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EXAMINING HOTEL SELECTION CRITERIAS OF GOLF TOURISTS BY ANALYTIC HIERARCHY PROCESS

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Abstract

The countries attempt to gain competitive advantage and strategic position in the tourism marketplace because tourism industry has strong contribution to the national income of the countries. Therefore, tourism industry has a dynamic structure in terms of being competitiveness. As a result of this highly intense competitive environment, new destinations and new types of alternative tourism are emerged. One of the most important and attractive type of alternative tourism is golf tourism. Golf tourism is especially important for Mediterranean countries. Important golf courses are located near the coastal hotels and natural places. Golf tourists are willing to spend more money than other tourists. Thus, destinations try to attract golf tourists to gain more revenues. Therefore, examining and understanding needs and desires of golf tourists are important for countries and enterprises. Firstly principles of Analytic Hierarchy Process (AHP), commonly used in decision-making, are explained in the paper. The primarily objective of the paper are to reveal the reasons to prefer golf hotels operating in the Mediterranean region by the golf tourists. To do this, golf hotels operating in Turkey, Greece, Portuguese, Spain and Italy is selected to analysis by using AHP. The required data about selected golf hotels are obtained from booking.com. The selected hotels are compared with each other by AHP and best golf hotel is revealed.

Keywords: Golf Tourism, Golf Hotels, Analytic Hierarchy Process

1. INTRODUCTION

People participate in different activities to fill their free times and of these activities, number of those that are competitive or have rules, assumed as a type of sport cannot be underestimated (Raitz, 1992: 1). The increase in wealth is another reason of that people has started to demand new and different activities. Emerging as a combination of tourism and sports which are both free time activities, sports tourism has turned to a steadily developing branch of alternative tourism. Within sports tourism, golf tourism is considered as an important market.

Golf is a ball hitting sport by which you can have a good time in nature and parts of body function with each other in harmony (Tunç, 2013: 45). On golf game, studies towards the relationship between the game and the attention span of children (Tunç, 2013), the relationship between golf and seasonality (Garau-Vadell and Borja-Sole, 2008) and on niche marketing side of golf tourism (Tassiopoulos and Haydam, 2008) have been conducted. Markwick (2000) made

a research related to golf tourism development in Malta, its stakeholders and alternatives. According to Marckwick (2000: 516), disadvantages are that huge lands are required, vast amount of water is consumed, herbicides contaminate water sources. Advantages of golf tourism are that it's attracting more tourists, bringing lands that are not actively benefitted from into use, increasing the number of tourists off season, increasing the competitiveness of the country and employment (Markwick, 2000: 516).

Golf tourists take various criteria into consideration before choosing for the destination and hotel. However, there are limited numbers of studies focused on which criteria tourists take into consideration. Therefore, the first aim of the paper is to reveal the reasons to prefer golf hotels operating in the Mediterranean region by the golf tourists. To do this, golf hotels operating in Turkey, Greece, Portuguese, Spain and Italy is selected to analysis by using AHP.

2. GOLF TOURISM AND CRITERIAS OF GOLF HOTEL SELECTION

Golf is an outdoor sport played in a course of 750000 m^2 in which there are natural and artificial traps and hazards (Çetin, 2008: 4). The game was first played by Scots as played in today's form. The main goal of the game is playing the ball into holes with minimum number of hits (Koçak et al, 2000: 61).

Golf has achieved to turn into a sport played in thousands of courses and by millions of players. In Table 1, golf courses of countries and licensed players of the countries. Moreover, a total of 61 million people play the game according to the survey made by Sport Marketing Surveys. 37 million of these people live in America while 13, 6 million in Asia and 7 million in Europe. As in 2013, there are 19 golf courses and 6.248 licensed players in Turkey (European Golf Association, 2014). The increase in the number of golf playing young people, world's population's getting older and retired people's opting for sports that require less physical activity have made golf more popular (Turkish Tourism Investor Association, 2010: 2).

Table 1. Data about Golf Players in the World (2014)

Country	Courses	Players	Male	Female	Junior
England	1,857	712,390	554,126	99,064	59,200
Germany	724	637,735	366,155	222,507	49,073
Sweden	576	473,797	300,591	124,447	48,759
France	591	414,249	266,513	104,710	43,073
Netherlands	256	389,515	246,308	124,207	19,000
Spain	351	294,987	182,220	75,426	37,341
Scotland	551	209,821	161,899	25,825	22,088

Source: European Golf Association, 2014

Golf has direct impacts on many sectors (Table 2), activates domestic market in terms of many economic actors and provides new developing grounds for them. Tourists contribute to regional economies by participating in activities other than golf such as entertainment, shopping and night life in destinations they visit. An individual who visits a country for golf tourism spend 5 times more than one who comes for normal tourism (Turkish Tourism Investor Association, 2010: 10).

Table 2. Direct and Indirect Impacts of Golf Tourism on Other Sectors

Directly Related Sectors	**Indirectly Related Sectors**
Golf Course Capital Investment	Tourism and Entertainment Sector
Irrigation system installation	Car rental
Course renovations	Air transport
Infrastructure renovations	Entertainment
Infrastructure investments	Food and beverages
Equipment / golf buggy purchases	Accommodation
Activities of Golf Facility	*Real Estate Sector*
Training	Real estate gains
Membership and games fees	Related residential construction
Equipment rental	
Food and beverages	
Expenditures of Golf Players	
Soft goods, Hard goods	
Clothing, Journals / magazines	
Media, Tournaments & Associations	
Tournaments hard goods	
TV, Associations, Charities, Games sponsorship	

Source: West Mediterranean Development Agency, 2011: 9

Golf tourism has been an attractive market for countries which aim to get a bigger share from the international tourism market, vary their products, decrease the effect of seasonality in tourism and increase the amount spent per tourist. Golf course investments have started in countries which have suitable climate and geographic conditions despite high investment costs. Investments priory supported by governments and local administrations have attracted private sector's interest and golf tourism has become a sector in especially countries such as Spain, Greece, Portugal, Italy, France and Turkey.

Golf tourists are considered by Weed and Bull (2004) to be characterized by their behaviors and motivations. Two types of participant golf tourists are identified: those who are experienced participants and those who are using the trip to learn play more golf. For both types of participant golf tourist, an important reasons for the trip the need for the golf resources to be in place in order to enable participation, for example, physical resources such as golf courses and associated services such as golf instruction.

According to the survey made by KPMG, factors that have impact on a golf tourist's choice for a destination are quality of the course, price of packets, transportation, number of courses, quality of accommodation services, climate, entertainment, night life and golf culture.

3. ANALYTICAL HIERARCHY PROCESS (AHP)

Multi-criteria decision making methods have been developed since 1960's as some tools were required to assist the decision making procedure. Analytical Hierarchy Model (AHM) is a decision making method used in complex problems which contain more than one criterion. (Kuruüzüm and Atsan, 2001) The decision making problem can be defined as, in general terms, choosing the most appropriate option with regards at least one purpose or benchmark among a bunch of options. (Tezcan, 2003) The most important feature of the Analytic Hierarchy Method (AHM) is that it allows the decision maker to involve both his/her objective and subjective ideas into the decision making process.

The most important feature of the AHP is that the decision maker can see the multi-criteria decision making problem visually, in the form of criteria hierarchy. In this way, a hierarchy is composed of at least three levels; the purpose of the problem on the top, the criteria defining the alternatives in the middle, and the alternatives at the bottom.

After the establishment of the hierarchy, paired comparisons are made between the criteria. In order to enable the decision maker to use these paired comparisons and in order to show the importance between two elements, a nine point scale is used. In Table 3 the numbers identifying these comparisons and the oral explanations of them are shown (http://www.hasanbaltalar.com, Date Accessed: 15/10/2014).

Table 3: Importance Scale

Importance Values	Explanation of the Value
1	The two factors have the same importance
3	1st factor is more important than the 2nd factor
5	1st factor is much more important than the 2nd factor
7	1st factor is strongly more important than the 2nd factor
9	1st factor is absolutely more important than the 2nd factor
2,4,6,8	Intermediate Values

The matrix of comparison between the factors is a square matrix having a nxn dimension. Matrix components on the diagonals of this matrix have the value 1. The comparison matrix is shown as follows:

$$A=\begin{bmatrix} a_{11} & a_{12} & \dots & a_{1n} \\ a_{21} & a_{22} & \dots & a_{2n} \\ . & & & . \\ . & & & . \\ . & & & . \\ a_{n1} & a_{n2} & \dots & a_{nn} \end{bmatrix}$$

The components on the comparison matrix, in other words when the $i = j$ occurs, take the value 1. It is because that in this situation, the relevant factor is being compared with itself. The comparison of the factors is made head-to-head and bilateral with regards to their importance values over themselves. The Importance scale shown it Table 3 is used in each comparison of the factors. For instance, it is shown orally as "If the element A is three times more important than the element B, the element B is one third of the element A".

Comparison matrix indicates the importance levels of the factors each other in a definite logical way. However, to define the significance of these factors among the whole factors, in other words to define percentage of their importance, the column vectors are used. B column vector is composed with number n and component n.

This vector is shown below:

$$B_i = \begin{bmatrix} b_{11} \\ b_{21} \\ . \\ . \\ . \\ b_{n1} \end{bmatrix}$$

Formula (1) is used in the calculation of the B column vectors.

$$b_{ij} = \frac{a_{ij}}{\sum_{i=1}^{n} a_{ij}} \qquad (1)$$

Then, the percentage of importance weight (Wi) of each criterion is calculated by adding each of the row values and dividing it by matrix dimension.

$$C = \begin{bmatrix} b_{11} & b_{12} & \dots & b_{1n} \\ b_{21} & b_{22} & \dots & b_{2n} \\ . & & & . \\ . & & & . \\ . & & & . \\ b_{n1} & b_{n2} & \dots & b_{nn} \end{bmatrix} \qquad w_i = \frac{\sum_{j=1}^{n} c_{ij}}{n} \qquad (2)$$

After these calculations, K decision matrix is acquired with criteria weight points of the decision criteria and criteria points of the decision options according to each decision criteria.

Si = [Sji]m×1 → K = [Sij]m×n (3)

In the end, percentage distribution at the decision points is acquired by multiplying the decision matrix and the W column vector.

[Sij]m×n × [Wi]n×1 (4)

Now the importance distribution of the decision options can be made starting with the one having the high general point.

4. FINDINGS

In the study, one golf hotel from each of the five popular countries in golf tourism has been selected. Information about these hotels has been drawn from the web-site called booking.com. The mentioned web-site guides its clients in preferring the appropriate facility for them by presenting them the most objective data. In the Service Quality category, services and the fields of services are evaluated separately. The general service fields are defined as rooms and bathrooms, food and beverage services, water and sports activities, animation and entertainment activities, sustainability of the infrastructure, front office activities, relations with the quests, activities regarding children, health, and beauty services.

In the study the following hotels have been preferred: Gloria Golf Resort (Turkey), Divani Apollon Palace & Thalasso (Greece), Sandos San Blas Nature Resort & Golf (Spain), Palacio Estoril Hotel Golf & Spa (Portuguese) and Verdura Golf & Spa Resort (Italy).

In details, important criteria have been reached regarding the total points of the mentioned hotels. The following criteria have been considered in the study: Total Point (TP), Price (P), Benefit-Cost Ratio (BCR), Facilities (F), Employees (E), Number of Holes in the Golf Course (NH) and the Distance of the Hotel to the Golf Course (DH).

After the problem is resolved and the criteria are defined, the decision hierarchy is formed. The preference of the best golf hotel which is the main purpose is at the top level of the hierarchy. At the second level, there are the 7 criteria serving for the purpose and at the last level, there are alternatives which are considered with regards to the mentioned criteria (Table 4).

Data regarding the criteria of the hotels are drawn from the web-site www.booking.com and their numeric values are provided at the following Table 5.

Table 4. Comparison of the Evaluation Criteria(Matrix)

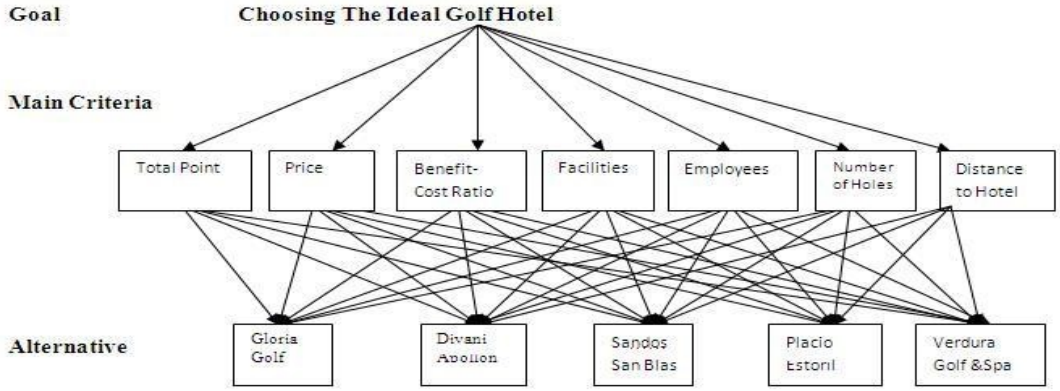


Table 5: Numeric Values Regarding the Criteria of the Hotels

	Turkey	*Greece*	*Spain*	*Portugal*	*Italy*
Criteria	**Gloria Golf Resort**	**Divani ApollonPalace& Thalasso**	**Sandos San Blas Nature Resort& Golf**	**PalacioEstoril Hotel Golf &Spa**	**Verdura Golf &SpaResort**
Total Point	9,2	8,6	8,7	9,1	8,7
Price	669	909	893	756	1.047
Benefit-Cost Ratio	8,8	7,7	8,5	8,6	6,9
Facilities	10	8,6	9	9,2	9,3
Employees	9,4	8,9	9,1	9,5	9,2
Number of Holes	45	18	45	18	36

At this stage of the implementation, comparison of the evaluation criteria has been made by using primarily the above mentioned formulas proposed by the AHP method and Table 3. The importance levels of the criteria has been defined and the results have been provided respectively in the below Table 6.

Table 6. Comparison of the Evaluation Criteria(Matrix)

	RS	P	VM	F	S	NH	DH(km)
TP	1	5	2	4	3	1/5	1/3
P	1/5	1	1/4	1/2	1/3	1/9	1/7
BCR	1/2	4	1	3	2	1/6	1/4
F	1/4	2	1/3	1	1/2	1/8	1/6
E	1/3	3	1/2	2	1	1/7	1/5
NH	5	9	6	8	7	1	2
DH(km)	3	7	4	6	5	1/2	1

0,0972	0,1613	0,1420	0,1633	0,1593	0,0891	0,0814	0,1277	0,1277
0,0194	0,0323	0,0178	0,0204	0,0177	0,0495	0,0349	0,0274	0,0274
0,0486	0,1290	0,0710	0,1224	0,1062	0,0742	0,0611	0,0875	0,0875
0,0243	0,0645	0,0237	0,0408	0,0265	0,0557	0,0407	0,0395	W= 0,0395
0,0324	0,0968	0,0355	0,0816	0,0531	0,0636	0,0489	0,0588	0,0588
0,4862	0,2903	0,4260	0,3265	0,3717	0,4453	0,4887	0,4050	0,4050
0,2917	0,2258	0,2840	0,2449	0,2655	0,2227	0,2443	0,2541	0,2541

W column vector which has been calculated above indicates the numeric importance values regarding the evaluation criteria. According to the results, it is concluded that the most important criteria is the number of the holes with 40 % percentage and the least importance criteria is the price with 2 % percentage.

The percentage importance values regarding the criteria are respectively shown as follows in the Table 7.

Table 7.Order of Importance Regarding the Criteria

Order of Importance	Criteria	%
1	Number of Holes	%40
2	Distance to Hotel (km)	%25
3	Total Point	%12
4	Benefit Cost-Ratio	%8
5	Employees	%5
6	Facilities	%3
7	Price	%2

The formulas used in finding W are also used in comparing the criteria of all hotels. In this way, the stages of forming S matrix which is composed of S1, S2, S3, S4, S5, S6 and S7 column matrixes as a result of the comparison of each criteria are as shown below.

Comparison of the Review Score Criteria

	1	2	3	4	5
1	1	7	5	3	5
2	1/7	1	1/3	1/5	1/3
3	1/5	3	1	1/4	1
4	1/3	5	4	1	4
5	1/5	3	1	1/4	1

$$R=\begin{matrix} 0{,}5330 & 0{,}3684 & 0{,}4412 & 0{,}6383 & 0{,}4412 \\ 0{,}0761 & 0{,}0526 & 0{,}0294 & 0{,}0426 & 0{,}0294 \\ 0{,}1066 & 0{,}1579 & 0{,}0882 & 0{,}0532 & 0{,}0882 \\ 0{,}1777 & 0{,}2632 & 0{,}3529 & 0{,}2128 & 0{,}3529 \\ 0{,}1066 & 0{,}1579 & 0{,}0882 & 0{,}0532 & 0{,}0882 \end{matrix} \qquad S1=\begin{vmatrix} 0{,}4844 \\ 0{,}0460 \\ 0{,}0988 \\ 0{,}2719 \\ 0{,}0988 \end{vmatrix}$$

When the S1 Matrix is evaluated with regards to total point criteria, it is concluded that Gloria Golf Resort Hotel is in the first place with 48 % importance value. On the other hand, Divani Apollon Palace & Thalasso is at the last in terms of total point criteria with 4 % importance value.

Comparison of the Price Criteria

	1	2	3	4	5
1	1	6	5	2	9
2	1/6	1	1/2	1/5	3
3	1/5	2	1	1/3	5
4	1/2	5	3	1	7
5	1/9	1/3	1/5	1/7	1

$$R=\begin{matrix} 0{,}5056 & 0{,}4186 & 0{,}5155 & 0{,}5440 & 0{,}3600 \\ 0{,}0843 & 0{,}0698 & 0{,}0515 & 0{,}0544 & 0{,}1200 \\ 0{,}1011 & 0{,}1395 & 0{,}1031 & 0{,}0907 & 0{,}2000 \\ 0{,}2528 & 0{,}3488 & 0{,}3093 & 0{,}2720 & 0{,}2800 \\ 0{,}0562 & 0{,}0233 & 0{,}0206 & 0{,}0389 & 0{,}0400 \end{matrix} \qquad S2=\begin{vmatrix} 0{,}4687 \\ 0{,}0760 \\ 0{,}1269 \\ 0{,}2926 \\ 0{,}0358 \end{vmatrix}$$

When the above S2 Matrix is evaluated in terms of price criteria, Gloria Golf Resort Hotel is in the first place with 46 % importance value and Palacio Estoril Hotel Golf & Spa is the second.

Comparison of the Value of Money Criteria

	1	2	3	4	5
1	1	7	5	3	9
2	1/7	1	1/3	1/4	3
3	1/5	3	1	1/2	5
4	1/3	4	2	1	7
5	1/9	1/3	1/5	1/7	1

$$R=\begin{matrix} 0{,}5595 & 0{,}4565 & 0{,}5859 & 0{,}6131 & 0{,}3600 \\ 0{,}0799 & 0{,}0652 & 0{,}0391 & 0{,}0511 & 0{,}1200 \\ 0{,}1119 & 0{,}1957 & 0{,}1172 & 0{,}1022 & 0{,}2000 \\ 0{,}1865 & 0{,}2609 & 0{,}2344 & 0{,}2044 & 0{,}2800 \\ 0{,}0622 & 0{,}0217 & 0{,}0234 & 0{,}0292 & 0{,}0400 \end{matrix} \qquad S3=\begin{vmatrix} 0{,}5150 \\ 0{,}0711 \\ 0{,}1454 \\ 0{,}2332 \\ 0{,}0353 \end{vmatrix}$$

When the S3 matrix is evaluated in terms of benefit-cost ratio, it is concluded that Gloria Golf Resort Hotel is in the first place with 51 % importance value. Verdura Golf & Spa Resort Hotel is at the last place with 3 % importance value.

Comparison of the Facilities Criteria

	1	2	3	4	5
1	1	7	5	4	3
2	1/7	1	1/3	1/4	1/5
3	1/5	3	1	1/2	1/3
4	1/4	4	2	1	1/2
5	1/3	5	3	2	1

$$R=\begin{matrix} 0{,}5192 & 0{,}3500 & 0{,}4412 & 0{,}5161 & 0{,}5960 \\ 0{,}0742 & 0{,}0500 & 0{,}0294 & 0{,}0323 & 0{,}0397 \\ 0{,}1038 & 0{,}1500 & 0{,}0882 & 0{,}0645 & 0{,}0662 \\ 0{,}1298 & 0{,}2000 & 0{,}1765 & 0{,}1290 & 0{,}0993 \\ 0{,}1731 & 0{,}2500 & 0{,}2647 & 0{,}2581 & 0{,}1987 \end{matrix} \qquad S4=\begin{vmatrix} 0{,}4845 \\ 0{,}0451 \\ 0{,}0946 \\ 0{,}1469 \\ 0{,}2289 \end{vmatrix}$$

When the S4 Matrix is evaluated in terms of activities criteria, Gloria Golf Resort Horel is in the first place with 48 % importance value and Verdura Golf & Spa Resort Hotel has the second place.

Comparison of the Staff Criteria

	1	2	3	4	5
1	1	7	5	1/3	3
2	1/7	1	1/3	1/9	1/5
3	1/5	9	1	1/7	1/3
4	3	9	7	1	5
5	1/3	5	3	1/5	1

$$R=\begin{matrix} 0{,}2138 & 0{,}2258 & 0{,}3061 & 0{,}1865 & 0{,}3147 \\ 0{,}0305 & 0{,}0323 & 0{,}0204 & 0{,}0622 & 0{,}0210 \\ 0{,}0428 & 0{,}2903 & 0{,}0612 & 0{,}0799 & 0{,}0350 \\ 0{,}6415 & 0{,}2903 & 0{,}4286 & 0{,}5595 & 0{,}5245 \\ 0{,}0713 & 0{,}1613 & 0{,}1837 & 0{,}1119 & 0{,}1049 \end{matrix} \qquad S5=\begin{vmatrix} 0{,}2494 \\ 0{,}0333 \\ 0{,}1018 \\ 0{,}4889 \\ 0{,}1266 \end{vmatrix}$$

In terms of staff criteria, while the Palacio Estoril Hotel Golf & Spa Hotel is in the first place with 48 % importance value, Gloria Golf Resort Hotel is in the second place.

Comparison of the Number of Holes Criteria

	1	2	3	4	5
1	1	7	1	7	3
2	1/7	1	1/7	1	1/5
3	1	7	1	7	3
4	1/7	1	1/7	1	1/5
5	1/3	5	1/3	5	1

$$R=\begin{matrix} 0{,}3818 & 0{,}3333 & 0{,}3818 & 0{,}3333 & 0{,}4054 \\ 0{,}0545 & 0{,}0476 & 0{,}0545 & 0{,}0476 & 0{,}0270 \\ 0{,}3818 & 0{,}3333 & 0{,}3818 & 0{,}3333 & 0{,}4054 \\ 0{,}0545 & 0{,}0476 & 0{,}0545 & 0{,}0476 & 0{,}0270 \\ 0{,}1273 & 0{,}2381 & 0{,}1273 & 0{,}2381 & 0{,}1351 \end{matrix} \qquad S6=\begin{vmatrix} 0{,}3671 \\ 0{,}0463 \\ 0{,}3671 \\ 0{,}0463 \\ 0{,}1732 \end{vmatrix}$$

When the Matrix S6 is evaluated in terms of number of the golf courses, Gloria Golf Resort Hotel and Sandos San Blas Nature Resort & Golf Hotel have the same importance value which is 36 %.As for the Distance of the Hotel to the Golf Course criteria, Gloria Golf Resort Hotel and Verdura Golf & Spa Resort Hotel have the same importance value which is 34 %.

At this stage, we can go over to the calculation of the line listing. The results we reached and the decisions made on the basis of the results will enable the decision makers to choose the optimal. In this way, the rationality can be achieved in the prospective holiday preferences of golf tourists and unnecessary discussions about the decisions will be prevented.

Comparison of the Distance to Hotel Criteria

	1	2	3	4	5
1	1	7	3	3	1
2	1/7	1	1/5	1/5	1/7
3	1/3	5	1	1	1/3
4	1/3	5	1	1	1/3
5	1	7	3	3	1

$$R=\begin{matrix} 0{,}3559 & 0{,}2800 & 0{,}3659 & 0{,}3659 & 0{,}3559 \\ 0{,}0508 & 0{,}0400 & 0{,}0244 & 0{,}0244 & 0{,}0508 \\ 0{,}1186 & 0{,}2000 & 0{,}1220 & 0{,}1220 & 0{,}1186 \\ 0{,}1186 & 0{,}2000 & 0{,}1220 & 0{,}1220 & 0{,}1186 \\ 0{,}3559 & 0{,}2800 & 0{,}3659 & 0{,}3659 & 0{,}3559 \end{matrix} \qquad S7=\begin{matrix} 0{,}3447 \\ 0{,}0381 \\ 0{,}1362 \\ 0{,}1362 \\ 0{,}3447 \end{matrix}$$

At this very last stage of the implementation, the Matrix K which has been reached with the help of [Sij]m×n × [Wi]n×1 formula is shown.

$$S=\begin{matrix} 0{,}4844 & 0{,}4687 & 0{,}5150 & 0{,}4845 & 0{,}2494 & 0{,}3671 & 0{,}3447 \\ 0{,}0460 & 0{,}0760 & 0{,}0711 & 0{,}0451 & 0{,}0333 & 0{,}0463 & 0{,}0381 \\ 0{,}0988 & 0{,}1269 & 0{,}1454 & 0{,}0946 & 0{,}1018 & 0{,}3671 & 0{,}1362 \\ 0{,}2719 & 0{,}2926 & 0{,}2332 & 0{,}1469 & 0{,}4889 & 0{,}0463 & 0{,}1362 \\ 0{,}0988 & 0{,}0358 & 0{,}0353 & 0{,}2289 & 0{,}1266 & 0{,}1732 & 0{,}3447 \end{matrix}$$

$$K=SxW\rightarrow \qquad W=\begin{matrix} 0{,}1277 \\ 0{,}0274 \\ 0{,}0875 \\ 0{,}0395 \\ 0{,}0588 \\ 0{,}4050 \\ 0{,}2541 \end{matrix} \qquad \begin{matrix} \mathbf{0{,}3898} \\ \mathbf{0{,}0463} \\ \mathbf{0{,}2218} \\ \mathbf{0{,}1511} \\ \mathbf{0{,}1909} \end{matrix}$$

When the values occurring on the K decision matrix are evaluated on the basis of the Table 8, Gloria Golf Resort is seen as the best golf hotel alternative chosen among five hotels. Thus, AHP has contributed to the desired solution by providing optimal option alternatives to the individuals. The same results have been reached by Expert Choice software.

Table 8. Preference Order

Preference Order	Hotels	%
1	Gloria Golf Resort	**39%**
2	Sandos San Blas Nature Resort&Golf	**22%**
3	VerduraGolf&SpaResort	**19%**
4	PalacioEstoril Hotel Golf&Spa	**15%**
5	Divani ApollonPalace&Thalasso	**5%**

5. CONCLUSION AND RECOMMENDATIONS

AHP enables the decision makers to make more exact preferences/choices as it is a mathematical method having the feature to evaluate both qualitative and quantitative criteria together.

When the criteria points are evaluated before reaching the study results, it is possible to say that different features have superiority over others but in making the choice it is highly possible to run into contradiction or make faulty decisions. AHP takes into consideration the importance values and attitudes simultaneously and so can provide clear resolution rapidly. In ordering the

preferences and evaluating them in terms of criteria, we can benefit from packaged software such as Expert Choice.

In this study, while Gloria Golf Resort is seen as the first hotel to be preferred with 39 % Sandos San Blas Nature is in the second place with 22 % important values. Divani Apollon Hotel, on the other hand, is at the last place with 5 % which is far below in satisfying the needs. Within these results, choosing/preferring Gloria Golf Resort is the optimal decision. Price is not much important for the rich playing golf but rather the criteria as the number of the holes in the golf course and the distance of the golf course to the hotel. The AHP can be used not only in preferring the golf hotel and accommodation but also in resolution of all the decision making problems of business life.

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