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Chapter 1

DOES IKEA CORPORATE CULTURE APPLY IN TURKEY?

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1.INTRODUCTION

1.1. Background of the study

Many studies have been conducted in which researchers have given proper definitions of globalization. Many definitions of globalizations are contradictory to some extent, but they also provide some alternatives to others (Yu and Ting, 2009). The researchers have stated that globalization is defined as the economic development which appears due to the products and services which are used and traded among nations, capital flows, increase in liberalization and advanced technological developments. Globalization, in some ways, is an extension of nationalism (rather than its polar opposite) in terms of culture and economic structure: it, like nationalism, promotes cultural uniformity and economic integration (Bowles and Pagano, 2020). According to study Riley (2009), globalization is defined as the mixture of economic, social and business activities which have been implemented across the national limitations. The process of globalizations has huge impact on the economic, social and business motions. Stigliz (2002) in his study has also mentioned that globalization is very significant and essential which helps people to lead their lives together across the globe. Moreover, the process of globalizations helps to shorten the distances between nations with the help of cost reduction in the transport and communication networks. Many studies have been conducted which have also mentioned that globalization also applies to various social processes that helps to transform the social conditions of the weakening nationality into one common global identity.

However, according to Anderson (2000) cited from Lee and Carter (2005), in his economic perspective on globalisation, there is a deficiency in the cost in exchange and barriers to doing businesses and communication with other countries around the world. He believes that globalisation effects pave the way for enlarging the integration of products, services, labour, technology and opinions around the world. The studies have also mentioned that there are many definitions of globalization which have helped use to analyze some terms which has also made the process of globalization more active. The studies have also mentioned that business organizations should adopt the most effective and adequate globalization strategies so that they achieve competitive advantage and enhance their profits (Vrontism and Thrassou, 2007)

Many studies have been conducted which have identified the various reasons by which business organizations enter foreign markets. The studies have stated that the first and foremost reason is the ongoing growth in the global economy. The researchers have identified that there are various economic activities which are being operated across the nations. Due to the economic activities, many business organizations have also expanded their production levels to many other nations (Tomlinson, 1991). For example, through the on-going and growing global economy, countries and companies keep being a part of a global network. Economic activities are operating across national borders and companies are thinking in terms of global perspectives. As a result of the global economic process, multinational companies have expanded their production levels to many countries around the world. Therefore, global companies have discovered more opportunities to invest in foreign countries and to have a voice among the domestic companies in other countries. Furthermore, the liberalization of the trade world and the decline in transportation costs are considerable steps for integrated global economics all over the world and remove many barriers that cause multinational companies not to export to other countries.

Because of globalization, many business organizations have discovered more and more opportunities in foreign countries, and therefore they are entering into foreign markets. The other reason is due to enhance in technological advancement. Many business organizations are now producing products and services which are enhanced by technological advancements. This has created some new opportunities for organizations to enter foreign markets. The other reason which has been pointed out by the researcher Bennett (2000) is the existence of various kinds of lucrative markets in foreign countries. What is more, the saturation of existing markets and the harsh competition within current domestic regions leads global companies to gain the advantages of foreign markets. For these reasons, stated that 'cross-border trade is today much easier to organize than in the past', because overseas markets may not have such new foreign products. Therefore, this market can be more fruitful and gainful for international companies and the removing of trade barriers and the easier of getting knowledge and visiting foreign markets offers a greater chance for global companies to operate internationally and invest in overseas markets. (Bennett, 2010) The other important reason which has been identified is the global communication system through which there has been significant technological development.

This global communication system has helped global companies to produce innovative products and services (Kara and Sener, 2010). Another important reason that leads companies to enter overseas markets is global communication by means of significant technological development. The mass growth in communication tools helps global companies to introduce their products and services globally. For example, the internet, the television channels which use broadband across national boundaries and different newspapers and magazines which have a global reach and are read internationally. They all pave the way for global companies to introduce themselves as leading global brands and cause people around the world to become familiar with a brand's presence. Therefore, this also leads them to enter foreign markets much more easily than ever before, and to advertise globally. According to Lee and Carters (2000), the existence and increase in number of marketing communication has led effective organization to 'communicate a range of messages about value, quality, reliability, and brand image to a whole variety of global audiences.

1.2. Significance of the study

As mentioned that Turkey is considered to be one of the fast growing and dynamic economies within the global community. Moreover, the nation Turkey is also carrying strong paced development and interaction with much global business organization in nations across the world (Henry and David, 2006). Turkey is a nation which has wealth and prosperity and has also become one of the best logistic hubs, which has further allowed the nation to provide economic opportunities to many foreign investors.

IKEA has been connected to the nation Turkey since the year 1980. IKEA is very much familiar with the market conditions of Turkey. After franchising with the Maya group, IKEA entered the Turkish market. There were various factors such as the economic growth, political stability and decline in inflation which have been the primary reason behind the establishment of IKEA in Turkey. The company IKEA had the intention to expand its global strategies and also want to enhance their existence all across the nations (http://onlinecatalogue.ikea.com)

Many studies have been conducted by Doole and Lowe (2004), which have mentioned that the union forces, access to the internet and the continuous progress of technological developments are necessary aspects of the international marketing orientation which helps business organizations to plan their strategies. After entering foreign and international markets, business organizations should also try to adopt the approaches and methods which should help them to attain competitive advantage.

The studies have reported that in localization and adaptation approaches the cultural value of nations is considered. Keegan and Green (2008) have mentioned that localized campaigns pay more attention to the features of the goods and services which are produced in every nation and culture. On the other hand, some marketers believe that standardising approaches is critical in order to keep up with the massive number of economic advantages (Bhattacharya, Michael, 2008:84). It was concluded that the purpose of using a standardised international campaign is generally cost efficiency and creative advantages, even for companies that operate in domestic markets. He stated that for companies a creative advantage is 'an international quality standard, or the ability to develop a big idea and create an expensive commercial for which the cost may be spread over many countries (Mooji, 1994).

In recent years, two contradicting arguments have been debated in the literature review on international marketing. One of these is the standardization strategy, which holds that global enterprises should use the same goods and services in order to be successful and get a competitive edge in foreign markets. The other is the necessity for adaptation or localization, which requires multinational corporations to respect cultural values of nations and modify their products to each overseas market. Both topics are studied in this study, together with potential and supporting drivers and examples of IKEA's marketing techniques in Turkey markets.

2. LITERATURE REVIEW

There are two predominant contradictory points that have appeared throughout the existence of global brands and their strategies within foreign markets. These two contradictory points have been expressed by Vrontis and Thrassou (2007), in such a way that 'the one supports the standardization approach and argues that multinational companies' behavior should be uniform to minimize total costs and promote a global corporate image. The other argues for the need for adaptation to fit the unique dimensions of each local market.' It is necessary to discuss both points a bit further in order to understand the two approaches.

2.1. ADAPTATION/LOCALISATION

There are many supportive opinions regarding both adaptation and localization approaches. It is believed that global markets are not similar. The differences between nations, societies, cultures and countries are explicit in accordance with many diversifications, such as: beliefs, norms, rituals, myths and religious concerns (Doole and Lowe, 2008). Moreover, Paul (2008) was opinion of that "Multinational firms undertake massive research projects to understand the kind of changes needed to adapt their products to the needs of foreign markets, a new design to altogether new products and necessitate modifications to suit new requirements." Local variations in relation to many products and services still need to be considered. The increase in the number of global brands and the increasing integration of human beings may make standardization possible, as well as the increase in standardized products to operate in similar strategies and fashions across the globe. However, the explicit diversifications and differences between customer preferences, wishes, and desires are considerable, and these lead to different product requirements in terms of customers' desires. This also implies that a company must carefully modify its offerings to meet the wants of its target clients (Kalogiannidis vd., 2020). Moreover, certain brands may address global similarities, and preference may be similar but personal products might necessitate the diverse levels of customization so as to meet explicit local needs. Mandler (2019) exemplifies as follows: many multinational corporations already make significant efforts to increase local relevance or connectedness while maintaining their global identity, as evidenced by Coca-locally Cola's executed advertisements (Wind et al., 2013), Dove's cross-cultural campaign adjustments (McMains, 2008), or Audi's use of local partnerships and ambassadors (Williams, 2015). Libman (1988) suggested that standardization in marketing is itself composed of the reasons for failure. On the other hand, the visibility of not only cultural but also other differences is quite clear. However, marketing anywhere with single products can make customers unwilling to become involved with a product or a company's strategies and might alienate workers and distance a company from their potential customers' needs.

Moreover, Mooji (1998) cited from Christensen (2009), stated that a globally corporate image, a world brand, and international brand can be built. However, only a few products and brands can be standardized completely. The diversity of consumer needs, wishes, usage for goods, and consumer reactions to companies' marketing strategies have an influence on the changes to a company's overseas strategies. International marketing leads to some changes, including physical characteristics of goods, promotion, pricing, package designing and communication, to address companies' consumers within every market in which they operate. Therefore, Mooji believed that 'The degree of adaptation can be influenced by product category, the company's organization and management, homogenization of consumer needs and tastes, product life cycle and brand positioning or, for instance, by psychic and cultural differences' (Christensen, 2009). Vrontis and Thrassou (2007) summarized all supporters of the need for adaptation theory, stating that global companies need to target the entire market by discovering a complete and adjustable marketing strategy. For instance, how should they encourage a consumer to buy their products and distribute them to be tailored to new market demands? Changing and adapting marketing mix factors and marketing strategies must be explicit to address local tastes, and to meet the market needs and diverse requirements, will be analyzed following part within adaptation section.

Santos and Williamson (2015) advise going even farther with the localization method. They claim that adapting locally is insufficient. To realize the benefits of local integration, businesses must become integrated in local distribution, supply, and talent networks, as well as in society as a whole. Interaction with local partners can result in new insights and unanticipated chances for global innovation.

In this part, all the elements and determinants will be analyzed in order to explain the reasons why the adaptation or localization theory has been supported, paving the way for the need for adaptation within overseas markets. They are also composed of considerable elements that lead global companies to be successful across national boundaries. There are many different factors that can be examined in order to justify the adaptation beliefs. These determinants or factors can be counted as culture, social and cultural factors, gaining competitive advantages through considering local people's preferences and cultural differences, the existence of a collective group understanding and thinking (social identity versus individual identity) within some countries, corporate social responsibility, and also localized advertising campaigns. These will be determined separately as well as being illustrated with current famous global leading brands and companies, in order to achieve the objectives this study.

2.1.1. What is Culture?

'The way of life, especially the general customs and beliefs of a particular group of people at a particular time' (Cambridge Dictionary). Moreover, according to Solomon et al (2010), culture is 'a concept crucial to the understanding of consumer behaviors, may be thought of as the collective memory of a society. Culture is the accumulation of shared meanings, rituals, norms, religious and traditions among member of organization or society. It is what defines community, its individuals, its social organizations, as well as its economic and political systems.' It was noted by Solomon et al (2010), that culture can be made sense of in relation to material objects and services, including cars, food, arts, sports and clothing, and as abstract meanings, including emotion, values and ethics. Therefore, culture is explained as a complete system that includes individual consumers and groups of consumers, and other systems.

Culture has been defined as a collective meaning that has been enriched and enlarged with many different materials and immaterial or abstract elements that can be transferred from generation to generation. Most of the component elements of culture lead to the exposure of cultural differences and the importance of cultural diversity. People can have similar physical characteristics despite their living in different countries and societies, though they may be different in terms of beliefs, religion, thoughts, attitudes, and their perceptions regarding many different issues. The predominant determinant that leads to these differences is the structure of the culture in which they are living, regarding individuals and the social culture. Thus, culture has been modified in many ways, including differences from one country to another. The next question will follow: does culture express meaning for consideration and adaptations, and for global companies who want to enter new overseas markets or countries?

2.1.2. IKEA Corporate Culture

IKEA has created a strong corporate culture with global brand image. According to Stanford (2011), "IKEA has strong vision and a well-told story of how it grew from its founder's dream of putting low-cost, well-designed household items into the homes of many people." IKEA create such a strong culture that its customer has information what they are waited for IKEA and they perceive how they act and make decision in particular circumstances, including, do it yourself, freedom of touch (Thompson and Martin, 2010). "The corporate culture at IKEA reflects the characteristic of its Swedish background, and it is enforced throughout the world inside their company culture, employees generally enjoy working for the company and giving service through this" (Ledderhos, 2003).

Ferrell and Hartline (2010) explained that "IKEA maintains its low-cost business model by creating a different furniture experience, IKEA supplies customers with all possible materials needed to complete their shopping when they enter the store (that is, measuring tape, paper and pencils). The floor has showrooms displaying IKEA furniture with multiple accessories that will accentuate the style." Moreover, IKEA aims is to supply a complete training to all co-workers directly in respect with product development or having relation to suppliers and customers (Nattrass and Altomare,1999).

2.1.3. The Importance of Culture and of Understanding Cultural Differences

In developing an international operation strategy, it is important to note that culture is composed of significant issues that may require careful consideration within localization approaches, because culture can differ from country to country, region to region, or even door to door. Therefore, we need to understand what culture is and what importance cultures have for different peoples, societies or countries. This is going to help us to make sense of the importance of the need for adaptation approaches which are supported by groups of marketers. According to Wang and Li (2010), 'The essence of talent localization is cross-cultural management, which means that as the foreign branches of the host country implement management, they need to not only keep the advanced management mode from their home countries, but also use the local talent to adapt to the local environment, to find new methods to manage and minimize the local constraints, aiming to be successful.' Whether the considerable steps that global companies must make will always be under consideration is a managerial issue, which is probably not matched with their domestic arrangements about cultural differences, as well as diverse values and the thoughts that have been actuated by this culture. They stated that cultural diversifications negatively influence global companies regarding many conditions, including 'inefficient management decisions, unified corporate objectives, lacking enterprise cohesion, a substantial increase in management fees, etc', which all constitute reasons why international companies experience failure and have difficulty within foreign markets. This situation has been narrated by the American scholar David A. Felix: 'generally the failure of large multinational companies, always because of the ignorance of cultural differences –ignoring basic or subtle understanding of the results' (Wang and Li, 2010).

Libman (1988) also concluded that the most considerable number of obstacles, barriers, and other aspects that are difficult the measure, come from cultural differences that have their source in history, religion, customs, manners, values, education, legal systems, aesthetics, and diverse tastes, needs, wishes and economics. Therefore, we can reach the result that the managers of global companies are not only responsible for the general company structure, investment, finance and other considerations, but must find solutions to all manner of incompatible, adverse cultural differences within many countries' cultures and perspectives, in order to develop the effectiveness of overseas markets. It can be discovered many examples of global leading brands or companies that consider cultural differences between markets, the cultural values of countries, customize their products and tailor their products and services in accordance with the current operating countries people's preferences.

2.2. STANDARDISATION

There are many descriptions and supportive views regarding the different standardization approaches. It was defined that "Standardization involves treating the world as one market, ignoring any apparent regional, cultural or national differences, and promoting the firm's output in the same way in all states. Customer with same attitudes and buying habits are targeted in each nation" (Bennett, 2000:308). Buzzell (1968) also stated that in order to provide suitable answers to the local problems, global companies have totally redesigned their marketing or planning strategies for each country because of the dissimilarities amongst nations in the past. However, the circumstances have changed, and the increase and the familiarity in the number of and global companies has exposed the reality of more potential gains when designing and clarifying strategies in accordance with the standardization of the marketing mix elements.

Levitt is a fervent supporter of standardization theory, and he prioritizes this point of view. Levitt (1983) suggested that well-organized firms attend to follow different paths, moving from considering adapted products to providing internationally standardized products that are developed, functioning, and low-cost. He also argued that global companies that focused on consumer preferences have become unable to possess the forest because of the trees. The success of long-term of global companies will depend on focusing on what everyone wants rather than considering the finer details of what a human being wants or might like. Moreover, supporters of standardization see marketplaces as becoming increasingly uniform and global in breadth and size and argue that a multinational's capacity to standardize goods and services is critical to survival and success (Hollensen and Møller, 2018).

In addition, according to Levitt (1983), the world market is ready for globalization. The global corporations produce goods at a lower cost than they did before, and act as if the whole world is an individual entity; similar things sell in the same way everywhere. Therefore, the global adjustment association adapts to its goods and activities in every market with higher or lower prices all over the globe. It has been stated that the advantages of implementing a standardized marketing strategy constantly provide benefits for operating the world and cost reductions. International marketplaces are mostly the same or similar, by virtue of advanced globalization in the world of business. This helps some companies to become aware of the benefits of supplying consistent and unchanging products and marketing methods across national boundaries. For these reasons, global organizations achieve economies of scale within production and purchasing in terms of manufacturing similar products and reusing familiar marketing processes and distribution systems

2.2.1. Global culture and Neighborhoods (The Similarity of Cultures)

In this context of standardization, a term that must be considered is global culture or cultural neighborhood (the similarity of cultures) around the world in spite of understanding cultural differences between each country/market. This is because one important determinant that is advocated by the standardization approach is considering markets all over the world in the same way as domestic markets. What global culture tells us and the reasons why global companies elicit and enlarge such a culture comprises the basis for the standardization approach. "Global culture" may be defined as an entire way of life for the people of the globe, as well as cultural works produced and widely consumed by people who live inside and across numerous countries, rather than just one (Mirrlees, 2020).

It was suggested that the spread of cultural values around the world is easier than ever before by means of current communication technologies. Human beings on the far side of the world can share and have knowledge about others' cultures. Moreover, it is believed that global culture is usually perceived positively in terms of encouraging diversity, combining cultures and paving the way for people from different corners of the world to embrace mutual and widespread values. Western culture is dominant over the globe. For instance, it is stated that "Television may radically alter our sense of cultural boundaries, like the public or the private, making all experience equally visible but also equally flat-robbing us of differentiations that give events particular significances" (Tomlinson, 2001). The cultural values of countries remain untouched, and the similarity of cultures and peoples considered despite differences between them. It is believed that the interaction of human beings through transportation, global communication and foreign investment has been increased or will be increased in the following few years. Therefore, these lead organizations see the world as a village and whole market where all companies operate using the same approaches.

2.2.2. Advantage of Standardizing Global Advertising versus Localized Advertising Campaigns

As a criticism that might be leveled at the localized advertising campaigns, it is believed that the diversity of cultural differences, languages, norms, beliefs and the other aspects cause global companies to gather a comprehensive knowledge regarding these differences and emphasize these diversifications in accordance with each country's determinants. Some marketers believe that a global advertising company is more appropriate than several localized ones. What is standardized international or global advertising? It has been defined by Onkvisit and Shaw (2008) that "Standardized international advertising is the practice of advertising the same product in the same everywhere in the world." Craig and Douglas (2002) believed the conducting of global advertising can offer different advantages. Firstly, it can offer a strong, logical and consistent global image for companies and its products can be advertised using global advertising campaigns. Also, employing similar images within diverse countries increases the familiarity across global markets. Moreover, the employment of a single advertising campaign caters for important cost efficiency in terms of proliferation and goods and services, and therefore it reduces the cost. In contrast, the increase in the number of localized advertising campaigns might lead to incoherent messages or the promotion of incompatible brand images in different countries and might lead to confusion regarding promises pertaining to brand/company images and what might be expected by different peoples. In addition, Green et al (1975) believed the same characteristics and features of peoples around the world as well as the share of fundamental and similar needs and desires paves the way for advertising campaigns to be universal instead of emphasizing diversity and the existence of differences between cross-cultural consumers.

3. THE STUDY/METHODOLOGY

3.1. Research questions

The following research study will examine and analyze the impact of the adaptation theory and the standardization approach on the IKEA, which is being operated in Turkey. This will further be supported by exploring the various IKEA activities and strategies implemented in Turkey. The following research study will also examine the significance of cultural values and the importance of people wishes for IKEA in the nation. The primary research questions of the study are stated below:

- To explore the cultural values of Turkey and people's preferences for IKEA.
- To determine how IKEA's corporate with social responsibility in Turkey
- To explore IKEA's standardisation approach in Turkish markets

To investigate the adaptation of IKEA culture among the Turkish people

3.2. Research design

The following research study is based on secondary data and its techniques. The data is taken from various kinds of journals, book and scholarly articles. The methods and techniques of secondary research help in assembling information through previous research studies, publications and nonhuman rights. The paper used qualitative research, the case study, which will be focusing on IKEA's overall strategies business model and core values in Turkey.

3.3. Data analysis methods

In the following research study, the literature was taking from various kinds of sources which have been reviewed and all the major facts and figures have been considered. In order to examine the data, it has been conducted extensive and in-depth analysis which has been derived from the collected data.

4. FINDINGS

The findings and literature review has mentioned that the company IKEA is thinking globally and considers the world as the global market. The studies have mentioned that Turkey is considered a part of IKEA strategy and is also taken into consideration in the globalized community of IKEA. The studies have mentioned that IKEA is applying its standardized products with partial adaptation of Turkey's marketplace.

As mentioned in the findings and literature review, IKEA is treating the nation Turkey as part of their global market. It also has the proposal of producing new design products with low costs and low price and is also committed to provide a wide range of innovative products to their customers. The studies have also mentioned that this has been accepted by people across the globe as the target customers. All these ideas have led IKEA so that they can consider Turkey and its market as one of its standardization strategies. Moreover, global companies do not adjust with other countries' cultures or markets in which they are still operating. Particularly, well-known companies with a high reputation for quality make use of specific cultures or set of values to attract people's attention. IKEA's global culture also constitutes towards a new culture to attract Turkish people's attention and teach them a new way of life. For instance, IKEA is offering Turkish people to do shopping without any interaction with the employees in charge. IKEA is also providing an easy collection of furnishing and self-service to them. These services allow Turkish people to accept IKEA easily and successfully.

The findings have also mentioned that the global business organizations should try to consider the absolute and explicit framework and should also consider all the local cultures and the taste and preferences of people living in Turkey. If global companies want to receive appreciation from local customers, they essentially need to adapt with the overseas markets. In many aspects IKEA has adapted the Turkish market including marketing communication, home/furnishing decoration, some additions to restaurants. Moreover, it has designed marketing campaigns and business activities partially shifted from Turkish culture without losing IKEA's global image and keep the balance between IKEA's standard and local preferences.

Table.1: Summarizing Main Findings for Four Research Questions

IKEA generally provides standard products to Turkey similar to those offered to the global market	IKEA uses the standardisation approach in Turkey as it operates in the global markets IKEA has the same products across the world by partially adapting the Turkish local culture and emphasising Turkish people's preferences The services in the stores are almost similar to those in the stores IKEA started to produce all of its products and services by providing considerations to the design and quality of the products Producing and manufacturing products which are appropriate and adequate to fulfil their daily needs all across the globe The most essential part of the global strategies is that they are used as one of the most important communication tool in Turkey.

Adaptation of Turkish culture within IKEA's global culture	IKEA is decisive with regards to peoples' preferences and created a new culture so that the Turkish people can also become members IKEA has invited people who have a high involvement in a company's' brand to help them constitute their culture IKEA constitutes a new culture for local people where they can learn new ways of life and concepts. IKEA offers Turkish people to conduct shopping without any interaction with the staff member in charge The management of IKEA recognizes the freedom of people in their shopping. Customers themselves are transporting their shopping to the car IKEA provides to Turkish people is their easy and efficient assembly of goods. This is considered to be significant concept as people and customer expect the employees to assemble their products
IKEA partially adapts itself to Turkish local culture and people's wishes.	IKEA, has partially taken into consideration the Turkish culture and thus addresses to Turkish people preferences in their stores IKEA has illustrated the influence the religion of the region and the families living in Turkey. Many furniture goods of IKEA have been produced in accordance with the taste and preferences of large families Many additional chairs have been made for the dining room tables for big families who have been living in Turkey IKEA has always worked hard to provide Halal items in our stores as per the Islamic laws and principles. People can discover very delicious Turkish tastes in our restaurants, such as Beans Sausage Casserole, Mediterranean Salad, and Stuffed Vine Leaves The management of IKEA is using the Turkish language in their marketing and advertising campaigns and also in their catalogues which is used as marketing communication
IKEA has Corporate Social Responsibility towards Turkey	IKEA helps employees improve their business ability and contribute towards further qualification of Turkish people's community life IKEA offers better position to its staff depending on their career and responsibility towards the company

The IKEA management has also considered all the Islamic principles and regulations, and this has also influenced their Turkish culture. Islam specifies the Turkish people's preferences, customs and behaviour. Therefore, IKEA has tailored its restaurant menu by removing pork and gelatine and added some famous Turkish tastes. It also gives importance to the ambience of the restaurants, specifically furniture and kitchen decoration.

The studies have also proved that IKEA management also adopted various kinds of corporate social responsibility which is very important for the brands to understand and consider the social and environmental factors. The management of IKEA is involved in providing intensive training to all their employees so that they can enhance their skills and abilities. The management of IKEA has also implemented and incorporated additional projects within the Turkish community which has helped the company to adopt the Turkish culture within their organization. With the help of above argument, it can be stated that IKEA has adopted the cultural values and traditions of the Turkish culture and is building products and services according to the requirements of Turkish people.

5. CONCLUSION AND IMPLICATIONS

Many discussions have been undertaken in order to define what is meant by globalization and to understand what globalization supplies to our current world with its positive and negatives sides as well as regarding how globalization shapes our world. In this study, the importance of globalization for global companies has been considered. There are many factors that lead global companies to enter into foreign markets and to market their products and services internationally, namely, the on-going growth in the global economy, the increase in technological development, the saturating of existing markets, the existence of diverse and lucrative international markets and the mass growth within global communication means, which all provide significant reasons for multinational companies to operate within overseas markets. For instance, economic activities are operating across national borders and companies are thinking in terms of global perspectives. As a result of the global economy process, multinational companies have been able to expand their production levels to many countries around the world. In addition, multinational companies have discovered how to produce a far greater range of products and services that are enhanced by technological advancements. This has provided significant opportunities for entry into new markets or countries, because the technologically advanced products enable companies to be superior and unique within existing domestic and global markets. Moreover, the mass growth in communication tools has helped global companies to introduce their products and services on a global scale, utilizing technologies and media outlets including the internet, the television channels which broadcast across national boundaries and the newspapers and magazines which have global prestige and are read internationally. In respect of this study, as the most important factor that the development in Turkey economic data, political stability, the decline in inflation composed of the reason why IKEA came into Turkey in 2005.

The opportunities of the new globalised world for the entrance of global companies to international markets, of course, enable global companies to determine the most profitable strategies across national boundaries. The most important aspect for global companies is to elucidate and determine what international marketing strategy needs to be conducted in order to be successful and achieve competitive advantages within international marketing. There are two common and contradictory points that have been discussed over recent years, which are the need for either an adaptation/ localization or standardization approach. It was precisely argued that "The one supports the standardization approach and argues that multinational companies' behavior should be uniform to minimize total costs and promote a global corporate image. The other argues for the need for adaptation to fit the unique dimensions of each local market" (Vrontis and Thrassou, 2007).

One important thought, the current integrated global world benefits the standardization approach versus the need for adaptation. It has been noted that globalization result in greater similarities between peoples as opposed to differences and leads to greater levels of integration amongst different groups of people. Treating the globe is a necessity of standardization, which requires looking beyond any explicit cultural, religion or national diversity and adopting the same marketing strategies using completely the same methods in all countries. In addition, the understanding of the market has changed and the growth and familiarity in the number of multinational firms has brought about more success, cost reduction and profit thanks to the standardizing of the marketing mix elements. People all around the world will be chosen as customers rather than considering each detail of a customer's desires and what they might expect or want individually. The development of global communication and technology prepares an environment suitable for a global culture around the world, which offers people on different sides of the world the chance to combine cultures, and to embrace mutual and widespread values. People discover more chances to share their cultural values and norms, and benefit to countries and human beings around them.

In addition, there are several considerable determinants in favor of standardization. For example, these include the culture created by giant global companies, the increase in individual thoughts versus collectivism between adolescents, the increase in the number of corporate brands, and the country-of-origin effect. The culture created by a high reputation and being a well-known global company encourages global uniformity of culture, and people are gradually becoming members of these cultures. Therefore, cultures adapt to global companies. The country-of-origin effects require a greater standardization approach, because the "made in" label encourages companies not to change their product's physical characteristics. What is more, custom and cultural values imply less meaning for them; American culture and a Western lifestyle have taken an increasingly important place in the lives of today's young adults around the world. Corporate brands also enable a standardization approach; they operate in similar segments with similar products as well as implementing similar approaches in advertising, packaging and behavior in different domestic markets. IKEA thinking globally, seeing the world as global market, targeting people in the world as target customers and the culture created by IKEA composed of an important example of IKEA's standardization approach in Turkey.

On the other hand, the other important thought concerns whether there is a need for adaptation or localization. It has been believed that diversity within beliefs, norms, religions and even regarding preferences for different colours are clear concepts which tell us of the existence of differences between cultures, societies and countries. The variety of local market preferences relating to most products and services needs to be considered. Adapted marketing strategies must be based on satisfying local tastes, meeting the market needs and diverse requirements, because the diversity of consumer needs, desires, usage of goods and consumer reactions to companies are the major effects that lead global companies to tailor marketing plans for overseas markets. IKEA partially adaptation in some respects to Turkey market pave the way for IKEA to be accepted by Turkish peoples.

Corporate social responsibility is particularly significant for multinational brands in order to consider the social and environmental concerns of different markets, and to keep stable or increase their reputation. IKEA’s corporate social responsibility in the training of employees and social project about primary schools, which are given as a sample above, are testament to the importance of corporate social responsibility for global giants.

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Chapter 2

UNDERSTANDING AND EXPLAINING SOCIAL CHANGE BY EXAMPLES

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Introduction

The fact that humans have to live in a society is an issue that has been discussed since the ancient Greek philosophical thinkers and with some exceptions there has been an agreement on this issue since then. In this long period, societies have of course changed a lot. Also, societies existing in the same historical periods have not had exactly the same characteristics due to a number of causes, such as historical conditions, geographical differences, political setting, and economic order in addition to social factors.

What if the focus is on a specific society? Is it possible to argue that this society has preserved all of its characteristics without any change in the last hundred years, fifty years, or even ten years? As society is a dynamic and complex structure, it is not possible to verify such an argument. In other words, social change is inevitable. All societies, even the closed ones and the ones which have many strong elements resisting change have experienced differentiation and transformation over time and also by facing some factors of change. This process is known as social change.

Identifying, understanding and explaining the transformation experienced by society is not important only for social scientists; but also for the individuals living within the society, especially for their adaptation to the society and social change. In this chapter, the significant concept of social change, properties of social change and factors causing social change or making social change easier are explained in a debatable language. To achieve this purpose, both historical and contemporary examples are presented. Such a discussion indicates that recently social change occurs much faster and reveals its results in a shorter time, especially as a consequence of globalization and increasing communication and transportation opportunities in addition to the other economic and political causes.

What is social change?

One of the important properties of any concept which has been examined by social sciences is the fact that there has generally been no agreement on its definition. This fact has been one of the strict criticisms of the positive scientists on social sciences or *the social scientists who have felt closer to the methods of positive sciences*. On the other hand, it seems that there is not such a problem in the definition of social change. In political philosophy, there has been a long discussion on the fact that living in a society is inevitable for humans. Similarly, it is known that social change is also inevitable. On the other hand, the scientific focus on social change does not go to the very old age. Since the 18th century, the industrialization process has caused significant developments such as the rise of mechanization, urbanization and migration from rural areas to the cities as a consequence of the shift of labor from agriculture to industry. The need to explain the consequences and the problems of these important economic and social processes has played a significant role in putting the concept of social change under scientific focus (Akujobi C.T, Jack, Jackson T.C.B., 2017: 491-492)

Social change is defined as the historical differentiation and transformation process of social relation networks, social institutions, individual and group behaviors, social norms and values that make up the structure of society (Turhanoğlu, 2011: 3). Different theoretical approaches on social change have indicated that social change is caused and affected by different factors having different characteristics. The impact of these factors varies depending on the era and it is observed that new factors are added recently (Yazıcı, 2013: 1492-1493). It is also important to point out the relationship between social change and social stability to have a better understanding of both of these complementary social processes (Erol, 2011: 112).

In the 20th century, which Giovanni Arrighi describes as "long" and Eric Hobsbawm as "short", technological development has accelerated first of all because of the world wars. Towards the end of the century, technological improvement has reached an important and different level, especially with the emergence and the spread of the computer and then the Internet. These developments represent certainly a significant stage of human civilization that started by rubbing two stones together. This revolution in the technologies of communication and information, which is in the process of mutually supporting each other with the phenomenon of globalization, has changed both individuals and societies. While it is certain that computers, smartphones, the Internet, and social media have all become important factors of social change, it is a discussion point that this kind of social change would have either positive or negative effects. Hence, observing the impacts of all these factors would make it easier to understand and explain social change, especially in recent years.

Although it is stated that social change is inevitable, the rules regulating society do not change very easily, especially the ones related to the cultural values of the society. On the other hand, social change eventually causes the reconsideration of social rules in some cases. For instance, it is seen that a new communication language has emerged with the rise of social media, especially among young people. It is also possible that the change of rules causes some social practices to change. Urbanization brings several rules, for instance, making the lives of urban residents differ from the lives of people living in rural areas. Another example is fashion which would be seen in general as the rules of clothing in societies in a given period. Social changes would certainly have some impacts on fashion, while fashion would also have a role in social change.

While the reverse is again correct, it is important to point out the effective role of international and inter-communal relations in society and social change. Just as in the case of China before the 1980s, it is expected that social change will be relatively slow in societies that are closed and have fewer relations with the rest of the world. In addition to routine relations, wars, external migration, and trade are among the factors increasing relations between societies and giving rise to cultural interaction. In particular, globalization and the increase in communication and transportation opportunities have led to an improvement in international and inter-communal relations and their effects on social change. Technology has also played an important role in this process. Face-to-face interactions, which previously took place at some considerable costs, are now achieved by pressing a few keys in front of a computer. Such technology has turned out to be the chance of humanity under the threat of Covid-19 as it enabled people to have video calls, online meetings, and work at home.

Society is a dynamic structure full of contradictory elements, and hence the issue of social change is also a complex process. It does not depend on a single factor and does not always occur in the same direction and speed. Moreover, it is important to mention that it does not happen only because of social reasons. The economic and political factors also have significant impacts on society and thus cause social change. In line with this fact, Kongar explains social change by using two basic contradictions of "human-nature" and "human-human". Within this perspective, social changes result in the redefinition of human's relationship with nature on the one hand and on the other hand human's relationship with his or her own species in the medium or long term (Kongar, 2017: 23-24).

Properties of Social Change

Although it is a complex process, some of the properties of social change make the concept easier to understand. First of all, the most important characteristic of social change is the fact that it is an inevitable process for all societies, even the ones which have static social elements that are strongly resistant to change. Cultural elements of the social structure such as customs, traditions, and moral rules would be among the resistant static elements (Erol, 2011: 110-111). Such elements may make social change happen more slowly, but change does eventually happen. On the other side, it is possible to state that change factors that are compatible with cultural values are more easily adopted by society.

Another property of social change is that it has a direction. The direction of social change may be forward or backward within the framework of universal values such as decreasing mortality rates and increasing literacy rates. In other words, social change can bring comfort, happiness, peace and stability to society as well as chaos and unrest (Kongar, 2017: 24-25, Dinçer, 2003: 102). Within this perspective, the task of the social scientist is to examine both negative and positive situations without making any judgments. In other words, it would be misleading to look for only improvements in societies for understanding and explaining social change.

It is also important to mention that the direction and speed of social change vary from society to society (Özkalp, 2015: 307). For instance, some change factors produce more positive results in some societies and are adopted more quickly and easily because of several reasons. For instance, constitutional institutions have been historically strong in Europe where parliaments existed before the rest of the world. Consequently, European democracy is seen to be stronger and democratic changes have been more easily adopted by European societies. On the other side, many states were able to develop such institutions only after centuries, when they gained independence after the two World Wars.

In addition to the fact that social change takes place in different ways in different societies, it should be noted that the direction and speed of social change vary over time in the same society. No society responds to the factors of change in the way that it did in the past, for instance in the 1920s or the 1960s. The main reason for this fact is precisely social change itself. Since the 1960s for instance, societies all over the world have changed greatly, albeit in different ways. This change has also included changing conditions of social change. Moreover, today societies are faced with factors of change that did not exist in the past. Social media would be the best example of such factors, having significant impacts on society, social relations, and social institutions. In fact, technological progress has generally played a role in the process of social change whenever this progress has interfered with social life in any way. Within this perspective, even the entrance of the washing machine into social life has also played a significant role in social change. First of all, it has contributed to the increase in women's participation in working life. More working women have transformed one of the most important institutions of society, the family and the relations within the family.

It should also be noted that a change in any element of the social structure affects the other elements. However, the direction and speed of change may be different in different social elements (Turhanoğlu, 2011:4). While some of the social institutions or elements are affected by change less than others, some of them can be affected quickly and deeply. Both positive and negative consequences are possible as mentioned above.

When the impact of the factors is also taken into consideration, social change would occur slowly in a planned way, while it would also happen quickly as a radical change (Erol, 2011: 113). A planned social change generally brings a set of rules imposed by an authority, primarily the state, to transform the society in the desired direction. Through a number of reforms and legal regulations which brought a significant social change, Turkish modernization process at the beginning of the Republic which was established in 1923 is one of the good examples of such a process.

Causes of Social Change

There are many factors that cause social change. First of all, it is important to mention that the factors causing social change and their impact differ from society to society (Erol, 2011: 116). Above, it is emphasized many times that social change is inevitable. One of the main determinants of this inevitable social change is the historical conditions of society. For instance, Turkish society experienced a war of independence just before the Republic was established, while lived within a powerful and large empire before, the Ottoman Empire. In addition to these, Turkish society experienced military coups in the second half of the 20th century. These important developments in Turkish political history have had important impacts on both the structure of Turkish society and its change.

In addition to the historical conditions, changing geographical characteristics and climate conditions and also natural disasters have an important role in social change (Turhanoğlu, 2011: 3). Because of its geographical characteristics, Turkey has unfortunately experienced a number of serious natural disasters. Especially earthquakes have caused great losses of life and property. Recently, floods causing great losses have also become common. Such disasters and losses obviously bring a lot of pain which would also be seen as one of the important factors of social change. In response to all of these, it is expected that the consciousness of the society to take the necessary measures against disasters would be increased. In the case of Turkey, it is possible to argue that a level of consciousness is reached by society while some legal regulations have also been passed.

It is possible to view the recent crisis caused by Covid-19 as a kind of global natural disaster. This crisis has threatened human health seriously and spread to the globe rapidly and hence has given rise to a rapid social change. Covid-19 virus and the measures against it immediately interrupted social relations and damaged social institutions in addition to its impacts on individual lives. In other words, this global crisis has brought a rapid and compulsory social change; while experiences of every society have naturally differed. For instance, social distance is not wide especially in some societies like Turkish society. In addition, relative visits on religious holidays, crowded wedding ceremonies, or funerals are culturally important. Hence, staying at home turned out to be hard for the Turkish people when the measures against Covid-19 were announced by the health authorities and even when these measures were enforced legally. There are coffeehouses (*kahvehane*) where Turkish men come together in their spare time and play some games such as card games. As another example, it was interesting to see news about police raids to such places which were full of a number of men during the curfew days. Such social behaviors would be seen as good examples of the difficulty to give up some of the habits of socialization even under a threat to human health and despite the legal measures.

It is also important to point out that one of the negative impacts of Covid-19 has been deepening the social inequalities globally. The virus would indeed have similar effects on human health; however disadvantaged sections of the society such as the poor, unemployed, uneducated, and women have felt the burdens of the pandemic more. Hence, the economic problems caused by the Covid-19 crisis have also turned out to be one of the important factors of social change (Ataman et al, 2021: 242-246). There are expectations that the Covid-19 crisis will reverse the individualistic approach in social life, neoliberal policies in the economy, and environmental degradation (Karataş, 2020: 15). On the other hand, it is unfortunately seen that even the attempts to solve the Covid-19 problem also brought a kind of inequality that is vaccine inequality meaning that countries other than the developed ones found themselves in severe competition for receiving vaccines. Vaccine inequality caused vaccine nationalism as the political authorities rushed for receiving vaccines for their own citizens. Also, the concept of vaccine diplomacy came to the fore. Vaccine diplomacy means that some countries especially the ones which produce vaccines have preferred to use vaccine supply to other countries for their economic, political and diplomatic targets. The only factor putting a limit to all these tendencies turned out to be the Covid-19 virus itself because it was spreading rapidly to the globe. Because of this reason, it is seen that protection could only be achieved globally (Diplomat, 28th January 2022).

Rapid population growth or decline and other demographic factors also cause social change (Özkalp, 2015: 310). Depending on the economic development level, population growth would bring more economic prosperity or reversely further economic problems. It is known that less developed and developing countries experience problems related to the lack of economic resources and employment opportunities giving rise to social unrest and increasing crime rates as a consequence of high population growth. Rapid population decline is generally observed after wars or natural disasters. The recent Covid-19 crisis is again a good example as days have passed by concentrating on the numbers of cases and deaths. Despite the official number of 5.4 million deaths, World Health Organization announced that deaths due to Covid-19 reached 15 million (Rigby, 2022).

Migration which is also a demographic change generally caused because of social, economic, or political problems gives rise to a significant social change for both the migrants and the residents, whether it is an internal migration or an international migration. History is full of examples of this fact. For instance, China has experienced a great internal migration since the reform period began at the beginning of the 1980s. In this period, while the main strategy was based on opening the economy China also eased gradually the barriers to labor mobility, giving rise to the movement of millions of Chinese people for finding jobs (Cai, Du and Wang, 2010: 11). Consequently, the number of Chinese people moving around the country was recorded as 153 million in 2010 (Xue and Gao, 2012: 2). According to Human Development Report (2015), this number reached 275 million (Human Development Report, 2015: 67). Such a great migration has obviously had social consequences in addition to the economic ones. Millions of Chinese people left their homes and families because of economic reasons. They have been deprived of many of the social rights that residents have and also they have not been welcomed by the residents. Besides, family and children of these migrants experienced a lot of problems, whether they stayed at home or they also migrated. For instance, it is generally pointed out that migrants have found themselves in difficulties to find schools for their children who migrated with their parents (Lee and Selden, 2007: 13).

Especially concentrating on its regional impacts and the political, economic, and social effects on Turkey, the war in Syria and the Syrians who migrated to Turkey as a consequence of this war is one the recent examples of international migration. In June 2022, it is officially announced that there are 3.7 million Syrians with protection status in Turkey and also 109 thousand residence permits (Ergin, 2022). In addition to these, it is known that there are also illegal migrants who are not included in any statistical data. The problem of Syrian migrants is certainly among a number of political issues that the Turkish government pays attention. On the other hand, Syrians in Turkey have also brought important social problems such as adaptation difficulties of both the Syrian migrants and the Turkish people, and also economic problems such as the costs of these migrants to the Turkish government or their willingness to work for low wages which have had negative effects on the employment of Turkish people. As it is expected that a considerable number of these migrants will stay in Turkey in the long-run, this issue would also be seen as a significant factor of social change. They are living in Turkish society and they are growing a new generation and they take their part in work-life (Hamsici, 2021).

It is important to mention one more point regarding the relationship between migration and social change. Like wars, migrations also mean that two different cultures come face to face and in such a situation cultural interaction is certainly observed. The migration of Turkish people to Germany and other European countries to find jobs since the early 1960s has revealed this fact. It is seen that Turkish people working in Europe have inevitably changed as they have lived in a different cultural environment, while they also preserved much of their own cultural characteristics. This fact is interestingly expressed by their relatives living in Turkey as "they look neither Turkish nor German".

There is also a historical example indicating that a kind of social change emerges when two cultures meet. As a consequence of the geographical discoveries performed by the Europeans in the 15th Century, the lives of the Europeans changed considerably. They discovered new places, met native people and found new species of animals and plants, and brought some of these to Europe. All of these played an important role in the political history of the world in addition to the changes experienced by the Europeans. On the side of the natives, it is true that their lives also radically changed through assimilation, diseases brought by the European ships, or even being destroyed, such as the civilizations of Aztecs or Incas.

Changing social relations and social institutions are certainly significant factors of social change. The majority of social life is filled with relations between social agents such as the relations of parent-child, wife-husband, employer-employee, friendship, kinship, neighbors… etc. In line with the fact that social change is inevitable, change in social relations is also inevitable. It is certain that the relationship between a child and his or her parents or the relations between the colleagues are not the same as it was twenty years ago or even five years ago as social change has become faster. For instance, increasing divorce rates in most of societies point out changing cultural values as well as the transformation of family and marriage as among the most important social institutions and the relations within these institutions. In addition, such an increase also tells much about the changing role of women in society. As participation of women in the work-life has increased considerably, they also gained economic independence. These developments have also supported women's divorce decisions when necessary.

As another example, the law is also an important social institution having an important role in social change. The history of Turkish Law is full of examples. The Civil Law which was passed in the year of 1926, at the beginning of the Republic, brought a legal environment for social change. For instance, civil marriage became compulsory and widespread gradually in Turkish society since this legal regulation. Legal regulations have certainly important impacts on shaping social life, while social change also necessitates amendments in law. For instance, a new area of law has recently emerged which is environmental law as the awareness of environmental protection has increased.

Innovations and technological improvements also play a role in social change. Geographical discoveries mentioned above became possible after the compass was brought to Europe during the Crusades. As three centuries passed, steam engines which emerged and spread during the Industrial Revolution accompanied by urbanization and the transformation of social class structure gave rise to an important social change. As recent examples, the Internet and smartphones which have put the Internet in pockets have not only changed societies, but also covered almost all aspects of social life.

It is significant to put emphasis on the relationship between social change and economic change, as well as political change. Without presenting an approach based mainly on economic determinism, it is important to observe that economic factors have significant impacts on the society, while reversely characteristics of the society shape the economy, economic practices and economic relations. Economic development or economic stagnation has positive or negative impacts on societies respectively. If there is a kind of economic crisis in a developing country, giving rise to increasing inflation, unemployment, and socioeconomic inequalities, the immediate social response would generally be increasing crime rates.

As well as economic change, political change also causes social change. In addition to the French Revolution which brought radical and universal consequences, a regime change or a change of government, or even a change of a minister would bring significant consequences having an impact on social change. The establishment of the Turkish Republic in 1923 is one of the best examples of a regime change giving rise to a great social and economic transformation process in addition to a significant political change. Many other developing countries have experienced similar transformations. China's social and economic transformation during the Mao period beginning in 1949 and also after the Mao period since the end of the 1970s, known as the reform period would be seen as good examples.

Unfortunately, wars are experienced even in the 21st century and put pressure on societies with their all negative effects. As well as wars, military coups which have been the source of political change widely in for instance Latin American and African countries have also had important social consequences. Turkey has had similar experiences of military coups, which took place in the years of 1960, 1971, 1980, followed by a "postmodern coup" in 1997, and finally a coup attempt in 2016. Changes in Turkish society caused by military coups have had significant impacts even on the following generations. For instance, after the 1980s Turkish young people have generally become apolitical individuals. This depoliticization process has been especially related to the preferences of parents, who were injured by the political, social and economic consequences of the coups (Bayhan, 2018: 13).

Anthony Giddens puts the relation between social, economic and political changes by explaining influences on social change. By pointing out the difficulty of presenting a theoretical explanation of the social change from hunting and gathering times to today's complex societies, Giddens emphasizes three main influences on social change that are cultural factors, the physical environment, and political organization. He adds that economic influences which are mainly characterized by capitalism have also played an important role in social change in modern times (Giddens, 2006: 43-50).

Globalization increasing the interdependency of individuals and societies in the world with its political, economic and social aspects has also turned out to be another factor of social change (Giddens, 2006: 50-51). It is possible to define globalization as the situation in which any factor of social, economic or political change has global impacts. Globalization and increasing communication and transportation opportunities have improved inter-communal interaction and hence have paved the way for social change. Before the Internet, it was compulsory to visit a country to see for instance its historical places, or there would be at most a chance to find a book full of photos of these places. On the other hand, today there is the chance of visiting virtual museums all around the world while sitting in a chair at home. It is also possible to have online meetings with people from other countries. These are a few examples of how the Internet and social media have made societies come closer. It is also important to mention that information has been accessed by everyone more easily in this era and "information society" is born. All of these characteristics of modern times have brought faster social change, especially when compared to the pre-modern period (Giddens, 2006: 48). Considering the current conditions, it is seen that social change continues to accelerate.

Economic globalization has also had significant impacts on societies.

Especially, it is important to mention the role of neoliberalism which has risen since the beginning of the 1980s. While it is difficult to provide its definition, neoliberalism is seen as a global economic and political project. Although neoliberalism has some common effects on different countries, it is also important to mention that societies would have different experiences of neoliberal policies and give a variety of change responses (Saad-Filho and Johnston, 2005: 1). For instance, the rise of individualism in different aspects of social life would be seen among the impacts of neoliberalism on societies, a process that is also known as neoliberal individualism. Such an impact on society arises as neoliberalism puts emphasis on individual independence rather than society membership (Taylor-Gooby and Leruth, 2018: 1).

This part of the chapter purposed to discuss different factors causing social change by providing contemporary and historical examples. There would obviously be a number of other causes of social change which are not mentioned here as social change is a very complex and dynamic process as society itself. Because of this reason, concentrating on specific cases within specific historical boundaries would sometimes bring more fruitful results to have an understanding and explanation of social change, while such an attempt presented here would also contribute to having a theoretical perspective on the concept.

Conclusion

Humans have to live in a society as almost all the philosophers have accepted, with some exceptions. Society is a complex structure and full of dynamic elements; consequently, social change shares the same characteristics and it is an inevitable process for all societies. This chapter purposes to understand and explain this inevitable process of social change by briefly overviewing its properties and causes. To achieve this purpose, different contemporary and historical examples are also presented.

Although it is inevitable, societies have generally different practices of change. Also, a specific society experiences a social change in a different way as time passes. In other words, social change has a speed, dimension and direction that vary from society to society and from time to time. It would also be mentioned that different elements of the social structure would have change effects on the other elements, although speed, dimension and direction of change on social elements would also vary. These properties of social change also verify that it is a dynamic and complex process. There are many causes of the process of social change and it is certainly possible to find a number of causes other than the ones mentioned here. Within this chapter, the impacts on society of historical conditions, geographical conditions and natural disasters, demographic factors and migration, cultural interaction, changing social relations and social institutions, innovations and technological development, political change and economic change, globalization, and neoliberalism are discussed by presenting some contemporary and historical examples.

Understanding and explaining social change is certainly an important task for social scientists. On the other hand, other people as members of a society would also be interested in how the social environment and social relations change over time or as a consequence of some factors. Every member of society lives under the conditions and consequences of inevitable social change. Within this perspective, awareness of social change by the members of the society is important for enhancing the social adaptation of individuals and strengthening social cohesion and social welfare under the current conditions that make social change faster.

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Chapter 3

EMPLOYEES' PERCEPTION OF MANAGEMENT CONSULTANTS: A METAPHORICAL RESEARCH[1]

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1. INTRODUCTION

Each of us perceives our world around us in different ways. Human behaviour is a function of our perception through the world around people, other events and us. Our perceptions, that is, the meanings we attribute to appropriate information, shape our behaviours. In this research, it is aimed to investigate the perceptions of the employees in business life about the management consultants who come to the organizations from outside and try to solve the existing problems.

Today, organizational managers apply to management consultants more and more in order to cope with problems and keep up with innovations. Organizations primarily seek external consultants for new ideas, expertise, objectivity and better solutions (Gattiker & Larwood, 1985). External consultants temporarily share certain tasks with organizational members through a short-term contract without being employed by that organization (Nesheim & Hunskaar, 2015). They are external experts who are invited from outside to solve the problems of organizations and have only limited knowledge about the history of them (Kilmann and Mitroff, 1977). Davison (2009) defines consultants as "institutions or individuals who share their experiences on a subject based on their expertises."

Management consulting is a growing industry. The support of the employees and managers and their positive perspectives on the consultants are very important in order to be realized the expectations from the management consultants and in order to be beneficial for the organizations. In this study, the perception of employees about management consultants was tried to be investigated through metaphors. With the help of these metaphors, we tried to analyse the roles, attitudes, positive and negative characteristics of management consultants from the perspective of the employees. Furthermore, the stereotypes of management consultants are being revealed by the qualitative data of employees working in the private sector.

2. MANAGEMENT CONSULTANCY

According to Kubr (2002), management consulting is a method used primarily for the development and improvement of organizations and management practices. It has been defined as a method that can be used both inside consultants in the companies, as well as can be transferred to another organization by an independent private consultant company. Recently, management consultancy has turned into a profession as well as being a method. Individuals can work as a full-time management consultant or they can also practice this profession outside of their profession on a part-time basis.

In the second half of the 19th century, consulting emerged as a sector that developed on the efficiency of using external experts to solve problems that require expertise and that do not repeat within an organization (Armbrüster, 2006; McKenna, 2006). The academic study and spread of management consultants took place in the 1990s. The consulting market has developed and has become one of the most dynamic service sectors (Glückler and Armbrüster, 2003:269). With this spread, there have been developments in the previously defined concept of management consultancy and a new professional field has started to develop. Management consultancy, which started out as a method for improvement and development, has now become a service that is sold for money and has started to pursue a profit.

According to Greiner and Metzger (1983:245), "management consulting is an objective and independent consulting service provided on a contractual basis by specially trained and qualified individuals who assist the client organization in the identification of management problems and, during the implementation of the intervention process." While consultants are sometimes called mentors, sometimes creators, they are perceived as real leaders in some cases. Consultants may also be referred to as "company doctors", like a real doctor. If you are ill you might seek out a consultant physician, maybe in his or her 'consulting' rooms. The Word 'consultant' first came to mean someone whose advice you sought. As a result, it cannot be surprising to use the term management consultant for someone whom you looked to in order to counsel managers on managing their organizations. When these definitions of management consultants in the literature are examined, three important elements emerge:

- Identifying a problem,
- Recommending a solution,
- Helping with implementation.

If we can clearly examine these three elements, it is revealed that the consultants should exhibit different roles and have different characteristics. According to Davison (2009), the most important characteristics that consultants should have are:

- Technical knowledge and skills in the relevant field,
- Relevant experience and expertise,
- Effective communication skills (persuading, listening).

According to Kilmann and Mitroff (1977), consultants follow a methodological approach that defines change goals and the ways to achieve them. Consultants collect data, analyse the findings, prepare recommendations and present them to their clients in an appropriate way

(Davison, 2009). Consultants aim to help encouraging internal and external resources to cope with change efforts (Lippitt & Lippitt, 1986). Therefore, the involvement of external consultants helps organizations achieving a new condition (Old, 1995; Davison, 2009). According to McClelland (1995, p. 45), applying a consultant has certain advantages:

- Objectivity and impartiality,
- Not being affected by organizational policies,
- Absence of prejudgement.

As the term of management consultancy becomes a profession, management consultant profiles have started to emerge for management consultancy companies or any businesses that provide services or produces in general for the needs they determine. The emergence of management consultancy as a position has led to the formation of a stereotype created both in terms of human resources professionals and in terms of their colleagues or with whom they have to work. Patterns that are perceived or attributed as common characteristics of people, working in any profession have also begun to exist for management consultants. The aim of this study is to highlight the stereotypes and opinions about the consultancy profession from the perspective of people, who have worked with management consultants or have knowledge about this profession,

3. STEREOTYPES AND THE METAPHORIC APPROACH

The perceptual world is the personal internal image and map of our social and physical organizational environment in which each of us lives. The phenomenological perspective is concerned with this socially constructed world that we experience and interpret. Through the classification process, people divide the world into many different social groups and develop a cognitive structure that includes their knowledge, beliefs and expectations regarding these social groups. This cognitive structure is also called “stereotype” (Demirtas, 2004). In this context, stereotypes are seen as a function of the social classification process, and this categorization serves to favor one’s own in-group providing sufficient conditions and includes discriminating other group for the need to show one’s own behavior positively (Billig & Tajfel, 1973; Hortacsu, 1998:249; Demirtas, 2004, Kagitcibasi, 2005: 256).

Stereotypes are seen as a bias in our process of perceiving others. This term was first used by a publisher named Walter Lippmann in 1922 to describe errors in person perception. This term denotes the attribution of certain personality types or categories to individuals due to their membership in certain groups. Lipmann describes stereotypes as pictures and mental images created in people’s minds for certain individuals and groups. For example, we determine certain personality traits in our minds for each of a nurse, accountant, poet or engineer (Buchanan and Huczynski, 2004:228). A high-level generalization is made with stereotypes, causing misunderstanding of events. However, the stereotypes created for those who belong to more than one group can conflict. A person can be both a mechanical engineer and a poet.

Stereotypes are images that are formed in our minds as a set of pre-formed impressions and references that fill the gaps of information about a particular object or group, thus facilitates decision-making process about them. These images play a role just like the real features of objects in the outside world. Stereotypes are the tendency to perceive a person depending on the group they belong to (Robbins and Judge, 2010:173). Our beliefs about a social group (gender group, minority group, ethnic group, elderly, child, engineer, banker, etc.) and evaluations we make according to the characteristics associated with that social group. Thus, these characteristics are cognitive, emotional, behavioural characteristics and evaluations and they may not completely reflect the reality (Hortacsu, 1998: 229).

Metaphors are important tools used to understand organizations and the elements of the organizational system by contributing to the construction of reality as well as how reality should be viewed. The concept of metaphor does not have a single precise and clear definition. Metaphor means, “image” in our language, as stated in the Current Turkish dictionary of the Turkish Language Association. Although it is often thought of as a concept of analogy, it differs. Metaphor, etymologically, comes from the Latin word “metaphora” and the ancient Greek word “metapherein”, which is a combination of “meta (on, on)” and “pherein (to carry, to convey)”. This word means, “to carry (from one place to another), transfer, transfer” (Arslan 2008: 259). Metaphor mostly means explaining a concept with another concept (Oxford et al., 1998). Weade and Earnst (1990) stated that metaphor explains only a part of the concept that wants to be explained, not the whole. Since metaphors gain meaning with context, the context of social phenomena can be analyzed by looking at metaphors. The use of metaphors in understanding and explaining a new phenomenon reveals their function of facilitating the learning of knowledge (Alpaslan & Kutanis, 2007) and its functions can be classified as follows (Alpaslan & Kutanis, 2007):

- Transferring from one meaning system to another,
- Connecting two unrelated phenomena,
- Helping to see and understand organizations,
- Discovering organizational phenomena,

- Moving from the well-known to the less-known, and
- Transforming the information into other forms.

Metaphors have been used in the organizational literature for their functions such as making complex issues understandable for organizations; matching complex topics with simple and known objects and/or events; bringing clarity to the situation, and bringing creativity by exercising the imagination ability of the users (Van Engen, 2008: 39). Ertem, 2017). In this respect, it can be an important tool that serves scientific progress in the field of management and organizational behaviour (Ertem, 2017). Especially leadership and teamwork (Winsor, 2000; Keidel, 2014), organizational identity, organizational learning (Baskin, 2000), project management (Drummond & Hodgson, 2003), entrepreneurship (Dodd, 2002), strategic management (Heracleous & Jacobs, 2008) have been studied and new studies on metaphors are being investigated continuously.

4. METHODOLOGY

This research is a qualitative and phenomenologically designed research to evaluate the perceptions of employees about management consultants. In phenomenological research, which is one of the qualitative research designs, it is tried to reveal "how the world looks to these people" by focusing on people's subjective experiences and their personal perspectives on interpreting the world (Kafadar & Akman, 2014). Phenomenology is a suitable research method for studies that aim to investigate phenomena that we do not have a deep and detailed understanding of, with events, experiences, perceptions, orientations, concepts and situations (Yildirim & Simsek, 2006). In this way, it does not reveal definite and generalizable results in accordance with the nature of qualitative research, but it can bring the examples, explanations and experiences that will help us to recognize and understand a phenomenon (Ozdemir, 2011). In this context, in this research, as a data collection tool, the individual perspectives of the employees about the management consultants are being explained through metaphors.

Metaphors as a data collection method entered the business literature with the ZMET (Zaltman Metaphor Elicitation Technique) developed by Gerard Zaltman in the early 1990s and emerged as a market research technique used mostly within the scope of marketing and more specifically consumer behaviour discipline. This technique became a part of qualitative research techniques and was used to support the in-depth interview tool. In addition to the answers to be received from the questions in the in-depth interview, it aims to use visual, auditory and verbal metaphors in order to obtain the deeper ideas or feelings that the person wants to share or go through about the relevant topic (Zaltman, 1997). As Aubusson (2002) stated in his own studies, it is possible to use metaphors as a supportive tool in creating the result of qualitative studies. At the same time, metaphors make it easier for researchers to carry out the method and present it to the participants in a less complex form. On the other hand, metaphors can also be used as a method of obtaining information directly from the participants.

Research data were collected with a semi-structured questionnaire. The questionnaire consists of two parts: Management consultant is like …………. . Because ………… ..

The first part contains personal and position information of the employees, and the second part contains two open-ended questions. The first question is "*1. Management consultant appears to be……………………………………(a thing or living)?*" and the second one "*2. Explain why………………………………?*". In these open-ended statements, participants were asked to liken the management consultant to a living or an object and to explain why.

4.1. Research Question

Morgan (1980: 6) said that the concept of metaphor is "a way of thinking and a way of seeing that permeates our understanding of the world in general". Metaphor also includes the mental movements of the person to explain a phenomenon with another phenomenon. Forceville (2002) mentioned that in a metaphor process, there are 3 different learning: (1) the subject of the metaphor, (2) the source of the metaphor, and (3) the attributes attributed. When the study is taken as an example, the subject of the metaphor here will be the management consultants, the source of the metaphor will be the concepts stated by the participants, and the features attributed will be the reasons why they explain the management consultants with that metaphors.

In this context, the basic research questions are as follows:

• What are the metaphors employees use regarding management consultant?

• What are the conceptual categories made up of these metaphors?

• What is the meaning (positive-negative) that employees attribute to the metaphors they use about management consultants?

The employees' individual perspectives on management consultants are tried to be investigated through these research questions.

4.2. Sample of the Research

The sample of the research consists of students who continue their education in Ege University Social Sciences Institute Master's programs of Business in the 2015-2016 academic year and are currently working as managers or specialists in the private sector. In this way, it has been tried to create a sample of managers working in the private sector who have both academic knowledge and experience in business life. The structured questionnaire was applied by the researchers between 4-18 January 2016 and total of 72 private sector employees answered the questionnaires.

4.3. Data Analysis

The data collected in the research were analysed by content analysis method. Content analysis is a research technique for the clear, objective, systematic and quantitative definition of the content of communication" (Gokce, 2006: 35). Firstly, the collected questionnaires were numbered and transferred to the computer system. Among these questionnaires, the questionnaires that filled in the first part but did not fill in the second part and/or did not specify the metaphor in the second part and did not explain the reason were eliminated. 60 of the 72 questionnaires were included in the analysis. The data obtained from the questionnaires were analysed by content analysis.

The metaphors produced by the employees for the management consultants were listed in alphabetical order together with the purpose of using the metaphor and evaluated by the researchers individually, and first conceptual categories were created, Then, in order to ensure the validity, which is an important problem in qualitative research, the opinions of four different experts, who are academicians in the field of management, were used, and the data were evaluated by these experts. Experts are university lecturers who have received doctorate degrees in management and human resources (3) and sociology (1) and give lectures in master's and doctoral programs. The process continued until consensus was reached. As a result of the process, the conceptual categories were finalized with the consensus of four experts.

In ensuring the reliability of content analysis in the research, it is important that different coders code the texts in the same way. For this reason, a common coding was used for the coding made in the research. In the stages followed during the content analysis, management consultants were first divided into positive and negative sub-categories according to the meanings attributed to the metaphors used by the employees regarding management consultants. Then, sub-categories were created according to the roles of management consultants in the business. The main point of consideration while creating the categories is the meaning of the metaphor used. In addition, while the categories related to the metaphors used by the participants were presented, they were supported by their explanations from their own statements.

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4.4. Findings

Table 1 shows the general characteristics of the participants in terms of demographics, sectors, managerial positions and tenure. 33 of the participants (55%) are male and 27 of them (45%) are female. According to the age distribution of the participants, 27 of them (%45) are between 26-35, 22 of them (%36,6) between 36-45, 6 of them (%10) between 46-55, 4 of them (%6,7) between 18-25 and only one of them (%1,7) is over 56 years old.

37 (61.67%) of the participants are married and 23 (38.33%) of them are single. Table 1 shows that jobs experiments are relatively high. 22 (36.67%) of the participants have job experiments between 15-20 years, 18 of them (30%) have between 7-14 years, 8 of them have (13.33%) between 1-6 years, 7 of them (11.67%) have more than 21 years and only 5 of them (8.33%) have less than 1 year. According to the managerial positions 22 (36.67%) of the participants are middle level, 14 of them (23.33%) are first level and 3 of them (5%) are top managers. 21 of them (35%) are in the non-managerial positions. It is seen that the participants work in various sectors.

The metaphors created by the participants about the consultants are classified in Table 2 according to their positive and negative meanings. Participants developed 49 positive and 10 negative metaphors about management consultants. These developed metaphors were categorized by experts represented in Table 3.

When these metaphors are examined, twenty different categories emerge. The categories are shown in Table 3. These categories are; versatility, guidance, materiality, integrity and confidence, being useless, providing assistance, leading, providing help, decision making, providing information, providing written data, advising against dangers, attainment to objectives, providing verbal data, building the foundation, attainment to objectives, providing holistic view, creating change, planning and objectivity. It is seen that the categories give information about the roles and characteristics of consultants in organizations.

- Metaphors That is Used to Match Management Consultants with The Category of "Providing Written Data" Role

One of the categories that emerged as a result of the collected questionnaires was determined as "providing written data". Under this category, the participants used metaphors such as *pen, notepad, agenda and photocopy machine.* The general tendency among participants in using this metaphor was that management consultants proceed through written data throughout the study. They attributed to the behaviours rather than personal characteristics.

Table 1. Information on Demographic Characteristics of the Participants

	n	%
Sex		
Male	33	55
Female	27	45
Age		
18-25	4	6,67
26-35	27	45
36-45	22	36,67
46-55	6	10
56+	1	1,67
Marriage Status		
Married	37	61,67
Single	23	38,33
Work Experiment		
Less than1 year	5	8,33
1-6 years	8	13,33

7-14 years	18	30,00
15-20 years	22	36,67
21 years and more	7	11,67
Position		
Top Level	3	5
Middle Level	22	36,67
First Level	14	23,33
Non-managerial	21	35
Sector		
Information technologies	5	8,33
Education	4	6,67
Electronics	2	3,33
Energy	5	8,33
Finance	7	11,67
Food	6	10
Construction	7	11,67
Media, Communication and Publication	1	1,67
Automotive	4	6,67
Textile, Wearing, Leather	4	6,67
Commerce (Sales and Marketing)	8	13,33
Social and Personal Services	2	3,33
Tourism, Accommodation, Food and Beverage Services	2	3,33
Transport, Logistics and Communication	2	3,33

- Metaphors That is Used to Match Management Consultants with the Category of "Verbal Data Delivery" Role

In the category of providing verbal data, reasons were explained by the behaviours of management consultants during their work times in the organizations. Under this category, the participants used the metaphors of *cactus and microphone*. Management consultants have resembled to these two objects because of their "constant desire to talk" and "critical speeches".

Table 2. Classification of Metaphors for Consultants According to Their Positive and Negative Meanings

Positive Metaphors		**Negative Metaphors**
Monkey	Helicopter	Fox (3)
Teacher (2)	Refrigerator (2)	Water
Computer	Mirror	Microphone
Google	Gear Wheel (2)	Cactus
Internet (2)	Hour	Photocopy machine
Pomegranate	Scales	Money (2)

Swedish pocketknife (2)	Chameleon	Mobile phone
Assistant doctor (2)	Compass (2)	Ornamental pool
Battery (2)	Navigation (3)	Vase
Foul-weather friend (2)	Guide	Boss' shadow
Refrigerator (2)	Control	
Pomegranate	Directory	
Mirror	Road sign	
Camera	Human brain	
Rudder	Magnifying glass	
Torch	Owl	
Leading bird of a flock of migratory birds	Clutch pedal	
Lion (2)	Traffic light	
Skyscraper	Tree	
Father	Brick	
Pen	Clutch pedal	
Notepad (2)	traffic light	
Agenda	Tree	
Radar	Brick	
GPS		

• Metaphors That is Used to Match Management Consultants with the Category of "Providing Holistic Perspective" Role

In this category, management consultants have resemblance to *camera and helicopter*. Participants made this analogy in a positive way. The reasons why they defined them in this way "management consultants, like helicopters, because they can see and detect problems as a whole perspective from a bird view". On the other hand, one participant explain the reason of why management consultant is like camera according to his/her capability to observe the company at every point with the ability of not being noticed.

Table 3. Classification of Metaphors for Consultants According to Conceptual Categories

Versatility	Guidance	Materiality	Providing Information	**Decision-making**
Chameleon (2)	Compass (2)	Money (2)	Teacher (2)	Human brain
Swedish pocketknife	Torch	Mobile phone	Computer	Boss' shadow
Integrity and Confidence	Navigation (3)	Being useless	Google	Clutch pedal
Gear Wheel (2)	Guide	Ornamental pool	Internet (2)	Advising against danger
Hour	Control	Vase	Pomegranate	Radar

Scales	Directory	Observation	Creating Change	GPS
Providing Help	Road sign	Magnifying glass	Fox (3)	Traffic light
Assistant doctor	Rudder	Owl	Water	**Building the foundation**
Battery	Leading	Providing written data	Attainment to the objectives	Tree
Foul-weather friend	Lion (2)	Pen	The monkey	Brick
Refrigerator (2)	Skyscraper	Notepad (2)	Providing verbal data	**Providing holistic view**
Mirror	Father	Agenda	Microphone	Camera
	Leading bird of a flock of migratory birds	Photocopy machine	Cactus	Helicopter

• Metaphors That is Used to Match Management Consultants with the Category of “Materiality” Role

One of the participants used the metaphor of *money*, and using the metaphor of *mobile phone,* associated management consultants with materiality. The metaphors used are used in a negative sense. While one of the participants used the comment that “…because the consultant always asks for money, he/she takes it all the time, but he/she is not as efficient as when giving information”. Another explained that “…because the consultant takes money whether he/she does his/her job or not”. On the other hand, the reason why a consultant is like a mobile phone is explained as “if the management consultant is not used correctly in the organization, money will be given for nothing”.

• Metaphors That is Used to Match Management Consultants with the Category of “Being Useless” Role

Participants used the analogies of *ornamental pond and flower pot*, revealing the being useless characteristics of management consultants, Participants who used these analogies made the explanations that management consultants do not make extra work. One of them stated that “…because the consultant makes the client feel insignificant by giving the back the same thing with a nice package and he/she does not make a real contribution to the company.”

• Metaphors That is Used to Match Management Consultants with the Category of “Guidance” Role

In this category participants used the *owl* and *magnifying glass* metaphors. For the owl metaphor, it is stated that the consultants observes the organization and its environment from the top. Similarly, for the magnifying glass metaphor, the explanation of reason is the ability of observing the company better.

• Metaphors That is Used to Match Management Consultants with the Category of "Decision Making" Role

Using the metaphor of the *human brain*, the participant mentioned the decision-making competencies of management consultants. He stated that consultants make rational decisions and manage them effectively. On the other hand, one of them used the boss shadow analogy and stated that they are supporters of the top management team in the decision making process. At the same time, one of them likened them to the *clutch* pedal and explained the reason that top managers make some actions of change after the confirmation of the consultants.

• Metaphors That is Used to Match Management Consultants with the Category of "Advising Against Danger" Role

Participants used *radar, GPS and traffic* metaphors in this category. They made the explanations of reasons that management consultants' have the ability of "awareness of what is going on" and "taking an action when it is needed during the crisis periods."

• Metaphors That is Used to Match Management Consultants with the Category of "Building a Foundation"

In this category, the participants used *brick* analogy due to the efforts of management consultants for establishing a foundation within the company. One of them likened consultants to a tree due to their solid knowledge and cognitive abilities for establishing a foundation.

• Metaphors That is Used to Match Management Consultants with the Category of "Versatility"

One of the participants used the metaphor of *Swedish army knife* in this category. She stated the abilities of management consultants to adapt most appropriate conditions. One of them also likened the management consultant to *chameleon* in this way:

"…because the consultant always tries to update strategic decisions of the companies according to the uncertain environments. The chameleon's tongue is 5 times faster than the jet plane. Executive consultant has a position inside the organizations to produce solutions and ideas in the current changing market environment."

• Metaphors That is Used to Match Management Consultants with the Category of "Integrity and Confidence"

Participants made analogies like gear *wheel, clock and scale*. One of the participants indicated the reason for the analogy to the clock: "…because the consultant always shows the reality and tell the truth." statement has been made. Similarly, in the scale analogy, the participant stated: "…the consultant always measure everything as it should be."

• Metaphors That is Used to Match Management Consultants with the Category of "Providing Help" Role

One of the participants likened consultant to the *refrigerator* and explained this analogy as follows:

"… because the consultant brings the specific knowledge and skills that are not available in the organization and fight against the opposite views in order to solve business problems and enable them to benefit from its opportunities."

On the other hand, another participant used the analogy of *mirro*r and explained that "… because the consultant showed us our real perspective of the events and processes that we can not focus on."

One of the participants also called management consultant as *a friend of bad day* and assumed a mission such as "presenting the missing and developing issues to the management objectively and standing behind their ideas". In addition to these, metaphors of assistant doctor and battery are used in this category.

• Metaphors That is Used to Match Management Consultants with the Category of "Providing Information" Role

Management consultants are likened to *a teacher* in terms of being highly instructive, guiding and transferring information. One of the participants used *computer metaphor* and explained, "… because he/she receives and evaluates data and find answers to the questions that are asked continuously." Another participant likened the consultant to the *Internet*: "…because he/she is fast, easily accessible and has a multiple point of view". Moreover a metaphor of *pomegranate* is stated. This participant explained it as "… because his/her knowledge is as much as seeds of a pomegranate."

• Metaphors That is Used to Match Management Consultants with the Category of "Cunning" Role

In this category, management consultants are evaluated negatively. Three participants likened the consultant to a *fox*. The metaphor was with the following explanations:

"... because the consultant is cunning, he/she plans what he/she will do and know when, the steps will be taken". Another participant stated that "...

because the consultant sells the existing information to the company well." Besides an explanation of "... because the consultant tries to serve in the field of non-expertise in order to take money."

- Metaphors That is Used to Match Management Consultants with the Category of "Guidance" Role.

Participants mentioned that management consultants have a guiding feature, with the metaphors such as *compass, torch, navigation, guide, command, guide, road sign* and *rudder.*

- Metaphors That is Used to Match Management Consultants with the Category of "Leadership" Role

According to the leadership characteristics of management consultants, one of the participants likened the consultant to *a lion*: "…because he/she has a dominating and guiding feature. He/she is confident and result oriented; calculates and researches the analysis of the animal that he will hunt earlier. He is the leader of the forest".

Another participant used the metaphor *bird at the head of the migratory bird flock*. The reason why it is likened to this metaphor is "…because his/her leadership and guiding characteristic are in the foreground, and as the team trusts him/her they follow the path that he/she leads".

In this category a metaphor of a *skyscraper* is used and the participant explained that "… because the management consultant should be clear that he/she is at the highest level".

Table 4. Classification of Metaphor Categories According to the Positive/Negative Evaluations of the Participants

	Meaning		
Themes	**Positive**	**Negative**	**Neutral**
Versatility	4	-	-
Guidance	21	-	3
Materiality	-	3	-
Integrity and Confidence	3	-	-
Being useless	-	1	4
Providing Help	14	-	-
Leading	6	-	-
Analysing	5	-	-
Decision-making	3	-	-
Providing information	10	-	2

Providing written data	-	-	3
Advising against danger	3	-	-
Cunning	-	6	-
Providing verbal data	1	2	-
Building a foundation	3	-	-
Attainment to the objectives	3	-	-
Providing holistic perspective	5	-	-
Creating Change	3	-	-
Planning	1	1	1
Observation	4	-	-

Considering the answers given in Table 4, negative meanings were attributed to the themes of cunning, providing verbal data, and materiality and for the rest of the other metaphors positive meanings were attributed predominantly. It has been revealed that there are neutral meanings in the themes of being useless and providing written data. In the planning theme, positive, negative and neutral meanings are equal.

5. RESULTS AND RECOMMENDATIONS

Today, an increasing number of management consultants are being applied in order to solve organizational problems, cope with their dysfunctions in difficult times of organizations, direct organizational change processes, grow and develop by keeping up with innovations. Consultants are faced with the need to frame problems and design interventions based on extremely limited data about client systems (Krantz & Gilmore, 1991).

Too much is expected from the management consultants as business doctors. In addition, a perception of management consultant is formed in the eyes of the organization's managers and employees, with their previous experiences in the organization. As 'agents of change', consultants need to be aware of the complexity of organizational politics and has to be skilled political players (Balogun et al., 2005; Buchanan and Badham, 1999). Therefore, it is important that they develop strong customer relationships and use informal power networks (Wright, 2009). At this point, the support of the employees and managers and the positive impressions about the consultants are very important in order to be realized the expectations from the management consultants and to be beneficial for the organizations

In this section, the perception of employees about management consultants was tried to be revealed through metaphors. With the help of these metaphors, it has been tried to reveal the roles, attitudes, positive and negative characteristics of management consultants from the perspective of the employees and the stereotypes of the private sector employees.

Participants developed 49 positive and 10 negative metaphors about management consultants. These metaphors were categorized by experts. These categories are; versatility, guidance, materiality, integrity and confidence, being useless, providing help, leading, analysing, decision-making, providing information, providing written data, advising against danger, cunning, providing verbal data, building a foundation, attainment to the objectives, providing holistic perspective, creating change, planning and observation. The categories provide information about the roles and characteristics of consultants in organizations and offer a different perspective on this emerging theoretical field.

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Chapter 4

COMPARISON OF COUNTRIES IN TERMS OF SDG 12 RESPONSIBLE CONSUMPTION AND PRODUCTION INDICATORS THROUGH THE ENTROPY-BASED MOORA RATIO APPROACH

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1. Introduction

It is obvious that the current system of production and consumption places a significant strain on our world. According to estimates, if the global population hits 9.6 billion by 2050, humans will require three Earth surfaces to maintain their existing lifestyles (Saad, Hamdan, & Sarker, 2021). An estimated 1.3 billion metric tons of food worth $1 trillion per year rot in storage each year owing to inappropriate handling, transport, or harvesting by customers, retailers, or both. In spite of this, more than a billion people still lack access to clean water (C. Liu, Jiang, Badulescu, & Bac, 2022).

Antarctica, the Arctic, and glaciers are home to 2.5 percent of the world's fresh water, which can be consumed. Humanity relies on just 0.5 percent of the planet's surface area for its entire ecosystem and freshwater requirements (Kilemo, 2022).

Accordingly, energy use continues to rise despite advances in technology that have improved efficiency. The non-renewable crude oil resources, which form the center of the global industrialization economy, have reached their potential peak. Considering the threat of climate change, an alternative to fossil fuels has not been provided yet (Tetteh, Amankwa, & Yeboah, 2021; Yuan, Su, Umar, Shao, & Lobont, 2022).

In addition, there are similar problems in terms of ensuring sustainable food supply, biodiversity and ecosystem health. However, our eco-system, energy-based industries and global lifestyles are negatively affected by the predictability of oil limits and the inadequacy of alternatives, and the excessive costs of protein-based consumption patterns (Delabre et al., 2021; Marchi, Cavaliere, & Banterle, 2022).

Sustainable consumption and production aims to enhance net economic well-being by reducing resource use, degradation, and pollution while concurrently increasing quality of life for all people in the community. It's not enough to simply boost our economic output; we must also reduce the amount of waste we generate while doing so. Related to this, environmental degradation is a hindrance to progress (Aguiñaga & Leal, 2021; Khaw-ngern, Peuchthonglang, Klomkul, & Khaw-ngern, 2021).

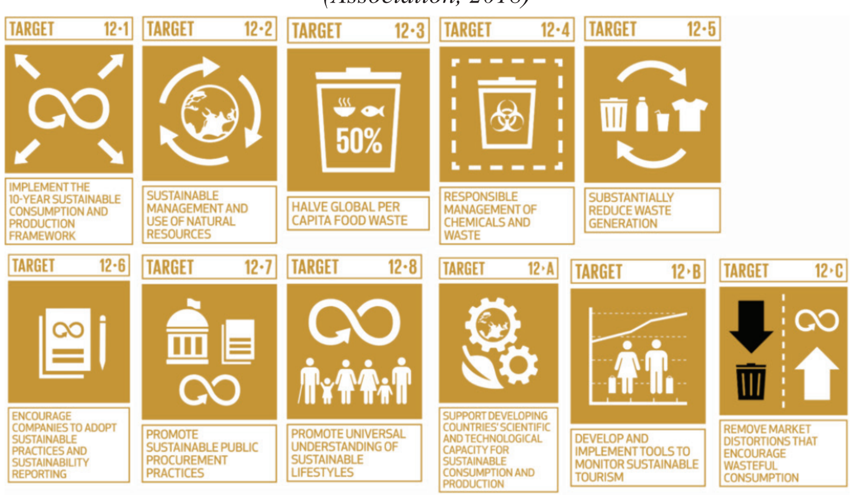
In the current economic system, there is a prevailing opinion that the more production and consumption based on it, the greater the welfare increase. Thus, it is thought that the welfare of individuals and nations will increase in parallel with the development of existing economies (Borowski & Patuk, 2021; Mies & Gold, 2021).

The careless consumption of limited resources together with the existence of a system based on unlimited consumption, the thoughtless release of wastes that occur during production and after consumption, cause irreparable harm to both ecological life, social life and future generations. As a result of all these, problems arise that threaten human life and nature, such as global warming, depletion of the ozone layer, water and air pollution, reduction of biodiversity and green areas. When we look at the life cycle of a product from production to consumption, it is seen that it has many negative consequences such as greenhouse gas emissions, erosion of agricultural areas, wastes, air and water pollution (Gautam & Agrawal, 2021; Rather et al., 2022).

Improvements to be made in the trio of production, supply and consumption will be beneficial in reducing the mentioned negative effects. In this framework, many activities are carried out in the national and international arena and as a result of these activities, "Responsible Consumption and Production Targets" have been determined within the scope of "2030 Sustainable Development Goals". Although there are numerous definitions of sustainable consumption, the OECD provides the following definition. Sustainable consumption is the consumption of goods and services that are required to provide a better quality of life and meet basic needs by minimizing the consumption of natural resources and toxic substances, as well as the expansion of pollutants and waste over the product's life cycle, without compromising the needs of future generations (Pineiro-Villaverde & García-Álvarez, 2020; Yagi & Kokubu, 2020).

There are sub-targets such as reducing the amount of consumption, raising awareness about the harms of excessive consumption, encouraging more environmentally friendly production processes. These goals can be summarized as shown Figure 1(Association, 2018):

Figure 1. *SDG 12 - Sustainable consumption and production patterns (Association, 2018)*



The goal of sustainable consumption, within the context of these objectives, is to raise the standard of living for all people within the capacity of the planet and to ensure that future generations will have the same opportunity (Bengtsson, Alfredsson, Cohen, Lorek, & Schroeder, 2018).

In recent years, the focus of environmental approaches has been to increase the efficiency of production-oriented resources, cleaner production and pollution control. In the late 1990s, this situation expanded to include issues such as the management of end-of-life products and the collection of consumer waste by manufacturers. As a result, some success has been achieved in reducing the consumption of primary resources. However, with the increasing population and welfare, final consumption is also increasing, and productivity improvements made on the basis of products are negatively affected by the increase in total consumption. It is stated that it is very difficult to reach the vision of sustainable development without addressing the consumption level and consumption patterns (Bengtsson et al., 2018; Mont & Plepys, 2008).

In this situation, the idea of a circular economy grows and gets a lot of attention. The circular economy is a trend that can be seen in most industries and activities. A circular economy is one of the current models for a sustainable economy. In this model, products and materials are made so that they can be reused, remanufactured, recycled, or recovered. This keeps them in the economy for as long as possible, along with the resources they were made from, and prevents or reduces the production of waste, especially hazardous waste, and greenhouse gas emissions (Sharma et al., 2021).

It works on a small scale (with products, companies, and customers), a medium scale (with eco-industrial parks), and a large scale (with cities, regions, countries, and more) to achieve sustainable development, which improves the environment, the economy, and social justice for both current and future generations. New business models and responsible consumers make it possible (Kirchherr, Reike, & Hekkert, 2017). Figure 2 shows linear and circular economy models.

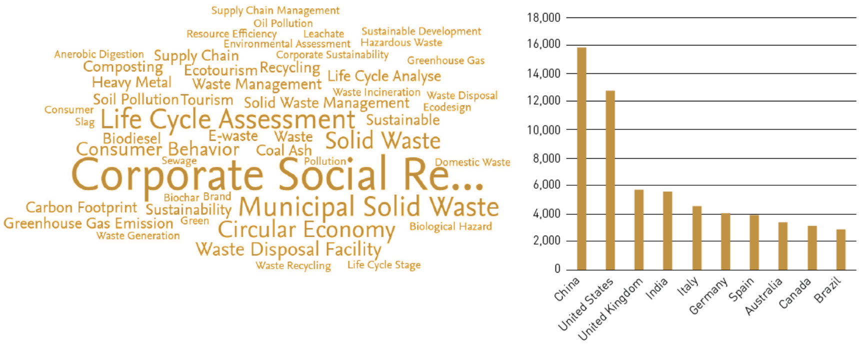
Figure 2: *Linear and circular economy diagrams (Commission, 2014)*

Linear economy

Circular economy

The circular economy is one that is good for the environment and makes good use of natural resources. It does this by making good use of resources and preventing waste, especially in the manufacturing sector, and by getting rid of materials as little as possible when they reach the end of their useful lives (Lieder & Rashid, 2016). Figure 3 shows the main themes in the publications and the top 10 countries according to the number of publications in SDG12 research.

Figure 3. *Key Themes in SDG12 Research, and Top 10 Locations by Publication (RELX, 2022)*



While the growth rate of research on other sustainable development goals is 3.5%, the number of research dealing with SDG12 is increasing by 11.6% annually. While China is the country where these studies are carried out the most, it is followed by the USA, the United Kingdom, India, and Italy. Seven of the 10 most productive countries are high-income nations (corresponding to more than 37,400 publications); two are upper-middle-income places (China and Brazil) and one is a lower-middle-income nation (India). This list has no low-income nations in the top 50. The top five places where SDG12 research represents the largest share of research portfolios are Ghana, Nigeria, Sri Lanka, Latvia, and Malaysia. International partnerships have funded 24% of SDG12 research. The domain-weighted citation effect (FWCI) for SDG12 research was above average each year, with an average of 1.36 across the period, as a measure of citation-measured academic influence (RELX, 2022).

In this study, it is aimed to make evaluations in terms of countries, regions and income groups in terms of responsible consumption and production, which is the 12th title of the Sustainable Development Goals, with the Entropy-based MOORA Ratio approach. The results of the study are aimed to draw the attention of researchers, policy makers and all other stakeholders to the current situation on this issue, which is closely related to many issues such as sustainable climate, economy and environment.

For this purpose, the Entropy method, which is one of the methods in which the weighting calculation can be made by making use of the raw data, was preferred in order to avoid subjective evaluations. Afterwards, MOORA Ratio method, which gives very reliable results as stated in the methodology section, is used in literature reviews. This and similar multi-criteria decision making methods are used quite frequently in the evaluation of this issue. This is clearly seen in the literature review section. Some of the similar studies done in this field are as follows:

Mangla, Govindan, and Luthra (2017) aimed to identify and rank the obstacles related to the accomplishment of sustainable consumption and production trends in a supply chain environment using fuzzy Analytical Hierarchy Process.

Kannan, Mina, Nosrati-Abarghooee, and Khosrojerdi (2020) used both the fuzzy best-worst method and the interval VIKOR technique to rank sustainable suppliers in circular supply chains and decide which ones were most important. Based on the opinions of experts in the field, the evaluation criteria are divided into 3 groups: economic, social, and circular.

After doing a comprehensive literature research and receiving input from industry professionals, Khan, Khan, Haleem, and Javaid (2018) determined 10 significant obstacles that prevent the implementation of SCP techniques. Then, these obstacles were ranked in order of priority using the Technique for Order Preference by Similarity to Ideal Solution (TOPSIS).

Caliskan, Ozturkoglu, and Ozturkoglu (2022) proposed a list of responsible consumption and production aspects in accordance with the 12th United Nations Sustainable Development Goal, as well as the PROMETHEE and VIKOR methodologies to rank the car and auto component manufacturers in the Fortune Global 250.

In research of Y. Liu, Wood, Venkatesh, Zhang, and Farooque (2021), data from three important food supply chain stakeholder groups, including food processors, sales and distribution organizations, and consumers, was used to conduct an empirical investigation of the obstacles to sustainable Chinese food consumption and production. The fuzzy decision making-trial and evaluation laboratory analysis (Fuzzy DEMATEL) approach was used to quantify the cause-and-effect correlations between obstacles.

Dwivedi and Sharma (2022) employed Shannon Entropy and the COCOSO approach in the MCDM model to evaluate the success of Indian union territories' sustainable development objectives.

Goyal, Garg, and Luthra (2021) assessed the obstacles and strategies for supporting sustainable production and consumption through Using a hybrid fuzzy-AHP–fuzzy-TOPSIS approach.

In line with the multicriteria approach, D'Adamo, Gastaldi, and Morone (2022) examined 35 criteria relevant to the economic SDGs (SDG 7, SDG 8, SDG 9, SDG 11 and SDG 12) using data from 27 European nations to determine an aggregate value of sustainability.

The remainder of the research is structured as follows: The second section covers each stage of the proposed MCDM approach. Section 3 shows results obtained. Section 4 presents the conclusion and discussion.

2. Methods and Data

In this section, the steps of the methods used in the study are given. In Table 1, multi-criteria decision making methods are shown in terms of calculation time, difficulty in terms of implementation, mathematical calculations involved, reliability, and the type of data that can be used.

Table 1. *Comparison of Multi-Criteria Decision Making Methods*

MCDM Methods	Calculation Time	Simplicity	Mathematical operations	Reliability	Data Type
AHP	Too long	Complex	Maximum	Weak	Mixed
TOPSIS	Intermediate	Simple	Intermediate	Middle	Quantitative
VIKOR	Intermediate	Simple	Intermediate	Middle	Quantitative
MOORA	Long	Intermediate	Intermediate	Good	Quantitative
ARAS	Intermediate	Simple	Intermediate	Middle	Quantitative
ELECTRE	Long	Complex	Maximum	Middle	Mixed
PROMETHEE	Intermediate	Complex	Maximum	Middle	Mixed
SAW	Intermediate	Simple	Minimum	Middle	Quantitative
GRA	Intermediate	Intermediate	Intermediate	Middle	Quantitative
COPRAS	Intermediate	Simple	Minimum	Middle	Quantitative
ENTROPİ	Intermediate	Simple	Intermediate	Middle	Quantitative
MAUT	Intermediate	Simple	Minimum	Middle	Quantitative

Source: Compiled by the author, based on (Brauers & Zavadskas, 2006)

2.1. Shannon Entropy and Objective Weights

The Entropy method is one of the objective methods used for criterion weighting in multi-criteria decision making problems. Weights are obtained by using only raw indicator values without any subjective evaluation. Shannon has proposed an H scale that has the following characteristics for any pi in the predicted common probability distribution (P) (Zitnick & Kanade, 2012):

H is a positive continuous function, If all pi are equal ($p_i = \frac{1}{n}$), then H must be a monotonic incremental function of *n*.

For all $n \geq 2$,

$$H(p_1, p_2, \ldots, p_n) = h(p_1 + p_2, p_3, \ldots, p_n) + (p_1 + p_2)\, H\left(\frac{p_1}{p_1 + p_2}, \frac{p_2}{p_1 + p_2}\right) \quad (1)$$

Shannon demonstrated that the following function is the only one that satisfies these requirements:

$$H_{Shannon} = -\sum_i p_i \log(p_i) \quad (2)$$

Shannon's entropy approach is described as a weighted computation method comprised of the following steps as shown in Figure 4:

Figure 4. *Computation Steps of Shannon's entropy approach*

Step 1: Creating the Decision Matrix

In the first step of the entropy method, the decision matrix is first created similar to other multi-criteria decision making methods.

$$X = \begin{bmatrix} x_{11} & \cdots & x_{1n} \\ \vdots & \ddots & \vdots \\ x_{m1} & \cdots & x_{mn} \end{bmatrix}$$

Step 2: Obtaining the Normalized Decision Matrix

In order to convert the criterion scores into common units, the criteria are normalized according to their benefit or cost characteristics. In this step, the computations are shown as follows:

$$r_{ij} = x_{ij}/max_{ij}(i = 1, \ldots, m; j = 1, \ldots, n)$$

$$r_{ij} = x_{ij}/min_{ij}(i = 1, \ldots, m; j = 1, \ldots, n)$$

In this equation, i = alternatives; j = criteria; r_{ij} = normalized values;

x_{ij} = benefit values of the i. alternative for j.

With the normalization process specified in the second equation, the normalized decision matrix defined by the following Equation is formed:

$$P_{ij} = \frac{a_{ij}}{\sum_{i=1}^{m} a_{ij}};\ \forall_j$$

Step 3: Calculate the entropy measure of each indicator using the following equation:

$$E_j = - k \sum_{i=1}^{m} [P_{ij} \ln P_{ij}];\ \forall_j$$

$$k = entropy\ coefficient\ [(\ln(n))^{-1}];$$

$$P_{ij} = normalized\ values;\ E_j = entropy\ value$$

Step 4: (dj) uncertainty value is calculated by the following Equation

$$d_j = 1 - E_j;\ \forall_j$$

Step 5: w_j weights are calculated as the importance of j criterion by using the next Equation.

$$w_j = \frac{d_j}{\sum_{j=1}^{n} d_j};\ \forall_j$$

The sum of entropy probability values is always equal to 1.

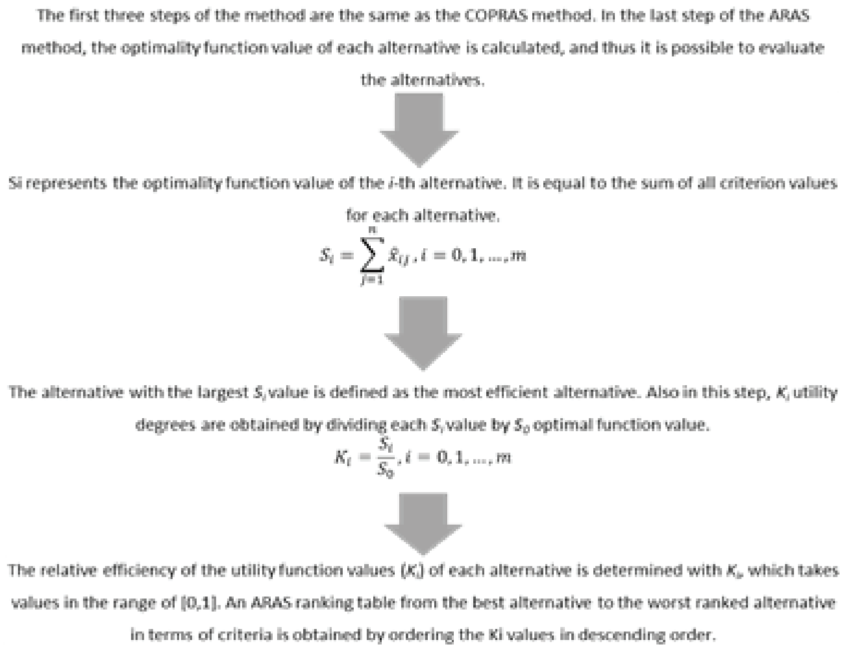
$$w_1 + w_2 + w_j + \cdots + w_n = 1$$

In the remainder of this section, mathematical explanations of the study's techniques are provided.

2.2.1. ARAS (A New Additive Ratio Assessment) Method

A New Additive Ratio Assessment (ARAS) is a technique proposed by Zavadskas and Turskis (2010) for resolving MCDM issues. The ARAS technique compares the utility function values of each option with the ideal alternative's utility function value (Sliogeriene, Turskis, & Streimikiene, 2013). The ARAS approach is comprised of four phases (Zavadskas & Turskis, 2010). The first three phases of this procedure are identical to those of the COPRAS method. In the last phase of the ARAS technique, the optimality function value of each option is computed, allowing the alternatives to be evaluated. The process steps related to the ARAS method are shown in Figure 5.

Figure 5. *ARAS Method Computation Steps (Zavadskas & Turskis, 2010)*



2.2.2. The Multi-Objective Optimization by Ratio Analysis (MOORA) Method

There are several MOORA techniques in the literature, such as MOORA-Ratio Method, MOORA Reference Point Approach, MOORA-Significance Coefficient, The full multiplicative version of MOORA, and MULTIMOORA method (Karaca, 2011). The process steps related to the MOORA Ratio method are shown in Figure 6.

Figure 6. *MOORA Ratio Approach Computation Steps*

In the ratio method, the initial decision matrix values of the alternatives are normalized based on each criterion. As stated in the formula below, each data is divided by the square root of the sum of the squares of the values in the criteria to which it belongs. In this process; x_{ij}: the value of alternative j in terms of criterion i; j = 1, 2,…, m; m is the number of alternatives included in the analysis; i = 1, 2,…, n; n is the number of criteria included in the analysis; x_{ij}*: represents the normalized value of alternative j in terms of i criterion (Brauers & Zavadskas, 2009).

$$X_{ij}^{*} = \frac{x_{ij}}{\sqrt{\sum_{i=1}^{m} x_{ij}^{2}}}$$

According to the optimization approach of the method, normalized values are summed up in maximization, subtracted in minimization as expressed in the formula;

$$y_j^{*} = \sum_{i=1}^{g} x_{ij}^{*} - \sum_{i=g+1}^{i=n} x_{ij}^{*}$$

i = 1, 2, …., g, values are utility criteria whose values are desired to be large; If i = g + 1, g + 2, …. n are the (cost) criteria whose values are desired to be small. j = 1, 2, …, m shows alternatives. y_j*; It is the total ranking value of alternative j. While ranking the alternatives by using these values, the alternative with the highest value is determined as the best alternative. On the other hand, the alternative with the lowest y_j* valuee is determined as the worst alternative in terms of evaluation criteria.

Table 2. *Indicator Definitions*

Codes	Indicators	Definitions	Source
SDG12.1	**Non-recycled municipal solid waste (kg/capita/day)**	The amount of waste collected by or on behalf of municipal authorities and disposed of through the waste management system. Waste from agriculture and from industries are not included.	World Bank
SDG12.2	**Electronic waste (kg/capita)**	Waste from electrical and electronic equipment, estimated based on figures for domestic production, imports and exports of electronic products, as well as product lifespan data.	UNU-IAS, United Nations University Institute for the Advanced Study of Sustainability
SDG12.3	**Production-based SO2 emissions (kg/capita)**	SO_2 emissions associated with the production of oods and services, which are then either exported or consumed domestically.	Lenzen et al. (2022)
SDG12.4	**SO2 emissions embodied in imports (kg/capita)**	Emissions of SO_2 embodied in imported goods and services. SO_2 emissions have severe health impacts and are a significant cause of premature mortality worldwide.	Lenzen et al. (2022)

SDG12.5	**Production-based nitrogen emissions (kg/capita)**	Reactive nitrogen emitted during the production of commodities, which are then either exported or consumed domestically. Reactive nitrogen corresponds to emissions of ammonia, nitrogen oxides and nitrous oxide to the atmosphere, and of reactive nitrogen potentially exportable to water bodies, all of which can be harmful to human health and the environment.	Oita et al. (2016)
SDG12.6	**Nitrogen emissions embodied in imports (kg/capita)**	Emissions of reactive nitrogen embodied in imported goods and services. Reactive nitrogen corresponds here to emissions of ammonia, nitrogen oxides and nitrous oxide to the atmosphere, and of reactive nitrogen potentially exportable to water bodies, all of which can be harmful to human health and the environment.	Oita et al. (2016)
SDG12.7	Exports of plastic waste (kg/capita)	The average annual amount of plastic waste exported over the last 5 years expressed per capita.	UN Comtrade (2021)

3. Results

In this section, the outputs obtained from the study are indicated. Table 3 presents the raw data of the indicators used in the research.

Table 3. *Raw Data of Indicators used in the Research*

Countries, Regions, Organisations, Income Groups	C1	C2	C3	C4	C5	C6	C7
Argentina	1.15	10.3	11.49	1.88	36.13	2.06	0.07
Australia	0.83	21.7	36.57	10.25	71.77	6.86	3.87
Austria	0.65	18.8	11.11	9.27	12.28	16.9	19.55
Belgium	0.5	20.4	15.4	11.9	12.5	15.6	29.2
Brazil	1	10.2	7.6	0.7	31.9	2.1	0
Bulgaria	1.1	11.7	46.3	2.3	23	2.8	1.7
Chile	1.2	9.9	26.8	4.7	10.1	4.6	0.6
China	0.8	7.2	18	0.5	11.1	1.2	0
Croatia	1.2	11.9	12.8	3.2	14.4	4.8	6.4
Czech Republic	0.9	15.7	20.3	4.2	20	7.6	7.6
Denmark	1.1	22.4	11.7	10.2	31.2	13.9	7.4
Estonia	0.7	13.1	11.7	7.9	25.4	7.9	11.4
Finland	0.9	19.8	26.6	7.3	15.9	9.9	2.2
France	0.8	21	6.9	6.1	22.8	12.8	6.2
Germany	0.6	19.4	11.2	7.9	13.5	15.9	10
Greece	1.2	16.9	27.8	5	15.1	11.8	5.1
Hungary	0.7	13.6	12	3.2	20.5	3.3	0
India	0.4	2.4	7.6	0.2	8	0.4	0
Ireland	1	18.7	18.1	13.6	57.3	13.6	4.8
Israel	1.5	14.5	14.8	7.1	4.4	21.2	2.1
Italy	0.6	17.5	7.7	4	8	10.7	1.7
Japan	0.7	20.4	12.3	5.3	2	14.1	8.2

Latvia	0.7	10.6	8.4	4.7	25.5	7.8	7.8
Lithuania	0.6	12.3	8.5	7.4	34.7	9.6	12.1
Luxembourg	1.1	18.9	17.4	7.7	7.9	55.5	18.3
Malaysia	1.2	11.1	17.3	2.4	7.1	7.9	1.7
Malta	2.2	14.5	17.9	4.7	1.7	14.8	6.8
Mexico	0.9	9.7	9.7	2.4	12.1	3.1	0
Netherlands	0.6	21.6	15	8.8	12.7	19.5	22.2
Norway	1.3	26	19.7	11.5	13.7	17.2	11.6
Poland	0.6	11.7	14.2	4.7	16.2	3.8	4.3
Portugal	1	16.6	8.3	3.2	7.6	13.1	5.1
Republic of Korea	0.4	15.8	21.4	4.1	3.5	9.3	1.6
Romania	0.8	11.4	17	2.8	20.2	2.9	1.2
Russian Federation	1.1	11.3	13.2	1.4	11.6	5.6	0.1
Singapore	0.9	19.9	34.7	20.4	0.1	32.5	5.7
Slovak Republic	0.7	12.8	14.1	6.2	13.4	9.8	3.6
Slovenia	0.4	15.1	11.6	8	10.3	9.9	65.6
Spain	0.9	19	10.1	5	15.2	9.8	3
Sweden	0.7	20.1	15.7	7.7	12.7	11.8	9
Switzerland	0.9	23.4	17.9	11.7	6.7	21.9	2.6
Thailand	1.1	9.2	9.9	2.1	11.6	2.7	2.9
Turkey	1	10.2	15.1	1.7	14.5	2.9	0.2
United Arab Emirates	1.6	15	42	19.1	3.7	18.9	1.2
United Kingdom	0.7	23.9	8.1	7.9	12.4	13.3	4.8
United States	1.5	21	30.4	8.4	24.3	7.5	0.5
East and South Asia	0.6	4.6	11	0.5	9.2	0.9	0.2
Eastern Europe and Central Asia	0.9	8.8	13.8	1.4	13.6	3.3	0.4
Latin America and The Caribbean	0.9	8.8	9.2	1	25	2.1	0.2
Middle East and North Africa	0.8	7.9	19.4	1.7	7.1	2.4	0.3
Sub-Saharan Africa	0.5	1.7	3	0.5	10.3	0.5	0.1
OECD Members	1.5	17.5	17.2	6	17.2	9.2	3.8
Low-Income Countries	0.4	1	1.1	0.2	11.4	0.2	0
Lower-Middle-Income Countries	0.4	3.1	6.1	0.5	8.4	0.5	0.2
Upper-Middle-Income Countries	0.9	8.1	16.3	1	13.6	2	0.2
High-Income Countries	1.6	19.4	21.8	7.1	17.6	10.9	4.5

The preference for the indicator values to be large or small was determined by taking into account the methodological evaluation of the index. Accordingly, it was decided to set the first six criteria as the minimum and the last criteria as the maximum since it was desired to be as large as possible in the evaluation. $X' = 1/x$ transformation was made for the minimum directional change of the relevant indicator. Then, $X' = (X - X_{min})/(X_{max} - X_{min})$ conversion was made in order to prevent the evaluation result from being affected by extreme values, to evaluate the indicators together, and to clarify them from units. Table 4 shows the normalized data and the min/max directions of the indicator.

Table 4. *Normalized Data and Min/Max Directions*

Countries, Regions, Organisations, Income Groups	C1	C2	C3	C4	C5	C6	C7
	MIN	MIN	MIN	MIN	MIN	MIN	MAX
Argentina	0.203	0.061	0.074	0.098	0.001	0.094	0.001
Australia	0.367	0.008	0.006	0.010	0.000	0.026	0.059
Austria	0.530	0.015	0.077	0.012	0.007	0.008	0.298
Belgium	0.756	0.011	0.049	0.007	0.007	0.009	0.445
Brazil	0.267	0.062	0.124	0.279	0.002	0.092	0.000
Bulgaria	0.222	0.049	0.000	0.078	0.003	0.068	0.026
Chile	0.185	0.065	0.018	0.033	0.009	0.040	0.009
China	0.389	0.104	0.038	0.394	0.008	0.164	0.000
Croatia	0.185	0.047	0.064	0.053	0.006	0.038	0.098
Czech Republic	0.321	0.026	0.031	0.038	0.004	0.023	0.116
Denmark	0.222	0.006	0.072	0.010	0.002	0.011	0.113
Estonia	0.476	0.039	0.072	0.016	0.003	0.022	0.174
Finland	0.321	0.013	0.018	0.018	0.005	0.017	0.034
France	0.389	0.010	0.139	0.023	0.003	0.012	0.095
Germany	0.593	0.014	0.076	0.016	0.006	0.009	0.152
Greece	0.185	0.022	0.016	0.030	0.005	0.013	0.078
Hungary	0.476	0.036	0.070	0.053	0.003	0.057	0.000
India	1.000	0.393	0.124	1.000	0.011	0.498	0.000
Ireland	0.267	0.016	0.038	0.005	0.000	0.011	0.073
Israel	0.104	0.032	0.052	0.019	0.021	0.006	0.032
Italy	0.593	0.019	0.122	0.041	0.011	0.015	0.026
Japan	0.476	0.011	0.067	0.028	0.049	0.011	0.125
Latvia	0.476	0.058	0.110	0.033	0.003	0.022	0.119
Lithuania	0.593	0.045	0.108	0.017	0.001	0.017	0.184
Luxembourg	0.222	0.015	0.040	0.016	0.011	0.000	0.279
Malaysia	0.185	0.054	0.041	0.074	0.013	0.022	0.026
Malta	0.000	0.032	0.039	0.033	0.058	0.010	0.104
Mexico	0.321	0.067	0.092	0.074	0.007	0.061	0.000
Netherlands	0.593	0.008	0.051	0.013	0.006	0.007	0.338
Norway	0.154	0.000	0.033	0.008	0.006	0.008	0.177
Poland	0.593	0.049	0.055	0.033	0.005	0.049	0.066
Portugal	0.267	0.023	0.111	0.053	0.012	0.012	0.078
Republic of Korea	1.000	0.026	0.028	0.039	0.027	0.018	0.024
Romania	0.389	0.051	0.042	0.062	0.004	0.066	0.018
Russian Federation	0.222	0.052	0.061	0.134	0.007	0.032	0.002
Singapore	0.321	0.012	0.008	0.000	1.000	0.003	0.087
Slovak Republic	0.476	0.041	0.056	0.023	0.006	0.017	0.055
Slovenia	1.000	0.029	0.073	0.015	0.008	0.017	1.000
Spain	0.321	0.015	0.087	0.030	0.005	0.017	0.046
Sweden	0.476	0.012	0.047	0.016	0.006	0.013	0.137
Switzerland	0.321	0.004	0.039	0.007	0.014	0.006	0.040
Thailand	0.222	0.073	0.089	0.086	0.007	0.071	0.044
Turkey	0.267	0.062	0.050	0.109	0.006	0.066	0.003
United Arab Emirates	0.083	0.029	0.002	0.001	0.026	0.007	0.018
United Kingdom	0.476	0.004	0.115	0.016	0.007	0.011	0.073

United States	0.104	0.010	0.013	0.014	0.003	0.023	0.008
East and South Asia	0.593	0.186	0.078	0.394	0.009	0.219	0.003
Eastern Europe and Central Asia	0.321	0.078	0.057	0.134	0.006	0.057	0.006
Latin America and The Caribbean	0.321	0.078	0.098	0.192	0.003	0.092	0.003
Middle East and North Africa	0.389	0.092	0.034	0.109	0.013	0.080	0.005
Sub-Saharan Africa	0.756	0.572	0.351	0.394	0.008	0.398	0.002
OECD Members	0.104	0.019	0.041	0.024	0.004	0.018	0.058
Low-Income Countries	1.000	1.000	1.000	1.000	0.007	1.000	0.000
Lower-Middle-Income Countries	1.000	0.295	0.160	0.394	0.011	0.398	0.003
Upper-Middle-Income Countries	0.321	0.088	0.045	0.192	0.006	0.097	0.003
High-Income Countries	0.083	0.014	0.027	0.019	0.004	0.015	0.069

According to the Entropy method, raw data was used as the decision matrix of the Entropy analysis. The above normalized matrix was used in MOORA Ratio analysis. Table 5 presents the weights obtained from the Entropy analysis. While the Exports of plastic waste (C7) indicator was the indicator with the highest weight, electronic waste was determined as the indicator with the lowest weight.

Table 5. *Entropy weights of SDG 12 Indicators*

Indicators	**Weights (w_j)**
Non-recycled municipal solid waste (kg/capita/day) C1	0.035
Electronic waste (kg/capita) C2	0.049
Production-based SO2 emissions (kg/capita) C3	0.069
SO2 emissions embodied in imports (kg/capita) C4	0.148
Production-based nitrogen emissions (kg/capita) C5	0.116
Nitrogen emissions embodied in imports (kg/capita) C6	0.174
Exports of plastic waste (kg/capita) C7	0.409

Table 6 shows the scores and ranking obtained from the MOORA Ratio approach.

Table 6. *MOORA Ratio Analysis Ranking and Scores*

Rank	Countries, Regions, Organisations, Income Groups	Moora Ratio Scores (yi*)	Rank	Countries, Regions, Organisations, Income Groups	Moora Ratio Scores (yi*)
1	Slovenia	0.3698	**29**	Portugal	0.0777
2	Luxembourg	0.2329	**30**	Slovak Republic	0.0775
3	Belgium	0.2261	31	Croatia	0.0757
4	Netherlands	0.1923	**32**	Spain	0.0743
5	Austria	0.1734	**33**	Bulgaria	0.0705
6	Singapore	0.1710	**34**	Poland	0.0674
7	Norway	0.1544	**35**	Italy	0.0582
8	Ireland	0.1500	**36**	Republic of Korea	0.0573
9	Australia	0.1453	**37**	Chile	0.0552
10	Lithuania	0.1332	**38**	Malaysia	0.0531

11	Denmark	0.1321	**39**	Argentina	0.0525
12	United Arab Emirates	0.1301	**40**	Romania	0.0512
13	Germany	0.1240	41	Thailand	0.0472
14	Estonia	0.1237	**42**	Hungary	0.0456
15	Sweden	0.1139	**43**	Brazil	0.0430
16	Switzerland	0.1117	**44**	Russian Federation	0.0398
17	France	0.1022	**45**	Latin America and The Caribbean	0.0392
18	High-Income Countries	0.1004	**46**	Turkey	0.0386
19	Malta	0.0980	**47**	Eastern Europe and Central Asia	0.0370
20	Japan	0.0978	**48**	Mexico	0.0347
21	Czech Republic	0.0972	**49**	Upper-Middle-Income Countries	0.0336
22	Greece	0.0971	**50**	Middle East and North Africa	0.0328
23	Latvia	0.0950	51	China	0.0279
24	United Kingdom	0.0950	**52**	East and South Asia	0.0213
25	Israel	0.0910	**53**	Lower-Middle-Income Countries	0.0159
26	United States	0.0889	**54**	Sub-Saharan Africa	0.0152
27	OECD Members	0.0872	**55**	India	0.0141
28	Finland	0.0863	**56**	Low-Income Countries	0.0125

Table 7 shows the scores and ranking obtained from the ARAS method.

Table 7. *ARAS Method Ranking in terms of SDG 12 Indicators*

	Si	Ki	%Ki	**ARAS Method Ranking (% Ki)**	
Optimal Value	**0.12625**			**Country**	**% Ki**
Argentina	0.00859	0.06805	6.81	Slovenia	72.402
Australia	0.02606	0.20645	20.65	Belgium	40.543
Austria	0.03805	0.30142	30.14	Luxembourg	38.732
Belgium	0.05118	0.40543	40.54	Netherlands	33.630
Brazil	0.00695	0.05509	5.51	Austria	30.142
Bulgaria	0.01228	0.09727	9.73	Singapore	25.564
Chile	0.00940	0.07449	7.45	Norway	25.010
China	0.00429	0.03395	3.39	Lithuania	21.950
Croatia	0.01544	0.12230	12.23	Ireland	21.925
Czech Republic	0.01957	0.15500	15.50	Australia	20.645
Denmark	0.02577	0.20413	20.41	Denmark	20.413
Estonia	0.02577	0.20411	20.41	Estonia	20.411
Finland	0.01543	0.12219	12.22	Germany	20.092
France	0.01995	0.15805	15.81	United Arab Emirates	18.376
Germany	0.02537	0.20092	20.09	Sweden	18.316
Greece	0.01868	0.14795	14.80	Switzerland	16.118
Hungary	0.00733	0.05803	5.80	Malta	15.943
India	0.00181	0.01436	1.44	Japan	15.883
Ireland	0.02768	0.21925	21.92	France	15.805
Israel	0.01682	0.13326	13.33	Czech Republic	15.500
Italy	0.01033	0.08180	8.18	Latvia	15.266
Japan	0.02005	0.15883	15.88	High-Income Countries	15.175
Latvia	0.01927	0.15266	15.27	Greece	14.795
Lithuania	0.02771	0.21950	21.95	United Kingdom	14.330

Luxembourg	0.04890	0.38732	38.73	Israel	13.326
Malaysia	0.00961	0.07616	7.62	OECD Members	13.076
Malta	0.02013	0.15943	15.94	Croatia	12.230
Mexico	0.00557	0.04415	4.41	Finland	12.219
Netherlands	0.04246	0.33630	33.63	Portugal	12.166
Norway	0.03157	0.25010	25.01	United States	12.116
Poland	0.01285	0.10180	10.18	Slovak Republic	11.498
Portugal	0.01536	0.12166	12.17	Spain	10.880
Republic of Korea	0.00999	0.07916	7.92	Poland	10.180
Romania	0.00876	0.06936	6.94	Bulgaria	9.727
Russian Federation	0.00652	0.05164	5.16	Italy	8.180
Singapore	0.03227	0.25564	25.56	Republic of Korea	7.916
Slovak Republic	0.01452	0.11498	11.50	Malaysia	7.616
Slovenia	0.09140	0.72402	72.40	Chile	7.449
Spain	0.01374	0.10880	10.88	Thailand	7.104
Sweden	0.02312	0.18316	18.32	Romania	6.936
Switzerland	0.02035	0.16118	16.12	Argentina	6.805
Thailand	0.00897	0.07104	7.10	Hungary	5.803
Turkey	0.00624	0.04946	4.95	Brazil	5.509
United Arab Emirates	0.02320	0.18376	18.38	Russian Federation	5.164
United Kingdom	0.01809	0.14330	14.33	Latin America and The Caribbean	4.985
United States	0.01530	0.12116	12.12	Turkey	4.946
East and South Asia	0.00311	0.02463	2.46	Eastern Europe and Central Asia	4.781
Eastern Europe and Central Asia	0.00604	0.04781	4.78	Mexico	4.415
Latin America and The Caribbean	0.00629	0.04985	4.98	Upper-Middle-Income Countries	4.219
Middle East and North Africa	0.00521	0.04123	4.12	Middle East and North Africa	4.123
Sub-Saharan Africa	0.00202	0.01599	1.60	China	3.395
OECD Members	0.01651	0.13076	13.08	East and South Asia	2.463
Low-Income Countries	0.00150	0.01189	1.19	Lower-Middle-Income Countries	1.684
Lower-Middle-Income Countries	0.00213	0.01684	1.68	Sub-Saharan Africa	1.599
Upper-Middle-Income Countries	0.00533	0.04219	4.22	India	1.436
High-Income Countries	0.01916	0.15175	15.17	Low-Income Countries	1.189

The top five countries, according to the MOORA Ratio method, are Slovenia, Luxembourg, Belgium, the Netherlands, and Austria. The top five countries, according to the ARAS method, are Slovenia, Belgium, Luxembourg, the Netherlands, and Austria. The top five countries on both lists are the same; only Luxembourg and Belgium move up or down. Russia, Turkey, Mexico, China, and India are the worst countries in terms of relevant indicators, according to the results of both methods.

4. Discussion and Conclusion

Consumption behaviors and consumption habits of individuals can lead to many environmental problems such as decrease in biological diversity, pollution of the environment and nature, increase in CO_2 emission, global warming. These problems have started to be discussed especially in recent years. Considering the reasons for these debates, excessive population growth and rapid economic developments are seen as the most important reasons. However, the increase in the quality of life of individuals, cultural changes such as urbanization, women's entry into business life, the emergence of economic systems dominated by economies of scale with globalization, the decrease in product price levels and the emergence of environmental problems have caused the current discussions to come to the fore more. However, excessive population growth and the increase in individual desires for the consumption of goods or services are destroying the environmental gains from programs made to make production processes cleaner and more efficient.

The objective of this research is to evaluate nations, regions, and income groups in terms of responsible consumption and production, the twelfth title of the Sustainable Development Goals using the Entropy-based MOORA Ratio. The findings of this study are intended to raise the attention of researchers, policymakers, and all other interested stakeholders to the present state of this subject. This issue is closely linked to many other problems, such as a sustainable economy, climate, and environment. For this purpose, the Entropy method, which is one of the methods in which the weighting calculation can be made by making use of the raw data, was preferred in order to avoid subjective evaluations. Afterwards, MOORA Ratio method, which gives very reliable results as stated in the methodology section, is used in literature reviews. This and similar multi-criteria decision making methods are used quite frequently in the evaluation of this issue. This is clearly seen in the literature review section.

In the study, the indicators used in the evaluation of the SDG 12 targets of the United Nations were employed. As a result of the calculations made using the raw data of the indicators through the Objective Entropy method, the ''Exports of plastic waste (kg/capita)'' indicator has the highest weight with 0.409 weight. This is followed by ''Nitrogen emissions embodied in imports (kg/capita)'' with a weight value of 0.174, while the values of other indicators are respectively ''SO2 emissions embodied in imports (kg/capita)'' (0.148), ''Production-based nitrogen emissions (kg/capita)'' (0.116), ''Production-based SO2 emissions (kg/capita)'' (0.069), ''Electronic waste (kg/capita)'' (0.049) and ''Non-recycled municipal solid waste (kg/capita/day)'' (0.035). While 4% of the annually extracted crude oil is used in the manufacture of plastic, it takes at least 1000 years for plastic bags, 500 years for plastic plates, and 400 years for pet bottles to disappear after they are left to nature. While plastic products enter every area of our lives, plastic wastes have the highest weight by a remarkable difference according to the raw indicator data of the countries in the analysis of the study. In addition, reactive nitrogen emissions from imported products and services relate to emissions of ammonia, nitrogen oxides, and nitrous oxides to the atmosphere, as well as reactive nitrogen emissions that may be transferred to aquatic bodies, all of which are detrimental to human and environmental health. It is obvious that countries and international organizations should cooperate in order to reduce these damages and leave a more sustainable world to future generations.

According to the results of the MOORA Ratio approach, the ranking of the top five countries is Slovenia, Luxembourg, Belgium, Netherlands, and Austria, while the ranking of the top five countries in the ARAS method is Slovenia, Belgium, Luxembourg, Netherlands, and Austria. While the countries in the top five of the lists are the same, only the ranking of Luxembourg and Belgium changes. As countries, Russia, Turkey, Mexico, China and India are the worst performing countries according to the results of both methods in terms of relevant indicators. These countries score considerably below the OECD average. Along with the countries in the top five, Singapore, Norway, Ireland, Australia, Lithuania, Denmark, United Arab Emirates, Germany, Estonia, Sweden, Switzerland and France are the countries that are above the ranking of the high-income group. According to the score and ranking obtained from the ARAS method, while Greece, United Kingdom and Israel are in a better place than the OECD average, they have values and rankings quite close to the high income average. When the same evaluation is made for the MOORA Ratio approach, the number of countries in this position increases as Malta, Japan, Czech Republic, Greece, Latvia, United Kingdom, Israel and United States.

One of the biggest problems in the world is how to protect the environment and keep the economy growing and thriving at the same time. One way to do this is to separate environmental damage from economic growth and use fewer resources. Resource unbundling and impact unbundling are important for promoting sustainable consumption and production patterns and making the transition to a greener and more socially inclusive global economy. To keep using and making things in a way that is sustainable, global consumption rates need to be lowered so that they are in line with the biophysical limits of the planet and the planet's ability to provide ecosystem services and benefits.

Sustainable consumption and production are linked to a higher quality of life for all individuals. It contributes to achieving overall development goals, reducing future economic, environmental, and social costs, increasing economic competitiveness, and reducing poverty.

Consequently, the whole supply chain should collaborate methodically from the producer to the merchants. It entails educating consumers about sustainable consumption and lifestyles, providing them with accurate information via standards and labelling, and participating in sustainable public procurement. In this attempt, businesses, consumers, lawmakers, academics, merchants, the media, and development cooperation groups should build a new global coalition.

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Chapter 5

THE MORAL AND MENTAL WORLD OF ECONOMIC DISSOLUTION IN SABRI F. ÜLGENER

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INTRODUCTION

Sabri Ülgener is one of the prominent thinkers of Turkey's intellectual environment. Ülgener has scrutinized the works of prominent thinkers, both Western and Eastern, in line with Turkey's geopolitical position. Although Ülgener is called "A Turkish Weber", he has created his own unique way, methodology, view of history and people. As Uğur emphasized, "Ülgener is a scientist whose example is rarely seen in the tradition of economics, historiography and Turkish social sciences, who can use the data of various disciplines from economics to sociology, from sociology to history and even theology in mentality studies and relate all these to each other" (Uğur, 1983:127).

Ülgener was not an economist; He was a political economist. By blending economics with social sciences, he added the forgotten 'human' factors to the economy and brought the economy back to its political position. As Sayar stated, "Sabri Ülgener was an academician economist. His identity as a sociologist is a result of his working with economic theory." (Sayar, 2007:251). Ülgener, who was influenced by the works of many thinkers and poets such as Max Weber, Werner Sombart, Karl Marx, İbn-i Haldun, Ahmet Cevdet Pasha, Mevlana, was also an "historian of economic doctrine". (Sayar, 2007:366).

Ülgener's primary field of study is the dissolution period of the Ottoman Period. He focused on the problem of why the Ottoman State could not achieve a capitalist transformation. While addressing the mentality problem, Ülgener combined "History and economic theory" (Sayar, 2007:366). Although Ülgener was influenced by the German Historian School, he did not take the views of this school exactly and analyze the Ottoman-Turkish socio-economic structure. Ülgener explained the socio-economic structure of the unique Ottoman State with his own unique concepts. Ülgener is not a follower of the Western mind, but an intellectual of his *sui generis*.

1. Ülgener's Methodology

Ülgener argues that mainstream economics and economic history theories are insufficient to understand "human reality" (Eren, 1985:3). In this context, according to Ülgener, the neo-classical and materialist understanding of history is alien to Ülgener's human. Ülgener's human 'interpretive approach' imbricate with Weber The figure of humans in Ülgener is as follows: "Economic life, in short, is not just a material world consisting of the combination of external data without the consideration of the place and the century in question. Beyond all those piles lies the human reality with its unique attitudes and behaviors. What constitutes capitalism is not only money, capital flows, or the institutions in which these flows are embodied but at the same time, and perhaps more importantly. It is the behavior and preferences of the typical person of the age and the living norms that are the total expression of all these. Even if it is assumed that human psychology consists of feelings derived from the materialist understanding of history, such a thought never justifies not considering the 'work' as a historical entity besides the 'affecting factors' and leaving it out of the research. Feelings and emotions have joined the flow of history from time to time as more of an entity than a 'output, sometimes as a real "effector". (Ülgener, 2006a:5)

As Çağman (2016: 108) emphasizes, Ülgener criticizes that the human factor is ignored in economic analysis and that economic phenomena are viewed only as commodities, money flows, numbers, formulas, and indicators. Because "Mathematical objective connections are meaningless without the 'human element' that will fill them with spirit and meaning."

While Max Weber considers the 'riyazi (mathematical-rational) person' in the Protestant West as dominant, Ülgener considers the 'zâhid (spiritual) person' (Muslim Ottoman-Turkish) as the dominant type in the East (Sayar, 2007:313).

Nevertheless, Ülgener found 'homo economicus' insufficient to explain the 'objective person of the truth' (Sayar, 2007: 251). as according to Ülgener's opinion, "economic life does not mean an ordinary heap of commodities" with its sociability, historicity and evolution. "In fact, economic life constitutes a part of the relations between people. If we exclude human and his interventions, what do we have? Nothing!" (Ülgener, 1940:352). Therefore, "Ülgener does not have a good relationship with the human being excluded by the human-matter relationship that determines the positive field of economic theory." (Sayar, 2007: 253).

Ülgener adopted the idea that Sombart criticizes in Modern Capitalism, "to see the economy as heaps of inanimate matter by removing people from the middle." According to Ülgener, economists "have made it a habit to look at what is happening only with the eyes of goods and money flows, mostly by disabling people." However, according to Ülgener's thought, "A series of numbers, formulas, eye-catching displays and indicators! ...Despite the fascination of all these series and mathematical connections, everything is different when you exclude the human." In this context, contrary to Karl Marx's idea that the infrastructure determines the superstructure, according to Ülgener, the economic order is ultimately determined by human behavior (Ülgener, 2006b:7). Thus, according to Sayar, Ülgener "not only embodied the 'human' through understanding, but also returned the soul to 'human'." (Sayar, 2007: 253).[1] In short, as Sayar emphasis. Ülgener's main area of interest is historical empiricism based on 'human-centered' and sociological understanding (Sayar, 2007: 253).

Ülgener, who brought 'human' to the forefront as a result of his studies, placed spiritual sciences (Geisteswissenchaften) instead of social or human sciences in front of natural sciences (Uğur, 1983:129). Thus, Ülgener did not adopt the positivism of the Gökalp-Durkheim line that was dominant in the Turkey of his time. He used the interpretive method of the German School of History, as discussed by Weber and Sombart" (Yılmaz, 2003: 492; Uğur, 1983:129).

Using the interpretive method, Ülgener tries to analyze the failure of the Eastern societies and the Ottoman Empire to not become capitalist with the concepts of economic morality and economic mentality.

2. "A Turkish Weber" and Max Weber

Weber searched for the elements that reveal the capitalist morality in Europe and, as a result, he emphasized the "Protestant Ethic" as the most important factor, while accepting the role of other factors. Ülgener investigated the reasons for the failure of the Ottoman State and social order to become capitalist (Kılıçbay, 2006: 94). For this reason, Ülgener, who also reads on the history of economic thought, benefits from the scientific texts of many European and Eastern authors.

Ülgener first discovered Sombart during his studies[2] (Sayar, 2007:274). Ülgener stated that Sombart's concept of 'interpretive economics' is ambiguous since it does not contribute to the methodology of natural sciences. However, despite this, he declared that 'interpretive economics' is a better information tool than positive sciences (Sayar, 2007:100). According to Ülgener, Sombart's most important contribution to economic history research is the addition of spiritual science methods to his work: "Referring to the mentality of living people" (Ülgener, 1940:100-101). According to Sert, Ülgener "adopted the methodology from Sombart and walked along the path which is described by him. Although he also

1 According to Tolga Kabaş, "Ülgener is uncomfortable with the solitary and atomistic homo-economicus character of Neoclassical economics. According to Ülgener, the person who lost his soul in the development process of capitalism should regain his soul. An economic plane that has lost its soul will revitalize the world with the combination of two phenomena such as economics and morality. Therefore, it is important for Ülgener to reach a consistent balance or harmony between morality and economy." (Kabaş, 2013:23)

2 As Ülgener explains: "The fact that Alexander Rüstow, who came from Germany with a fresh force and energy and joined us, brought the subject to the podium for the first time [the first research I remember: Rustow, Economic System and Economic Ideology] was the first match to strike the darkness… I warmed up to the subject thoroughly. The first name I met with that speed was Werner Sombart… But then Max Weber." (Ülgener, 2006b:3 vd.)

fostered support from Weber during this walking.” (Sert, 2021:51)

Ülgener applied and developed the methods developed by Weber and Sombart in the book *İktisadi Çözülmenin Ahlâk ve Zihniyet Dünyası* in order to understand the individual in the Ottoman Empire. Ülgener describes his work as follows: “An attempt to ‘spread’ and ‘‘expand’’ the work plan that western scientists, especially Max Weber and Werner Sombart, tried around Western civilization to a different context.” (Ülgener, 2006a:8). Barkan evaluated these works of Ülgener as a “serious trial”: “However, Ülgener has admitted the weaknesses of Weber-Sombart’s views as well as their good sides, and this should not be surprising.” (Barkan, 1951:162-3).

According to Ülgener, called “A Turkish Weber” (Sayar, 2007:274), Sombart’s important contribution to the history of economics is: “Examining the cultural life in all its diversity without dividing or separative it, and to be able to grasp the people of each age with the mentality that is unique to them.” (Ülgener, 1940:101). In this context, Ülgener, who followed Sombart, argued that every age has its own dominant mentality. Dominant mentality also determines the economic lifestyle of the age.

Ülgener’s quest of answers to the questions in his mind led him to establish a connection with Dilthey and the German School of History (Çağman, 2016: 96). Ülgener adopted Dilthey’s criticism of the assumption that people act only rationally by isolating them from their spiritual characteristics.[3] As Çağman points out, Dilthey criticizes the understanding that sees human beings as rational beings by isolating them from other characteristics. Human and life are too complex to be explained by a single reason. This very important complex structure can only be understood by examining the whole and accepting that man is a historical being (Çağman, 2016: 96).

Ülgener’s discovery of Sombart ultimately led him to find Weber. (Sayar, 2007:274). Thus, in his studies, Ülgener used the ‘interpretive method’ along the Dilthey-Weber line and separated it from the ‘explanatory method’ (Sayar, 2007:281). In our opinion, Ülgener’s criticism of the ‘explanatory method’ stems from Ülgener’s criticism of mysticism.

It should also be emphasized that Ülgener was also influenced by the Anneles School, which examines history together with society and economic developments (Türkislamoğlu, 2021:258).

3 “Ülgener also benefited from the Marxist understanding that economic factors determine the mentality and institutions in his studies. However, contrary to this theory, he did not take a definite position on which of the infrastructure-superstructure dilemmas is decisive and did not give priority to only one. He has adopted a method approach from the universal to the particular, from the abstract to the concrete. However, he sometimes made generalizations using objective data.” (Çağman, 2016:98)

3. Ülgener's Critique of Weber

Weber argues that the Protestant ethics is important in removing the obstacles to the development of capitalism and in the formation of the rational individual. According to Weber "The struggle against the desires of the flesh and the attachment to external goods was not, as the Puritans explicitly attest (and also the great Quaker apologist, Barclay), a struggle against rational acquisition, rather, it challenged the irrational use of possessions. According to them, God wanted a rational and utilitarian use of wealth on behalf of the basic needs of the person and the community." (Weber, 2001:115).

Weber explains his view of the religion of Islam as follows: "İslam as the religion of a warrior class military booty is important in the ordiances, in the promises, and above all in the expectations characterizing even the most ancient period of the religion. Even the ultimate elements of its economic ethics were purely feudal. The most pious adherents of the religion in its first generation became the wealthiest, or more correctly, enriched themselves with military booty—in the widest sense—more than did other members of the faith." (Weber, 1964:262-3).

According to Weber, who persisted in his thoughts on orthodox Islam "İslam displays other characteristics of a distinctively feudal spirit: the obviously unquestioned acceptance of slavery, serfdom, and polygamy; the disesteem for and subjection of women." (Weber, 1964:264).

According to Weber, there is no common point between Puritan ethics and the religion of Islam, because "The role played by wealth accruing from spoils of war and from political aggrandizement in İslam is diametrically opposed to the role played by wealth in the Puritan religion. The Müslim tradition depicts with pleasure the luxunous raiment, perfume, and meticulous beard-coiffure of the pious. The saying that 'when god blesses a man with prosperity he likes to see the signs there of visible upon him'—made by Muhammad, according to tradition, to well-circumstanced people who appeared before him in ragged attire— stands in extreme opposition to any Puritan economic ethic and thoroughly corresponds with feudal conceptions of status." (Weber, 1964:263).

According to Ülgener, Weber made "hasty generalizations" about Islam. The reason for this is that Weber placed the whole structure on a warrior-feudal basis as if there were no internal contradictions, without examining the phenomena that balance each other in the social structure (Ülgener, 2006c:80). The 'compiler' method approach in Weber's view of Islam is another reason for Weber's false theses. Because according to Ülgener, the religion of Islam has an identity of "combatant against feudalism and feudal values" rather than being a pro-feudal and wasteful life (Ülgener, 2006c:80).

According to Weber, who also works on Islamic institutions, Islamic societies have not accepted Western-style rationality. Weber argued that Islam cannot create the dynamics of capitalist: "Industrialization was not impeded by the Islam as the religion of individuals-the Tartars in the Russian Caucasus are often very "modern" entrepreneurs--, but the religiously determined structure of the Islamic states, their officialdom and their jurisprudence." (Weber, 1978:1095).

According to Ülgener, "transferring the rational, orderly working ethos from a closed cell to the world" is also present in the original Islam (Ülgener, 2006c:82). However, Sufi ethics did not accept Western type rationality. Thus, Ülgener emphasized that the original Islam was essentially a religion that gave importance to trade, capital accumulation and work. According to Ülgener: "Islam remained as the weakest link or one of the weakest links in the chain in Weber's analysis. Most of the conclusions reached cannot be deemed to have gone beyond hasty and one-sided judgments" (Ülgener, 2006c:57).

Unlike Weber, Ülgener does not attribute economic backwardness to societies or religions. Ülgener, contrary to Weber, emphasizes that this issue is a mentality concern: According to Ülgener's opinion, "the economic ethics of Islam and especially Sufism has not been adequately studied by Max Weber. Weber made the right analysis. But hasty and one-sided judgments cast doubt on his research." However, Ülgener also states that if Weber had lived longer, he would not have made these wrong analysis. "Max Weber's lifetime must not have been enough to deepen his studies." (Ülgener, 2006c: 16).

In Yılmaz's opinion, Ülgener criticizes Weber for taking a biased view of the original Islam. However, Islam opened its eyes to the world in an intense commercial environment. If the reasons preventing the establishment and development of the modern market economy in the East were to be listed one after the other, Islam would only take place at the end of the series (Yılmaz, 2011: 59).

According to Sayar's thoughts, "The meaning of Ülgener's success against Weber is this: It is Weber's success to show that capitalism in the western geography stems from Protestant morality. This only reflects one side of the medallion. However, the stagnation and roots of the economic mentality of the 'other' (irrationalism in the non-European environment) apart from the 'I'm' (Eurocentric rationalism) have been successfully revealed by Ülgener." (Sayar, 2008:128).

4. Barriers to Mental Formation in Ülgener

According to Ülgener, he tries to find the answer to why the Ottoman Empire could not become capitalist economically and how the mentality of the disintegration period reproduced itself. According to Ülgener's path, the absence of a bourgeoisie in the Ottoman Empire is a result of the dominant mentality of the age. Ülgener examined the elements that make up the dominant mentality of the ages as follows.

4.1. Sufism

Ülgener, following Weber's footsteps, examined the effect of religion on the economic structure. Weber emphasized the positive effect of religion, especially Protestantism, on the economic structure in the direction of capitalization. Ülgener, on the other hand, examined the negative effects of Sufism on the economic structure. First of all, it should be noted that "Ülgener persistently tried to demonstrate that Islamic texts and practices did not lead to economic backwardness, as Weber claimed. He reinterpreted Islamic texts, practices and especially Sufi morality according to historical and social conditions." (Acar & Bilir, 2014:119).

Ülgener gave special importance to the relationship between economy and religion in his studies, because according to Ülgener, the dominant economic ethics-economic mentality is decisive in understanding the objective world and living people. "According to Ülgener, only religious motifs are only one of the components of economic ethiscs. The same can be said for the economic mentality. However, the issue that Ülgener particularly focuses on is religious motifs. To put it more clearly, it is the relationship between economics and religion." (Özkiraz, 2007: 39).

According to Ülgener, Sufi thought, which is a mixture of Central Asian and partially Indian and Iranian beliefs with Islamic elements, affected both the religious understanding and daily lives of the Anatolian people. As Arslan emphasized "On the one hand, a hardworking, extroverted, money-saving prophet, on the other hand, is a society and civilization that is introverted, unable to develop work ethic, and fail to transition to capitalism in the production of services and goods. The explanation of this distortion is made with reference to Sufism. (Arslan, 2010:57).

Ülgener defines Sufism as follows: "We are at the crossroads of the road that deviates from the first and true Islam to Islamic mysticism with a wide arc. In a way, it is also possible to say the long and troublesome way of closing inward and deep. Sufism is the strong current leading the movement." (Ülgener, 2006c:91; Arslan, 2010:57).

The dominant thought of the Sufi mentality in Ülgener is as follows: "Property is for the security and peace of life, life is not for collecting property, its motto can be considered the most beautiful and meaningful expression of this understanding of life.” (Ülgener, 2006a:84). Thus, according to Ülgener, what is expected from living according to this mentality of the disintegration period is to lead a life in peace and comfort. It is sufficient to keep economic activity within these limits. Economic gain means a sick body, losing freedom (Ülgener, 2006a:85). According to Ülgener, Sufism is a ‘second layer of dependency’ built on the feudal foundation of society. On the one hand, Sufism creates a fatalistic mass that is ready to serve at any moment within the philosophy of resignation and submission; On the other hand, as the sect climbed the ladder, it created a system of domination that raised itself above the purpose of subsistence and laid the burden of work on the lower class (Ülgener, 2006c:130). In a sense, the Sufi mentality creates a second intensified layer of the Hegelian Master-Slave relationship. In Ülgener’s words, Sufism has created “a religion and spiritual aristocracy alongside or even above the world’s lords” (Ülgener, 2006c:131). The leaven of this layer is ‘prudence’ (the principle of contentment with less), which is the basic principle of Sufism.

As Arslan emphasizes, Ülgener persistently tried to demonstrate that Islamic texts and practices did not lead to economic backwardness, as Weber claimed. In this context, he reinterpreted Islamic texts, practices, and especially Sufi morality according to historical and social conditions. Contrary to Weber, according to Ülgener; Orthodox Islam gives importance to work, reason, commerce and the market. On the other hand, Sufism, which deviated from orthodox Islam (especially esoteric – Batini -), allied with the local craft guilds and formed a traditionalist and non-innovative human/society type. Because the majority of the religious and moral values among the local craft guilds and the public were formed by the Bâtini clans and sects. Alevi-Batini groups have made their influence felt on the Akhism and the local craft guilds as early as the 13th century. According to Ülgener, by removing these effects, capitalism based on Islam aligned with the requirements of the age would be possible. (Arslan, 2010: 73-74).

4.1.1. Melamiyya versus Sufism

According to Ülgener, following Weber’s footsteps, Calvinism, the methodical-disciplined wing of religious reformation in North-West Europe and North America, and industrial capitalism worked together and removed the obstacles to the development of capitalism. They created the capitalist mentality. However, excluding the Melamism branch of Sufism, “the entry of Sufism into crowded masses and business circles with a more Batini interpretation has created an environment that is prone to a different type of behavior and beyond that to a different order - rentier capitalism”. (Ülgener, 2006c: 137). Therefore, according to Ülgener, the economic mentality created by Sufism is incompatible with the economic mentality of the 'first and true Islam'.

The ideal type of Weber's 'Protestant Ethic' left its place to 'Melami' in Ülgener, because, Ülgener has shown in his studies that the Melami mentality and the 'bourgeois' identity seen in the West have the characteristics of hard work, thrift, and asceticism (Tabakoğlu, 2018: 106). Melamiye, which bears the care of capitalism as claimed by Ülgener, is the Bayramiyye Melanism led by Hacı Bayram (Ülgener, 2006c:105). For the Melâmî, the world is not a life of bliss and pleasure, and it is not a 'mortal world' that one should avoid getting involved in sins and faults. For this reason, according to the philosophy of Melâmî culture, "work and work activities were accepted as a sense of duty and even elevated to the level of ritual" (Ülgener, 2006c:105). According to Ülgener, handcraft and work in Melâmî culture have a value that is no less than in the West (Ülgener, 2006c:110). According to Bâtinism, Melâmî culture gave importance to philosophy and wisdom rather than dhikr and ritual. For this reason, it has been able to hold on to large centers of knowledge and culture. Therefore, Melâmî culture addressed a limited segment in the "ceiling" and could not spread to the "base" (Ülgener, 2006c:110). The idea of Sufism spread to the farthest points of the city with the help of Bâtiniyya. Thus, "Sufism, by influencing Ottoman society and institutions, ensured the continuation of the Ottoman Middle Ages, unlike the medieval mentality that was dissolved in the West." (Çağman, 2016a:56). For this reason, Ülgener wanted to bring Melâmîsm to the fore, as distinct from Bâtinîness. According to Ülgener, there are similarities between Protestant ethics and Melanism. He saw both as advocates of work and persistent pursuit" (Sayar, 1998: 310).

According to Ülgener, "Melami seeks to work with and like everyone else, never thinking of displaying his closeness to God outside the public with a certain behavior and special dress. Melami is busy performing his servitude in silence from time to time. In short: with the people in sight, with God in the heart! He is a persistent follower of working and producing in his simple and extremely modest life - not falling behind the Calvinist line!" (Ülgener, 1981a: 81).

5. Medievalization and the Age of Dissolution Mentality

5.1. The Age of Dissolution Mentality

According to Ülgener, in the economic mentality of the disintegration period, people are never strangers to the pleasure and pleasure (or longing) of living in prosperity. Moreover, it does not make any effort to create a welfare society, and its direction is surrounded by ties of tradition and authority, closed to its surroundings and 'foreigners', and finally limited in its work and account. (Ülgener, 2006a:270-1).

Ülgener uses the phrase of ‘the age of dissolution mentality’ to describe a situation that transcends the borders of the Ottoman Empire: So much so that since the 15th and 16th centuries, there has been a period of continuous decline as a result of geographical discoveries shifting world trade routes to the Atlantic coast (Ülgener, 2006a:18). After the 15th and 16th centuries, the Western World carried out an economic change by accumulating “everything in the name of capital and enterprise in Western ports” (Ülgener, 2006a:19). This development in the West determined the destiny of the Ottoman Empire along with the Mediterranean and the Near-East.” (Ülgener, 2006a:19)

Ülgener describes the Middle Ages and especially the dissolution period as follows: “Wherever we look, we can see the same dull and still scenery: Heavy, slow production process; fixed production techniques and methods, fixed traditions and rules of raising apprentices and journeymen; even the immutable ceremonies of everyday shopping, etc. In short, a world of stagnation where everything is set in its place with a perseverance and stability that can’t be moved by the ages, in which it is set in unchangeable patterns, in unchangeable patterns! It is such a stagnation that with the emergence of every institution, it is not surprising that it freezes and solidifies as an inert, inanimate object.” (Ülgener, 2006a:221-2).

5.2. Medievalization

According to Ülgener’s opinion, not being able to get out of the Middle Ages and the continuation of the medieval thought’s dominance are another important component of not being capitalist. However, Ülgener does not use the medieval concept, which has a rigid and frozen meaning. Instead of the ‘medieval age’ concept, he uses the concept of ‘medievalization’ (Ülgener, 2006a:19), which includes “movement and change”.

Medievalization is a view of periodization made by Ülgener when comparing the Ottoman Empire and Western European countries in terms of development.[4] According to Ülgener, “medievalization indicates a certain social order. It also serves to collectively express a lifestyle that is shaped more or less a certain understanding of life from above and below.” (Ülgener, 2006a: 20). Ülgener followed a different method than Western historians. In Ülgener’s researches, “the new paradigm and the capitalist era that Western historians focus on will pass into the background here. The era, which is called new times in the West and which goes along with renevations in all areas of life, has the character of a return to medieval values (medievalization) in our culture and geography. Its main characteristics are “First of all, it is the end of a brilliant trade era. The

4 According to Çağman, “Ülgener’s approach to Ottoman history” is primarily “Western-centered” (Çağman, 2016b:112).

'esnafization' in the forms of enterprise, the same closure and solidification in the understanding of value; profession and art traditionalism that does not tolerate the slightest innovation. Finally, the consciousness of lordship and mastery that feudal life transferred from century to century." Thus, "Medieval Western Europe has been history since the 15th and 16th centuries. But in the East, the Middle Ages are nothing but Medieval values, many of which have been transferred to new times!" (Ülgener, 2006a:9).

According to Ülgener, the medieval mentality is also far from rational human behavior[5]: "The meticulous man has never been a favorite of medieval morality; Here we can see a fundamental difference that distinguishes the Middle Ages from the capitalist mentality, and particularly from the 'puritan' moral rigor. Disregard for calculus and numbers is, and always has been, one of the fundamental traits of the 'precapitalist' man everywhere." (Ülgener, 2006a: 269). According to Ülgener, the ideal human characteristic according to medieval morality, in which the stagnant, lethargic understanding of life (Ülgener, 2006a:81) is valid: "A person who is far from all kinds of passion, even anxiety about the future, withdrawn into his inner world, unhurried and confident in his sustenance!... Introverted, narrow and static lifestyle; a simple, organic subsistence level limited by the amount of daily need!" (Ülgener, 2006a:87).

According to Ülgener, the medieval mentality "began to fade gradually with its internal and external characteristics since the 13th and 14th centuries of the Middle Ages in the West. But in the East, especially after the period of administrative and military rise in the Ottoman Empire was over, it seems to have continued on its way at its old pace. In a way, this meant the continuation or return of the Middle Ages." (Ülgener, 2006a:21). Thus, according to Ülgener's thought, the mentality of the dissolution period continued with the continuation of the medievalization.

On the other hand, Sufism-Batinism has been a crutch for medievalism, that is, for the understanding of politics of the age. Thus the resulting landscape: "The upper stratum is a rentier class, embodied by the combination of enthusiasm and miracle, as well as the adjectives of agha and mütegallibe. Around them is a circle of docile, compliant, favored and

5 We understand rationality here in the sense described by Max Weber: "Relying on the profit that economic activities will bring at the end of a calculated, objective business, without considering random gains (political luck, irrational speculation, etc.)." (Ülgener, 2006a:219) While Ülgener is researching rationality, he states that Western rationality is not found in the structure of Turkish society. But like the commercial capitalism in the Orient, the calculating-rationalist mentality has not been permanent. As trade declined, it was destined for wealth to be converted back into feudal forms of ownership, and so money, generally movable property, would freeze and solidify. (Ülgener, 2006a: 267).

promoted crooks." (Ülgener, 2006c:136). According to Ülgener, 'semi-religious feudal rent capitalism' emerged between the lower and upper classes -especially in the provinces- through the steps of mysticism and a brotherhood or disposition (meşreb), (Ülgener, 2006c:136). Therefore, "The ruling class is not so different from the feudal stratum in spirit and mentality; tastes life with an abundant and flamboyant side: The statesman and the landlord are the same in living an abundant and ostentatious life, as well as seeing economic activity and even the thought of it as unworthy of himself and his position saying: If we are busy with trade, who should do the sultanate and administration!" (Ülgener, 2006a: 262-3).[6]

In the upper classes, the consciousness of lordship and agha is dominant. While the upper classes live in mansion, there is a docking or disciple ring around the mansion. The disciple (*mürit*) are compatible with the owner's political or moral influence. And in this structure, "goods, possessions, plentiful consumption and enthusiasm for showing off, passion for gold and silver" is the way of life: The upper layer is the medieval morality (Ülgener, 2006a: 126). Although the people who make up the upper class are fond of goods and wealth, they are not interested in economic activities. Therefore, the source of their wealth is not economics. "To have a place and reputation in political life; to reign in pomp and glory, to sell titles and nobility; They give importance to values such as competing with others in pursuit of 'name and engagement'." (Ülgener, 2006a:61) These values, on the other hand, are the reflections of the 'lordship and agha consciousness' that the 'feudal society form' has accumulated over the years (Ülgener, 2006a:61). For the aristocratic classes, money is 'dirt'. And for this reason, as Şadi wrote in Gulistan, "dirty is for the unclean!" (Ülgener, 2006a:62). For this reason, economic activities carried out only for profit were "not considered noble" (Ülgener, 2006a:62). In establishing authority over the middle and lower classes, the interests of the ruling moral system and the aristocratic classes were one and the same. Together, they both "turned modesty and conviction into virtues reserved for the masses of the people, and reduced them to the level of 'mass morality'." For this reason, "the middle and lower classes always consent to their fate, they have been turned into a docile passive mass". For this purpose, "religious sanctions and promises" were used strongly by the dominant political power (Ülgener, 2006a:134).

For this reason, according to Ülgener, the results of this dominant mentality of the age are important. "Even in the centuries when the administrative organization reached a level of perfection that would set

6 According to Ülgener, the classes of a medievalized society with its political-social institutions are divided into two. While the upper social classes consist of 'Ümerâ ve ulemâ', the middle and lower classes consist of 'fukara (poor people0' (Ülgener, 2006a:29).

an example for the Western countries, the inability to create a conscious 'merkantilist' policy should first of all be sought in this agha spirit. We should look for the feudal mentality, which cannot ascribe economic activity to the master race. In fact, capitalism was able to move towards the 'bourgeois' mentality by destroying the feudal mentality in the Western world as well. Result? In Western European countries (especially in England), the aristocrat (*zadegân*) has remarked in business life and turned into a bourgeois since the 17th century. In the East, not only the upper class, but also even the middle class people have moved away from business life because of the consciousness of agha and mastery." (Ülgener, 2006a: 263-4).

5.3. Esnafization

According to Ülgener, the origin of the factors that revealed the medievalization goes back to the past: "The political turmoil of the Near East and especially Anatolia in the 12th and 13th centuries opened a new path in the world of art and profession as well as in social life. This path can be summarized as the transition from scattered life styles to collective and closed professions and sect cadres. Despite all the tremors and turbulences of the external environment, handicraftsman thought that they could be protected by uniting tightly and becoming a closed community among themselves." (Ülgener, 1991:21). In this context, the reason for the emergence of both esnafization and futuwwas and sects stemmed from the need for closure and congregation.

According to Ülgener, the division of labor in the Middle Ages was shaped differently from the new times when the cores of capitalism would be laid: "Handicraftsman were divided into separate branches of specialization with a conservatism that did not allow them to leave their usual professional circle and traditions, and each group was closed in its own cells." (Ülgener, 2006a: 100). This structure, in which 'semi-religious feudal rentier-capitalism' were valid, was quite far from commercial capitalism. The most distinctive feature of esnafization is "organic commitment that makes it difficult to pass from one production line to another". Due to this introversion, "Similar classifications and stratifications have occurred in economic life in parallel with the classification and stratification in political and social life. One of the most important motives for keeping the profession and handicraftsman branches strictly separate from each other is 'professional pride and collective consciousness' (Ülgener, 1981a: 83).

6. Economic Ethics and Economic Mentality

Ülgener develops the concepts of 'economic mentality' and 'economic ethics' by making use of Sombart and Weber. Ülgener, unlike Sombart and Weber, distinguishes these two concepts from each other. Ülgener

(2006a:49) argues that "the real direction of the mentality should be distinguished from dogmatic claims". According to Ülgener, "Economic ethics is the total expression of the norms and rules of action that are required to be obeyed". 'The economic mentality', on the other hand, consists of 'the sum of the values and beliefs that a human maintains in his real behavior'. The real behavior of people is that the relevant values and beliefs do not remain an ideal. It is the fact that it has become a reality when it has been transformed into a certain way of life and behavior." (Ülgener, 2006a: 17). Ülgener explains the reason for making such a distinction as follows: "Morality and mentality will give the starting point of a double stratification that will determine the destiny of our cultural world from bottom to top: Below, the economic ethics of a 'medieval' world with its core values and political structure! And a second layer that will come and sit on top of it over time: the disintegration period mentality!" (Ülgener, 2006a: 17-18).

While Weber argues that Islam is not suitable for capitalism in terms of economic ethics and mentality, Ülgener criticizes Weber's wrong ideas thanks to the distinction between economic ethics and economic mentality. With these two concepts, Ülgener examines "the reasons for the lack of a puritanical work ethic in Ottoman society. He especially focuses on the reasons for the economic disintegration of the Ottoman Empire." (Özkiraz, 2000: 255). For Ülgener, who researched the reasons why the Ottoman society could not become capitalist, the effect of religious motifs in social life on society and economy is of great importance.

7. Relationship Between Religion and Economics

Ülgener expresses Max Weber's relationship between religion and economy as follows; "Max Weber focused on only one link in the chain of cause and effect while emphasizing the protestant moral and capitalist mentality. However, while examining the economic ethics of other world religions, he focused on the effects of economic factor and social stratification on religion." (Ülgener, 2006c: 25). Thus, Weber made wrong inferences about Islam: "As long as religion and economics, as separate worlds, run parallel to each other, there is no problem. It was normal to connect religion and economics with the static world view of medieval people. The interesting thing is to bring under one roof such opposite worlds as religion and the 'capitalist' mentality." (Ülgener, 2006c:10).

According to Ülgener, "Religion has left its mark on a whole life order throughout history, from family ties to near and far social layers, politics, artistic values". For this reason, "it cannot be expected that the face of religion on economics will be different." (Ülgener, 2006c:8). For this reason, according to Ülgener, "Actually, it would be strange not to talk about the relationship between religion and social-economic values, but not to talk about it" (Ülgener, 2006c:8). Therefore, according to Ülgener, the relationship between religion and economy is very important in analyzing societies. Accordingly, while analyzing the Ottoman-Turkish Muslim society structure, Ülgener highlighted the concepts of "economic morality" and "economic mentality" and the relationship between religion and economy. Considering the Ottoman-Turkish Muslim socio-economic structure, it would have been unthinkable to exclude an institution such as "religion" from the analysis.

CONCLUSION

In accord with Ülgener, the answer to the question of why capitalism did not emerge in the Ottoman state-society order is that the economic mentality of Western countries and the 'dissolution period economic mentality' of the Ottoman Empire are different. As a result of the reflection of the economic mentality of the West in the socio-economic field, "The desire to win economically in the West has turned into an advanced trade since the 16th century and a rational enterprise mentality towards the industrial revolution in the 19th century. On the contrary, the economic morality and economic mentality of the Ottoman Empire hindered the development of capitalism.

According to Ülgener, due to the economic morality and economic mentality that marked the disintegration period, the rational person of the West did not emerge in the Eastern societies and especially in the Ottoman Empire. As Sayar also emphasizes, according to Ülgener, "the concept of rationality is an important border line between the capitalist West and the pre-capitalist East" (Sayar, 2007:313).

According to Ülgener, economic rationalism is "the regulation of all economic activities in a way that suits the main purpose (profit purpose) as much as possible; To put it more clearly: It means that everything is planned not by looking at tradition and custom, but by always aiming for the future and profit… In short: Calculator mindset, planned action, fit for purpose!" (Ülgener, 2006d:123)[7]. In this sense, Ülgener states that there is the "profit and enterprise mentality" that was also present in the "first and true Islam". But he argues that 'economic rationalism' could not be institutionalized in the East due to the dominant economic morality (Ülgener, 2006a:162-3).

As Ülgener points out, capitalism is "an understanding of the age that breaks all ties with tradition and adapts everything to the control of reason and calculating logic" (Ülgener, 2006c:11). According to Ülgener, Islam is

7 Ülgener emphasizes that the rationalism of Descartes and the economic rationalism of capitalism are the same. (Ülgener, 2006d:122)

suitable for capitalist relations in its 'first and essence' state. However, the Sufi movement that became dominant in the Ottoman Empire prevented the institutionalization of capitalism.

According to Ülgener, two major innovations were experienced as a result of religious reforms and geographical discoveries in Western Europe: 'accumulation of wealth' and 'number and number consciousness'. On the one hand, "increasing and rising wealth", on the other hand, "rational and calculating (rationalist) approach" accompanying this wealth. Thus, in new times, Western people have gained a new socio-economic consciousness and a new worldview (Ülgener, 2006e:668). Contrary to Western people, Eastern people preferred "escape from number to word", and "from abstract to tangible" (Ülgener, 2006e:672).

According to Ülgener, the theoretical development and practical establishment of "economics and management" in the West was accomplished with "capitalism and its development over the centuries" (Ülgener, 2006e:673-4). However, Eastern societies and currently Turkish business administration are far from using "numbers and figures" as "a serious measure of profitability" other than "accounting" (Ülgener, 2006b:77). It is also that the pre-capitalist period followed an insidious and imaginary path such as exploitation, robbery and treasure hunting instead of gaining and enriching. But the West, modern industrial capitalism has created "a controlled and disciplined field of activity within the framework of a rational enterprise" (Ülgener, 2006f:308).

In short, the main problem is the failure of institutionalization of the "capitalist mentality that is embodied in the combination of profit and economic rationalism" (Ülgener, 2006e:669).

According to Ülgener, it is possible to transform today's traditional societies towards 'capitalist rational consciousness'. Things to do in it; to stop seeing wealth and money as personal, to institutionalize the market economy, not to spend the profit on ostensible consumption and inefficient investment, to evaluate the profit as a professional businessman; Finally, to create a disciplined and controlled accounting awareness (Ülgener, 2006f:308).

According to Ülgener, the economic morality and economic mentality of the East is an obstacle to the institutionalization of capitalism. But Ülgener describes the course of history, similar to Marx[8]: "But the course of history, albeit late and difficult, is towards a calculated and cautious "bourgeois" morality, in other words, a normal profit and enterprise mentality." (Ülgener, 2006a:122)

8 "In one word, bourgeois creates a world after its own image." (Marx & Engels, 2016:12)

We should not forget Ülgener's thought, which is also valid today: "If the Turkish businessman wants to be successful and maintain his place in this changing world: it will not be long before he realizes that the time has come to say goodbye to yesterday's paternalistic, peaceful world that does not like numbers and calculations." (Ülgener, 2006e:675).

In this context, when we consider Ülgener's analysis, it should be noted that it is difficult for the Turkish businessman to stand out from today's competitive world without changing the economic mentality he inherited from the past. Turkish entrepreneurs need to adopt a Western-type rational behavior in accordance with the structure of modern advanced industrial capitalism. Instead of relying on the State, they should adopt an innovative and competitive production model.

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Chapter 6

THE COVID-19 NEW CASES ON FOOD PRICE INDEXES IN TURKEY

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1.Introduction

The Covid-19 has shown extraordinary spreads in the society by reaching serious cases in Turkey as well as all over the world. The Covid-19 has caused 15,1 million total cases and a total of 98996 deaths in Turkey (Ourworldindata). The government has had to implement lockdown policies to slow down or stop these spreads altogether. With the spread of vaccination to the whole community, lockdown policies were phased out. As of March 2022, the tightness index, which expresses the intensity of the government's shutdown policies, decreased from 36.48 to 17.59 and the normalization process has been entered (Ourworldindata).

On a global scale, the Covid-19 has disrupted food production, food imports and supply chains, resulting in higher food prices and an increase in the number of malnutrition (IMF, 2021). In other words, the increase in food prices due to the Covid-19 in many countries has led to an increase in food insecurity. In this process, serious increases were seen in food prices in Turkey as well as in the whole world. The Covid-19 has affected the food industry as well as many other industries. Food prices have entered an upward trend. Due to the Covid-19 first a pause due to the lockdown, then demand-driven increases were experienced in food and food raw material prices. The spread of vaccination to the general population and the gradual removal of epidemic-related measures on a global scale led to the revival of sectors with high sensitivity to epidemic conditions and a rapid increase in global demand (CBRT, January 2022 Inflation Report, 33). In the literature, there are many studies that empirically examine the impact of the Covid-19 on food prices, regionally such as Sub-Saharan African countries, European Countries, Ukraine and its surroundings, and country-wide such as Morocco, India and China. In these studies, it was observed that the Covid-19 generally increased food prices and different effects were obtained for different food groups (Vasylieva, 2021; Agyei et al., 2021; Akter, 2020).

There is no study in the literature on the impact of the Covid-19 on food prices for Turkey. In order to fill this gap, in this study, it is aimed to determine the effect of the Covid-19 on the food price indexes for Turkey and the extent of this effect for each food group index. For this purpose, monthly dataset for the period February 2020-February 2022 were analyzed with the Fractionally Integrated GARCH Model.

2.Literature

Oswari et al. (2022) estimated the food crop farmer index with ARIMA and LSTM Models during the Covid-19 process. The LSTM Model included more accurate prediction results. With the LSTM Model, starting from July 2021, the food crop farmer index forecast of the next ten years has been made. Vasylieva (2021) examined whether the impact of the Covid-19 on primary food products differed for Ukraine and surrounding European countries. For this, he analyzed the food price indices before the Covid-19 process and between February and December 2020 for Eastern European countries with candlestick charting and analysis of variance ANOVA. It was determined that the most affected group was potato and pork, the least affected group was bread and cheese group. Hungary, Poland, Romania and Slovakia were the Eastern European Countries most affected in terms of food products during the Covid-19 process. Agyei et al. (2021) investigated the effects of the Covid-19 on corn, sorghum and imported rice for Sub-Saharan African countries with the dynamic panel data GMM model. According to the findings, it was determined that the Covid-19 caused an increase in food prices in the countries in the sample and the curfews applied were only associated with the increase in corn prices. In addition, exchange rates, inflation and crude oil prices also negatively affected food prices in the sample countries. Akter (2020) discussed the effect of "stay at home" restrictions on food prices for 31 European countries with difference in difference regression models. Compared to January 2020 and February 2020, food prices increased when the "Stay at home" restriction increased in March 2020. The highest increases were observed in meat, fish and vegetable prices. Other restrictions such as travel controls, road lockdown, economic incentive packages, and deaths and infections per 1000 people were also used as control variables. Accordingly, the correlation between food prices and "stay at home" restrictions was found to be significant when controlling for cross-country variations. Yu et al (2020) empirically examines the impact of the Covid-19 on food prices in some provinces in China. According to the results of the analysis using the GARCH model for rice, wheat flour, pork and Chinese cabbages, it was determined that Covid-19 shock had no effect on rice and wheat, while it had a broad effect on pork and Chinese cabbages. The findings revealed different effects. The impact of the Covid-19 on food prices remained minor, as major measures were taken on food in China. But this crisis has caused a social panic about food hoarding. For this reason, it is thought that food prices may be pushed up by entering a vicious circle. Jayson et al (2021) observed the effects of Covid-19 quarantines on a global scale using a computable general equilibrium model. Accordingly, a global 7.2% decrease in GDP and a 9% decrease in rice, wheat and coarse grain prices are estimated. In addition, it has been estimated that the Covid-19 measures implemented will increase the number of food insecure people in the world. Bairagi et al. (2022) discussed the impact of the Covid-19 on storable and perishable commodities for India. He found that wheat flour and rice prices increased by 3% and 16%, respectively, compared to pre-pandemic, and onion prices decreased by 61% compared to pre-pandemic. He stated that prices have increased due to panic buying, hoarding and storage. Imai et al. (2020) determined that the Covid-19 has increased wholesale and retail prices using the SGMM panel dynamic model for 3 states of India. He stated that the price increases in the states are different and that the states with more price increases are the states that have experienced the Covid-19 more intensely. It has also shown that the Covid-19 has increased the wholesale and retail price range. He stated that different effects emerged in different phases of the Covid-19. Alina (2022) investigated how the Covid-19 for Romania affected the food market and agri-food prices. Et-Touile & Arib (2021) examined the impact of the Covid-19 on agriculture, food prices and food security for Morocco. He stated that the Covid-19 has caused negative effects that directly or indirectly threaten food security. He stated that the suspension in agricultural activity, the restriction in agricultural commodity trade since it is an import-dependent sector, the deterioration in the food supply chain and the restriction in agricultural employment severely affected the agricultural sector. Due to the deterioration of the supply chain due to reasons such as transportation, storage and distribution, food shortages have emerged in most remote areas. However, due to the agricultural strategy implemented in Morocco, flexibility was provided in the Covid-19.

3.Data

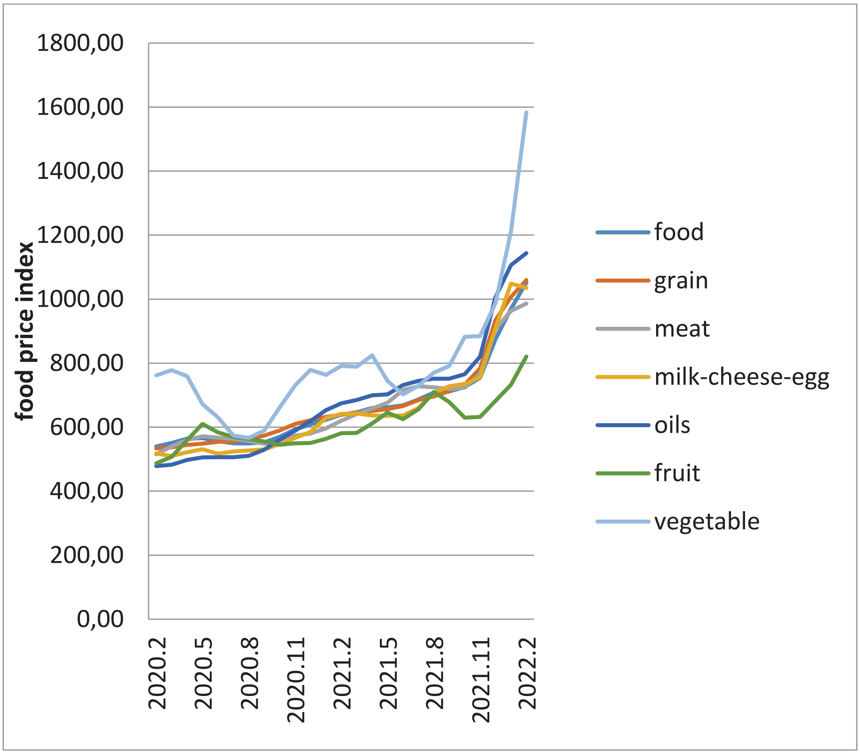
3.1. Food Price Index

Consumer Price Index (CPI) measures the change in prices of goods and services for household consumption over time. The main purpose of the CPI, which is calculated according to the 2003 base year, is to calculate the inflation rate by measuring the change in the prices of the goods and services that are subject to consumption in the market. While calculating the CPI, all final monetary consumption expenditures of households, foreign visitors and corporate population in the country are taken into account (TurkStat, 2022). CPI and each main expenditure group are calculated with the formula given below.

$$I = w * \frac{P_i}{P_0}$$

I is index, w is weight, P_i is current month price and P_0 is base year price. CPI is calculated according to the weighted average of 12 main expenditure groups. Food and non-alcoholic beverages group was also weighted with 25.32%. The index value calculated for the food group was calculated according to the weights of various sub-groups (bread-cereal price index, meat price index, milk-cheese-egg price index, fats and oils price index, fruit price index and vegetable price index).

Figure 1. Trends of food price indices



Descriptive statistics of food and non-alcoholic beverages price index and food subgroup indices are given in Table 1. All food price indices, excluding the vegetable group, increased approximately 2 times in the analyzed period, while an increase of around 3 times was observed in the vegetable group.

In order to investigate the effect of Covid-19 cases on food and non-alcoholic beverages price index and sub-food group indices for Turkey, food and non-alcoholic beverages price index, bread-grain price index, meat price index, milk-cheese-egg price index, fats and oils price index, fruit price index and vegetable price index February 2020-February were examined.The trends of the examined food price indices are given in Figure 1. An increasing trend is observed in all indices in the period covered. Due to its nature, a fluctuating course is observed in the vegetable index, where seasonal effects are more intense.

Table 1. Descriptive Statistics

Var	obs.	mean.	SD	Max.	Min.
food.	25	663,14	12,63	1051,29	539,88
grain.	25	669,33	142,08	1059,72	533,48
meat	25	662,14	131,64	986,1	515,04
mce	25	651	152,09	1048,42	509,88
oils	25	680,88	185,95	1143,69	478,51
fruit	25	609,28	74,88	820,61	487,32
veg	25	798,22	211,68	1583,45	566,38

** obs stands for the number of observations and SD stands for standard deviation.*
Source: TurkStat, Price Statistics

3.2.The Covid-19 New Cases

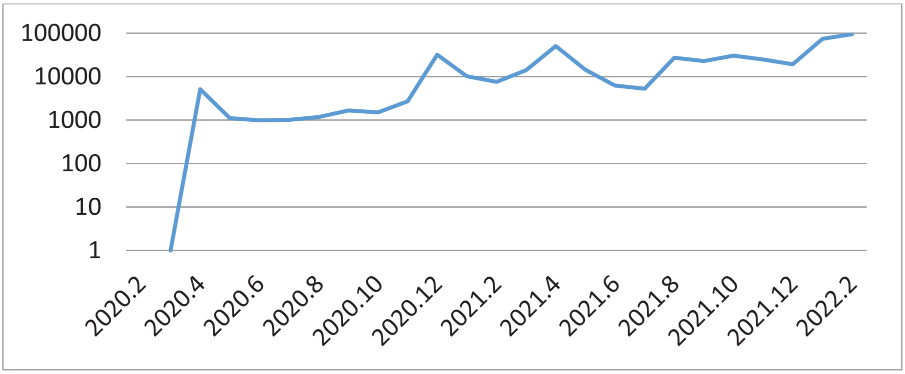
New cases have been used as an important instrument to measure the severity of the Covid-19 (Yu et al., 2020). The logarithmic representation of the number of new cases for the examined period is given in Figure 3. Covid-19 cases were first reported in Turkey on March 16, 2020. Therefore, in this study, I define this period as the beginning. So, in this study, I examine the period from February 2020 to February 2022.

In the first days of its emergence, new cases of Covid-19 have increased significantly in Turkey. Although increasing cases decreased from time to time, they remained at a certain level in the period under consideration.

3.3.Test of Autocorrelation

The GARCH Model is a commonly used method in the analysis of price volatility (Yu et al, 2020; Koima et al, 2015; Salisu & Fasanya, 2012).

Figure 2. The Covid-19 New Cases



Source: Ourworldindata.org

For the GARCH Model to be valid, the time series must have autocorrelation (Yu et al,2020). According to the Autocorrelations, partial autocorrelations and portmanteau (Q) statistics tests for all series, the null hypothesis meaning that there was no autocorrelation in all series was rejected. Autocorrelation test results are reported in Table 2. Therefore, the GARCH Model is a valid method for this study.

Table 2. Test of Autocorrelation

variables	***AC***	***PAC***	***Q***	***p value.***
lnfood.	0,7677	1,1578	17,899	0,0000
lngrain.	0,8134	1,1299	18,608	0,0000
lnmeat	0,8283	1,0715	19,295	0,0000
lnmce	0,8320	1,0923	19,467	0,0000
lnoils	0,8435	1,0682	20,012	0,0000
lnfruit	0,6885	0,9772	13,332	0,0003
lnveg	0,6925	1,2538	13,489	0,0002

* Calculated by theauthor.

3.4.Unit Root Test

In a normal GARCH model, the series must be stationary. This means that the series have no long-term memory. Augmented Dickey-Fuller (ADF) Test was used to see if the series persisted in stationarity. We cannot reject the null hypothesis that the series are non-stationary or have unit roots. In other words, it is reported in Table 3 that all series are not stationary or have unit roots.

Table 3. ADF Unit Root Test

variables	***values***	***p* value**
lnfood.	-0,717	0,9720
lngrain.	-0,693	0,9736
lnmeat	-2,092	0,5503
lnmce	-1,945	0,6311
lnoils	-2,874	0,1711
lnfruit	-2,739	0,2202
lnveg	-0,951	0,9503

*Calculated by the author.

The fact that the series are not stationary means they have long-term memory. Therefore, Baillie Richard et al. I am using the Fractionally Integrated GARCH Model, which allows for long-term memory following the work created by (1996).

4.Model

4.1.GARCH and Fractionally Integrated GARCH

In generally GARCH is useful for price volatility in the literature. Due to GARCH capture heterogeneities first and second order moments. In order to apply the ARCH Model, the presence of clustering volatility and the presence of ARCH Effect are required. Clustering volatility means that high values follow high values, low values follow low values. In other words, the residuals are heteroscedastic. If the null hypothesis state that there is no ARCH Effect is rejected, it means that ARCH/GARCH Model are suitable.

I assume food price indices in Turkey follows GARCH (1,1), which is widely güçlü tool in the literature (Wang et al.,2020). Price indices have been a common target of ARCH models. Engle (1982) presented the original ARCH formulation in an analysis of U.K. inflation rates.

$$f_t = m_0 + m_1 f_{t-1} + \varepsilon_t + \delta_1 \varepsilon_{t-1} \quad (1)$$

f_t is the food price indices at t and $\varepsilon_t \mid$ ψt ~N(0; σ2). Equation (1) is the ARMA (1,1) model, which can capture the short term shocks. In order to capture the the generalize autoregressive conditional heteroscedasticity (GARCH) in the time series, I assume

$$\sigma_t^2 = \theta + \alpha\sigma_{t-1}^2 + \beta\varepsilon_{t-1}^2 \quad (2)$$

σ_t^2 is residual variance which derives from the mean equation. Namely σ_t^2 is today's residual variance or food price volatility. σ_{t-1}^2 is residual variance of previous day's or food price volatility of previous day's variance known as the GARCH term. ε_{t-1}^2 is the residual square of the previous day known as the ARCH term. ARCH and GARCH terms are internal shocks affecting food price volatility.

If the ARCH term (β) is significant, it means that the previous day's food price index information affects today's food price volatility. If the GARCH term (α) is significant, it means that the previous day's food price volatility affects today's food price volatility.

It is assumed $\alpha + \beta < 1$, which specify that the GARCH (1,1) process is weakly stationary as the mean, variance and autocovariance are finite and constant over time. Namely f_t has not long term memory. But this is insufficient for weak stationary in the presence of autocorrelation. Therefore Integrated GARCH is proposed by Engle and Bollerslev (1986), Baillie Richard et al. (1996). Integrated GARCH (iGARCH) allows,

$$\alpha + \beta = 1$$

If $\alpha + \beta\ equals\ 1$ means that volatility shocks are permanent. Namely that is means that high changes follow high changes, low changes follow low changes. This specification allows f_t to long term memory and allows unit root in the GARCH process. All price indices series had with unit root in the above (Tablo 3) . Namely food price indices in Turkey has long term memories. Therefore the Integrated GARCH is useful and appropriated model in this paper.

4.2. Modelling Shock of Covid-19

The pandemic of Covid-19 is a external or international shock both the mean and variance of prices. In Turkey this shock appeared on March 2020. the severity of Covid-19 may affect food prices in differently. Therefore I use new cases for Covid-19 by Our World in Data Coronavirus Data Explorer. Therefore the model,

$$f_t = m_0 + m_1 f_{t-1} + m_2 NC_t + \varepsilon_t + \delta_1 \varepsilon_{t-1} \quad (3)$$

$\varepsilon_t \mid \psi t \sim N(0; \sigma 2)$ and NC_t is new cases of Covid-19.

$$\sigma_t^2 = \theta_0 + \theta_1 NC_t + \alpha \sigma_{t-1}^2 + \beta \varepsilon_{t-1}^2 \quad (4)$$

$m_i (i = 0,1,2), \theta_j (j = 0,1), \delta_1, \alpha\ and\ \beta$ are parameters to be estimated. Particularly, α is the coefficient for GARCH, while β for ARCH. Due to the fat-tail problem the estimation results could bias in GARCH models (Verhoeven and McAleer, 2004), Therefore I assume ε_t that follows a student’s t distribution, which performs better than a normal distribution assumption.

4.3.Seasonality

Finally, food prices exhibit seasonality especially for vegetables and fruit in this study (Yu, 2014; Sun et al., 2017). Namely some periods are higher demand and price than other periods. I can use the moving average method or Holt-Winter Seasonal Method to remove the seasonality.

5.Results

The impact of Covid-19 new cases on food and non-alcoholic beverages price index, bread-grain price index and fats and oils price index are reported in Table 4.

The result of mean function show that AR(1) has statistically significant and positive effect on food and non-alcoholic beverages price index and bread-grain price index. That means previous price index has a significant positive effect on the current price index. In other words previous values of food and non-alcoholic beverages price index and grain price index have a positive effect on their current values. The coefficient of Covid-

19 new cases has statistically significant and positive effect on fats and oils price index. This result can be interpreted as the Covid-19 shock is due to the fact that individuals panic and increase their demands.

Table 4. Impact of Covid-19 on food price indices

variables	***Dlnfood***		***Dlnoils***		***Dlngrain***	
	coef	***tvalue***	***coef***	***t value***	***coef***	***t value***
Mean Function						
AR(1)	0,6128***	2,95	0,5795	1,63	0,5094**	2,26
MA(1)	0,0049	0,02	0,5090	0,31	-0,1132	-0,41
lnnewcases	0,0006	0,35	0,0026**	2,61	0,0004	0,43
_Cons	0,0170	0,86	0,0070	1,38	0,0096	1,60
Variance Function						
ARCH	-0,0502	-0,09	-0,2313	-0,78	-0,0135	-0,02
GARCH	1,0502*	1,85	1,2313***	4,17	1,0135	1,38
*Const_*	-22,2034	-0,00	-3,6539	-0,01	-5,2166	-0,02
lnnewcases	0,9658	0,00	0,1355	0,03	-0,1253	0,02
Distribution	Student's t		Student's t		Student's t	
Observation	24		24		24	
Likelihood	64,18591		59,17164		72,24458	

*, ** and *** denote 1%, 5% and 10% statistical significance, respectively.

In addition, a tendency to stockpile has emerged due to restrictions in individuals, and this has driven demand to higher levels than it should have been. As demand increased more than supply, prices increased. The coefficient of Covid-19 new cases has not statistically significant effect on food and non-alcoholic beverages price index and bread-grain price index.

The foods examined in this study are the foods included in the inflation basket.

Table 5. Impact of Covid-19 on food price indices

variables	***Dlnmce*** *coef*	***t value***	***Dlnmeat*** *coef*	***t value***	***Dlnveg*** *coef*	***t value***
Mean Function						
AR(1)	-0,5423	-0,47	0,4754	1,56	0,6457**	6,43
MA(1)	0,6422	0,63	0,2690	0,88	0,1203**	3,31
lnnewcases	0,0042***	2,48	-0,0020	-1,07	0,0083**	28,21
*Const_*	-0,0136	-1,10	0,0399**	1,97	-0,0108***	-1,34
Variance Function						
ARCH	-0,2740	-1,03	1,3084**	2,20	-0,2988***	-8,68
GARCH	1,2740***	4,78	-0,3084	-0,52	1,2988***	37,74
*Const_*	-9,1781	-0,02	-6,7729	-1,54	-43,0742***	-38,34
lnnewcases	-0,0185	-0,00	-0,0039	0,01	3,3647***	24,18
Distribution	Student's t		Student's t		Student's t	
Observation	24		24		24	
Likelihood	52,48305		57,18982		32,6820	

*, ** and *** denote 1%, 5% and 10% statistical significance, respectively.

While some foods are positively affected by the Covid-19 new cases, some are likely to be negatively affected. Some may even be unaffected. The total effect is therefore likely to be zero.

The results of variance function show that the coefficient of GARCH has statistically significant and positive effect on the food and non-alcoholic beverages price index and the fats and oils price index That means previous the food and non-alcoholic beverages price index volatility increases the current the food and non-alcoholic beverages price index volatility.

Likewise previous the fats and oils price index volatility increases the current the fats and oils price index volatility. The impact of Covid-19 new cases on milk-cheese-egg price index, meat price index and vegetable price index are reported in Table 5. The results of mean function show that AR(1) has not statistically significant on milk-cheese-egg price index and meat price index. That means previous price index has not a significant effect on the current price index. In other words previous values of milk cheese egg index and meat price index have not an effect on their current values. On the contrary AR(1) has statistically significant and positive effect on vegetable price index. That means previous price index has a significant effect on the current price index. In other words previous values of vegetable price index have an effect on its current values. The coefficient of Covid-19 new cases has statistically significant and positive effect on the milk cheese egg price index and vegetable price index. This result can be interpreted as the Covid-19 new cases is due to the fact that individuals panic and increase their demands. In addition, a tendency to stockpile has emerged due to restrictions in individuals, and this has driven demand to higher levels than it should have been. As demand increased more than supply, prices increased. The coefficient of Covid-19 new cases has not statistically significant effect on the meat price index. The demand for meat may have remained more stable compared to other food groups as meat prices are at a level that is not accessible to everyone. In addition, the lockdown of service providers such as restaurants that buy in bulk may have reduced demand and limited price increases. Since demand is stable, prices may not have increased either.

The results of variance function show that the coefficient of ARCH has statistically significant on meat price index and vegetable price index. That means previous meat price index information increases meat price index volatility. On the contrary that means previous vegetable price index information decreases vegetable price index volatility. The coefficient of GARCH has statistically significant and positive effect on the milk-cheese-egg price index and vegetable price index. That means previous price index volatility increases current price index volatility. Moreover The coefficient of Covid-19 new cases has statistically significant and positive effect on vegetable price index. This result may have emerged with the increase in demand due to decrease of the government's restriction policies. It may cause an increase in prices by disrupting the supply-demand balance.

Table 6. Impact of Covid-19 on fruit price indexes

variables	***Dlnfruit***	
	coef	***t value***
Mean Function		
AR(1)	-0,0235	-0,05
MA(1)	0,7735***	3,13
lnnewcases	-0,0018	-1,22
*Const_*	0,0389**	-1,22
Variance Function		
ARCH	-0,2909*	-1,88
GARCH	1,2909***	8,34
*Const_*	-13,0870***	-6,71
lnnewcases	0,3336	1,53
Distribution	Student's t	
Observation	24	
Likelihood	44,72701	

*, ** and *** denote 1%, 5% and 10% statistical significance, respectively.

The impact of Covid-19 new cases on fruit price index are reported in Table 6. The results of mean function show that AR(1) has not statistically significant on fruit price index. That means previous price index has not a significant effect on the current price index. In other words previous values of fruit price index have not an effect on its current values. The coefficient of Covid-19 new cases has not statistically significant on the fruit price index. This means that Covid-19 new cases does not affect fruit prices.

The results of variance function show that the coefficient of ARCH has statistically significant and negative effect on fruit price index That means previous fruit price index information decreases fruit price index volatility. The coefficient of GARCH has statistically significant and positive effect on the fruit price index. That means previous fruit price index volatility increases current fruit price index volatility. But the coefficient of Covid-19 new cases has not statistically significant effect on fruit price index. The data started with the emergence of Covid-19 cases. In order to isolate the effect of the Russia-Ukraine War, the period until the start of the war is included in the data. These are limitations for the dataset in this study.

6. Discussion and Conclusion

The Covid-19 has reached a serious number of cases in Turkey as well as in the whole world. With the increase in the severity of the pandemic, the government implemented lockdown policies, and then the lockdown was gradually eliminated with vaccination applications. However, there have been serious increases in food prices recently. In this study, it is aimed to determine whether the Covid-19 has an effect on food price indexes and to what extent this effect is for each food price indexes. According to the findings, oil price index, milk-cheese-egg price index and vegetable price index were positively affected by Covid-19 new cases. In other words, the severity of the Covid-19 positively affected the oil price index, milk-cheese-egg price index and vegetable price index. Along with the lockdown, panic buying and the increase in hoarding tendencies may have caused an increase in demand and prices. However, with the spread of vaccination to the whole society, demand-side price increases may have been experienced again. Food supply may need to be regulated by the government in order to stabilize the prices of these food groups. It was found that Covid-19 cases had no effect on food price index, bread price index, grain price index and fruit price index. In other words, the impact of the severity of the Covid-19 on these food groups has been limited. The absence of any effect on these food groups may be due to the decline in demand due to lockdown policies. On the supply side, the regulations implemented by the government may have yielded results. Therefore, the impact of new cases of Covid-19 on food prices may have been limited. In other words, the impact of the Covid-19 has been limited on food prices. In addition, according to the findings, it was found that the previous price index volatility affects the current price index volatility for all food groups. A high level of price volatility will cause a high level of volatility in the next period. For this reason, policy makers need to create policy sets that reduce price volatility. While the findings support the purpose of the hypothesis in some food groups, it does not support it in some food groups. The findings obtained in the literature also support the result of this study. Vasylieva (2021) found that each Eastern European Country and each food group was affected differently by the

Covid-19. Agyei et al. (2021) found that food prices for sub-Saharan African countries have increased due to the Covid-19. Yu et al (2020) in his study for some cities of China found that some product groups were not affected by the Covid-19. Similarly, Bairage et al. (2022) and Imai et al. (2020) determined that the Covid-19 affected some product groups. The dataset started with the emergence of Covid-19 cases. In order to isolate the effect of the Russia-Ukraine War, the period until the start of the war is included in the data. These are limitations for the dataset in this study. In future studies, the same relationship can be analyzed using different methods or using different series for Covid-19.

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Chapter 7

PERFORMANCE ANALYSIS OF FOREIGN BANKS IN TURKEY: MOOSRA METHOD

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Introduction

With the acceleration of globalization in the world since the 1990s, the intensity of competition between enterprises operating in the same sector has increased considerably. Innovations in computing and communication technology also seem to support this trend. Increasing competition in sectors has led business owners and managers to focus more on efficiency-effectiveness issues in production and sales. By using the benchmarking method more in the effectiveness-efficiency measurements in the enterprises, the performance comparison and ranking between the enterprise and the competitor enterprises have become frequently used analysis techniques.

Banks in the banking sector in Turkey are divided into two groups as domestic and foreign banks according to their capital ownership status. The aim of this study is to make a performance comparison between the banks with foreign capital competing in Turkey based on the current financial data. In this research, which is a financial performance analysis, MOOSRA (Multi-Objective Optimization on the Basis of Simple Ratio Analysis) method, which is one of the multi-criteria decision making techniques (MCDM), will be applied to find the most financially successful bank among foreign banks. The study includes introduction, literature, method, analysis and conclusion sections.

1. Literature

In the literature, very few performance analysis studies have been found in the field of banking and finance in Turkey using MOOSRA technique. However, there are some studies in the fields of education, logistics, energy, earthquake analysis. A summary of some of the current studies in which the method was used is given below.

Das et al. (2013) used MOOSRA and fuzzy AHP methods to evaluate the performance of technical institutes. In the study, teaching staff strength per student, student recruitment, number of books per student, percentage of students with undergraduate average of 7 and above, percentage of students living on campus, number of those who left school were selected as criteria.

Kumar and Ray (2015) used ENTROPI and MOOSRA methods for gear material selection. In the study, 9 metal alternatives were evaluated. The results were compared with the results obtained by EXPROM, ORESTE and OCRA methods.

Ömürbek et al. (2017) used MOOSRA, Entropi, ARAS and COPRAS methods in the performance analysis of large-scale banks. In the study, total asset change rate, cash loans change rate, total equity change rate, deposit change rate, capital adequacy ratio, total number of branches, total number of customers, total number of ATMs, total number of employees, average training period per employee, scope 1 and 2 emissions were selected as criteria. When we look at the result table, in all three methods used, Ziraat Bank has been the best bank.

Özenir, Nakıboğlu and Güneş (2020) used MOOSRA, MOORA-Ratio and TOPSIS methods to create the ranking of European countries where logistics enterprises in Hatay want to carry out their transportation activities. SWARA method was used to determine the criterion weights. In the study, it was revealed that the most important criteria for the companies were finding the return load, pass document adequacy and UBAK quotas. It has been revealed that the countries where they want to carry out their transportation activities are primarily England and Sweden.

Erikli and Türkoğlu (2021) compared the performance of the labor markets of 28 OECD member countries in 2018 with the MOOSRA method. In the study, the unemployment rate, long-term unemployment rate, employment rate, labor force participation rate, temporary employment rate, part-time employment rate, youth unemployment rate and the rate of those who are not in employment and education were selected as performance criteria. Criterion weights are determined by the Entropy method. The country with the highest successful labour market performance has emerged as Iceland. The country with the lowest performance was Spain.

Memiş and Korucuk (2021) used the MOOSRA method to prioritize the factors affecting the logistics cost of corporate manufacturing enterprises in Giresun. Stok management costs were determined as the most important element and handling costs were determined as the least important element.

Ateş and Topal (2021) used MOOSRA, TOPSIS and ARAS methods to solve the problem of choosing the most suitable installation location for solar power plant in the Kop region. In the study, 8 criteria were determined. Criterion weights were found by entropy. Konya Tashkent alternative has taken the first place in all methods.

Can et al. (2021) used MOOSRA and AHP methods to solve the problem of the selection of earthquake recording station location. AHP method was applied for criterion weights. MOOSRA method was applied for performance ranking. Ground class, natural and environmental noise type, noise level and distance, distance to the base station used for communication purposes, accessibility to the earthquake recording station, distance to electrical sources, ownership of the place are the selected criteria. 9 alternative places have been identified around Küçükçekmece

Lake. The criteria used for the location selection of the earthquake recording station were selected from the criteria determined by AFAD.

2. Method

MOOSRA (Multi-Objective Optimization on the Basis of Simple Ratio Analysis), which was designed for the first time by Das et al (2012) to solve the problem of industrial robot selection and rapid prototyping process selection, is one of the multi-criteria decision-making techniques (MCDM). Although the MOOSRA method is generally similar to the MOORA method, the MOOSRA method is less sensitive to large changes in the criterion values and negative performance results are not seen. It is more robust than the MOORA method (Jagadish and Ray, 2014; Ulutaş and Topal, 2020). The stages of the method are described below (Das et al., 2012; Das et al., 2013; Ömürbek et al. 2017; Ulutaş and Topal, 2020).

Step 1: *The K matrix in Formula 1 is edited. In Formula 1, m represents the number of alternatives, n represents the number of criteria, and x_{ij} represents the performance of alternative i relative to criterion j.*

$$K = \left[x_{ij}\right]_{mxn} = \begin{bmatrix} x_{11} & \cdots & x_{1n} \\ \vdots & \ddots & \vdots \\ x_{m1} & \cdots & x_{mn} \end{bmatrix} \qquad \text{(Formula 1)}$$

Stage 2: *Normalized decision matrix is regulated by Formula 2.*

$$r_{ij} = \frac{x_{ij}}{\sqrt{\sum_{j=1}^{m} (x_{ij}.)^2}} \qquad \text{(Formula 2)}$$

Stage 3: *With the help of formula 3, the total performance score (P_i) is calculated for each alternative.*

$$P_i = \frac{\sum_{i=1}^{g} \quad w_j \ x \ r_{ij}}{\sum_{i=g+1}^{n} w_j \ x \ r_{ij}} \qquad \text{(Formula 3)}$$

In Formula 3, g represents the number of total maximum-oriented criteria, and g+1 represents the number of minimum oriented criteria. The weighted total values of the maximum-oriented criteria are divided by the weighted total value of the minimum-oriented criteria to find the total performance score of each alternative. w_j shows the criterion weight in the formula.

3. Analysis

The statistical information on which the study is based was taken from the website of the Banks Association of Turkey (TBB) (https//www.

tbb.org.tr). On the page where the financial and activity information of banks other than participation banks in Turkey is monitored in detail, the most up-to-date data announced about foreign banks are related to the first quarter of 2022 (March-2022).

Since MCDM techniques depend on the evaluation of multiple criteria together, the process of determining the criteria to be used in the analysis constitutes the first step of the study. For this purpose, financial dimensions and some basic information that determine the performance of foreign banks and are frequently used in the literature have been selected as criteria. The selected criteria are indicators related to financial experience, financial size, business volume, capital adequacy, profitability, prevalence, human source. Table 1 contains the criteria used in the analysis, the areas with which it is related and the maximum or minimum orientation of the criteria.

Table 1. *Criteria*

Number	Criterion	Related Area	Max/Min Orientation
1	Establishment Date	Financial Experience	Min
2	Asset Size Ranking	Financial Size	Min
3	Total Loans	Business Volume	Max
4	Total Deposits	Business Volume	Max
5	Total Capital	Capital Adequacy	Max
6	Net Income	Profitability	Max
7	Branch Number	Prevalence	Max
8	Number of Employees	Human Source	Max

Source: Created by the author.

Of the criteria specified in Table 1, criteria 1 and 2 are minimum oriented and the others are maximum-oriented. This means that the older the establishment year of a bank (the smaller number it has in years) and the lower its rank in the asset size ranking list (asset rank) are, the higher the performance of the bank has. Thus, experience and asset size positively affect the bank's performance. The larger the criterion value for the other criteria between 3-8 outside the first two, the more positive it is for the bank.

In step 2 of the analysis, the problem of selecting the bank group to be compared with performance is solved; In this study, it was decided to compare the performances of foreign capital banks operating in Turkey.

According to the statistics of the TBB, as of March-2022, there are 21 banks with foreign capital operating in Turkey. All of these banks are deposit banks. The names of the banks in question are shown in the table below.

Table 2. *Foreign Banks in Turkey*

Code/Asset Size Rank	Bank
1	Türkiye Garanti Bankası A.Ş.
2	QNB Finansbank A.Ş.
3	Denizbank A.Ş.
4	ING Bank A.Ş.
5	HSBC Bank A.Ş.
6	Odea Bank A.Ş.
7	Alternatifbank A.Ş.
8	ICBC Turkey Bank A.Ş.
9	Burgan Bank A.Ş.
10	Intesa Sanpaolo S.p.A.
11	Citibank A.Ş.
12	MUFG Bank Turkey A.Ş.
13	Arap Türk Bankası A.Ş.
14	Deutsche Bank A.Ş.
15	Turkland Bank A.Ş.
16	Bank of China Turkey A.Ş.
17	Rabobank A.Ş.
18	Bank Mellat
19	JPMorgan Chase Bank N.A.
20	Habib Bank Limited
21	Société Générale (SA)

Source: TBB (2022).

In step 3 of the analysis, the initial decision matrix required for the application of the MCDM technique was created. The Decision matrix given in Table 3 has 168 dimensions (mxn=21 x 8=168) with 21 alternatives (m) and 8 criteria (n).

Table 3. *Initial Decision Matrix: Foreign Banks in Turkey-March 2022*

Code	Bank	1	2	3	4	5	6	7	8
1	Türkiye Garanti Bankası A.Ş.	1946	5	491238751	578085316	96711129	8209673	868	18506
2	QNB Finansbank A.Ş.	1987	8	253741607	254097940	26322364	2383165	445	10887
3	Denizbank A.Ş.	1997	9	212649791	216577742	33012730	2550002	695	12498
4	ING Bank A.Ş.	1984	13	55102321	56658565	11279559	579821	167	3045
5	HSBC Bank A.Ş.	1990	14	35222985	61259595	4829713	508538	70	1863
6	Odea Bank A.Ş.	2011	16	28748937	40040616	4563489	103589	48	1115
7	Alternatifbank A.Ş.	1991	20	30705954	28219316	2849122	126078	38	820
8	ICBC Turkey Bank A.Ş.	1986	22	18157128	24597869	1806966	375944	39	736
9	Burgan Bank A.Ş.	1991	23	29511463	29244324	2884389	203322	32	932
10	Intesa Sanpaolo S.p.A.	2013	25	31339167	18922007	2439936	166874	1	33
11	Citibank A.Ş.	1981	27	10765012	23704352	4663467	404614	3	385
12	MUFG Bank Turkey A.Ş.	2012	28	16486725	9765928	1599422	137716	1	80
13	Arap Türk Bankası A.Ş.	1977	29	3157719	4292157	1387534	47595	7	280
14	Deutsche Bank A.Ş.	1988	31	3726957	1536445	1069800	96748	1	115

15	Turkland Bank A.Ş.	1991	32	3126568	4329231	590253	52223	14	308
16	Bank of China Turkey A.Ş.	2017	36	578102	538402	1820787	67019	1	45
17	Rabobank A.Ş.	2013	37	1245498	25816	1257395	29679	1	31
18	Bank Mellat	1984	39	266346	981658	593486	19985	3	44
19	JPMorgan Chase Bank N.A.	1984	41	0	92519	942249	93897	1	60
20	Habib Bank Limited	1982	45	239664	235868	87520	198	1	25
21	Société Générale (SA)	1989	49	0	122	42944	-12577	1	33

Source: TBB (2022). Note: 000.TL should be added to the criteria values 3-8.

At the second stage of the application of the MOOSRA technique, the values in the decision matrix are normalized. Formula 2 is used at this stage. Each value in the decision matrix is proportional to the square root of the sum of the squares of the values of the relevant criterion. Thus, the values are reduced from zero to the number one (0-1). The values of the normalized (Standard) matrix are shown in Table 4.

Table 4. *Standard Matrix*

Bank Code/ Criterion	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**
1	0.21326	0.03784	0.81922	0.85463	0.90711	0.91431	0.71498	0.73519
2	0.21776	0.06054	0.42315	0.37566	0.24689	0.26541	0.36655	0.43251
3	0.21885	0.06811	0.35463	0.32019	0.30965	0.28399	0.57248	0.49651
4	0.21743	0.09838	0.09189	0.08376	0.10580	0.06457	0.13756	0.12097
5	0.21809	0.10595	0.05874	0.09057	0.04530	0.05664	0.05766	0.07401
6	0.22039	0.12108	0.04794	0.05920	0.04280	0.01154	0.03954	0.04430
7	0.21820	0.15135	0.05121	0.04172	0.02672	0.01404	0.03130	0.03258
8	0.21765	0.16649	0.03028	0.03637	0.01695	0.04187	0.03212	0.02924
9	0.21820	0.17406	0.04921	0.04323	0.02705	0.02264	0.02636	0.03703
10	0.22061	0.18919	0.05226	0.02797	0.02289	0.01858	0.00082	0.00131
11	0.21710	0.20433	0.01795	0.03504	0.04374	0.04506	0.00247	0.01529
12	0.22050	0.21190	0.02749	0.01444	0.01500	0.01534	0.00082	0.00318
13	0.21666	0.21946	0.00527	0.00635	0.01301	0.00530	0.00577	0.01112
14	0.21787	0.23460	0.00622	0.00227	0.01003	0.01077	0.00082	0.00457
15	0.21820	0.24217	0.00521	0.00640	0.00554	0.00582	0.01153	0.01224
16	0.22104	0.27244	0.00096	0.00080	0.01708	0.00746	0.00082	0.00179
17	0.22061	0.28001	0.00208	0.00004	0.01179	0.00331	0.00082	0.00123
18	0.21743	0.29514	0.00044	0.00145	0.00557	0.00223	0.00247	0.00175
19	0.21743	0.31028	0.00000	0.00014	0.00884	0.01046	0.00082	0.00238
20	0.21721	0.34055	0.00040	0.00035	0.00082	0.00002	0.00082	0.00099
21	0.21798	0.37082	0.00000	0.00000	0.00040	-0.00140	0.00082	0.00131

Source: Created by the author.

At the third stage, the weighted standardized matrix was found. The weight of each criterion is determined according to the equal weight method. Since there are 8 criteria in total, the equal criterion weight is determined as 0.125 (1/8=0.125). Therefore, it was calculated as wj=0.125. Table 5 shows the weighted standard matrix.

Table 5. *Weighted Standard Matrix.*

Bank Code/ Criterion	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**
1	0.02666	0.00473	0.10240	0.10683	0.11339	0.11429	0.08937	0.09190
2	0.02722	0.00757	0.05289	0.04696	0.03086	0.03318	0.04582	0.05406
3	0.02736	0.00851	0.04433	0.04002	0.03871	0.03550	0.07156	0.06206
4	0.02718	0.01230	0.01149	0.01047	0.01322	0.00807	0.01720	0.01512
5	0.02726	0.01324	0.00734	0.01132	0.00566	0.00708	0.00721	0.00925
6	0.02755	0.01514	0.00599	0.00740	0.00535	0.00144	0.00494	0.00554
7	0.02727	0.01892	0.00640	0.00521	0.00334	0.00176	0.00391	0.00407
8	0.02721	0.02081	0.00378	0.00455	0.00212	0.00523	0.00402	0.00365
9	0.02727	0.02176	0.00615	0.00540	0.00338	0.00283	0.00329	0.00463
10	0.02758	0.02365	0.00653	0.00350	0.00286	0.00232	0.00010	0.00016
11	0.02714	0.02554	0.00224	0.00438	0.00547	0.00563	0.00031	0.00191
12	0.02756	0.02649	0.00344	0.00180	0.00188	0.00192	0.00010	0.00040
13	0.02708	0.02743	0.00066	0.00079	0.00163	0.00066	0.00072	0.00139
14	0.02723	0.02932	0.00078	0.00028	0.00125	0.00135	0.00010	0.00057
15	0.02727	0.03027	0.00065	0.00080	0.00069	0.00073	0.00144	0.00153
16	0.02763	0.03405	0.00012	0.00010	0.00213	0.00093	0.00010	0.00022
17	0.02758	0.03500	0.00026	0.00000	0.00147	0.00041	0.00010	0.00015
18	0.02718	0.03689	0.00006	0.00018	0.00070	0.00028	0.00031	0.00022
19	0.02718	0.03878	0.00000	0.00002	0.00110	0.00131	0.00010	0.00030
20	0.02715	0.04257	0.00005	0.00004	0.00010	0.00000	0.00010	0.00012
21	0.02725	0.04635	0.00000	0.00000	0.00005	-0.00018	0.00010	0.00016

Source: Created by the author.

In the fourth stage, with the help of Formula 3, the total performance score of each alternative was calculated. For this, first the sum of the maximum-oriented criteria and then the sum of the minimum-oriented criteria on an alternative basis were taken. To find the total score value, the sum of the maximum-oriented criterion is divided by the sum of the minimum-oriented criterion. The final ranking was made with the total performance score (Pi) obtained by the sum of max divided to the sum of min. The bank with the largest total performance score took the lead in the ranking. The total of the max, the sum of min and the total performance score of foreign banks are shown in Table 6.

Table 6. *Performance Score*

Bank Code	Max Total	Min Total	*Pi Value*
1	0.61818	0.03139	19.69491
2	0.26377	0.03479	7.58240
3	0.29218	0.03587	8.14545
4	0.07557	0.03948	1.91431
5	0.04786	0.04050	1.18171
6	0.03066	0.04268	0.71840
7	0.02470	0.04619	0.53462
8	0.02335	0.04802	0.48635
9	0.02569	0.04903	0.52398
10	0.01548	0.05122	0.30220
11	0.01995	0.05268	0.37863
12	0.00953	0.05405	0.17640
13	0.00585	0.05452	0.10735
14	0.00434	0.05656	0.07666
15	0.00584	0.05755	0.10152
16	0.00361	0.06169	0.05859
17	0.00241	0.06258	0.03849
18	0.00174	0.06407	0.02713
19	0.00283	0.06596	0.04290
20	0.00043	0.06972	0.00611
21	0.00014	0.07360	0.00193

Source: Created by the author.

According to table 6, when the performances of foreign-owned banks operating in Turkey at the end of March 2022 are compared, code-1 bank achieved the highest performance score. the second highest score was obtained by code-3 bank. Finally, the 3rd highest score was achieved by code-2 bank.

In Table 7, the names of these banks are also opened and the performance ranking is shown. The bank with the smallest performance rank is the most successful bank, while the bank(s) with the higher order on the contrary shows the less successful banks.

Table 7. *Performance Ranking*

Performance Rank	Bank Name
1	Türkiye Garanti Bankası A.Ş.
3	QNB Finansbank A.Ş.
2	Denizbank A.Ş.
4	ING Bank A.Ş.
5	HSBC Bank A.Ş.
6	Odea Bank A.Ş.
7	Alternatifbank A.Ş.
9	ICBC Turkey Bank A.Ş.

8	Burgan Bank A.Ş.
11	Intesa Sanpaolo S.p.A.
10	Citibank A.Ş.
12	MUFG Bank Turkey A.Ş.
13	Arap Türk Bankası A.Ş.
15	Deutsche Bank A.Ş.
14	Turkland Bank A.Ş.
16	Bank of China Turkey A.Ş.
18	Rabobank A.Ş.
19	Bank Mellat
17	JPMorgan Chase Bank N.A.
20	Habib Bank Limited
21	Société Générale (SA)

Source: Created by the author.

According to Table 7, when the performances of foreign-owned banks operating in Turkey were compared according to 8 different criteria as of March 2022, Code-1 Garanti Bank is the most successful bank. The total score of this bank is 19.69491 points. In second place code-3 Denizbank locates with 8.14545 points. In third place is QNB Finansbank, which is coded-2, with 7.58240 points. According to the analysis, the least successful bank was Société Générale. The second bank from the last was Habib Bank, while the third bank from the last was Bank Mellat.

Conclusion

In this study, the financial performances of 21 banks with foreign capital operating in Turkey were compared based on the balance sheet and some other data at the end of March 2022. The aim of the study is to find the most financially successful bank in this bank group according to the most up-to-date data. For this, MOOSRA method, one of the multi-criteria decision-making techniques, was applied. Performance criteria are assumed to be of equal importance. Performance criteria, financial experience, financial size, business volume, capital adequacy, profitability and prevalence related to the establishment year, asset rank, total loans, total deposits, total equity, net period profit, number of branches and number of employees are indicators. As a result of the analysis, it was understood that the most successful bank was Garanti Bank. It was followed by Denizbank and QNB Finansbank respectively. According to the analysis, the least successful bank was Société Générale. As a result of the research, it was concluded that the asset size in general also positively affected performance. In the following studies, it is recommended to test this result, which is obtained by other multi-criteria decision-making techniques other than the MOOSRA method.

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Chapter 8

THE RISE OF TRANSMEDIA STORYTELLING IN THE FIELD OF COMMUNICATION

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Introduction

Regardless of its field, whether it is a news, a brand, or a movie, it should be understood how each product is shaped on traditional media and New media, how it is handled, production and marketing processes, etc. Knowing is one of the most important issues today. In addition to this, discovering the aspect of traditional journalism that has evolved into transmedia journalism, understanding the changing news practices, comprehending the transmedia narrative style in cinema, and bringing narrative techniques to the fore in the field of advertising and marketing can add perspective to individuals in many ways. Today, while many products are presented to the reader in TV, radio, cinema, newspapers and magazines with classical expressions in the fields of advertising and marketing, with the presence of new media, social media (such as twitter, youtube, facebook, instagram, podcasts, blogs, etc.) It has become known, recognized, distributed, observed and interpreted in the media. New media technologies are now important tools in reaching more users.

Kaplan and Haenlein define social media as "a group of internet-based applications that build on the ideological and technological foundations of Web 2.0 and allow the creation and exchange of user-generated content" (Kaplan and Haenlein, 2010, 61, Hermida, 2012). In the new Digital 2021 report (datare-portal.com, We Are Social, 2021) published in partnership with We Are Social and Hootsuite, a significant increase has been seen in social media, e-commerce, streaming content and video games compared to 2020. Of course, the reality of a pandemic (Covid 19) that shook the world has dragged people into digital life, and new business models and digitalization processes have supported this increase. According to the We Are Social report; There are 4.20 billion active users using social media in the world. In recent years, the number of users has gradually increased and the rate has grown by 13 percent. This situation covers and even exceeds more than 53 percent of the world's population. It is stated that the number of social media users in the world has more than doubled since January 2016 and more than 1 billion new users have been added to the global total in the last 3 years alone. These data reveal the fact that social media has shaped many fields to varying degrees. Life now offers a more convenient environment for all sectors moving in the digital world and for transmedia applications. Transmedia storytelling can be seen as the creative process of using digital technology as a tool or a means of expression.

In this study, the course of Transmedia storytelling, especially in the Turkish academic field, is discussed and it is investigated in which areas the concept is brought to the fore. The study was designed as a bibliometric review in which a field search was made on articles, master's and doctoral dissertations.

In this study, it is stated that although the academic study process and development of the concept of transmedia storytelling in the West dates back to 2005, it has only recently been examined in the Turkish academic literature and it is emphasized how it interacts with the sector where transmedia storytelling meets.

1. Background of Transmedia Storytelling

Digitization has changed the storytelling and made the narratives distributed, deepened, shared, transformed and personalized on digital platforms. Therefore, narratives have been defined with new concepts. It is accepted that the first person who brought the concept of Transmedia Storytelling to the literature was Marsha Kinder. Researcher Zengin (2021,172) states that in Kinder's study in 1991, the concept of transmedia was used together with "intertextuality". However, it was researcher Henry Jenkins who popularized the concept and created the roadmap of the narrative.

7 principles that Jenkins collects transmedia storytelling are focused on and analyzes are applied around these principles.

According to Jenkins, these 7 principles are as follows and it is useful to explain in this part of the study; a. Extensibility/Deepizability, b. Continuity/Consistency and Diversity, c. Immersion and Removability, d. World Building, e. Seriality/Seriality, f. Subjectivity, g. It is performance.

a. Spreadability/Drillability Feature;

Jenkins's "diffusion principle" refers to the capacity of the masses (listener/audience/reader/consumer) to actively participate in the circulation of media content through social networks. According to Jenkins, stories are disseminated through the interactions of individuals who actively participate in the distribution of material. The principle of diffusion is the ability and determination of the masses to disseminate content through various channels. Another situation that encourages the masses to go deeper and causes individuals to contribute to the narrative is called "deepizability" by Jenkins.

Jenkins defines the principle of deepening as the ability to go deep on a subject that concerns individuals. Because transmedia narratives are about 'relationship depth'. According to this principle, a story arc should be created that allows people to dive deep into the confusion and uncover the nuances. According to Jenkins, extensibility and deepenability are complementary concepts that come together. With this structure, Jenkins draws attention to media franchises that constantly attract individuals.

b. Continuity/Multiplicity Feature

According to Jenkins, the "continuity principle" involves considering different ways of expressing the same idea. This helps the masses to explore different ways apart from thinking about a single subject. Continuity is the consistency and believability of created universes. In other words, it is the transfer of the story using different media. The unique nature of each media is used to tell stories, expand characters or look at a different side of the story, according to the "diversity principle".

Rather than simply copying the experience, this enhances the experience and offers the masses an experiential delight. Considering the concept of diversity as a part of her transmedia logic, Jenkins opens the way to reflect on a concept she calls fan fiction, which envisages the participation of the masses. Thus, Jenkins describes the diversity principle as "unauthorized extensions of the mothership" that can increase and expand fan engagement (2009a).

c. Immersion/Extractibility Feature

According to Jenkins, the "principle of immersion" is the ability of the masses to enter the fictional worlds/the world of the story and forget the real world conditions. It's not always possible to go somewhere in the real world for a learning experience, so immersive environments help audiences gain experience at a particular time or place. If a story is gripping, it can be immersed in it while in the "real world". Removability, on the other hand, defines the opposite, it can wrap the real world around the fictional story world. These two concepts express the perceived relationship between transmedia fiction and our daily experiences. According to Jenkins, the principle of immersion refers to the entry of the masses into the world of the story, while the principle of extractability involves the users taking elements of the universe to integrate them into their daily lives.

d. Worldbuilding Feature

According to Jenkins, the presentation of the narrative through experiences in the real world and the digital world refers to the extension that gives a richer understanding of the world. According to this principle, the story is only the beginning for the world-building environment, where the masses experience and create a new world for the characters. The setting of the story takes on a life of its own when invited to create characters, places, and artifacts for the world.

These stories can be created by a single author, illustrator or participants. According to Jenkins, wherever one looks, the masses are a prisoner of the fictional world. In this case, the masses (audience/

audience/participants) obtaining information about such universes and their desire to create and master maps are usually through graphics and map production. The world-building principle appears to represent ways for consumers to interact more directly with the worlds presented in narratives. In this case, real spaces that somehow intersect with our own living realities come to the fore and seem to be closely related to the previous principles of "immersion and extraction" (Jenkins, 2009b).

e. Seriability Feature

According to Jenkins, the "principle of seriality" means creating a series based on compiling compelling and essential parts of a story to be distributed more than once. Serialism describes the act of breaking longer narratives into smaller pieces that are often distributed across several platforms.

Serialism describes the act of breaking longer narratives into smaller pieces that are often distributed across several platforms. The world is increasingly filled with ongoing stories that are distributed in bits and pieces over time and among the media. The story can start as a web comic, continue throughout a movie, and end in the real world.

Jenkins' idea of seriality proposes the gradual drawing of connections between events depicted in heroic film franchises, comics, live theater events, and news stories, and the ways in which an earlier media system could tell stories across multiple platforms. Bu yapıya göre bir seri, daha sonra anlamlı ve ilgi çekici hikâye parçaları oluşturur ve ardından tüm hikâyeyi birden fazla kanala dağıtılmaktadır. Jenkins considers transmedia storytelling as a version of the series, with pieces of meaningful and engaging story information distributed not just across multiple segments in the same medium but across multiple media systems (2009b). Bu bağlamda kitlelerin ortaya çıkan hikâye hakkında bilgi parçalarını tıpkı bir puzzle'ın birleştirilmesi gereken parçaları gibi tamamlamak için çaba sarf etmesi gerekmektedir.

f. Subjectivity Feature

According to Jenkins, the principle of "subjectivity" means exploring a story through different characters and perspectives. In Jenkins' definition, the story is presented in a complex way through the views of multiple characters or dimensions within the story. So many genres tell a story from more than one point of view. This allows the use of many media. Transmedia extensions extend the timeline of published material to fill in the back story or reveal the long-term consequences of the events depicted. Such extensions draw on the interest of long-standing readers to compare and blend multiple subjective experiences of the same fictional events. Transmedia focusing on multiple subjectivity results in the use of the channel as a platform where fans or producers can provide detailed information about secondary characters and their responses to events represented in the primary text.

g. Performance Feature

For Jenkins, it refers to the possibility that fans' work is part of the transmedia narrative itself.

With the tools of technology, anyone can be a storyteller, and when many people come together, they can create extraordinary productions. Some activities even take people into the real world to recreate or re-enact. Transmedia focuses on various ways to engage fans of informational content or make their own creative contributions. Describing this situation as a "fan performance", Jenkins points out that the producers "make up" their relationship with both the text and the audience through their online presence or the director's comments. Although Henry Jenkins mentions 7 principles, it is seen that Möller collects the features of transmedia storytelling in eleven items in Patrick Möller, which is called transmedia manifestos. These; Reality Desire, Rabbit Hole, Story Universe, Interaction, User Generated Content, Multimedia Application, Location-Based Storytelling-Spatial Reality, Lean Back-Lean Forward, Infinity of Story, Multiple Payment Options for Participants, Collaborative Work . (Möller, 2014, 33, Octane, 2018, 887)

2. Analysis and Evaluation of the Research

In this study, it is desired to take a look at an academic orientation through Transmedia Storytelling (TS) and publications in the recent period of communication studies in Turkey related to the concept of transmedia. In this direction, the framework of the study; It consists of master's, doctoral and art proficiency theses in the Higher Education Institution (YÖK) Thesis Center and articles published on "Dergipark". In addition, traces of the concept of transmedia in the study; "Google Scholar" is handled through the academic search engine and the main publications are emphasized.

The research questions are;

1) What are the bibliometric features of postgraduate theses (Master's, Proficiency in Art and PhD) on Transmedia Storytelling? a. How is the distribution of theses by years?, b. What is the subject distribution of theses?, c. What is the distribution of theses according to universities?, d. What is the number of advisors and status of the theses, and the distribution of the number of worksheets?, e. What is the distribution of keywords used in theses?

2) What are the bibliometric features of the articles on Transmedia Storytelling (published on Dergipark.org.tr)? a. How is the distribution of the articles by years?, b. What is the subject distribution of the articles? c. What is the distribution of the articles according to universities?, d. What is the number of researchers and status of the articles, and the distribution of the number of pages of the study?, e. What is the distribution of keywords used in articles?

2.1. Findings (Analysis of Theses)

2.1.1. Distribution of Theses by Years

In the study, when the theses on Transmedia Storytelling (Ts) are examined; It is seen that there are theses related to the concept in question that were completed between 2014 and 2021 and are still expected to be completed.

Between the years 2005-2014, the studies, which were written after 2014 but started to be discussed in the world after 2005, of the master's, doctoral and artistic proficiency theses, which examine how different media channels use the transmedia structure and the interaction of the thesis content with the concept of transmedia, were published. It is understood that demic has not yet been addressed in the study area.

In this direction, it can be said that western academic studies do not act on a full-time basis with studies in Turkey. When the aims and contents of the studies examined are examined, the concepts (cross-media, multimedia, intermedia and transmedia) that emerged with the progress in communication technologies are conveyed and the similarities and differences of these concepts are presented, and cinema, marketing and advertising strategies are discussed. It is discussed how it is shaped within the framework of the themes.

Table 1. Distribution Of Theses By Years

Date	MA	Completing A Master's Thesis	Proficiency In The Arts	Doctorate	Total
2005-2013	None	None	None	None	
2014	1	-	-	-	1
2015	1	-	-	-	1
2016	1	-	-	1	2
2017	2	-	-	1	3
2018	-	-	-	1+1(English)	2
2019	4+1(English)	-	-	-	5
2020	2	-	1	-	3
2021	1	3		-	4
Total	13	3	1	4	21

When the table is examined, there is no thesis study on the subject of Transmedia Storytelling between the years 2005-2013. The concept attracted attention in the academic field with the introduction of the concept by H. Jenkins in the early 2000s in the west, and then its interactions with different subjects were examined until today's studies. In Turkey, on the other hand, it is seen that researchers did not turn to the subject of transmedia storytelling for a long time.

In 2014, the first graduate study on the concept was prepared. The master's thesis, in which the concept of convergence culture and transmedia was conveyed and the famous Game of Thrones series was analyzed, was completed by researcher Resuloğlu (2014). As can be seen in the table, 1 master's thesis contributed to the field in 2015. In 2016, 1 master's and 1 doctoral thesis, 2 master's and 1 doctoral thesis in 2017, one written in English and 2 master's theses in 2018, 4 master's theses in 2019, one written in English, in 2020. It has been determined that 2 master's thesis and 1 proficiency in art have been completed.

In 2021, there is 1 master's thesis completed and 3 master's theses that are under preparation. Considering the distribution of theses on transmedia storytelling by years, it is observed that the number of studies has increased compared to the first years. When we look at the types of theses, it is seen that 13 master's theses and 4 doctoral theses have been completed so far, and there are theses that are in the process of being completed.

2.1.2. Distribution of Theses by Subject

When we look at the contents of the completed theses in the YÖK thesis database, which deal with the concept of Transmedia, the main determinations are as follows.

"a. Emphasizing the differences and similarities with the concepts (cross-media, intermedia, multimedia and transmedia) emerging in media structures and news production processes as a result of the development of digital technologies,

b) The lack of academic studies examining the examples of transmedia storytelling, which is a new type of narrative, and the practices that center these studies,

c) The development of the concept is still continuing,

d) Despite the fact that transmedia applications have just become widespread today, the day-to-day adoption of every field such as journalism, advertising, cinema and marketing necessitates a comprehensive examination of the concept,

e) Due to its nature, the transmedia narrative strategy should have a structure that allows observing how user-oriented content is conveyed,

f) The similarities and differences of the examined samples with the transmedia applications, and the need to reveal the missing points, the problematic and invisible aspects are seen to be highlighted by the researchers."

Table 2: Distribution of Theses by Subject

Date	MA	completing MA	proficiency in the arts	doctorate
2000-2013	none	none	none	none
2014	TV	none	none	none
2015	Marketing	none	none	none
2016	Cinema	none	none	Sinema Cinema
2017	Advertising- Children's Media	none	none	Dijital/Video Oyun Digital/Video Gaming
2018	none	none	none	Pazarlama-Gazetecilik Marketing- journalism
2019	TV- Marketing(4)	none	none	none
2020	Digital/Video Gaming TV	none	Digital/Video Gaming	none
2021	Cinema	Cinema (2)- Advertising	none	none

Considering the subject distribution of theses in the study, it is seen that the first master's thesis (Resuloğlu, 2014), which was evaluated in the "TV" category and prepared in 2014, examined the current situation and applicability of the concept of transmedia against technological development through the television series Game of Thrones (Games of Thrones). In the TV series, Propp's theory of functions is discussed and transmedia stories are applied. The transmedia interaction framework of the said series is also discussed in the thesis of researcher Koparır in 2020 on how the new screen is used in television broadcasting. In this category, Özer has a master's thesis in 2019, in which the narrative format of the Survivor competition is discussed in transmedia stories.

In the category of "Cinema", in 2016, researcher Ramazanov's thesis discusses transmedia storytelling by examining Beyazıt Akman's series titled Empire. In the same year, Hazneci (2016) took the popular movie Shrek series as an example of narration in the transmedia story. In 2021, Bee examines Harry Porter's cinema, one of the leading films of fantasy cinema, which is also popular among young people, through transmedia storytelling. There are thesis studies expected to be completed on cinema and transmedia interaction.

Researcher Karabay, G., which was evaluated in the category of "Advertising" and in the same category in 2017, deals with the examples of children's programs in Turkey. Researcher Karpuz (2017) prepared her thesis on transmedia branding and advertising relationship. There is also 1 master's thesis still in progress in 2021. In the category of "Marketing"; In his master's thesis titled Transmedia Applications in Marketing Communication: Case Studies, prepared by researcher Dönmez in 2015; Based on the transmedia narrative strategy, it is seen that a qualitative research has been carried out on advertising campaigns carried out in Turkey. It is understood that there was intense work in this area in 2018.

Karcı's doctoral thesis titled "Branding and Transmedia Storytelling: A Practice Case" is progressing on the brand. In 2019, Çalık prepared her master's thesis titled "Transmedia Storytelling Applications in Marketing Public Relations with the Example of Turkcell" Emocans ". In the same year, researcher Kurtalan (2019), "The Effect of Transmedia Communication on Customer Purchasing Behavior in Marketing Campaigns", and Munlafalıoğlu's thesis "At First Sight: Creating An Alternate Reality Game With Transmedia Experience" contributed to the field. In the "Digital game/video game" category; Master's, Doctorate and Art proficiency theses were prepared. Digital game or video game is a cultural and industrial product that emerged by transferring the concept of game to digital media, especially computers, with technological possibilities.

Digital games/video games have developed in the world since the 1960s and in Turkey since the 1980s, and have been the subject of academic studies especially since the early 2000s. (Sarpkaya, 2021, 155). In 2017, a doctoral thesis titled "Transmedia Storytelling: An Angry Birds Universe Example" was prepared by researcher Kucur. Keleşoğlu's master's thesis titled Inter-Industrial Diffusion and Transmedia Storytelling: The Example of the Marvel Universe in 2020, and researcher Selçuk (2020) as a proficiency thesis in art in the same year, Examining Transmedia Narratives in Terms of Structures: The Case of Assassin's Creed The thesis " has been completed.

In the category of "Journalism"; In 2018, Gürsoy prepared a doctoral thesis titled Transmedia Journalism Toolkit (TJT): A Design Thinking Guide To Creating Transmedia News Stories and written in English. The study is seen as an important study in terms of conveying the transmedia journalism dimension of Transmedia storytelling. The thesis provides a design model for the application area of the transmedia narrative strategy for news production processes and makes important contributions to the understanding of this process, which operates through the practice of journalism.

2.1.3. University Distribution of Theses

When we look at which region's universities focus on Transmedia storytelling through theses, it can be seen that in the Marmara Region, Beykent (YL/1), Marmara (YL/4 and PhD/1), Istanbul Arel (YL/1), Kocaeli (YL/1), A total of 11 in Bahçeşehir (YL/1), Istanbul (YL/1), Istanbul Bilgi (PhD/1) Universities, 2 in Aegean Region, Aegean (Graduate/1 and Completing MA/1) universities, Selcuk (MA) in Central Anatolia /1 and Ph.D./1), Gazi (Professional in Art/1), İhsan Doğramacı University (MA/1), 4 in total, 2 in Atatürk (MA/1 and PhD/1) universities in the Eastern Anatolia Region, Black Sea Region In the region of Ondokuz Mayıs (Graduate Completion/2) it is seen that a total of 2 theses have been completed.

Table 3: Distribution of Theses by Universities

Date	MA	completing a MA	proficiency in the arts	doctorate	Total
2000-2013	None	None	None	None	
2014	1- Kocaeli University	-	-	-	1
2015	1- Selçuk University	-	-	-	1
2016	1- Beykent University	-	-	1- Marmara University	2
2017	1Marmara University 2- İstanbul Arel University	-	-	1- Atatürk University	3
2018	-	-	-	1- İstanbul Bilgi University 2- Selçuk University	2
2019	1- İhsan Doğramacı University – Bilkent University 2- Marmara University, 3- Marmara University, 4- Marmara University, 5- Bahçeşehir University	-	-		5
2020	Atatürk University, 2- İstanbul University		1- Gazi University	-	3
2021	1- Ege University	1- Ondokuz Mayıs University 2-Ondokuz Mayıs University 3- Ege University	-	-	4
Total	13	3	1	4	21

As can be seen in the table, it is understood that there are more thesis studies on transmedia storytelling in the Marmara region. Quantitative data reveal that universities in big cities follow the developments in the west and in the world more closely. This may be related to the fact that the concept is more easily observed in the western regions of Turkey as the universe of examining the place and development of the concept in the sector. Thesis topic preferences of universities in Marmara region, applicability of transmedia narrative strategy, analysis of consumer behavior, brand awareness and transmedia cinema applications etc. focuses on issues.

2.1.4. Number and Status of Advisors of Theses, Distribution of Thesis Pages

In the study, it is important to mention the number of advisors, status and thesis page numbers of master's, proficiency in art and doctoral theses. When Table is examined, it is seen that each thesis work was created by a single advisor.

The faculty members advising on transmedia storytelling, among which Prof. Dr., Assoc. It is seen that they are in the status of Dr., and Doctor of Education (Assistant Prof. Dr. formerly) and it is understood that the table consists of 9 Professors, 3 Associate Professors and 6 Doctors.

Table 4: Number And Status Of Advisors Of Theses, Distribution Of Thesis Pages

Date	MA	Advisor Status/Number	Doctor Of Arts	Doctoral Status/Number
2000-2013	None	None		None
2014	1	1-Prof.Dr.-180		-
2015	1	1- Asst. Prof-170		-
2016	1	1- Assoc. Prof. Dr.-69		Prof.Dr.-420
2017	2	1- Prof.Dr.-208 2- Asst. Prof-150		Prof.Dr.-169
2018	-	-		Prof.Dr.-148 Prof.Dr.-277
2019	4+1 (İng)	1- Asst. Prof -104, 2-Prof. Dr.-112 3- Asst. Prof -198, 4- Asst. Prof -85 5-Asst. Prof-69		-
2020	2	1- Prof.Dr.-145 2- Prof.Dr.-104	Assoc. Prof.-165	-
2021	1	1- Assoc. Prof. Dr.-186		-
Total	13	13- Total Page Number: 1783	165	1014

It is understood that the faculty members who undertake the consultancy of the master's theses are mostly in the status of doctoral faculty members. When the average number of pages of the master's thesis is taken, it has been determined that it is approximately 150 pages.

Because of there is only one proficiency thesis in art, Assoc. status and consists of 165 pages. It is seen that faculty members in the status of professors advise doctoral theses. Looking at the average page numbers of doctoral theses, it is observed that they consist of approximately 250 pages.

2.1.5. Distribution of Keywords Used in Theses

Keywords are one of the text elements that give general information about the basic contents of the theses, help to highlight the texts in question in databases, and whose importance is increasing day by day. These words which provide easy access to the sources for researchers, are seen as the most important elements of the studies in terms of filtering the sources and facilitating the literature review.

Table 5: Distribution of Keywords Used in Theses

Date	MA	Keywords	Number
2000-2013	None	None	-
2014	1	New Media, Convergence Culture, Transmedia Storytelling, Popular Culture, Propp	5
2015	1	Advertising, Transmedia Storytelling, Marketing Communications, New Media	4
2016	1	New Media, Participatory Culture, Storytelling, Mass Communication, Culture of Convergence, Cinematic Structure	6
2017	2	Branding, Interactive Advertising Transmedia Texts, Transmedia Storytelling, Transmedia Audience, Cross-Media Audience, Transmedia Industry, Children's Programs.	2 6
2018	-	-	
2019	4+1(İng)	1- Transmedia Storytelling, Marketing, Public Relations, Advertising 2- Transmedia Branding Campaigns, Brand Awareness, Transmedia Storytelling 3- Transmedia, Advertising Revenues, Popular Culture, Survivor, Rating 4- Alternate Reality Game, Photography, Interactive Game Installation, Game Design, Transmedia Storytelling 5- Transmedia, Digital Marketing, Social Media	3 3 5 5 3
2020	2	Transmedia Storytelling, Popular Culture, Television Series, Participatory Culture, User Content. Global Media, Convergence Culture, Transmedia Storytelling, Inter-Industry Diffusion, Marvel.	5 5
Total	13	-	52

When the keywords of master's theses are examined in the table, it is understood that this word is used as keywords for each thesis, since the main concept of the framework is transmedia. However, the concept; It is distributed in keywords as Transmedia (Transmedia storytelling, transmedia storytelling, transmedia storytelling, Transmedia texts, Transmedia Audience, Cross-Media audience, Transmedia Industry) and the concept is specifically focused on storytelling, text/story/news and audience. It turns out that it is described and combined with words.

Convergence culture, new media (3), culture, television, cinema, advertising, children and marketing are added to the index of keywords in other interacted subjects. The key words of the art proficiency thesis are again transmedia storytelling. However, she also uses video games and the name of the game in keywords.

Table 6: Distribution of Keywords Used in Theses

Date	Doktoral	Keywords	Number
2000-2013	None	None	
2014-15	-	-	-
2016	1	Transmedia Storytelling, Animation Cinema, Intermedia, Animation, Shrek	5
2017	1	Convergence Culture, Transmedia Storytelling, Fan Culture, Participatory Culture, İnteractivity	5
2018	1+1(İng)	Culture Of Convergence, Transmedia Storytelling, Transmedia Journalism, Design Thinking, Toolkit Transmedia Storytelling, Branding, Transmedia Branding, Brand Loyalty, Marketing Communication	5 5
2019-2020	-	-	-
Total	4	-	20

Looking at the keywords of doctoral dissertations in the table, it is often seen that transmedia storytelling, Culture (convergence, fan culture, participatory culture), cinema (animation cinema, animation, Shrek), Marketing (communication, Branding, branding) loyalty, trans-media branding).

2.2. Findings (Analysis of Articles)

2.2.1. Distribution of Articles by Years

It is seen that there was no study on Dergipark on the concept of transmedia storytelling until 2015. Dergipark published the first study on the concept in the digital field in 2016. As seen in the table, 2 articles in 2016, 2 articles in 2017, 4 articles in 2018, 6 articles in 2019, 2 articles in 2020 and 5 articles in 2021 are reached. As can be seen in the table below, there are a total of 21 articles on the subject of transmedia storytelling in Dergipark.

Table 7: Distribution of Articles by Years

Date	Dergipark
2005-2015	None
2016	2
2017	2
2018	4
2019	6
2020	2
2021	5
Total	21

It is seen that the number of articles on the subject has increased at a certain rate from 2016 to 2019. However, by 2020, it is observed that the number of articles on the concept has decreased. In 2021, it is seen that the number of articles on the concept has increased again.

2.1.3. Distribution of Articles by Subject

It is useful to evaluate the subject distribution of the articles through categories. It is seen that the first article was prepared in 2016 and can be evaluated in the category of definition of technology. Bilici (2016) in his article titled "Transmedia Storytelling and Transformation of Human Imagination World"; defined transmedia environments and drew attention to educating and informing young people about recognizing the benefits and risks of the medium.

Table 8: Distribution Of Articles By Subject

Date	Distribution Of Articles By Subject
2000-2015	-
2016	Technology - Advertising
2017	Marketing- Technology
2018	Technology - Digital/Video Gaming - Marketing
2019	Marketing -Cinema -Technology-Advertising-Technology-Cinema
2020	Marketing
2021	Cinema - TV - Technology
Total	21

In the category of definition of technology, researcher Sarı's article titled "Transmedia Storytelling: The Example of a Bad Boy" in 2017 describes how a story that became famous on Wattpad was distributed to the target audience through transmedia storytelling.

On the same platform, in 2018, Yiğitbaşı, in the article titled "Wattpad Example in Transmedia Storytelling and A Research on Reader Preferences", considered "Wattpad", an application that provides a platform for users to share their stories and read other members' posts for free, as an example of transmedia storytelling. takes.

As a result of the study, as a transmedia storytelling, Wattpad's popularity is much more influenced by friends and social groups in its preference compared to other media, and that the young readers and fans of the aforementioned storytelling and the environment, again, are mostly influenced by their peer group, and their reading preferences. states that it shapes reading habits.

In 2019, researcher Erzurum "Did Transmedia Narration Start with Cinema Films?" The article has been published. Yiğitbaşı states that while the effect of transmedia storytelling on Wattpad was discussed in 2018, it was not the first time that transmedia narration emerged in Erzurum because of cinema. According to her, "As Jenkins (2007) states, transmedia storytelling is a process in which the integral elements of a fiction are systematically distributed across multiple distribution channels in order to create a unified and coordinated entertainment experience. Jenkins (2007) "Ideally, each setting makes its own unique contribution to the unfolding story." He states that every medium can benefit from transmedia storytelling.

In the same year (2019), researchers İspir, N. and Kucur, in their article "Convergence Culture and Transmedia Storytelling", discuss the transformation of the viewer/reader/listener into active participant and the contribution of the participants to transmedia storytelling along with the convergence process. In 2021, Guliyev also mentions the contribution of transmedia storytelling to tourism in her work titled "Image Analysis of Cultural Heritage Artifacts Constructed in the Context of Transmedia Storytelling: The Example of Maiden's Tower".

In the field of advertising, Dönmez and Güler prepared the article titled "Transmedia Storytelling "Doritos Academy" Case Study" in 2016. In this study, the concept of transmedia storytelling, which can be considered within the scope of advertising strategies, is discussed.

Within the scope of the study, the "Doritos Academy" advertising campaign, which was created in the transmedia narrative strategy in Turkey, is evaluated qualitatively with a case study within the framework of transmedia storytelling, and some differences with traditional advertising campaigns are revealed. The statistical and subject distributions of theses in the field of advertising have been pointed out before. But in general, it has been observed that the articles decreased in the field of advertising and increased especially in the field of marketing.

In 2019, researcher Gümüş focused on brand and brand loyalty in her study titled "A Case Study for Brand Loyalty Building Through Transmedia Storytelling: 'Angry Birds'". In the article, it is pointed out that the inclusion of brands in the transmedia world that they follow as a communication strategy and their use of transmedia storytelling have become their existential problematic (2019, 194). In the field of cinema, 2 articles were published in 2019. Bolat(2019); In the article titled "An Analysis on Cross-Media and Transmedia Narratives in Traditional Media: An Example of Heavy Novel"; deals with the narrative structures of cross and transmedia. Bolat indicates that although the concept of transmedia is much older in usage, it is newly recognized as a concept.

Özdemir (2019), on the other hand, in his article titled "Transmedia Storytelling and Organizational Behavior from the Perspective of Mobbing: The Example of the Movie "The Devil Wears Prada", with the analysis of the cinema film, helps the transmedia storytelling to be known, understood, reach wider audiences and improve organizational behavior. It is concluded that it contributes to the enrichment of the content.

By 2021, Akgül and Hekimoğlu Toprak's article "A Study on Convergence Culture and Trans-media Storytelling: The Film of Eltilerin War" is published. In the study, it is emphasized that the interaction strengthened and provided by film analysis and transmedia storytelling contributes to the development and expansion of the narrative.

Elveren Arı and Gürses Köse (2021), in the study titled "From Intertextuality to Transmedia Storytelling: Harry Potter", the subject is deepened by conveying the dimension of the concept with fans. İspir and Bilginer Kucur's (2021) work titled "Convergence Culture, Transmedia Storytelling: Angry Birds Fictional Universe" defines the universe and points out that transmedia storytelling opens new doors especially in fan production.

In the field of marketing, in the article titled "The Place and Value of Transmedia Storytelling as a Brand Loyalty Building Tool" by Çetinkaya in 2017, the use and limitations of transmedia storytelling in advertising and marketing are discussed. In the article titled "Transmedia Storytelling in the Fashion Industry: An Example of Barbie Doll Transmedia Applications" by Bayraktar in 2018, the relationship between Barbie dolls as a toy figure and the fashion industry is analyzed within the framework of transmedial narrative strategies.

In the same year, Tuncer (2018), in her study titled "Destination Marketing and Transmedia: An Evaluation of" The Water Di-viner ", proposes transmedia storytelling regarding the marketing of destinations. In the article, Tuncer states that using such a tool in destination marketing makes it possible to produce more content related to marketing and to deliver the produced content to more people.

Bazarcı (2019) explains the changes in marketing communication and the situation of transmedia in this change, using examples from the cinema industry, in her article titled "Diffusion Channels in Transmedia Applications: A Study on Global Examples". When it comes to 2020, Çalık and Nizam's and Turkcell's Emocans campaign is being examined within the marketing field. In the article, the use of transmedia storytelling in marketing and public relations; The importance of storytelling for the expansion of the target audience and how to create brand awareness are emphasized.

Again, Şahin and Kara (2020) have a study in which examples of digital marketing are given through the Garanti BBVA brand and the transfer of transmedia storytelling with advertising strategies. In the field of Digital/Video Game, Tokgöz and Polat in 2018, in their work on collective narrative and urban structure, explain how transmedia narratives and the city are articulated on the example of Pokemon Go.

Finally, in the TV category, researcher Zengin (2021) discusses the culture of convergence and examines the transmedia period in the storytelling of the TV series Leyla and Mecnun. In her rich article, she states that there are many stories that reflect the richness of our literature and that their reworking in the context of transmedia storytelling will contribute to the cultural promotion of Turkey.

2.1.4. Distribution of Articles by Region and Universities

When we look at the universities in the region that focus on the subject of transmedia storytelling through articles, it is seen that there are 7 universities in the Marmara Region, Çanakkale (1), Istanbul Commerce (1), Marmara (2), Kocaeli (1) and Istanbul Gelisim (1) universities. In the region, a total of 2 universities in Aegean (2), in Central Anatolia a total of 6 universities in Selçuk (1), Erciyes (2), Anadolu (1), Aksaray (1) Süleyman Demirel (1), in Eastern Anatolia Atatürk (2) universities It is seen that it is included in Dergipark by publishing 2 articles in total, 1 in Fırat (1) university in the Southeastern Anatolia region, 3 articles in total at Ondokuz Mayıs (2) and Abant İzzet Baysal University (1) universities in the Black Sea region.

Table 9: Distribution Of Articles By Region And Universities

Date	Dergipark	Distribution Of Region
2000-2015	-	-
2016	1- Erciyes, 2- Süleyman Demirel	Central Anatolia (2)
2017	1- Ondokuz Mayıs, 2- Abant İzzet Baysal	Black Sea Area(2)
2018	1-Marmara, 2- Marmara, 3- Kocaeli, 4-Çanakkale	Marmara (4)

2019	1- İstanbul Trade, 2- Anatolia, 3- Atatürk, 4- Ege 5-Aksaray, 6-Ondokuz Mayıs	Marmara (1), Central Anatolia (2), Eastern Anatolia (1), Black Sea Area (1) Ege(1)
2020	1- Fırat, 2- Selçuk	Central Anatolia (1), Southeastren Anatolia (1)
2021	1- Erciyes, 2- Atatürk, 3- Nişantaşı, 4- İstanbul Gelişim, 5- Ege	Marmara (2), Eastren Anatolia (1), Central Anatolia (1), Ege (1)
Total	21	21

When the aforementioned data are examined, it is seen that the universities in the Marmara region (7) and the universities in the Central Anatolian region (5) published articles the most.

2.1.5. Number and Status of Advisors of Articles, Number of Article Pages

A table was created about which researchers wrote the articles in Dergipark, an academic database, and what status the researchers had. Prof. of the faculty members conducting research on the subject of transmedia storytelling. Dr., Assoc. Dr., Doctorate Professor (Assistant Prof. Dr. formerly), lecturer, research assistant, doctoral student, doctoral graduate and master's student status, and the table shows 2 Professors, 3 Associate Professors, 13 Doctoral Faculty Members, 1 Lecturer. It is understood that it consists of a team member, 6 research assistants, 3 doctoral students, 1 doctoral graduate and 1 master's student.

As can be seen from the table; It is seen that between 2016-2021, Research Assistants and Doctoral Faculty Members produced more articles in number. It is observed that the related articles are formatted in the range of 9-25 pages.

Table 10. Number Of Advisors And Status Of Articles, Number Of Article Pages And References

Date	Dergipark Research Status/ Number of Pages
2000-2015	-
2016	1- Assoc. Prof.Dr- 10, 2-Research Asistant. -21
2017	1- Asst. Prof - 18, 2- Asst. Prof - 9
2018	1- Asst. Prof- 21, 2-Research Asistant And Research Asistant- 16, (Cooperation), 3-Faculty Lecturer.-26, 4-Asst.Prof– 13
2019	1- Asst. Prof.- 29, 2-Asst.Prof-16, 3- Research Asistant-17, 4-Prof. Dr. And Asst. Prof-11 (Cooperation), 5- Doctor(Assoc. Dr.)- 11, 6- PHD Student - 24
2020	1- Asst.Prof And MA - 13, (Cooperation), 2-Asst. Prof. And Doctoral -26(Cooperation)
2021	1- Asst. Prof. And Doctoral -19, (Cooperation), 2- Prof.Dr. And Asst. Prof-18, (Cooperation), 3-Asst. Prof-13, 4-Asst.Prof.-22, 5- Assoc. Prof. Dr. And Research Asistant - 25 (Cooperation)
Total	Total 30 Person- Total Number of Page: 378

When the average page numbers in the years in which the most articles were produced are examined; An average of 19 articles were produced in 2018, 18 pages in 2019, and 19 pages in 2021.

2.1.6. Distribution of Keywords Used in Articles

The total keyword usage of the articles published in Dergipark, an academic database, is 86. Dergipark, which makes national academic journals accessible in electronic environment and makes scientific research visible by improving journal publishing in Turkey, is shaped within the framework of certain principles.

As can be seen from the table, keywords were determined according to the usage rate in all articles. Key words for articles; transmedia, transmedia storytelling, participatory culture, fan culture, convergence culture, active audience. As a medium; new media, advertising, Wattpad, cinema, mobile games, novels, cross-media, public relations, social media, digital media, internet are used. When we look at the articles in general, it is observed that the keywords such as "transmedia, transmedia storytelling, marketing, participatory culture, convergence culture" are used the most.

Table 11. Distribution Of Keywords Used İn Articles

Date	Distribution Of Keywords Used İn Articles	
2000-2015	-	-
2016	1-New Communication Technologies, New Media, Imagination World, Transmedia, Transmedia Storytelling, Intertextuality, 2-Advertising, Trans-Media Storytelling, Marketing Communication	6-3
2017	1-Storytelling, Branding, Brand Loyalty, Brand Experience, Transmedia Storytelling, 2-Transmedia Storytelling, Narrative, Wattpad, Internet, Cinema, Media Platform	5-5
2018	1-Wattpad, Transmedia, Reader, User, Publishing, 2-Transmedia, Collective Narrative, Location-Based Mobile Games, Pokémon Go, 3-Fashion, Trans-Media, New Media, Story, Brand, Barbie Doll, 4-Destination Marketing, Transmedia Storytelling, Çanakkale	4-4 6-3
2019	1-Transmedia Storytelling, Brand Loyalty, Brand Communication Strategy, 2-Transmedia, Star Wars, Storytelling, Marketing, 3-Transmedia Storytelling, Participatory Culture, Convergence Culture, Active Audience, 4-Digital Communication, Marketing Communication, Transmedia, 5 -Organizational Behavior, Mobbing, Transmedia Storytelling, 6-Novel, Adaptation, Cross-Media, Transmedia, Cinema, Television	3-4 4- 3 3-6
2020	1-Transmedia Storytelling, Marketing Public Relations (Mpr), Advertising, 2-Digital Marketing, Transmedia, Transmedia Storytelling	3-3
2021	1-Transmedia Storytelling, Transmedia, Convergence Culture, Social Media, 2-Convergence Culture, Transmedia Storytelling, Angry Birds, Fan Culture, Participatory Culture, 3-Transmedia Storytelling, Collective Memory, Maiden's Tower, 4-Transmedia Storytelling, Digitalization, Convergence/Convergence, Leyla İle Majnun, 5-Transmedia Storytelling, Intermedia, Intertextuality	4-5 3-5-3
Total	86	86

Moreover; Keywords such as new communication technologies, Wattpad, location-based mobile games, destination marketing, brand loyalty, organizational behavior, digital marketing, collective memory, inter-media are used in the sample.

Conclusion

The progress in communication technologies has brought about change and transformation in many areas. The combination of digital environments with communication efforts has made it possible to simultaneously disseminate and interact with information. The concept of transmedia storytelling, which has come to the fore in recent years with technological advances, has been the subject of academic studies in various aspects.

The concept of "transmedia", which started to take its place in academic studies in the world as of 2005, was first examined in cinema, then in relation to different fields such as advertising and marketing. The study reveals the course of the concept of transmedia in the academic field in Turkey.

For this reason, the articles in the YÖK thesis database and on Dergipark.gov.tr as of 2005 were included in the research. In this direction, the theses on "transmedia" published between 2005 and 2021, which have registered access to the database of the National Thesis Center of the Higher Education Institution, were examined. was found to be at the completion stage.

It is understood that the number of postgraduate theses included in the research has increased over the years. In the content of the thesis, it is understood that transmedia storytelling, media structures as a result of the development of digital technologies and the concepts that emerge in the news production processes are based on the concepts of cross-media, intermedia, multimedia and transmedia, and the differences and similarities of these structures.

Within the framework of the 7 principles of Transmedia storytelling put forward by Henry Jenkins, theses were created in relation to the fields of "TV, Cinema, Advertising, Marketing, Digital/Video Game, Journalism", supported by research areas and examples. Concentrating on cinema, advertising-marketing and digital/video game in the thesis contents of the concept is related to the usability of the concept in the field. Transmedia has entered these fields more effectively and the concept has been deeply scrutinized in academic studies. However, in the field of journalism, the concept has not yet become fully functional and there are some problems caused by this situation.

Some of these problems are: Journalists do not have a good grasp of the competencies and techniques to create a transmedia storytelling project, researching the transmedia journalism approach and the arguments that transmedia applications should pass on to future generations are limited.

When the subject distribution of the articles is examined, it is seen that the concept of transmedia is generally associated with the topics of technology and convergence culture, and the articles seek an answer to the question of "what is transmedia". In the research, it is seen that the articles examined in the technology paragraph title are more intense in the field of advertising and marketing.

It is understood that there are also articles on Cinema, TV and Digital/Video Game, but the studies on "journalism" found in the subject distribution of YÖK theses are not included in the Dergipark article area.

Limitations and Suggestions for Future Research

The digital age indicates the rapid distribution of information and the success of reader/audience/follower-oriented studies. In line with the examples discussed in thesis and article studies, it is stated that the concept of transmedia is effective in cinema, marketing, advertising, digital/video game, TV and interaction will increase in the future. It is pointed out in academic studies that there are some problems in the use of the concept of transmedia, especially in the field of journalism, compared to other fields, and it is stated that studies in Turkey should therefore be discussed in detail.

While the field of transmedia is expanding rapidly, it can be expected that academic studies will be supported by taking the opinions of experienced people in the sector. In this direction, it is thought that the study will guide the transformation into a successful and applicable one.

In addition, although the study has the potential to fill a gap in the field by examining transmedia studies in the Turkish literature, and to provide researchers with a holistic perspective, it has some limitations. First of all, only YÖK thesis database and Dergipark.gov.tr. It focuses on articles on. For this reason, books written in this field, popular science articles and studies in journals that were not indexed in TR index were not included in the evaluation. In future studies, the development of the literature can be supported by expanding the scope and comparing new publications

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