



followed by 3 stars hotels offering 46,332 room and 5 star establishments housing 37,200 room followed by 2 star and 1 star units with 6,800 and 1,452 respectively. Key performance metrics showed a double-digit decrease in occupancy ratio for Istanbul with 3.1 percent year on year (YOY) to 67 percent with 6 percentage points below the European average of 73 percent.

Seasonal activity

Istanbul experienced around 38.5 million room nights in 2012 with figures indicating that strong months for hotel accommodation are typically April, May and October when most international conferences take place.

Table 1: KPM (Key Performance Metrics)

KPM					
Occupancy Ratio	YOY	ADR	YOY	REVPAR	YOY
67%	3%	\$ 163.00	2%	\$ 110.00	7%

Compiled by PROTOCOL

"In 2013 the total number of hotels in Istanbul of all tiers reached 834 properties"

The trough is typically from November to February, primarily on account of the year-end holidays. From March to May, as well as late September to October, demand is characterized by the conference and exhibition business as well as commercial activities, which drive most of the city's occupancy. Furthermore, it is important to note that Ramadan is another factor influencing the city's seasonality patterns.

As Turkey and its capital in particular enjoyed a steady and bursting growth at all levels through the last decade, with an upcoming development pipeline of 29 international properties planned for Istanbul until the end of 2016, prospects for 2013 is still uncertain and a lot will be depending on the political situation. ■

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استفاد قطاع السياحة التركية خلال اضطرابات الربيع العربي من المصطافين والسياح الذين فقدتهم البلدان المجاورة لتركيا. سجل قطاع السياحة التركي زيادة بنسبة ٥٪ في عام ٢٠١١. وفي عام ٢٠١٢ جذبت تركيا أكثر من ٣١.٥ مليون سائح أجنبي. اعتبرت اسطنبول إحدى أهم المواقع السياحية في العالم، وشهدت أعلى زيادة في عدد الزوار في أوروبا العام الماضي. ولكن على الرغم من ذلك، فإن النمو السياحي في البلد هو الآن رهن الأوضاع والتقلبات السياسية. في حال استمرار حركة الإحتجاجات، يتوجب على الحكومة التركية التحرك بسرعة للتعامل مع هذا الوضع قبل أن يسيء إلى صورة تركيا باعتبارها وجهة العطل الصيفية المشمسة. رغم النمو السياحي الذي شهدته في العام الماضي، يعد قطاع السياحة التركي متقلب للغاية وغير مستقر.

Mühlenchemie Strengthens its Position

Turkey is one of the most dynamic and complex markets in the world. In order to meet the increasing demands of local bakeries producing bread and pastry goods, **Mühlenchemie** and its long-standing distribution partner **ABP** are intensifying their cooperation. With the opening of a production plant of its own for flour improvers and flour fortification premixes in the Turkish town of Izmir, the joint venture intends to meet the challenges facing flour improvement in Turkey and its neighboring regions. The two firms have now established the joint venture **ABP Mühlenchemie Gıda Sanayi ve Ticaret Anonim** as a partnership on a basis of equality. In this context the new company has set up a research and production facility of its own in order to be in a better position to meet the needs of the region's milling industry. "Thanks to the new production plant and our joint venture with ABP we are now able to serve the dynamic Turkish market for agricultural products and food more systematically and flexibly", says Mühlenchemie's Managing Director **Lennart Kutschinski**, explaining the background. "A knowledge of local conditions and good relations with our customers, including thorough advice, are essential for our business if we are to offer additional value with individual system solutions. In ABP and



Mühlenchemie and ABP, intensifying their cooperation with the opening of a production plant

Mühlenchemie, two excellent partners have intensified their cooperation to ensure a successful future", Kutschinski continues. ■