know that's part of the teamwork, so you know that you know. If I missed something, I know my colleague is there. He's going to catch something and fix it before it becomes a big problem. So that is part of the team. exactly as part of the ethos that I have to look. Or in kind of days applying for a job.

The first question is about is parallel with these fourth question as well, and what and how do you keep your key, personally organisations?

Then I mean I think. Always somebody has to feel comfortable and happy. And you know want to go to work. You know, if they want to be happy. So the most important thing is that they are comfortable you. You offer them a good environment to work in a relaxed environment to work in. I mean, like I said, you know, discipline is very important, but my outlook on managing the Department is the, you know we have a very relaxed atmosphere. Here is not very, you know. It's not very disciplined to a certain level, but you know We have standards here and as long as those standards are Captain, you know with that's how we try and keep everybody happy, obviously. You know people who are working with us, they you know who are ambitious, they want to be able to improve themselves and career wise. They want to be able to move up the ladder slowly, slowly. So within our means we always try and you know, give the

opportunities where it's available for people to improve themselves and career opportunities to try and move up the ladder as they as they progress. We always try and offer that opportunity, but I think the most important thing is that is if you create an environment where people are happy and relaxed about coming to work, then that's one of the most important things about. You know, keeping people. I'm talking about this Department rather

can you give some examples of out to these improving in the in the company please?
If you have any specific examples about overshooting the company.

Specifically. Yeah, how do you like? I mean, I can give myself as an example if you like, I well I started here in 2011. As a night receptionist with my first job as. As a working in tourism, so I learned from the beginning. You know front office. And then you know. Progressively over the next 18 months to two years I was able to learn about the culture of the company and you know what it was trying to offer to the guests and are also able to show that I have the capabilities to improve myself and work on the other, so I was. I was offered a guest relations position couple years after I'd started. And that enabled me. The decision that the director made at the time. Looking back on it, it was probably there was another position available within the Department which was a higher wasn't more of assistant manager position working at night and I had given myself up to work there, but in the end I was offered the guest relation position and it wasn't a position that was available at the time in the hotel, so this was a position that was created for me at the time. I was disappointed. I mean, I don't know the technical thinking behind it, but my mind is standing is that overtime? The other might have thought that I wasn't ready for that position, but obviously you know I was, potentially, you know. Supervisor position, so it wasn't, you know. Assistant

management was supervisor creation. It may have been a need for the hotel at the time and maybe something that they needed and it didn't. They didn't have before and looking back on that, that position helped me learn so much more. So at the time I was angry. I wasn't disappointed that I didn't get that position, but now looking back in hindsight, it was. It was a good, you know, it was a best thing that could have happened then because in that position I was able to work with all the departments. You know. So liaising with guests and problems with their food. I was speaking to the kitchen problem with something in the room I was speaking to, so I started to not just front office but I started to learn more about you, know the operations of the hotel. More detailed and more detailed aspect and I was able to. To learn. To see things from a different perspective, so like I mentioned in one of the first one or two questions I said as you move up your, you see things from a different perspective, and this allowed me to come out of the operations of front office a little bit on a day to day basis and have a bigger aspect look out. Regarding you know how decisions that we make here affect other departments and how decisions they make their effect that other Department going a little bit into two to detail here. So that was a decision that was created to me at the time. Like I said, I was disappointed but now looking back on it, it was really a good decision. So this obviously gave me a motivation to keep going. You know, I created the Department within the front office. You know I was sending reports every day to the general manager and think so. That continued for another sort of 18 months, years, 18 months, and then there was a change at the front office manager and then I was offered their assistant front office manager. So these are things you know when there's an opportunity and you have proven within the company that you are. You know you have the capabilities. They very rarely try and employ somebody from outside, especially for the supervisor and management positions, so they will always

try and employ and bring picking up, picking up potentials within the company so you know this is something that I saw when I was just arrested, receptionist and it's something that we try and you know. Relate to. Our stuff as well here that you know if you prove yourself and when opportunities arise, you know we always try and you know you're an example as well. We see we've gone through a very difficult, you know, one year, but you know, we try and offer the responsibility. We try to increase responsibility. Over staff so that they learn new things and they keep the motivation going and they can see that there's a routes to improve and two to go up the ladder to you know, sort of. You know, supervisor, assistant manager, management level. So we try, we try and you know show them as a way for the people. For the you know this staff. I wanted to take that route and improve within the company. We try and we try and offer them. And show them there is a way to do that.

How important for you, the company goals, and how detailed their objectives set for you?

I mean there is not so much. Specific goals sets in terms of. You know on the Department level, because I'm not that kind speaking on behalf of the other Department, we are more service orientated, you know we obviously try and push ourselves to sell as many rooms as you know within a foot capabilities of the front office. So we try and set as many set sell as many rooms as possibly can but. Because we are a service orientated Department, you know our standards that are set to us is to, you know, try and make within the capabilities and of the company and within the standards that are set to us we try and you know. Make sure that we can keep as many guests possible as happy as they can, but in terms of you know well you need to. There is no sort of specific goals which are set to us their outlooks, you know, and ethos that

the company has and we try and keep to those ethos luck said you know the culture the. The ethos with regards to the level of service that we, the Arkin Group offers, but in terms of specific goals, we're not sort of based on their bit. If you go to the sales office or if you go to, you know the operations Department or the housekeeping Department, they may have specific goals within that set for them. We're not all. Yeah, we're not part of what we are part of, but we're not set strategic. You know, long term, medium term goals for the company as a whole. You know we are like a very service based, so our emphasis is and importance is on trying to maintain and keep the standards.

how do you measure the performance of your business?

So in terms you know if you look at the biggest scale of it. Again, this is sort of. Not. Something that is at the front office is part of on a larger scale, so the Assistant manager, general Manager, Director. They will obviously be assessing the performance of, you know the whole business and you know the accounting side and the services side. But we. There is no sort of mechanism in place that we have to ensure that we are not to ensure that the to measure the performance of the business. Like I said, we as a Department we control the mechanism.

I think you stuck some somewhere. Yeah, for example do you cheque the daily given right of occupancy in your organisation to controller performance? How is going to day week or the month? I mean, obviously we are the front office that this is part and part of the daily reporting that we have to do to the you know, two or to the sin. And can you say this is kind of the performance measurement for your Department and your position as well?

Yeah, I mean obviously. That part of ours. I'm going to take any part of our daily running with the Department to check the reports we have. The front office obviously has to know what the you know the forecast is for. The next you know, we could in the departmental meetings we have to give that to the other Department so they can make plans and progress for the next. You know, one day two days, one week, two weeks, three weeks. So obviously that part of the reporting sides is very important. And you know, we also keep a constant check and we can inform you know the other departments when there's you know that's going to be full. So we might need to get extra beds from, you know somewhere or they might have to get you extra personnel in to deal with the business. Or you know, on the flipside of it when we off season and thinks they're going to get much quieter than we, Department will have to have a reaction based on that so. That part of it is yes, so that you know. When you say performance also I was thinking about more. The more generally more general yeah, performance of the business.

Are you using them in the performance evaluation for your Department in in, in your staff or for example, do you check the? Selling the room rate of the of the one step for this kind of evaluation criteria. Do you have or not?

I mean we have in terms of the room rating. You know we have, we have a certain pricing level and there's a certain level that the discount that can be done. So we obviously keeping an eye on that because you know. Part of the reporting that we do every day is that you know anything that's below a certain level. We have to. You know, get. Yeah no we have. We have to sort of get approval. You know when rates are below a certain level so it's something that we are checking all the time in terms of performance, evaluation of the staff that we do, a performance of valuation, not

necessarily there with this staff but. It's something that we should be doing actually is something that we have to improve and always said we get given evaluation. So we evaluate our own personal account. I would say every six months or more mistaken you haven't done it this year obviously, but the proof that previously we used to every six months. It's a good measurement for us in terms of you know when you take a step back and you know you're able to stop and think about things and you know this is sent to us by the head office, so you know, we, it's form that we have to fill out a check books regarding all aspects you know. Discipline, appearance, performance. So evaluates a lot of aspects of you know the stuff and it's a good guide. You know once you sit back and look at it. I say you know, thinking more detail about things and it's. It's something actually that we should be sharing with the star for, you know, doing our own evaluation together and setting goals for each other. You know over the next three months or six months, what do you expect to do. So it's something that we should be looking at Ascension. But yes, we do. We do have performance evaluation amongst ourselves in terms of the senior management and head office and human resources, but not directly with the personnel on a formal level.

do you these kind of simulation in the awarding system of employees?

In terms of rewarding, it's on a bigger scale, it's not something that's done by the company, you know. We try and be more, you know within the Department we will do certain things. You know we are very relaxed. You know again, I'm speaking about the front office rather than the organisation. So the front the front office, you know we're very small family orientated here so we won't do awards. But you know we try and keep it as relaxed as possible. If there's somebody needs something we try and

help them as best we can. But in terms of performance evaluation and awards based on that, it's not. It's not something that we do.

Are you satisfied with the performance of low and high seasons?

If you thought that everything was okay, then it wouldn't. It wouldn't be. You know you always have to. Expect more and you always have to try and. You know one more business and you know you always have to be out there trying to get you know. Every room filled up all the time, so. If we had 100% occupancy, you know everyone then then you would be happy, but on a general level you know the high season. Is very satisfying, but there are always things that you can improve the ways new markets that you can try and reach out to. You know there are certain things that you can do to improve the hotel too, you know. Attracts more guys so you know. Yes, the high season is very busy for us and you know the occupancy is always very high, but there's there is always things that you can do to improve and you know you always have to be trying to improve yourself and your business and you know your brand so that you can. You know, be busier. Low seasons, I mean over the last two or three years, you know. We've had a relatively decent I would say low seasons. This is due to the fact that we've been able to have groups from different European markets that weren't available before, so this has helped us too. To increase the occupancy, especially of the, you know the three or four months that are very low here in Cyprus and was given an opportunity to improve the occupancy with these groups. Would you say you're satisfied again now you know, although there's been a massive improvement in the low season. Terms of the Occupy. And see and the you know, the business that comes to the hotel. There's still always new markets and you can try and reach out to there and you. Things that you can do it into new groups that you can try and get. So on a

general level. Yes, we are. We are satisfied. We are happy, but there was always room to improve and you know whether it be improving your services or weather improving your market reach to try and attract more guests. Cyprus shores have a disadvantage of you know no direct flights. So. There always. Strategies for the most reason that you can, you can apply. You know we have disadvantage of no direct flights here, but. There are always things that you can try and do in terms of you know that you can send a group. I for example, last year went to the UK before the pandemic with. Yeah, well we went to the World Travel market and also I went for a second time. With the. Assistant Manager sales and marketing manager of the Colony Hotel and we went there to visit the agencies that we currently work with in the UK. And we also had a list of companies, travel agencies that we were not working with and we went to. We arranged appointments to go and visit them and introduce the hotels. And you know to some of them introduce the destination of Cyprus and you know, see if we could work in collaboration and try and bring guests and new business to the island so. Obviously, one aspect of it going to try out trade fairs and meeting new people meeting new countries and UN agencies is always something that you can do. And also on a local level you know there. There are things certain things that you can do. You know conferences with local companies during you know dinners and you know not just accommodation but also you know having an event here or things like that though you know you could. You could always go out and try and reach out to people and introduce your brand and introduce what you have to. You know what you have to offer and try and create new revenue streams in the lower months.

What about you? You explained to operators? But I just wanted to ask about how long do you have to work cooperation with your supply operators?

so I will say you know here in Northern Cyprus. You know? Only a handful of incoming operators, so obviously we have to have a very good relationship with them. They know what they're selling when you know they're selling the Arkin Palm beach hotel. The guests are going to get a certain level of service and you know they're going to be looked after. No, so they know that when they're sending their guests here that they will be happy. So you know, and we know that we have to have an important relationship with the operators, you know. So giving him that trust is very important. So yes, we have a very close relationship and it's a relationship. A lot of the agencies here along running agencies there have been a few. Excuse me, there's been a few. Agencies which have opened new agencies in the last couple of years, but the main agencies, whether it just be from the Turkish market or the European market, have been longstanding agencies that the outcome Group as a whole have been working with Intendant for many, many years. What about new customer sites? Do you have what kind of repeat case you have the Arkin Palm Beach Hotel is a very old hotel, you know much earlier than when they are King. Group took over and we still have guests coming here, you know, been staying at the hotel for 20-30 years. Yes, because of the location. But you know we have many many guests that return just to hear every year maybe twice a year or three times here because they know. What level of service are getting? They know what to expect here and. Like I said, the Arkin Group is like a big family and when the guests come here they were saved like a second home. So they you know there is a home away from home. It's a family for them. It's a family for us, you know. And so this is one of the important aspects you know, going back to the earlier questions that we were talking about. It's important that we have a longstanding client base or guests that returned to us. And you know, every time a new guest comes,

you know we try and give them the best experience that they have so that they become one of the guests who keep returning year after year.

how can you define the uncertainties to be disadvantaged in your company. Actually, we just touch with the eight questions with this about uncertainty of the Northern Cyprus, but if you have something to do to say.

I mean overseeing, you know we. In the summer months, we are very lucky in the high season we are very lucky because we know. First, you will not be another very big hotel. You know we're 102 rooms, but apart from that we know that there is a very high demand for the rooms in the summer. So we because we have a good mixture of both the local markets and the European market and the Turkish markets we always, you know, sure. There is going to be a very high occupancy, but in terms of the uncertainty we always for the for the lower season. We always try and. Just to reduce the risk of uncertainty for the high season, we will sign contracts with tour operators in advance. Offering him incentives to sell the hotel and you know early bookings is part of that process, so you know we will offer a special rate in the winter months to be able to incentivise the sale of the hotel for the summer. So we will know, you know, by sort of. Late winter February time that we have a certain level of occupancy for the summer months. So this will enable us to plan for the spring and see where we are in terms of occupancy for the spring and summer months. And then you know device plans with travel agencies, action plans. And you know if we need if we see that there is not to the level that we expect, we will devise, you know, incentives for the agencies to offer to their guests in order to reduce the uncertainty of a lower occupancy. Yeah, I mean obviously, every year you know we have a budget which is done for the following year. So when the budget is prepared, every Department. Well, mostly

operational departments, but you know the sales and marketing Department will say, well, January we expect last year was this much this year. We expect this much and he forecasts the next 12 months. We sign our contracts for the following year with the agencies that we work with and in the winter. So before the new year for the following summer. So based on the contracts that we sign in, the intensive that we offer and with the early booking system in place we will have an idea by the. By the sword, late Winters or February March time of what the occupancy is going to be for the spring and summer months. Based on that, we can then review whether we extend the early booking to increase the sales for the for the summer months. Like I said previously, Fortunately we're very because we're not very big hotel. And. Because we are not. You know we have guests returning for many, many years and we know that the summer months are generally going to be very, very busy. So you know it doesn't give us much problem. But for the winter months, one of the things I mentioned in the previous. Questions, as you know, we decided to go to the UK to see if we can reach any agencies who can offer groups back to back groups, especially in the winter months that we could bring in. You know exclusively working with the Arkın group for both hotels or incorporation with the agency that the company owns Arkın Messe, so you know the these are things that we try and do. To reduce the uncertainty. For the for the busines.

If you have something to say about that group and the Indies building this hotel and I can appreciate to hear it.

About the hotel in particular. I mentioned a couple of times in my interview. I've always felt like I was part of a family since I started working here. It's been almost 10 years now. 9years and a bit years so you know, I spent almost a quarter of my life working, working with working Group. So you know the. That is very important for

me. You know it's important parts of why, you know I don't wake up in the morning or I have to go to work today because you know, it's home away from home for me personally. It always tries and gives the best opportunities to the personnel. You know? It always tries. If you have a problem somebody is willing to help you, you know that there is somebody there for you. It's a company where it offers opportunities. To improve yourself, to learn to work up the career ladder. I'm an example of that, so I definitely believe that this that that is something that they showed great importance to. On you know they want to offer the best service to their guests and you know they believe that the service offered is paramount, and they you know, that is why we have so many guests returning. I believe on a year to year basis, maybe two or three times years because they feel the same thing that I feel when I'm here working. They feel like they come to be part of the family on holiday so. The Arkin Group as a whole has this ethos and you know we try and you know, continue that ethos weather in the Department or whether it's to the guest suite and continue in terms of the hotel. You know it's. As part of the Famagusta Heritage Palm Beach Hotel, it's you know. It's been here since. In the 1950s I think not late 1940s, early 1950s, and everybody that mentions from Famagusta, you know, it probably shows who is one of the first things that comes to their mind, so being able to work here. And being part of that history is also very good. I have memories of coming here. When I was, you know, a little boy. So you know it's. It's all, it's all. It's all very good. Being part of the, you know the history of the art component of the Palm Beach history and being able to be part of their history with working group as well is very important to me.

Appendix C: News About Erbil Arkın and Arkın Group Companies of Appendix

News 1 - OKYANUSUN ÖTESİNDEN "YES BE ANNEM"

Erbil Arkın, 15 gün 11 saat sonra okyanus ötesinde Antigua adasında karaya ayak bastı... Arkın, başarısını coşkuyla özetlerken, vurgusu bildik bir sloganla oldu.

Her deniz tutkunu için yelkenli ile okyanus aşmak bir büyük arzudur.Denizin profesyonelleri için bu ulaşımı çok zor, zahmetli bir arzudur.Kıbrıslı Türk Erbil Arkın, Antalya’da kendi tersanesinde yapımına baştan sona sahip çıktığı Tempus Fugit (Zaman Uçar) isimli yelkenliyle okyanusu geride bırakma serüveninde mutlu sonu yakaladı.Kanarya adalarından olan Lanzaotti’den 20 Şubat 2014 Perşembe günü 10.30’da yola çıkan Erbil Arkın ve beş arkadaşı, Karayip adalarından Antigua’ya 7 Mart 2014, saat 19.00’da vardı. Antigua’da Falmouth Yat Limanı’na demir atıp karaya ayak basan Erbil Arkın, yaptığı değerlendirmede şunları söyledi:

“Denize aşık birisiyim. Yelkenli ile Akdeniz’de kısa hedeflere yolculuk yaptık çoğunlukla. Okyanusu aşmak istediğimi söylediğim zaman pek çok arkadaşım riskli bir macera olduğunu söylüyordu. Yaşanacak daha uzun bir ömrüm olmasını arzularım ancak hayatta başarmak istediklerim listesinde okyanusu yelkenliyle geçmek belki de ilk sıradaydı.

Hayatımda ilk kez bu kadar uzun süre, 15 gün 11 saat toprağa basmadım. Falmouth Limanı’na girerken kendimden öte Kıbrıslı Türklüğümle gurur duydum... Büyük bir

coşku yaşadım, ‘Yes be annem’ dedim... ‘Yes be annem’i okyanusun ötesine taşıdım...”

Erbil Arkın ve arkadaşları, Tempus Fugit’le 15 gün 11 saatte toplam 3 bin 54 deniz mili yol aldı.

Bir süre dinlenecek olan Erbil Arkın ve Tempus Fugit ekibi, 19–22 Mart 2014 tarihlerinde British

Virgin Adaları’nda yapılacak Loro Piana Rigata yarışlarına katılacak.

News 2 - Hayaldi gerçek oldu

Gurbetçi bir ailenin oğlu olarak gittiği İngiltere’den başarılı bir işadamı olarak döndü Erbil Arkın. Çok yakında Kıbrıs’ta sanat, tasarım ve iletişim alanlarını aynı çatı altında toplayan, ilk ve tek sanat üniversitesi ARUCAD’ı açmaya hazırlanan Arkın aynı zamanda ünlü Fransız heykeltıraş AugustenRodin’in dünyadaki önemli koleksiyonerlerinden biri.

Rodin’in ölümünün 100. yıl dönümünde kendi şahsi koleksiyonunu sanatseverlere açan Arkın, başarının şanstın çok daha öte olduğunu gözler önüne seriyor.

Erbil Arkın 1953 yılında, henüz üç yaşındayken Kıbrıs’ta yaşadıkları ekonomik sıkıntılardan dolayı ailesiyle Londra’ya göç etmek zorunda kalıyor. "Hayatımız Londra’nın doğusunda kurulmuştu. Tipik bir gurbetçi aile hayatı sürdürüyorduk. Babam işçiydi, annem de terziydi yapıyordu. Geçimimizi her ikisi de gece gündüz çalışarak ancak sağlayabiliyorlardı" diye anlatıyor çocukluk günlerini ve öğrenciliği boyunca ek işlerde çalışıyor.

1974'ün ardından, Kıbrıs'ı yeni tanıyan ve adasına âşık bir kişi olarak, bulduğu ilk fırsatta Kıbrıs'a dönüyor. "Hayatta şansın önemli olduğuna inanıyorum. Elbette akıllıca yatırımlarda da bulundum, ama o dönemde 26 yaşında bir genç olarak, hiç bilmediğim otel ve kumarhane işletmeciliği işine girdim. Bu iş tutunca, hiç ardıma bakmadan ilerledim" diye anlatıyor işe atılış sürecini.

Beş, altı yaşlarındayken öğretmenleri sanata ve çizime olan kabiliyetini fark ederek Arkın'ı özel resim derslerine gönderiyorlar.

Rodin sevgisi ise 16 yaşındayken düzenli olarak gittiği Tate Galery'de Rodin'in anıtsal boyutlardaki *The Kiss* heykeliyle karşılaşınca ortaya çıkıyor: "O günden beri Auguste Rodin'e olan hayranlığım artarak devam etti. Günün birinde bir Rodin heykeline sahip olacağım aklımın ucundan geçmezdi" diyor Arkın.

Oysa bugün koleksiyonunda sanatçının insan ölçülerinde yaptığı ilk heykel olan *Age of Bronze* da dahil olmak üzere toplam 20 heykeli bulunuyor. İlk aldığı Rodin heykeli *Head of Lust*. 14 yıl önce Londra'da katıldığı bir müzayededen almış. Londra dışında farklı ülkelerden eserleri topladığını söylüyor. Erbil Arkın koleksiyonunda en sevdiği eserleri ise şöyle sıralıyor: "*Meditation, Vase of the Titans, Eve ve Eternal Idol*".

News 3 - Sanat Aşığı Bir İşadamı

Geçen sene ilk üçte olan Erbil Arkın, dediğini yaptı ve bu yılın vergi rekortmeni oldu. Eski Genel Kurmay Başkanı Cumhurbaşkanı Cevdet Sunay'ın torunuyla evlilik, ilk

casino ve betshop lisansı, Boşanma süreci, turizme dönüş, Colony Hotel, kırmızı şaraplar ve Rodin...

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Bellapais'teki kalesini, ülkede sarı taşı ilk kez kullanarak inşa etti. Üstelik bu evin duvarlarını yalnızca bir usta ve çırağı uzun yıllar süren çalışmalar sonucu yaptı.

AYŞEMDEN AKIN

İtalyan mafya filmlerindeki o ağır-atletik, hoş sesli, karizmatik başrol oyuncularından biri sanki. Baron edası, İngiliz aksanlı Türkçesi ve samimiyetiyle insanın ondan etkilenmemesi mümkün değil. Yarım asırdan fazladır bu dünyada yaşayan Erbil Arkın, heyecanlarını taze tutmayı başarabilen, kendi hayatını en ince ayrıntısına kadar mimar etmiş ve içindeki sanatçı ruhunun peşini asla bırakmamış bir işadami. Entelektüel, klasik tutkunu, dünyanın birçok yeriyle ilgili anlatacak hatıraları olan, yediği lezzetli yemeklerin tatlarını asla unutmayan bir deniz tutkunu... Ülkenin en çok vergi veren adamının evdeydik. Yaşamının ve evinin kapısını bizler için araladı...

BAHİS OFİSLERİNİ SATTI

2005 yılının vergi listesi açıklandıktan kısa bir süre sonra karşılaştığım Erbil Arkın'ı tebrik edip, listenin üst sıralarında göremediklerimiz için ne düşündüğünü

sorduğumda, ayıplayan bir tavırla, “Vergi kaçırmanın önüne geçilse bu ülke çok zengin olur. Bu sene hesaplarda bir yanlışlık var. Birinci olmam lazımdı. Ama seneye birinci ben olacağım.” demişti. Dediği oldu ve Erbil Arkın bu yılın vergi rekortmeni unvanını aldı. Kıbrıs’taki yatırımlarını arttıracaklarını söyleyen Arkın, kısa bir süre önce İngiltere’de bulunan bahis ofislerinin otuz ikisini birden sattı. Yeni girişimlerde bulunmak için proje hazırlığında olan Arkın, bahis şirketlerinden kazandığı parayı hangi sektöre yatıracağı konusu ‘sürpriz’ diyerek kapatıyor.

“CEBİME DEĞİL RUHUMA”

Hayal gücüyle var ettiği mesleğine İngiltere’de mobilya dizayn etmekle başlayan Arkın, bahis ofisler zincirinin ve casino işletmeciliğinin yanında piyasada daha birçok yatırımıyla da biliniyor. İş hayatını kolay kolay bırakacağına benzemeyen Arkın, bundan sonra yatırım yapacağı alanı seçerken ruhuna hitap etmesini ön şart olarak koşuyor. Zevklerinin peşinde bir hayat, artık onun için daha cazip.

“LABOUR OF LOVE”

Her koşulda sanat diyen işadamı, sanata yatırım yapmayı da ihmal etmiyor. Hayatına yeni heyecanlar katmayı seven işadamı, şatosunun çok güzel bir yerine heykel ve resim çalışmaları için stüdyo kurma telaşında. Bellapais Manastırı’na karşı, denizi yükseklerden gören Arkın’ın en büyük ilhamı doğaya ve kadına duyduğu aşk sanırım. Yakında kullanmaya başlayacağı stüdyosunun adı bile hazır. Aşkın işi anlamına gelen “Labour of Love”.

Yatırımlarını sanat alanına da yönlendiren işadami orijinal heykeller için bir servet harcıyor. Rodin'in ellerinden çıkmış heykellere dokunmak ve sanatı hissetmek onun vazgeçilmez tutkularından. Arkın, bu orijinal parçaları İstanbul'daki evinde güvenlik görevlilerinin gözetimi altında muhafaza ediyor.

YA EN İYİ ŞARAP YA DA EN İYİ SİRKE

Uzun zamandır heyecanla beklediği ve yakından ilgilendiği üzüm bağlarını özenle büyüten Erbil, yakında kendi şarabını üretmeye başlayacak. Evinin uygun bir bölümüne özel şarap üzümlerinden minik bir bağ kuran Arkın, aldığı profesyonel destekle kırmızı şarap üretmeye başlıyor. “Ya güzel olmazsa? Bu kadar emek, heyecan boşa gidecek. Sabır işi bu...” dediğimde tam da hayat felsefesini yansıtan cümleyi gülüşerek söyledi:

“En iyisi olana kadar devam. O senenin en iyi şarabı olmasa bile en iyi sirkesi olacağını garanti edebilirim”

“YANDAN BAKMAYI BİLMEK LAZIM”

İşadami, vergi rekortmeni Arkın, yaptığı çoğu işte hep ilk olmayı başarmış ve bununla mutluluk duymuş biri. Anlattıklarına bakarsanız yaşamda karşısına çıkan fırsatları mutlak çoğunluk gibi değil daha ‘yandan’ bakarak değerlendirmiş:

“İlk olmayı severim. Fırsatları iyi analiz edip ne yapmam gerektiğine yandan bakarım. Yani herkesin baktığı açıdan değil, görünmeyeni bulmaya çalışırım. Farklı bakabilmek önemlidir.”

“SARI TAŐI İLK BEN KULLANDIM”

Girne'nin göbeğindeki Colony Hotel'in çizimini kendi yapan Arkın'ın, Kolonyal dönem mimarisine duyduğu hayranlığı içinde yaşadığı her yapıda görmek mümkün. Şuan içinde oturduğu evin dış görünümü de o dönemlere ait. Erbil Arkın, Bellapais'teki kalesini, ülkede sarı taşı ilk kez kullanarak inşa etti. Üstelik bu evin duvarlarını yalnızca bir usta ve çırağı uzun yıllar süren çalışmalar sonucu yaptı. Bütün taşlar ince ayrıntısına kadar işlendi. İlk deneme olarak da şuan misafirlerin kullandığı ev yapıldı. Usta, sarı taşı pırlanta işler gibi kullanarak Arkın'ın yaşadığı kaleyi elleriyle yarattı. Hatta o kadar iyi bir işçilik sergiledi ki ilk yaptığı evi yıkıp yerine yeni misafirhaneyi yapmak zorunda kaldı. Usta şimdi çekiç ve keskiyi yeniden eline almaya hazırlanıyor...

ATLAR, KIZARMIŐ EKMEK VE HELLİM

Günlük hayatından ve rutinlerinden bahseden Arkın, çoğu sabah kızarmıő ekme ve hellim yiyor. Ara sıra İngiliz damarının tuttuđu da oluyor tabii ki. O zamanlarda da kendine İngiliz kahvaltısı hazırlıyor. At sevdalısı Arkın, Çatalköy'deki atlarıyla vakit geçirmeye bayılıyor. Geceleri uyuyamamaktan şikayetçi olan işadamı bol bol televizyon seyrediyor. Bellapais'daki tenis kortunda zaman zaman tenis oynuyor, sağlığına dikkat etmesine rağmen puroyu seviyor, lüks arabalar ve Galatasaray onun tutkuları arasında. Takımının fanatığı olan Arkın, aynı zamanda kongre üyesi.

News 4 - ERBİL ARKIN'DAN ÇARPICI AÇIKLAMALAR!

"PARA DEVLETE TATLI GELDİĞİ İÇİN CASİNO İZİNLERİNİ KISITLAMİYOR"

Erbil Arkın, meslek hayatımda hep tanımak istediğim, merak ettiğim bir iş insanı idi. Geçtiğimiz günlerde The House Restoranda bir araya geldik. Keyfli bir sohbet gerçekleştirdik. Sanata ne kadar düşkün olduğunu ve sanatla iç içe yaşadığını orada gördüm. Kıbrıs Türk insanının imkan verilirse neler yapabileceğini ısrarla söyleyen ve gösteren bir kişi olarak Erbil Arkın, tartışma yaratacak söylemlerde bulundu. KTHY'nin batmasının ardından iş insanlarının bir araya gelerek THY ile kurmaya çalıştığı havayollarının özellikle Pegasus Havayolları tarafından engellendiği ve dönemin ilgili bakanının pasifliğinden kurulamadığını iddia etti. Erbil Arkın, iş insanları açısından adadaki en büyük eksikliğin yatırım yapacak kaynak eksikliği olduğuna işaret ederek, Ankara'dan her iş insanına kaynak verilmemesinden yakındı. Kendisinin ne sağcı ne de solcu olduğunu söyleyen Arkın, hükümet istikrarsızlığına atfen siyasilere, "İş insanlarının çalışabilmesi için lütfen her kim olursanız olun, yerinizde oturun ki biz de çalışabilelim" çağrısı yaptı.

Kuzey Kıbrıs'ta ilk casino lisansı alan, ilk gerçek manada 5 yıldızlı bizmet veren Hotel açan, bet ofisleri adaya getiren kişi olarak kendini tanımlayan Erbil Arkın, kendisini, iş insanı değil, yaratıcı bir kişi olduğunu ve sanata aşık, seyahat etmeyi seven, Kıbrıs aşığı bir kişi olarak nitelendiriyor.

İş hayatında başarılı olmak için tüm yumurtaları aynı sepete koymamak gerektiğini de açıklayan Erbil Arkın, bugün adada Colony, Palm Beach, The House Restorant, bet ofisler, Antalya'da tersane, turizm şirketi, İngiltere'de gof sahası ve daha birçok ülkede

yatırımını olan bir kiři. Arkın'ın son hedefi ise adada gerek anlamda bir Gzel Sanatlar niversitesi amak. Erbil Arkın'ın en gzel szlerinden birisi ise beni etkileyen, “Ben 24 saat iřin bařında oturmak isteseydim gider bir bakkal dkkanı aar ve kasanın bařına otururdum. mr boyu da bir kasam olurdu. Ancak, gvenir ve dođru iř yaparsanız 500 kasanız olur” szleri oldu.

Gurbeti ocuđu

SORU: lkemizin tanınmamıř olmasından dolayı yatırım yapmanın risk olduđu sylenir. Siz yatırım yaparken kaygılanmıyor musunuz?

ARKIN: Bir lkeye yatırım yapıyorsanız ncelikle o lkede yařamaya karar vermiřsinizdir. Kuzey Kıbrıs kendine gre avantajları ve dezavantajları olan bir lke. Benim ailem 1953 yılında İngiltere'ye g etti ve ben orada bydm. 18 yařında ilk kez Kıbrıs'a geldiđim zaman, bir anda bu lkeye ařık oldum. O zaman karar verdim dođduđum bu lkeye bir gn geri dnmeye. 26 yařında da kesin dnř yaptım. Hatta burada geldiđim zaman Trkem de yoktu. Zorluklar ektim, ama bugn yařadıđım hibir Őey iin piřman deđilim.

Casinoculukla iř hayatının iine girdim

SORU: Maddi bir birikimle mi dndnz adaya?

ARKIN: Ben İngiltere'de gzel sanatlar okudum. Kafamda da bařka hibirŐey yoktu, yetenekliydim. Hep burslarla okudum, hafta sonları alıřtım, garsonluk yaptım. niversite okurken fark ettim ki, ya bir đretmen olacaktım ki bunu istemiyordum, ya

da parası olmayan bir sanatçı. Oturup düşündüm ve üniversitede daha çok para kazanabileceğim bir bölüme yöneldim. Endüstriyel Tasarım okudum, daha çok iç mimari ile ilgilendim. Özellikle mobilya ile. 3-4 yıl da İngiltere’de bu işle uğraştım. Colony ve Palm Beach Otelleri’ne baktığımız zaman, resmen benim karakterimi yansıtıyorlar. Kıbrıs’ta iş yapma kararına gelince. İngiltere’de Pup’da içerken bir arkadaşla, sürekli Kıbrıs’a gitmekten bahsediyorduk. O da bana “Hade gel gidelim, ben kurpiyerim, bu işte çok para var. Belki bize bir casino açmak için lisans verirler” dedi. “Tamam” dedim ve geldik. Hiç bilmediğim bir alandı bu. Geldik adaya, devlete gittik, araştırdık, uğraştık. Turizme de katkısı olacağı için, sevabı ve günahı ile casinoculuğu başlattım ben burada. Casino açma lisansını aldım 26 yaşında, yatırımcı buldum. 1977 yılında. Aziz Kent bizden sonra lisans aldı ancak bizden önce Dome Otel’in casinosu ona verildiği için önce o açtı. Bize de Palm Beach verildi. Turizmin çehresi değişti, bavulculuktan, casinoculuğa döndü. Bana gelince, çalışan bir çocukken, bir riske girdim ve işveren oldum. O günden bugünlere geldim. Benim için artık Londra yoktu. Hayatta şans, her zaman için büyük bir etkidir. Şansı itmeniz gerekir. Hayat herkesin önüne bir şans çıkarır, yeter ki onu değerlendirmesini biliniz.

SORU: Palm Beach’de sadece casinoyu mu aldınız?

ARKIN: Önce casinoyu aldık, zaman içerisinde baktılar ki biz daha ciddi bir servis istiyoruz. O zamanlar Palm Beach OTEM idi ve batıyordu. Oteli bize vermeyi teklif ettiler. Biz de oteli alıp ciddi bir yenilemeden geçirdik. Çok başarılı da olduk. Ortağım tabii ki önde idi. Alman bir ortağım vardı, ben o zamanlar daha 26 yaşında bir gençtim. (Tabii Palm Beach zaman içerisinde birçok el değışitirdi ve en son yine ben aldım).

Cevdet Sunay’ın torunu ile evlendim.

SORU: Palm Beach'den sonra yatırımlarınızı nasıl şekillendirdiniz?

ARKIN: Bize gelen müşteriler vardı. Bir tanesi de Cevdet Sunay'ın (Türkiye'nin 5'inci Cumhurbaşkanı) torunu idi. Palm Beach'e gelip giderlerdi ve Cevdet Sunay'ın torunu Fatoş hanım ile bir birimize aşık olduk ve evlendik. 1980 yılında evlendikten sonra, Sunay Paşa daha hayattaydı, Fatoş Hanım'ın babası Türkiye'de çok itibarlı bir iş insanı idi. Babası bir gün beni bir köşeye çekti ve "Erbil bak, sen artık bu ailenin bir parçasısın. Biz askeri bir aileyiz, eski bir Cumhurbaşkanı ailesiyiz. Hade sen bu işi bırak da beraber bir iş kuralım" dedi. Ben de eşimi çok seviyordum, teklifini kabul ettim ve Palm Beach'deki hisselerimi sattım. O zaman Elf Motor yağlarını kurduk. Mağusa yolunda teneke imalat tesisi ve motor yağı imal edip tüm Türkiye ve Orta Doğu'ya satıyorduk. 9 yıl boyunca bacanağım ile bu işi yaptık. O da başarılı gitti. Daha sonra o şirketi de sattık. Aşk bitince Fatoş Hanım ile boşandık, bu süreçte çok güzel bir oğlumuz oldu.

5 yıldızlı servisi adaya biz getirdik.

Benim her zaman içimde otelcilik aşkı vardı. Öğrencilik yıllarımda İngiltere'de bulaşıcılık, garsonluk hepsini yaptım para kazanmak için. 18 yaşında frank giyip garsonluk yapmak bana kaliteyi aşıladı, kaliteli iş yapmayı. Bu yaptığım yan iş, benim hayatıma yön verdi. Boşandıktan sonra ben hemen eski işimi aradım ve Dome'a ortak oldum. Ancak içimde hep bir otel sahibi olma arzusu vardı. Araştırmalar sonucunda 1996 yılında Colony'i yapmak için yola çıktık ve 2002 yılında ortaklarımızla beraber oteli bitirebildik. O dönemde Kıbrıs'ta 5 yıldızlı servis yoktu otellerde. Gerçek manada 5 yıldızlı servis yapan bir otel olursa başarılı olacağına inandım ve bunu da kanıtladım.

5 yıldızlı servisi hakkını vererek Kıbrıs'a getiren biziz. Bir de burasının özelliği şehir oteli olması.

Para için değil, başarı için iş yaptım.

SORU: İş hayatındaki başarıyı size getiren Colony oldu diyebilir miyiz?

ARKIN: Hiçbir şey bir anda olmaz. "Aniden yükseldi" diye birşey yoktur. Geçmişe bakacaksınız. Kaç yıl çalıştım ben o noktaya gelebilmek için. 13 yaşından bu yana çalışıyorum. Yani, "bir gecede başarılı oldu" söylemi bende 30 sene sürdü. O nedenle hiçbirşey bir gecede olmaz. Birikim yapıyorsunuz, doğru kararlar veriyorsunuz. O doğru kararlar mükafatı getiriyor size. Kademe kademe hayatımı ilerlettim. Colony da bunun bir parçasıdır. En son da Palm Beach'i geri aldık. Doğru işi yaparsanız hayatta, mükafatını alırsınız. Ben hiçbir zaman para için iş yapmadım, başarı için iş yaptım. Başarıdan sonra zaten para gelir, mükafat gelir.

Benim gibiler Ankara'da birşey yapamaz, o yüzden dev yatırımları başkaları yapıyor.

SORU: Bugün turizmin geldiği noktayı nasıl değerlendiriyorsunuz? Türkiye'deki darbe girişiminin de sektörü ciddi oranda etkilediği söyleniyor.

ARKIN: Bayağı sarsıntı içinde şu anda sektör. Turizm dışı bağlı olduğu için dış faktörlerden ciddi manada etkilenir. O nedenle gerçekten zor bir sezon geçireceğiz, belki iki sezon geçireceğiz. Türkiye'nin sıkıntılarını hayda hayda yaşayacağız burada. Bir de rekabet içerisindeyiz. Onlar kadar iyi servis verebilir miyiz. Ulaşım konusunda yeterli miyiz, değil miyiz? Ama sonuçta biz Kıbrıslıyız, işimiz burada, onun için

katlanacağız, mümkün olduğu kadar yapacağımızı yapacağız. Duyduğuma göre çok sıkıntılı oteller var. Ankara'dan güzel paralar bulup bu yatırımları yapanlar etrafta, ki biz Ankara'ya gidip para bulamayız yatırım için. Onlar akıllı biz değil miyiz? Ben de yapamaz mıydım o yatırımları, ama kaynak nerede. Kıbrıs'taki bankalar mı? Mevduatlar mı? Ben Erbil Arkin olarak veya benim gibiler gidip Ankara'da hiçbirşey yapamazlar. Onun için dev yatırımları başkaları yapıyor. Ben herşeyi kendim yaptım. Yatırımcılar bularak. Colony'i yaparken bizim Kalkınma Bankası'ndan 600 bin dolar aldım. Yani devede kulak. Ortaklar vardı Colony'de ama zaman içerisinde tüm hisseleri satın aldım. Şimdi Palm Beach de, Colony de tamamen benim. Devlete para tatlı geldiği için casino izinlerini kısıtlamıyor.

SORU: Otelcilik dışında adada ne gibi yatırımlarınız var?

ARKIN: İki tane casinomuz var. Otellerimiz var. İngiltere'de betting dükkanlarımız vardı. Adada bu işi ben başlattım. Ancak ne yazık ki devlet bu işte kontrolü sağlayamadı. Çok fazla lisans veriliyor gerek casino, gerekse bet ofislere. Biz sürekli kısıtlama yapmaları konusunda uyarıyoruz ancak ne yazık ki devletin aldığı para tatlı geldiği için bunu durdudamıyorlar. Düşünebiliyor musunuz, 30 casino var şu anda ve 5-6 lisans da sırada. İstedigin kadar da bet ofisi aç. Bu çağda hiçbirşeyi yasaklayamazsınız ancak mutlaka kontrol altında tutmalısınız, bu kadar aşırı derecede bet ofis ve casino bence doğru değil.

Tüm yumurtaları aynı sepete koymayacaksınız.

İngiltere'de 34 bet ofisi açtık. Güzel paraya sattık zamanında. Orada golf sahamız var. Türkiye'de turizm ofisimiz var. Tekne sevdiğim için de tersanem de var Antalya'da.

Kısacası, iş yapacaksanız, tüm yumurtaları aynı sepete koymayacaksınız. Lübnan'da yatırımımız var, şimdi Karayip'lere bakıyoruz. Ben sadece Kıbrıs'a bakmıyorum. Varlığımın önemli bir parçası da yurt dışındadır.

Bulli projemize lütfen destek verin.

SORU: Sizin bir de "Bulli" projeniz vardı bildiğimiz kadarıyla?

ARKIN: Kedimi hiçbir zaman iş insanı olarak görmedim. Ben kendimi halen 20 yaşında bir sanatçı olarak görüyorum. Sanatı çok seviyorum ve eksikliğini hissediyorum, otellerimi hep ben dokore ettim, The House u da öyle. O nedenle sanatsal tarafımı devam ettireceğim bir işe girdim ve The House Restoran altına bir sanat galerisi açtım. 22'inci sergiyi açtık şu anda. İngiltere ve İstanbul'da görmüştüm. Boyanmış inekleri dağıtıyorlardı sokaklara. Ben de burada Kıbrıs'ın simgelerinden biri olan bulliden 300 adet maket yaptırđım. Geçen ay burada bir work shop yaptık ve yaklaşık 40-50 adet bulli boyandı. Kişilere, sanatkarlara, politikacılara, ilgi gösteren herkese bir bulli maketi veriyoruz ve "ne isterseniz yapın. Kesin, boyayın bize geri verin" diyoruz. Ekim ayı içerisinde ne kadar bullu yapıldıysa bunları The House önünde sergileyeceğiz. Bir nevi Kıbrıs'ı göstermek için. The House'u aldığım zaman koruma altında idi ve eski bir ev idi. O nedenle biz de burayı dizayn ederken bir evde olan ne varsa onu kurgulayarak yaptık. Eski Kıbrıs evlerinde bulli de beslenirdi. Biz de The House da, eksik olan ne var? diye düşündük ve bulli olduğunu gördük. Aşağıda bir bulli odamız oldu. Bu bulli maketlerimizi Türkiye'ye, Günye Kıbrıs'a da gönderiyoruz. Hocalar gelip burada yapıyor. Ekim ayında bir work shop daha olacak burada. Herkesi buraya davet ediyoruz. Lütfen gelsinlerkatkı koysunlar. Bu bullilerden elde edilecek gelir, Suriyeli çocuklara bağışlanacak.

Bazen keyif, para getirir.

SORU: Sizin bir de şarap sevdanız var ve üzüm üretip şarap yapıyorsunuz. Bu nasıl başladı?

ARKIN: Şarap işine, Kuzey Kıbrıs halkına sadece Mehmetçik’de üzüm olmadığını kanıtlamak için girdim. Eskiden Limasol’da tüm bağlar Tüklerin elinde idi, dolduruyorlardı üzümleri kamyonlara ve Rumlara satıyorlardı. Onlar da şarap yapıyordu. Neden onlar yapsın, neden, neden? Benim Bellapais’de yerim vardı ve oraya bağ ekdim, şarap yapmaya başladım. Başlangıçta sirke gibi idi ama, şu anda iddialı bir noktaya geldik gibi. Yılda bin 500- 2 bin şişe yapıyoruz. Genelde satmam, kendi bünyemizde tüketiyoruz. İsbatlamak istedim. Kuzey Kıbrıs’ta bir restoranta gittiğiniz zaman yerli şarap dendiğinde TC şarapları gösteriliyordu. İstedim ki bizim de yerel şarabımız olsun. Bunun olabileceğini kanıtlamak istedim. Keyf bazen kar getirir. Hayat sadece iş, ofis, “iş açayım para kazanayım” modunda değildir benim için. Bunu görüyorsunuz sanırım.

Güvenmeyi bilmezseniz tek kasalık bir insan olursunuz.

SORU: Çok faal bir kişisiniz, sürekli seyahat ettiğinizi biliyoruz. 24 saat işinin başında olan birisi değilsiniz anladığımız kadarıyla.

ARKIN: Ben 24 saat işimin başında olacaksam tüm bu işleri bırakıp bir bakkal dükkanı açar, kasanın başında otururdum. Yani mentalite olarak anlatıyorum size. Başarı istiyorsanız, insanlara güvenmesini bileceksiniz. Güvenmeyecekseniz, bakkal dükkanı açıp, kasanın başında oturun ve hayatınız boyunca “tek kasalık” bir insan olun.

Güvenerek, tedbirinizi alarak iş yaparsanız da, 500 kasalık bir insan olursunuz. Ben şirket olarak kaç kasamız var bilmiyorum. Ama Kıbrıs'taki şirketlerimizde çalışanlarımızın sayısı bin 250 civarındadır. Benim en büyük gururum, şirketlerim bünyesinde on yılı aşkın süredir çalışan kişinin 140-150 kişi olmasıdır. Bizler gerçek 5 yıldızlı oteliz bu adada Colony olarak. Bizim üzerimizde servisin halen Kuzey veya Güney'de yoktur tahim ederim. Bizden çıkan garson kaptan, yiyecek içecek müdürü oluyor başka otelde. Bunlar benim için gurur kaynağıdır.

News 5 - Arkın "Kıbrıslı Türkler için kazandım".

İspanya'da Palma de Mallorca Uluslararası Süper Yat yarışmasında Erbil Arkın, Tempus Fugit'le, ilk sırayı aldı... Arkın, başarıyı Kıbrıslı Türkler adına sahiplendiğini söyledi.

"Denizle barışık olursanız, denizde kazanan olursunuz..." Denize olan tutkusuyla bilinen Kıbrıslı Türk iş adamı, Arkın Group Yönetim Kurulu Başkanı, ekibiyle birlikte bir büyük başarıya daha imza attı. Arkın, okyanusu geçtiği Tempus Fugit isimli, teknesiyle 22 – 25 Haziran tarihleri arasında İspanya'da gerçekleşen Palma de Mallorca Uluslararası Süper Yat yarışında, kendi klasmanında üç yarıştan iki birincilik, bir ikincilik elde ederek birincilik kupasının sahibi oldu. Diğer klasmanlarla birlikte değerlendirme yapıldığı da ise Tempus Fugit, 27 tekne arasında ikinci sırada yer almayı başardı. Başarı pek çok faktörün buluşmasıyla gelir Elde edilen başarıyı değerlendiren Erbil Arkın, şunları söyledi: "Denizde yarışın çok farklı bir hazzı var. Bir söz var, "Denizle şaka olmaz." Denizde barışık olursanız, denizde kazanan olursunuz. Bu denizle bağlantılı her konuda geçerlidir. Yat yarışında başarı için pek çok faktörün uyumlu bir şekilde buluşması gerekir. En başta tekneniz, o yarış her

bakımdan hazır olacak.Tekneniz dayanacak.Tekneniz tamam olurken ekibiniz de tamam olacak.İspanya’da ki yarış öncesi Palma de Mallorca Uluslararası Süper Yat Yarışmasında bizi birinciliğe taşıyan ekip 18 kişi den oluşuyordu. Tam uluslararası bir ekiptik. Ekipte İngiliz, Hollandalı, YeniZelandalı, İskoçyalı ve Avustralya’dan işinin uzmanı arkadaşlarımız vardı. Takım ruhuyla bütünleştik, yarıştık ve kazandık” İspanya’daki yarış öncesi 8-11 Haziran 2016 tarihleri arasında Dünyaca Ünlü Uluslararası Regatta Loro Piana Süper Yat Yarışmasına Katıldıklarını anlatan Arkın, şunları söyledi: “O yarış bizler için ekibin kendini sınaması bakımından işe yaradı. 25 tekne arasında yedinci sırada yer aldık. Yarışı izleyenler iddialı olduğumuzu açık bir şekilde ifade etti” Oğlum Sinan şans getirdi...

Erbil Arkın, akademisyen oğlu Sinan Arkın’la ilk kez bi yarışta birlikte olduklarını işaret edip, “Her baba, oğluyla başarı elde etmek ister... Bu hayatın her alanında geçerlidir. Oğlum Sinan’la aynı yarış ekibinde olmak, zorlukların üstesinden gelmek ve birinci olmak bana ayrı bir mutluluk verdi. Sinan’ın bize şans getirdiğine inanıyorum” dedi. Tempus Fugit’le başarılı olmanın anlamı büyük Yirmi yedi metre boyunda, ahşapla mineden inşa edilen Tempus Fugit’e Erbil Arkın çok derin duygularla sahip çıktığını söylüyor. Bu sahiplenme derinliğini Arkın, şöyle özetledi: “Tempus Fugit, bir başkasında satın aldığımız bir tekne değil... Tempus Fugit, Antalya’da bize ait Arkın Pruva tersanesinde yapıldı... Tasarımın da dünyaca ünlü Robert Humphreys’in imzası var. Tasarımından, inşasındaki son aşamaya kadar, en küçük işçiliğine kadar tanık oldum, yaşadım... Tempus Fugit’le okyanus geçtim. Günlerce kara görmeden seyahat ettim. Fransa’da, İtalya’da, İspanya’da, Amerika’da New York’taYarışlara katıldım. Küçük bir adanın insanı olarak dünyanın büyüklüğünde, denizlerde, okyanuslarda var olmak, ülkem ve insanımı düşünerek beni mutlu ediyor. İnsanoğlu ölümlüdür. Kıbrısımızın, KıbrıslıTürklerinizlerini değişik

alanlarda dünyaya taşımının heyecanı tanımlanamaz.” Arkın, Eylül ayında Fransa’da Gerçekleşecek olan Uluslararası LES VOILES DE ST TROPEZ Yarışmasına katılmayı hedeflediklerini de açıkladı.

News 6 - Erbil Arkın

Hayatta kendi renklerini yakalamış ve yaşam mücadelesinin en büyük hediyesi olarak sanatı kendisine hediye etmiş Kıbrıs sevdalısı, dünya insanı Erbil Arkın. Dile kolay 62 yıl ruhunda sanatla var olan bir yaşam anlayışına sahip; varlıklı olmaksızın var olmak.

Merhabalar;

08.12.2001 tarihinde yaşamımın 27. yılında bence sanat en iyi hediyedir insanoğluna dedikten el emeği göz nuru bir resim hediyesi almıştım. İçinde rengarenk düşünceler olan... O günden beri hayattaki rengimi yakalayabilme umuduyla baktım her doğan güne.

Ve yıllar geçti aradan aklımın ucunda bile olmayan bir malikanenin kapılarını araladığımda beynimdeki tüm renkler anlam buldu adeta ruhum tazelendi. Karşımda duran kişi ünlü heykeltıraş François-Auguste Rodin’in 1860’lı yıllarda yaptığı eserlerine dokunan bir elin dokunuşu ve bakışlarında gözyaşlarını yazıya akıtan İrlanda edebiyatının unutulmaz ismi Samuel Barclay Beckett’in bilgeliği ile Akdeniz insanının sıcak iklimi ve misafirperver duygularıyla malikanesinin ve ruhunun güzelliklerini benimle paylaşan Erbil Arkın’dı.

Hayatta kendi renklerini yakalamış ve yaşam mücadelesinin en büyük hediyesi olarak sanatı kendisine hediye etmiş Kıbrıs sevdalısı, dünya insanı Erbil Arkın. Dile kolay 62 yıl ruhunda sanatla var olan bir yaşam anlayışına sahip; varlıklı olmaktansa var olmayı tercih eden ve başaran güçlü bir kişilik.

Ona iş adamı Erbil Arkın dediklerinde “Kim o! Benden mi bahsediyorsunuz” diyerek kendisini bir iş adamı olarak görmediğini ifade eden Erbil Arkın “hayatımdaki en önemli şeyler sanat, denize olan aşkım birde Kıbrıs’a olan sevdamdır” diyor. Bir acı kahvenin 40 yıl hatırı var diyerek kahvelerimizi yudumlararken Bellapais Manastırı ve Girne’yi çevreleyen uçsuz bucaksız masmavi Akdeniz sohbetimizi daha da keyifli hale getiriyordu. Adeta Pitoresk bir seyahat oldu benim için Erbil Arkın’ın malikanesinde ki paylaşımlarımız.

Erbil Arkın, adaya yıldırım gibi düşen bir sanat iksiri olsa en çok mutlu olacak isim. Gelin el birliği içerisinde sanat için yapılacak her şeye varım. Sanat müzeleri açılın arsalarını ben veriyim diyecek kadar iştahlı ve istekli.

1953 yılı Erbil Arkın...

1953 yılında 2 yaşında iken Annesi Havva Hanım, 3 ve 5 yaşındaki kardeşleri Ahmet ve Nazemin ile birlikte uzun bir gemi yolculuğuna çıktılar. Sadece eski Türkçe bilen cesur yürekli anneleri ile bir çatı kurmak ve karınlarını doyura bilmek için Londra’daki babası Mehmet Bey’in yanına giderler ve kıran kırana bir hayat mücadelesi ve zorluklarla hazırlanılan bir hayata adım atarlar. “Zorluklarla büyüdüm, burssuz hiçbir zaman yaşayamadım” diyen Erbil Arkın yaşamda başına gelen her şeyi bir değer olarak cebine koymayı bilmiş. Anne ve babasına duyduğu hayranlık, derin saygı ve

sevgisini “ne yaparsam yapıyım onların yaptıklarının yerini dolduramam, onların yeri kilometrelerce sonsuz” diyerek ifade ediyor. Güzel sanatlara çocukluğundan beri ilgisi vardı. Bormley’de güzel sanatlar kolejinde ve Leicester Üniversitesi’nde Endüstriyel tasarım bölümünde okudu. Eğitim hayatını zorluklarla tamamlamayı başarıp Mobilya ve İç tasarım konusunda uzmanlaştı.

1969 Yılı Kıbrıs’a Dönüş

Bir Devrimdi Erbil Arkın İçin

2 yaşında henüz çocukken veda ettiği Kıbrıs’a 18 yaşında geldiğinde gözlerine inanamadı. Ben böyle bir yerde mi doğdum, bir devrimdi benim için. Büyük aşk, Akdeniz sevdası 18 yaşında oldu Lefkoşa’dan boğazdan dönüp Ağustos böcekleri, palmyeler, hurmaların arasında Girne’yi görmek beni çok etkiledi. Kıbrıs’ın ışığı çok büyük. Fransa’da Provence ‘de ressamların yakaladığı ışık bu cennet adada var.

Çark Döner Hayat Döner Dünya Döner

İngiltere’den Kıbrıs’a gelip işini nadir başarabilen isimlerden biriside Erbil Arkın oldu. Adaya uygulanan ambargolar ya da başka hiçbir şey onu inandığı yoldan döndürmedi. Kıbrıs vergi rekortmeni oldu; Kıbrıs’ta iş yaptı, bulduğu fırsatları çok iyi değerlendirdi hatta günü geldi Kıbrıs’ta ilk çalıştığı yer olan Mağusa da ki Arkın Palm Beach Hotel’in sahibi oldu. Kıbrıs’ta emsalsiz bir otelcilik geleneğinin kurucusu ve öncüsü Erbil Arkın kendisiyle başladı, ne yaptıysa kapıdan ilk adımı yalnız attı şuan binin üzerinde insan çalıştırmanın gururunu yaşıyor ve çalışanlarıyla da gurur duyuyor. Ana kuralı ise ne olursa olsun maaşlar ödenecek. Ekibine mükemmelliği

aşladı, sorumluluklar verdi.” Bir çubuğu çok rahat kırabilirsiniz, yirmi taneyi çok zor ama sinerji içerisinde...” En iyi için mücadele eden iyi bir ekip ruhuyla kendini mükemmelliğe adanmış bir ekip standardı oluşturdu. Küçük detaylar Erbil Arkın için çok değerli.

Otellerinin iç mimarisinden temizliğine, ampulünden pizzasına kadar her detayla kendisi ilgilenecek şekilde üretip estetik ve güzelliğiyle ruhuna hitabeden bir anlayışın uygulatıcısı oldu. İlk olmayı ve farklı bakmayı, gidilecek yolu ve ışığı göstermeyi bildi. Yaptığımız ticarete pratikte de teoride de elde ettiğiniz karı maxsimize etmek ana kuraldır ama estetik tarafında sizi mutlu etmesi çok önemlidir. “İnsan sadece kalbi ile doğru dürüst göre bilir. Önemli olan Göze görünmeyen şeylerdir”

“Sözünüzü balla kesebilir miyim Alper Bey” diyen Erbil Arkın en iyisi olana dek uğraşırız. Kabiliyetlerimiz var ama bunu en üst seviyede göstermeliyiz. Pizza ise en iyisi, dikkat ise farkında olmak ve görmek ise evet bir ampulün bile ışığı geçmiş olmayacak.

Samuel Beckett Der ki;

“Hep denedin, hep yenildin. Olsun yine dene yine yenil, daha iyi yenil”

Gençlere Erbil Arkın’dan Altın Öğütler

Bundan 20 yıl önce hayatımda unutamadığım bir andı benim için. Bir kız çocuğu hayvanları otlatıyor ve kitabını okuyor. Ülkemizin gençleri çok değerli. Dürüstlük içerisinde hedeflerinizi koyup hayallerinizin peşinde koşun. Hedefleriniz ve

hayalleriniz göklerde olsun, yıldızlar olsun, bayır olmasın. Belki yıldızlara dokunamayacaksınız ama bir bakmışsınız dağın zirvesindesiniz. Geldiğiniz yere inanamayacaksınız. Yurt dışına çıkan gençlerimiz görerek, yaşayarak vizyon sahibi bir şekilde adaya geri döndüklerinde o görgü, bilgi ve deneyimi artı değer olarak getireceklerdir.

Zorlayacaksınız

İnanacaksınız

İnsana yatırım yapacaksınız

İstikrar ve İnatla yolunuza devam edeceksiniz.

Hayatta Ana Felsefesi

Bir problemin içerisindeysem kendimi çekip yandan, dışarıdan bakarım. O bakış benim karar mekanizmamda çok önemli bir yer tutuyor. Dönme dolabın içinden kendinizi çıkarıp yandan baka bilmeyi bilmelisiniz. Girdiğim işlerde açık gözle görebilmek daha net yorumlar yapabilmek için bu husus çok önemlidir. Dışarıdan ve yandan bakmasını bilin. Kendinizle barışık olun.

Arkın Soy ismi eşittir kalitedir bu işte Erbil Arkın imzası var demektir.

Daima ile Erbil Arkın'ın Sonsuz Deniz Aşkını

Okyanuslara Sevdalı Bir Ömür

“Gideceğim oraya, koyulacağım yola, gökyüzünün güzelliklerini görecekim, yıldızları yeniden görecekim”

“Bir açık deniz, yüreğimde limanlar”

Hadi be sende hayat denizlerde

Her nefeste hayat hem de doğal renginde.

Akdeniz’e olan sevdası Akdeniz’in en büyük adalarından biri olan Kıbrıs’ta başlayan deniz aşkını okyanuslara taşıdı. 6 hafta charter deniz seyahati yaparken denizlere olan tutkusu ve aldığı büyük haz sonucunda kendisine bir tekne yaptırmaya karar verdi, istediği tekneyi yaptırmak için tersaneye gittiğinde istediği kalitede ve özelliklerde tekne yapılamayınca tersaneyi alarak kendi teknelerini imal etmeye başladı.

37 metrelik Daima isimli guletinde iç tasarımından dizaynına, arma ve dış tasarımına lüks ve konforuna dek en ince ayrıntıların hayat bulduğu hız ve performansı ile yelkenli gulet teknelerine örnek olabilecek öncü, farklı ve hızlı guleti Daima ile 21.si düzenlenen Bodrum kupası uluslararası yelkenli yat yarışlarında da genel sıralamada 1.lik kupasını almayı başardı, Regatta bayrağını aldı ve Daima’nın ünü okyanusları aştı.

Erbil Arkin, “her şeyin çırağım, hiçbir şeyin ustası değilim” diyerek tevazu gösterse de atlardan pilotluğa ve şimdilerde ise malikanesindeki küçük üzüm bağlarında 3 yıldır en iyi şarap olana kadar diyerek “en iyi şarap olmasa da en iyi sirke olur ama bir gün

en iyisi olacak şansımız tutacak Kuzey Kıbrıs'ta en güzel şarabı mutlaka üreteceğim” diyor. 5 dönümlük bağında garajier sınıfında şaraplar üretiyor.

Bu sınıf dünyanın en harika şaraplarının çıktığı bir sınıftır. Benim şaraba olan tutkum hobimdir. Mevsim şartlarından tutunda en ince ayrıntılara kadar hassasiyetlerin şans ile de birleşmesi gerekir.

Erbil Arkın'ın mahseninde dünyaca ünlü şarap markalarından da görülmeye değer bir koleksiyonu var. Kokusu lezzeti ile şarap bir kültürdür, yaşam gustosunun vazgeçilmezlerindedir. Yıllandıkça olgunlaşır, güzelleşir. Tadı ruhunuzda derin izler bırakır, kokusu karakterli bir parföme benzer, Şarap asil bir kadın gibidir.

Aşkın İşi

Üniversite zamanında resim çalışmaları yapan Arkın şimdilerde ise malikanesinin bahçesinde Aşkın işi isimli stüdyosun da Nü, yağlıboya ve insan üzerine her şeyi unutacak kadar büyük bir istekle resim yapıyor. Onun kadrajında Arkın imzasını taşıyan her şey sanata duyarlı saygı ve sevgi ile insanla bütünleşiyor.

“İçten gelen duyguları her zaman kasların hareketliliğiyle vermeye çalıştım... Yaşam olmadan sanat da olmaz.” Auguste Rodin

“Eğer gerçeklik ölürse, benim Balzac heykelim gelecek kuşaklar tarafından parçalanacaktır. Eğer gerçeklik yok edilemezse, eserimin dünya yüzünde kalıcı olacağını düşünüyorum. Şimdiye kadar alay konusu olan ama yıkılamayan bu heykel, benim tüm yaşamımın en büyük başarısı, estetiğimin temel direğidir. Onu tasarladığım

günden bu yana yepyeni bir insan oldum” diyen Auguste Rodin Benim yürüdüğüm alan tarihin en eski antik devirleridir. Geçmiş bugüne bağlamak istiyorum; bellekte kalan anılara geri dönmek, onları yargılamak ve eksiklerini tamamlayabilmek. Semboller insanlığa yol gösterir onların yalanı yoktur”

Dünyaca ünlü heykeltıraş almış olduğu nişanlarla, düşünen adam, Balzac, Victor Hugo, Van Gogh, Cehennem kapısı, üç gölge, düşen adam, Adem, Havva, kaçan aşık, diz çökmüş kır perisi ve diğer eserleriyle heykel sanatına damgasını vurdu. 17 yaşında tanıştığı heykel ile 1840 yılında başlayan yaşamı 1917 yılında sona erdi, eserleri ise sonsuzluğa... Erbil Arkin'in da 17 yaşında heykel ile tanışan Rodin'e ne büyük tesadüftür ki 17 yaşından beri hayranlık duyuyor. Dünyaca ünlü heykeltıraş'ın heykellerini toplayarak büyük sanatçıyı eserleriyle yaşatmaya devam ediyor.

Düşünceleri ile Gececi Olan Bir İsim

İki ay, dünya ve taş dönüyordu. Güç kuvvet ve bereket güneş ve toprağa dokunmuştu gün ışıdığında.

Gecenin sessiz ve sakin saatlerinde çok şey düşünen, sabahları kanaryası ile kahvaltı yapmaktan hoşlanan Erbil Arkin uçsuz bucaksız plajları, yeşili, Karpaz'dan Mağusa'ya, Lefkoşe'den Girne'ye cennet adayı yaşamak, birbirinden ilginç köylerini gezmek, adaya özgü lezzetlerin sunulduğu restoranlar, muhteşem manzara, iklimi, Akdeniz insanının sıcak kalbini yaşamalısınız. Sadece benim bildiğim Girne'de 24 tane ilginç restoran var gerisini siz düşünün.

Bellapais'ten Girne'ye doğru baktığımızda Akdeniz'in o cennet adası güzelliklerini size cömertçe sunar. Gelin ve Kıbrıs'ı tarihiyle kültürüyle, bilinmeyen güzellikleriyle keşfedin diyor. Memleketine sevdalı, gemisini kurtaran kaptan olmayı tercih etmeyip en büyük miras insana değer, saygı ve sevgidir, insanlıktır diyerek farklı hayat çerçevesinden ilklerin kendine özgü dokunuşların ve farkındalığının farkında olan bu özel isim sanata sevdalı, denize aşık koca bir çınar misali kökleriyle Kıbrıs'ına tutkun, sanatsal projelerin bir ülkenin, bir şehrin marka değerine büyük katkıları olacağına inanan Arkın sanatın gücünün o şehre, o ülkeye, apayrı bir ruh ve anlam kattığına inananlardan.

Godot'yu beklerken isimli eseriyle dünya çapında bir üne sahip olan İrlandalı Edebiyatçı Samuel Beckett'e olan ilgisi, ünlü heykeltıraş Rodin'in izinde bir hayat ve yıllar Erbil Arkın'ı büyüttü, düşündürdü, gün geldi masum bir çocuk yaptı, gün geldi baba ama onun hayalleri hep uzundu. Tıpkı 65 yaşında puromun mavi dumanında gülümseyeceğim hayata yeniden der gibi. Sanki kalpten kalbe ilk defa yazıyormuşçasına gönülden masum, sessiz, manalı...

Şansın hep açık kalsın, nice güneşli uzun yıllara Erbil Arkın.

“Eğer bir gün susarsam, bu artık söylenecek hiç bir şey kalmadığı içindir; Her şey söylenmemiş hiçbir şey söylenmemiş olsa bile”

Yıllar geçer ömür biter; söz uçar yazı kalır.

News 7 - Murat Yıldırım Arkın Grup'ta

Deneyimli turizmcisi Murat Yıldırım, Arkın Grup Otelleri Türkiye Satış Pazarlama Koordinatörlüğü görevlerine atandı.

İSTANBUL - Türk turizminin deneyimli isimlerinden Murat Yıldırım The Colony ve Arkın Palm Beach Otelleri Türkiye Satış Pazarlama ve Arkın Messe Touristic Seyahat Acentesi Koordinatörlüğü görevlerine atandı. Murat Yıldırım görevlerini Arkın Group İstanbul Satış Ofisinde sürdürecektir.

MURAT YILDIRIM KİMDİR?

Turizm Meslek hayatına 1987 yılında Didim Turizm’de başlayan Murat Yıldırım, Jolly Tour, Galatasaray SK seyahat organizasyonları, Pacha Tours international ve May Ekfun Travel’da Operasyon Müdürlüğü görevlerinde bulundu.

Yıldırım, Yalova Armutlu’da bulunan Erdilli Termal Hotel’de Satış Pazarlama ve Ön Büro Müdürlüğü ve Club İrem Tur’da İç Turizm Müdürü olarak da görev yaptı.

2007-2011 yılları arasında Doğan Holding Kuruluşuna ait Işıl Tur’da E-Ticaret ve İç Turizm Müdürü olarak görev yapan Yıldırım, 2011-2012 yılları arasında KKTC’de Türkiye Pazarı Incoming ve Outgoing Müdürlüğü görevinde bulundu.

ARKIN GROUP HAKKINDA

Arkın Group, Kuzey Kıbrıs ve Türkiye’de ana iş alanları olan otelcilik, turizm ve şans oyunları üzerinde odaklanarak daha geniş bir alana yayılmaya devam ediyor. Kuzey Kıbrıs’ta yeni bir alan olan bahis fırsatlarından yararlanmasından gelen deneyime

sahip bir Dođu Akdeniz kuruluđu olan Arkın Group, dinlenme-eđlenme alanlarındaki girişimlerini bir yandan Avrupa'ya uzatmak, diđer yandan da daha dođuya giderek Azerbeycan, Kazakistan, Kırgızistan, Türkmenistan, Özbekistan gibi Türki cumhuriyetlerine girmek için ideal bir konuma sahip bulunuyor. Kısa bir süre önce Alderney Adası şans oyunlarını kontrol komisyonu tarafından e-kumar lisansı kazanmış olması uluslararası büyümeye dođru önemli bir adım atmasını sağlıyor. Şirket başarılı bir gelecek yaratmak için gerekli deneyim ve uzmanlığa sahip çalışanları, Birleşik Krallık, Batı Avrupa, Türkiye ve Kıbrıs'tan dikkatle seçiyor.

THE COLONY HOTEL

Arkın Group bünyesinde Kuzey Kıbrıs'da The Colony Hotel, Arkın Palm Beach Hotel yer alıyor. The Colony Hotel mimari özelliđi, beş yıldızlı lüks hizmeti içten ve sıcak konukseverliđi ile misafirlerine hizmetini sürdürüyor. Ercan havalimanına 35 dakikalık mesafede olan otel, ticari ve kültürel aktivitelerle iç içe aynı zamanda bir 13. yüzyıl mirası olan tarihi limanı ile Bizans kalesine komđu bulunuyor. Girne'nin kalbinde yer alan otel geniş sütünlü girişleri ve iç mekanları ile Kıbrıs'ın koloni geçmişinin zarafet ve inceliđini kusursuz bir şekilde yansıtıyor.

TERAS KATINDA HAVUZ

Her zevke cevap veren bir kuruluş olan The Colony Hotel'de 94 lüks oda, 67 standart oda ve 27 suit oda bulunmakta. Daha çok İngiliz, İtalyan ve Alman turistin konakladığı otel aynı zaman da Türkiye'den de konuklarını ađırılıyor.

Teras katında yer alan havuz, Girne'nin o güzel manzarasına ve tarihine karşı misafirlerin vazgeçilmez mekanı oluyor. The Colony Hotel'in gazinosu bulunuyor. Geç saatlere kadar eğlenmek isteyenler için Colony Sporting Club imkan sağlıyor.

24 SAAT HİZMET

Otelin oda hizmetlerinde; 24 saat döviz bozma, 24 saat danışma hizmeti, 24 saat oda servisi, 24 saat doktor, hemşire,ve dişi (Talep edildiğinde), kredi kart kullanımı (Visa & Master / Euro Kart), 24 saat güvenlik , günde iki kez oda temizliđi, aynı gün yıkama ve kuru temizleme servisi (Pazar ve resmi tatil günleri hariç), Bir saate ütü servisi , sesli mesaj , odadan ısı kontrollü merkezi klima sistemi, odalarda elektronik kasa (ücretsiz), Odalarda uydu üzerinden internet bağlantısı, interaktif televizyon sistemi, pay TV sistemi, günlük gazete dağıtımı, randevu ile odada masaj, bornoz ve terlik , banyo telefonu, makyaj aynası, ısıtılmalı banyo aynaları, saç kurutma makinesi ve geniş küvet bulunuyor.

ÖZEL İMKÂNLAR

Otelde ayrıca, engelli odaları, bebek bakımı servisi (ücretli), uyandırma servisi, ütü ve ütü masası, kuaför (ücretli), havaalanı transferi (isteđe bađlı ücretli), araç kiralama hizmetleri (ücretli), sigara içilmeyen odalar, mini bar (ücretli), ekstra yatak, çocuk ve bebek yatađı, sađlık ve güzellik merkezi olarak, sauna ve buhar odası, teras katı açık havuz, jimnastik salonu, jakuzi, solaryum (ücretli), masaj odaları (ücretli) gibi hizmetler de bulunuyor. Otel dışı aktivitelerinde Escape plaj servisi ücretsiz olarak sađlanıyor.

TÜRK VE DÜNYA MUTFAĞI

Misafirlerin Piazza Courtyard'da lüks bir Osmanlı atmosferi içinde hafif yemekler ile öğle yemeği ya da Premier Restaurant'ın a'la carte mönüsünden yararlanarak Türk ve dünya mutfaklarının yer aldığı akşam yemeği yemeleri mümkün oluyor. Arzu eden misafirler için hotelin terasında yer alan Vista Terrace Restaurant'ta Akdeniz'in soluk kesici derin maviliği ile Beşparmak dağları'nın görkemine bakarak açık hava da yemek yiyebilirsiniz. Ayrıca Heritage Lounge ve Misty Bar'da piyano müziği eşliğinde hafif lezzetler ve kokteyller tadarak keyifli saatler geçirebilirsiniz. The Colony Hotel'de iş toplantıları ve ziyafetler için, 10-100 kişi arası değişik büyüklükte grupları ağırlayabilecek kapasitede ve isteğe bağlı The James Room ve The Harvey Room olarak iki ayrı toplantı salonu da bulunuyor.

ARKIN PALM BEACH HOTEL

Arkın Gruba bağlı diğer bir otel ise Arkın Palm Beach Hotel. Kuzey Kıbrıs'ın Gazi Magusa şehir merkezinde yer alan ve Ercan Havalimanı'na 30 dakika uzakta olan Arkın Palm Beach Hotel'de Akdeniz turkuazını, altın kumun görkemini, yeşilin doğadaki en güzel tonlarını ve gün batımının sıcak turuncusunu bir arada yaşayabilirsiniz.

EV GİBİ OTEL

Sofistie tarzın ve görkemli iç tasarımın kusursuz Arkın Palm Beach hizmetiyle bulunduğu bir ev hayal edin. Oda temizliğinden vale hizmetlerine, çok özel yemekleri ve kapsamlı concierge hizmetleriyle beş yıldızlı bir yaşamın tadına varıyorsunuz.

Toplam 102 oda bulunan hotel’de 76 standart oda, 26 Suit oda, 5 Suit Grand Palm, 3 Suite Resident, 3 amily Room ve 15 Junior Suite bulunuyor.

HER TÜRLÜ KONFOR

Otelin oda hizmetlerinde; 24 saat döviz bozma, 24 saat danışma hizmeti, 24 saat oda servisi, 24 saat hekim, hemşire ve diş hekimi (talep edildiğinde), kredi kart kullanımı (Visa & Master) 24 saat güvenlik, günde iki kez oda temizliği, aynı gün yıkama ve kuru temizleme servisi (Pazar ve resmi tatil günleri hariç), ütü servisi, odalarda; ısı kontrollü merkezi klima sistemi, elektronik kasa, uydu üzerinden internet bağlantısı, interaktif televizyon sistemi, pay TV sistemi, bornoz ve terlik, banyo telefonu, saç kurutma makinesi mevcut. Bebek bakımı servisi, uyandırma servisi, kuaför, havaalanı transferi (isteğe bağlı), araç kiralama hizmetleri, sigara içilmeyen odalar, mini bar, ekstra yatak, çocuk ve bebek yatağı, limuzin servisi de sağlanmakta. Sağlık ve Güzellik Merkezi olarak; sauna ve buhar odası, açık ve kapalı yüzme havuzu, Jimnastik salonu, masaj odaları, sağlık kulübü barı yer alıyor. Otel dışı aktivitelerinde yat ve bot turları, günlük kültür gezileri de sağlanabiliyor.

KIBRIS VE TÜRK MUTFAĞI

Cascata Restaurant, Lobby Lounge, Surf Bar, Beach Club, Teras Bar, İskele Restaurant’ta Kıbrıs ve Türk mutfağından lezzetleri her zaman tadabilirsiniz.

İş Toplantıları ve ziyafetler için; 150-350 kişilik grupları Great Room’da ağırlayabilir ayrıca Arkın Palm Beach Hotel’in denize sıfır konumda olması nedeniyle, havuz başı

veya kır düğünleri için ayrılan yeşilin her tonunu bulabileceğiniz The Garden'da 3000 kişiye kadar olan tüm organizasyonlarını gerçekleştirebilirsiniz.

News 8 - Sucuoğlu, Arkın Group Yönetim Kurulu Başkanı Arkın ile görüştü.

Çalışma ve Sosyal Güvenlik Bakanı Faiz Sucuoğlu, Arkın Group Yönetim Kurulu Başkanı Erbil Arkın'ı Kabul etti.

Sucuoğlu görüşmede, Bakanlığı tarafından yapılan yapılan tüm açılımların işverenleri ve çalışanları desteklemek yönünde olduğunu ifade etti.

Sucuoğlu, bazı işverenlerin çalışanlarına maaşını tam olarak verirken bazılarının çalışanına sahip çıkmadığını anımsatarak, kriz döneminde çalışanlarına destek çıkan Arkın Group'a sorumlu davranışından dolayı teşekkür etti ve kurumun diğer işletmelere de örnek olmasını diledi.

ARKIN: ÇALIŞANLARI 13 MART'TAN İTİBAREN YALNIZ BIRAKMADIK

Tüm dünyayı etkisi altına alan COVID-19 Salgını nedeniyle Arkın Group olarak çalışanlarına karşı sorumluluklarını ve desteklerini sonuna kadar sürdüreceklerini ifade eden Grup Başkanı Erbil Arkın ise, çalışanlarını 13 Mart tarihinden itibaren yalnız bırakmadıklarını, ilerleyen belirsiz, süreçte de yanlarında olmaya devam edeceklerini söyledi.

Arkın, Arkın Group bünyesindeki bekar çalışanlara 2000 TL, evli çalışanlara 2500 TL, dul ile evli olan çocuklu çalışanlara 3000 TL maddi destek verileceğini belirtti.

Sınırlı nakit kaynaklarının Mayıs sonuna kadar yetebileceğini Bakan Sucuoğlu ile paylaşan Arkın, krizin Mayıs sonrasında devam etmesi ve şirketlerinin faaliyete geçemeyip gelir getirememesi durumunda mevcut durumun Mayıs ayı sonunda yeniden değerlendirileceğini ifade etti.

Covid 19 salgını dolayısıyla yaşanan kriz nedeniyle, şirketlerin faaliyete başlayacağında gelirlerinin kriz öncesine göre ciddi şekilde düşeceğine dikkat çeken Arkın, Arkın Grup olarak mevcut kadrolarında ve çalışma saatlerinde ciddi bir kısıtlamayla yeniden faaliyete girme beklentisi içinde olduklarını, yaşanan bu zorlu süreçte ailelerinin yanına dönmek isteyen çalışanlarına da yardımcı olmaya çalışarak tedbirli davranmaya devam edeceklerini sözlerine ekledi.

News 9 - 'Arkın Group sahibi Erbil ARKIN'dan Girne Belediye Başkanı Nidai GÜNGÖRDÜ'ye AÇIK MEKTUP

Arkın Group sahibi Erbil Arkın, ülkemizde her geçen gün artan reklam tabellarının görüntü kirliliği yarattığını bundan da en fazla Girne'nin etkilendiğini vurgulayarak Girne Belediye Başkanı Nidai Göngördü'ye...

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başlatmasını talep etti Arkın Group sahibi Erbil Arkın, Girne Belediye Başkanı Nidai Güngördü'ye basın yoluyla açık mektup göndererek son yıllarda giderek artan görüntü kirliliğinden de ciddi derecede rahatsızlık duyulduğunu ifade etti. Arkın, yol kenarlarına, çemberlere, dağ yollarına asılan ışıklı ışıksız tabelalar sadece trafikteki sürücülerin dikkatini dağıtıp kazalara davetiye çıkarmakla kalmayıp adamız florasına ciddi derecede zarar vermekte ve gelişmekte olan çağdaş bir şehre yakışmayacak derecede görüntü kirliliğine sebebiyet vermekte olduğunu vurguladı. Girne'mizin dokusunu bozan yüksek katlı binaların da büyük bir sorun teşkil ettiğini ve gelecekte de edeceğini belirten Erbil Arkın, bu konularda Girne Belediye Başkanı Nidai Güngördü'ye daha fazla geç kalınmadan adım atılması çağrısı yaptı. Erbil Arkın'ın açık mektubu şöyle:

“Arkın Group sahibi Erbil ARKIN'dan Girne Belediye Başkanı Nidai GÜNGÖRDÜ'ye AÇIK MEKTUP

Sayın Başkanım,

Bireysel olarak çevre ile ilgili konularda gelişmiş olan hassas tavrımı şirketler topluluğumuz Arkın Group'un genel politikalarından biri olarak da uygulamaktayım. Grubumuz bünyesindeki şirketlere verdiğim tüm talimatlarda çevreye, doğaya ve insana zarar vermemek düsturu ile girişimlerimize yön vermek esastır. Bu konudan hareketle son yıllarda giderek artan görüntü kirliliğinden de ciddi derecede rahatsız olduğumu ifade etmek isterim. Yol kenarlarına, çemberlere, dağ yollarına asılan ışıklı ışıksız tabelalar sadece trafikteki sürücülerin dikkatini dağıtıp kazalara davetiye çıkarmakla kalmayıp adamız florasına ciddi derecede zarar vermekte ve gelişmekte olan çağdaş bir şehre yakışmayacak derecede görüntü kirliliğine sebebiyet

vermektedir... Ne acıdır ki, adamızın sembolü olmuş Beşparmak Dağları manzarasını izlemek istediğinizde veya fotoğrafını çekmeye çalıştığınızda büyük bir şirketin devasa reklam tabelası o muhteşem görüye büyük bir çirkinlik katıyor. Adamızın önde gelen yerel turizm yatırımlarına sahip biri olarak bilmenizi isterim ki Arkin Group bünyesindeki hiçbir şirketimiz prensip karar olarak hiç bir açık hava reklamına sırf bu nedenlerden dolayı reklam vermemektedir. Çünkü biz ekmek paramızı bu güzel adanın doğal güzelliklerinden kazandığımızı biliyoruz. Ve maalesef yasalarımızın reklamların teşhirine yönelik kısımları çevreye duyarlılığını es geçerek tabelaların nasıl asılması gerektiği ile ilgili genel geçer bilgiler içermektedir. Ancak inanıyorum ki son söz yerel yönetimlerindir. Bahsi geçen tabelaların yerel yönetimlerin bütçesine sağladığı katkı tartışmasız olarak çevre düzenleme çalışmalarında kullanılıyordur ancak bir yeri yaparken başka bir yeri yıkmak veya yıkana susmak ne derece doğrudur? Otellerimizde konaklayan yabancı misafirlerimizden çok defa aldığımız şikayetleri incelediğimizde, çevre kirliliği yaratan tabelaların yanı sıra güzel Girne'mizin dokusunu bozan yüksek katlı binaların da büyük bir sorun teşkil ettiğini ve gelecekte de edeceğini belirtmek isterim. Hem Kuzey hem de Güney Kıbrıs'ın incisi konumunda olan güzel Girne'mizi maalesef kendi ellerimizle katlediyoruz. Bindığımız dalı kesmek üzere olduğumuz için gerçekten çok üzgünüm... Girne Belediyesi yönetimini devraldığımız ilk günden bugüne kadar geçen süreci takip eden bir Kıbrıs Aşığı olarak yaptığımız çalışmaların, halkımızı yerel yönetimde söz sahibi yapmak için düzenlediğiniz toplantıların değerini elbette es geçmiyorum. Doğayı, insanı ve çevresini seven biri olarak tanıdığım siz Değerli Belediye Başkanımızın bu kötü gidişe bir dur demek için daha fazla geç kalmayacağını düşünüyorum. Bu vesile ile saygılarımı sunar, çalışmalarınızdaki başarının artarak devam etmesini temenni ederim..."

Büyümekten ve Yatırımdan Hiç Korkmayan Bir İş Adamı... “Erbil Arkın”

Arkın Group başlangıçtan beri, yenilikçilik alanında imrenilir bir üne sahip olması nedeniyle Kuzey Kıbrıs ve Türkiye’de ana iş alanları olan otelcilik, turizm ve şans oyunları üzerinde odaklanarak daha geniş bir alana yayılmaya devam ediyor.

İş adamı vergi rekortmeni Erbil Arkın, 1950 yılında maddi güçlükler çeken bir ailenin evladı olarak Lefkoşa’da dünyaya gelmiş. Arkın, “Babam, İngiliz ordusunda çeşitli görevler bulunmuş ve II. Dünya Savaşı’nda terhis olmuştu. Kendisinin sahip olamadığı imkân ve eğitim olanaklarının evlatları için uygun olacağı düşüncesiyle babam, annemi ve 3 kardeşimi alıp, İngiltere’ye yerleştik. Okuma fikrinden pek hoşlanmamış olsam da, Güzel Sanatlara karşı hep ilgili oldum. Horsney’de başlayan eğitim hayatım, Bromley’de Ravensbourne Sanat Koleji’nde devam etti. Sonunda, Leicester Üniversitesi’nde Endüstriyel Tasarım okumaya karar verdim. Büyük zorluklarla eğitim hayatımı tamamladım. Mobilya ve İç Tasarım konusunda uzmanlaştım” diyor.

Yaptığı işlerde her zaman ilk olmayı başarmış ve bundan dolayı büyük mutluluk duyuyor.

“İlk olmayı severim, iyi bir analizciyim. Herkesin baktığı açıdan değil, görünmeyeni bulmaya çalışırım. Farklı bakabilmek önemlidir”

Arkın, “Yatırımcı ve işadamı olarak, vergi vermenin bir vatandaşlık görevi olduğunu, ülkedeki refah seviyesinin sadece halkın değil, devletin de refah seviyesinin

yükselmesiyle mümkün olabileceğini, kazanan herkesin gelirlerine uygun vergi ödemesi temelinde yattığına inanıyorum.

Dürüstçe söylemekten çekinmiyorum, “Minimum ödeyebileceğim vergiyi ödedim. Ve benim en çok sevdiğim hadise, vergisini ödeyenden çok, ödemeyenler hakkında konuşuluyor olmasıdır. 2004-2005 yıllarında 14.380.498 YTL vergi ödedik ve 2006 yılında 8,163,227 YTL oranındaydı vergimiz... 2006 yılında şahıslar bazında 424.285 YTL ile Kuzey Kıbrıs’ın vergi rekortmeni oldum” diyerek açıklama da bulunuyor.

Hayal gücü ile var ettiği mesleğine İngiltere’de mobil dizayn etmekle başlayan Arkın, piyasa da birçok yatırımlarıyla biliniyor. Bundan sonra yapacağı yatırımları seçerken ruhuna hitap etmesini istiyor. Sanatı çok seviyor ve her alanda yatırım yapmayı da ihmal etmiyor. Bellapais Manastırı’na karşı bakan şatosunda “Labour Of Love” - “Aşkın İşİ” anlamına gelen stüdyosunu stüdyo kurmaya hazırlanıyor ve orjinaller heykeller için de servet harcıyor. “Küçük yaşlarımdan beri sanata karşı aşırı meraklıydım. Yaşadığım bölgenin tarihiyle, hep yakından ilgilenirim. Özellikle İrlanda Edebiyatını çok seviyorum. Hayatımdaki en büyük ideallerimin başında Samuel Beckett’i anlayabilmek ve Rodin’in heykellerine sahip olmak yatıyor ki, şuan 30’a yakın heykeli koleksiyonum da yer alıyor. Rodin’in çıraklık döneminde yaptıkları özellikle... İşte bu merakım yüzünden eğitimim boyunca, işadamı ve sanatçı olma arasında gelgitler yaşadım. Evim, Bellapais (Beylerbeyi) Manastırına çıkan herkes tarafından görülebiliyor. Kıbrıs mimarisini günümüze uyarlayarak, Osmanlı, İngiliz, Rum mimarisini kombine ederek, dokuyu bozmadan bir tarz yarattık, her ne kadar modern mimariyi sevsem de... Tam anlamıyla 1 usta ve kalfası sayesinde, 7 senede sadece el emeği kullanılarak tamamlanan sarı taş dekorunu çok seviyorum ve gururla

söyleyebilirim ki, adada The Colony Hotel’le başlayan sarı taş modasını biz yarattık” diyor.

Erbil Arkın’ın yakın zamanda inşaatının tamamlanacağı şarap mahzeni ve şuan olan küçük bir bağı mevcut... Ayrıca, Kıbrıs ikliminde yetişebilecek her tip meyve ağaçlarını ektirtmiş. Hatta kendi zeytinlerinin yağlarını her sene hazırlatıp, kendi kullanımını ve sevdikleri için de yaptırtıyor.

Arkın Kıbrıs için; “Maalesef kısa ve orta süreli kazançlara şu sıralar çok eğimli olduğumuz için, Kuzey Kıbrıs’ın bakir, el değmemiş görüntüsünü mahvetmekle çok meşgulüz. Hâlbuki uzun vadede korunulacak bir doğa, tüm ülkeyi daha yüksek bir refaha kavuşturur. Kesilen zeytin ağaçları, limon ağaçları, kurumaya bırakılan narenciyeler ve her geçen gün taşlaşmaya giden çarpık kentleşme, çok kısa soluklu kazançları getirip, uzun vadede çok şeyi kaybettirecek. Bodrum, Marmaris ve Fethiye’deki gibi kontrollü kısıtlamalar getirilmelidir. Kaliteli her işe imza atmaktan keyif alırız. Doğru bulduğumuz her tip yatırımda da yer almak isteriz. Ama doğru yatırımcı, genellikle bir taşla iki kuş vurmaya hedefler... Bizim dünya isimlerinin adımıza gelmesinde öncü olmamızın sebebi, hem Kuzey Kıbrıs’ın dünyada tanınırlığını ispat etmeye yardımcı olmak, hem de The Colony Hotel’in ismini bu dev isimlerle bütünleştirmektir. Eylül sonunda gerçekleşen bu projeler, gelecekte de devam edecektir. Kıbrıs’ı çok seviyorum. Kendine has kültürünü korumak için elimden geleni yapıyorum. Dünyaya tanıtmak ve iyi bir yer edinmesini sağlamakta bir vatandaşlık görevimdir. İş adamı olduğum halde, Kuzey Kıbrıs’ın doğası ve bitki örtüsü ilgimi çeker. Bu nedenle, tutkularımdan biri de uğraşmaktan büyük keyif aldığım bahçemdir. Şehir kargaşasından uzakta, bahçemle ilgilenmek, yeşilliğin içinde, sessiz bir ortamda

tenis oynamak, ya da deniz manzarasını uzun uzun seyretmek, insana huzur veriyor” diyerek açıklamalarda bulundu.

Arkın Group firmasını daha yakından tanımak adına, gurup bünyesinde yer alan The Colony Hotel Genel Müdürü Tunç Şirintuna ile Kıbrıs’ta güzel bir söyleşi gerçekleştirdik;

Tunç Şirintuna Tekirdağ doğumlu. Babasının TSK’de çalışmasından dolayı çocukluğunu Türkiye genelinde farklı şehirlerde geçirmiş. İlk Kıbrıs macerası 1990/1992 yılları arasında babasının Kıbrıs’ta görev yapması ile başlamış. 1992 yılında Ankara’ya dönüp eğitim hayatına devam ettikten sonra, Yüksek tahsili ve çalışma hayatının ilk yıllarına ise Amerika’da devam etmiş. 2002 yılı sonlarında büyük tesadüfler sonucu Kıbrıs’a geri döndüğünde, önceleri kısa bir seyahat olarak başlayan bu macerası, bugün 10. yılını doldurduğu bir hayat hikâyesine dönüşmüş.

Şirintuna; “Yıllar öncesinde Direktörümüz Erbil Arkın tarafından çok büyük zorluklarla kurulmuş olan ve geldiğimiz bugün itibari ile 1000 kişiden fazla istihdam sağlayan, Kuzey Kıbrıs’ın en büyük şirketlerinin başında gelen Arkın Grup bünyesinde olmaktan da gurur duyuyorum” diyor.

Ve başlıyor anlatmaya; “Turizme ilk atılımımız Girne’de yer alan The Colony Hotel ile başladı. Erbil bey’in en büyük hayali, 400-500 yataklı otel değil, 100 odalı servis ve hizmet kalitesinin ön planda olduğu bir Boutique Hotel kurmaktı. Kendisi İngiltere’de doğup büyüdüğü için, The Colony Hotel de Colonyel yapıda. Misafir memnuniyeti bizim için çok önemli, genelde otelde neyi nerde bulacağınızı gösteren tabelaları görürsünüz. Bizler personelimize her zaman, bir misafir örneğin tuvaleti

soruyorsa kendisine orayı tarif etmek yerine kendisine eşlik ederek göstermelerini istiyoruz. Bu her konumda geçerli. Bu amaçla yola çıktığımız için büyük otellere hiç girmedik. The Colony Hotel böyle başladı. 2002 yılının sonunda Aralık ayı gibi açtık. Yılbaşında büyük bir parti yaptık o günden bugüne kadar da 10 yıldır başarılı bir şekilde devam ediyoruz.

Türkiye'nin bir ayağı burada olduğu için öncelikle Türkiye müşterisi ile başladık. Zaman içerisinde Türkiye den daha çok Avrupa, İngiltere, İrlanda, İtalya misafirlerimiz ağırlıklı olmaya başladı. Tabi mutlaka bununla birlikte gazino misafiri de olmaya başladı. 2007 yılının sonuna kadar bu şekilde devam ettik. Daha sonra da Türkiye'de bir yatırım yapalım, bir ayağımız orada diye düşünürken, Erbil bey kendi ülkeme daha fazla yatırım yapmalıyım dedi. Hal böyle olunca da Magosa'da 2. Otelimiz olan Arkin Palm Beach'i açtık. Bunun Erbil Bey için önemi çok fazla, 70'li yılların sonunda kendisi ilk kez burada çalışmaya başlamış. O yüzden Palm Beach hem grubumuz hem de Erbil Bey'in şahsı için çok önemli. Kıbrıs'ta ki ilk gazinoyu da burada açtılar. 2007 yılında buraya geldik. Manevi değeri nedeniyle 57 yıllığına burayı Bifer Grubundan devir aldık. 1 Ocak 2008 yılında da işletmeye açtık. 1940 yılı yapımı çok eski ve harabe bir bina olması nedeni ile burayı ancak 10 ay gibi bir süre işletebildik. 2008 yılı Kasım ayında da mecburen tadilat ve restorasyon nedeniyle kapatmak zorunda kaldık.

Erbil bey çok hassas olduğu için burası biraz daha güzel olsun, o öyle olsun, bu böyle olsun derken tadilatımız çok uzun sürdü. Ve 3 yıllık bir tadilat döneminden sonra 2011 yılının sonlarına doğru Aralık ayının ilk haftası gibi otelin inşaatını bitirebildik. Magosa'da denizin yanında inanılmaz bir şekilde denize sıfır olan ama denize bu kadar uzak olan başka bir şehir yoktur. Deniz kıyıları ağırlıkta olup zamanında, savaş sonrası

askeriye tarafından alındığı için güvenlikten dolayı tamamen duvarlarla bölünmüş. Magosa halkının denizle buluştuğu tek yer Palm Beach Hotel.

“Magosa Halkının Denizle Buluştuğu Tek Yer Palm Beach Hotel”

Bu yüzden yerli halk düğünleri olsun, özel günleri olsun ağırlık olarak hep Palm Beach’ı tercih ediyorlar. Bu sene gerek Türkiye acentelerimiz, gerekse yurtdışı İngiltere ve Almaya acentelerimizle birlikte bunun meyvelerini daha fazla alacağız. Yine grup bünyemizde Arkın Messe Turistik Seyahat Acentesi olarak İstanbul Bağdat caddesinde bir acentemiz var. Oradan zaten iki otelimizin satışına başladık.

“İstanbul’daki hayalimiz 90-100 odalı bir Boutique Hotel”

Şehir içi otelciliği konusunda uzun zamandır yer arıyoruz diyebiliriz. Arzu ettiğimiz, doğru yerde, doğru zamanda, doğru fiyata, doğru oteli bulabilirsek 90-100 odalı bir Boutique Hotel de İstanbul’daki hayalimiz.

Arkın Group’un Yurtdışı yatırımları da şu anda hizmet veriyor.

Şirintuna bu konuda açıklamalarda bulundu. “Londra da 2009 yılında başlayan bir golf sahası projemiz vardı. 2010 yılında da oranın açılışını yaptık. Golf sahamız içersinde de çok ciddi bir otel projemiz var. Çizimleri mimarlarımız yaptı. Dünya da hiç olmayan bir otel yapılıyor. İngiltere de inşaat izinleri biraz daha farklı olduğu için şu an hala onlarla uğraşılıyor. En kısa zamanda oda çözülecek böylelikle bir otelimizde Londra olacak.

Bütün bunlarla birlikte ayrıca Girne’de the Colony Hotelimizin karşısında en prestijli diyebileceğimiz mekanımız House Garden’ı iki yıl önce açtık. House Garden çok eski bir Rum eviydi. Girne’nin tam merkezinde böyle bir yer hiç yok. Şehrin içersinde olup aynı zamanda bu kadar yeşilliğin içersinde bulunması nedeniyle gelen misafirlerin şehrin içinde değilmiş gibi hissedebileceği bir hava yaratmak istedik. Hem Colony Hotel misafirlerine hem de Kıbrıs’ta ki misafirlere açık şekilde hizmet vermeye devam ediyoruz.

The Colony Hotel Genel Müdürü Tunç Şirintuna, Erbil Arkın’ın gerçek bir Kıbrıslı olarak tüm yatırımlarını kendi öz sermayesi ile yaptığını ve hükümetin Kıbrıslı yatırımcılara biraz daha destek olması gerektiğini bu konuda beklentilerinin daha fazla olduğunu belirtiyor. Şirintuna, ekonomik kriz göze alındığında son 4-5 yılda Arkın Group’un çok ciddi yatırımlar yaptığını söylemeden geçmiyor.

“Kalifiye eleman bulmak da çok sıkıntı yaşıyoruz”

“Personel bulmak burada çok sıkıntılı. İki üniversite olmasına rağmen turizm bölümlerinden yeterince kalifiye eleman bulamıyoruz. Mecburen Türkiye’den getirmek durumunda kalıyoruz. Getirdiğimiz personelin burada çalışma izni, uçak masrafı, kalacağı yeri bir sürü inanılmaz masrafları çıkıyor. Bu nedenle kendi elemanımızı kendimiz yetiştiriyoruz. Bu işi belki hiç yapmamış arkadaşları olarak en alt işlerden başlatıyoruz ve böylelikle istihdam sağlamış oluyoruz.

2002 yılından bu yana Arkın Group ile birlikteyim. The Colony Hotel’in inşaatı ile birlikte başladım. Bu sene 10. Yılımızın kutlamasını yapacağız. 10 yıldır bizimle birlikte Group bünyesinde çalışan bütün arkadaşlarımıza plaketlerini dağıtacağız.

Şirket olarak bünyemizde hep çok uzun süre ile çalışan arkadaşlarımız var. Övünerek söylüyorum ki! Benimle birlikte başlayan arkadaşlarım şu anda çok üst düzeyde yönetici pozisyonunda çalışıyorlar. Alttan gelip, herkesi eğitip, güvenip belirli sorumlulukları verip daha sonra onları yetkili olarak yerleştiriyoruz bu herkese belli bir güven veriyor. Karşılıklı 10 senedir mutlu bir şekilde devam ediyoruz.

“Kıbrıs da turizm yapmak bir çok konuda zor”

Kıbrıs da turizm yapmak bir çok konuda zor olduğu için uçaklarda yaşadığımız ambargolardan dolayı misafir getirmekten de çok etkileniyoruz. Eminim ki önümüzdeki yıllarda uçak getirebildiğimizde Kıbrıs'a ilgi daha fazla olacaktır. Yerli turist rahat bir şekilde tatile gidip en uygun şekilde tatil yapıp evine dönmek istiyor” dedi.

Arkın Group bünyesinde 3 sene önce kurulan Arkın Pruva Yacht firması da yer alıyor. Burası tersane ve ilk tekne yapımı “Daima” isimli yacht ile Erbil Arkın bey'e ait. Hem yelkenli, hem motorlu olan 45m2 uzunluğundaki yacht'ın adını Erbil Arkın kendi koymuş.

Şirintuna; “Şu anda bütün Avrupa'da ki ve Türkiye'de ki yat fuarlarına katılıyoruz. Avrupa'dan siparişler alıyoruz. Tersane aktif bir şekilde çalışıyor. Marinamız yok ama marina ile ilgili Erbil bey'in çok sıkı bir proje çalışması var. Yakın bir gelecekte marinamız olabilir” diyor.

Söyleşimizin sonuna geldiğimizde Tunç bey'in özel ilgi alanlarını da öğreniyoruz.

“Boş zamanlarım çok fazla olmasa da, tenis oynamayı ve seyahat etmeyi çok

seviyorum. En büyük tutkum ise GS maçlarını takip etmek. İyi bir taraftar olduğumu söyleyebilirim. Siyaset, yakın arkadaşlarımla konuşmaktan zevk aldığım, ancak hiç bir durumda içinde olmak istemediğim bir daldır” diyor Şirintuna.

Ve son olarak ekliyor;

Herkesin Kıbrıs’ı mutlaka gelip görmesi gerekiyor. Havasıyla, doğasıyla... Kıbrıs özellikle Kulaktan dolma bilgilerle değil, deniz suyu, kumu ve kültür turlarıyla görülmesi gereken bir ada.

Arkın Group Hakkında; Arkın Group başlangıçtan beri, yenilikçilik alanında imrenilir bir üne sahip olması nedeniyle Kuzey Kıbrıs ve Türkiye’de ana iş alanları olan otelcilik, turizm ve şans oyunları üzerinde odaklanarak daha geniş bir alana yayılmaya devam ediyor. Kuzey Kıbrıs’ta yeni bir alan olan bahis fırsatlarından yararlanmasından gelen deneyime sahip bir Doğu Akdeniz kuruluşu olan Arkın Grup, dinlenme-eğlenme alanındaki girişimlerini bir yandan Avrupa’ya uzatmak, diğer yandan da daha doğuya giderek Azerbaycan, Kazakistan, Kırgızistan, Türkmenistan, Özbekistan ve Tacikistan gibi eski Sovyet bloğundan kalan Türki cumhuriyetlere girmek için ideal bir konuma sahip. Kısa bir süre önce Alderney Adası Şans Oyunlarını Kontrol Komisyonu tarafından e-Kumar Lisansı kazanmış olması uluslararası büyümeye doğru önemli bir adım atmasını sağlıyor. Arkın Grup bundan yararlanmak için elinden geleni yapmaya hazır... Şirket için heyecan verici ve başarılı bir gelecek yaratmak için gerekli deneyim ve uzmanlığa sahip çalışanları, Birleşik Krallık, Batı Avrupa, Türkiye ve Kıbrıs’tan dikkatle seçilmiş.

The Colony Hotel Hakkında; Beş yıldızlı sofistike lüks hizmeti ve içten ve sıcak konukseverliğiyle The Colony Hotel, geleneksel olanla çağdaş olanı uyum içinde bir araya getiriyor. Girne'nin kalbinde yer alan otelin sütunlu girişi ve geniş iç mekânları Kıbrıs'ın koloniyel geçmişinin zerafet ve inceliğini kusursuz bir şekilde yansıtıyor. Her zevke cevap veren kuruluştaki konukların Piazza Courtyard'da lüks bir Osmanlı atmosferi içinde öğle yemeği ya da Premier Restaurant'ın á la carte mönüsünden yararlanarak akşam yemeği yemeleri mümkün. Ya da çatıdaki Vista Terrace Restaurant'ta Akdeniz'in soluk kesici derin maviliği ile Beş Parmak Dağları'nın görkemine bakarak açık havada yemek yiyebilirsiniz. Doksan dört lüks oda ile yedi geniş süit, lüks konforu, odanızda izleyebileceğiniz filmlerden internet erişimine kadar her olanakla bir araya getiriyor. Güneşseverler çatıdaki yüzme havuzunun ve havuzun hemen yanında yer alan dinlendirme, gençleştirme ve güzellik amaçlı çok çeşitli bakımlar sunan, lüks SPA ve sağlık merkezinin tadını çıkarabilirler. Geç saatlerde eğlenmek için de her tür uluslararası masa oyununun ve kumar makinesinin eğlence ve heyecan sunduğu kumarhanemiz Colony Sporting Club sizleri bekliyor.

Arkın Palm Beach Hakkında; Arkin Palm Beach Hotel, Kuzey Kıbrıs Gazi Magusa şehir merkezinde yer almaktadır. Arkın Palm Beach Otel'de Akdeniz Turkuazını, altın kumun görkemini, yeşilin doğadaki en güzel tonlarını ve gün batımının sıcak turuncusunu birarada yaşayabilirsiniz. Sofistike tarzın ve görkemli iç tasarımın kusursuz Arkın Palm Beach hizmetiyle bulunduğu bir ev hayal edin. Oda temizliğinden vale hizmetlerine, çok özel yemekleri ve kapsamlı concierge hizmetleriyle 5 yıldızlı bir yaşamın tadına varacaksınız.

Arkın Pruva Yachting Hakkında; Müşterilerinin tutkularını ve hayallerini gerçeğe dönüştürmeyi amaç edinen Arkın Pruva, dünya yat üretim sektörünün yükselen yıldızı

olan ve konumu itibariyle tekne müşterilerine birçok avantaj sunan Antalya Serbest Bölgesi'nde bulunmaktadır. Tamamı kapalı alandan oluşan 2.500m² imalat sahasının dışında Arkın Pruva'nın tersanesi 3.000m² atölye, depo ve ofis alanına sahiptir. Modern, yeni ekipmanlarla ve geniş bir makine parkıyla donatılan tersane, teknik personeli, deneyimli işçi kadrosu ve konusunda uzman taşeronları ile boyu 55 metreye kadar teknelerin imalatını; çalışanları, müşterileri ve onların temsilcileri için rahat ve huzurlu bir ortamda gerçekleştirebilmektedir. Geleneksel tarzda tekne yapımını modern üretim teknikleri ile birleştirebilen tecrübeli imalat ekibi, modern donanımı, yetenekli ve yüksek eğitilmiş mühendis, tasarımcı ve tekniker kadrosu ile Arkın Pruva, teknelerini imal ederken günümüz modern teknelerinin tüm gereklerini ve unsurlarını klasik teknelerin estetik güzelliği ile birleştirmekten memnuniyet duymaktadır.

Daima Yachting Hakkında; Kiralanmaya müsait Daima, 37 metre boyunda şık özel yapım, yüksek performanslı ve her hava koşuluna elverişli bir teknedir. Geleneksel Türk gulet teknelerinin konforunu, modern omurga ve üstün yapı, yüksek özellikli ekipman ve yelken donanımı ile bir araya getirmiştir. Kendi sınıfında öne çıkan, prestijli bir gulet stili yat olma özelliğini güçlü yelken yetenekleri ile arttırmaktadır. Teknenin baştanbaşa bütününde, sadece Avrupa ve uluslararası ekipman ve materyaller kullanılmıştır. Havalandırılmalı iç ortamı, zevkli bir biçimde güzellik, işlev ve lüksü, emek ve sabır gerektiren standartlarda, içinde kalmaktan ziyade içinde yaşamaya elverişli hale getirmek için düzenlenmiştir. Konforlu konaklaması ile Daima'da, büyük ana suit, bir VIP çift kişilik misafir süiti, bir çift kişilik misafir süiti ve iki ikiz suit mevcuttur. Her bir misafir kamarası düz ekran TV, konsol, internet ve son teknoloji eğlence ve ses sistemlerine erişim için donatılmıştır. Her bir misafir süitinin kendine ait mini-bar'ı vardır.

Hersham Village Golf Kulübü Hakkında; Hersham Village Golf Kulübü, Batı Londra'da bulunan Walton-On-Themes bölgesine yakın, güzel bir park alanında yer almaktadır. 18 delikli saha, doğal ormanlık alan içerisinde Mole nehri yanındadır. Parkur, U.S.G.A'nın (United States Golf Association) belirlemiş olduğu uluslararası standartları karşılayacak şekilde tasarlanmış ve tam otomatik sulama sistemine sahip olup, Parkur Müdürümüz ve bahçıvanlarımız tarafından en yüksek standartlarda bakımı yapılmaktadır. Üye ve misafirlerimizin beğenisine sunulan seçkin tesislerimiz, tümü engelli erişimine de imkan sağlar şekilde 22 bölümlü Driving Range, "3 Skills Akademi", Pro Shop alışveriş mağazası ve Trolly kiralama, soyunma odaları ve duşlar, barbekü teras, restoran ve barlar oluşmaktadır. Hersham Tren istasyonundan 3 dakikalık yürüyüş mesafesi, M3 ve M25 otoyollarına kolay ulaşımı sayesinde Kulüp, yerel ya da uzak mesafede yaşayanlar için kolaylıkla erişilebilecek bir konumdadır. Çevredeki dost canlısı kulüplerden birisi olduğumuz için kendimizle gurur duyuyoruz. Kapımızdan içeri adımını atan herkesin dostça karşılandığı bir atmosferde, çeşitli üyelerimiz bulunmaktadır. Aralarında Başkanımızın, Kenny Lynch'in varisi Profesyonel Snooker oyuncusu John Virgo'nun da bulunduğu birçok ünlü üyemiz olmasından gurur duymaktayız.