NATIONAL TECHNICAL UNIVERSITY OF UKRAINE
«IGOR SIKORSKY KYIV POLYTECHNIC INSTITUTE»

FACULTY OF MANAGEMENT AND MARKETING

DEPARTMENT OF INTERNATIONAL ECONOMICS

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«04» December 2020

MASTER THESIS
for a master's degree
according to the educational and professional program:
«International Economics»
specialty 051 «Economics»

on the theme: «Improving the export potential of Turkey using online trading platforms»

Completed:
student of the 2nd year, group US-92mp
YAZICI Hasan Basri
Supervisor:
Associated Professor of the department of
International economics, PhD, KUKHARUK Anna Dmytrivna

Reviewer:
Associated Professor of the department of
The Department of Mathematical Modeling
for Economic Systems
PhD, ZHUKOVSKA Olga Anatoliivna

I certify that in this master's thesis there are no borrowings from the works of other authors without corresponding references
Student _____

Kyiv - 2020

НАЦІОНАЛЬНИЙ ТЕХНІЧНИЙ УНІВЕРСИТЕТ УКРАЇНИ
«КИЇВСЬКИЙ ПОЛІТЕХНІЧНИЙ ІНСТИТУТ
імені ІГОРЯ СІКОРСЬКОГО»
ФАКУЛЬТЕТ МЕНЕДЖМЕНТУ ТА МАРКЕТИНГУ
КАФЕДРА МІЖНАРОДНОЇ ЕКОНОМІКИ

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До захисту допущено:
Завідувач кафедри
_____ Сергій ВОЙТКО
« 04 » грудня 2020 р.

МАГІСТЕРСЬКА ДИСЕРТАЦІЯ

на здобуття ступеня магістра
за освітньо-професійною програмою
«Міжнародна економіка»
спеціальності 051 «Економіка»
на тему: «Розвиток експортного потенціалу Туреччини з використанням онлайн торгівельних платформ»

Виконав:
студент 2-го курсу, групи УЗ-92мп
ЯЗИДЖИ Хасан Барсі
Науковий керівник:
Доцент кафедри міжнародної економіки,
к.е.н., КУХАРУК Анна Дмитрівна _____

Рецензент:
доцент кафедри математичного моделювання
економічних систем,
к.ф.-м.н., доц. ЖУКОВСЬКА Ольга Анатоліївна _____

Засвідчую, що у цій магістерській дисертації немає запозичень з праць інших авторів без відповідних посилань
Студент _____

Київ – 2020 року

NATIONAL TECHNICAL UNIVERSITY OF UKRAINE
«IGOR SIKORSKY KYIV POLYTECHNIC INSTITUTE»

FACULTY OF MANAGEMENT AND MARKETING

DEPARTMENT OF INTERNATIONAL ECONOMICS

Higher education level – second (master)
Specialty 051 «Economics»
Educational and proffesional program «International Economics»

APPROVED
Head of the Department
_____Serhii VOITKO
07th of November 2019

OBJECTIVE
for a master thesis to a student
YAZICI Hasan Basri

1. The theme: *«Improving the export potential of Turkey using online trading platforms»*
scientific supervisor: Kukharuk Anna Dmytrivna, PhD, Assoc. prof.
approved by order of the University from _____, 2020, № _____ .
2. The term of the thesis' submission: December 01, 2020.

3. Object of research: processes of improving an export potential of Turkey.

4. Subject of research: theoretical, methodological, and practical aspects of improving an export potential of Turkey with the use of online trading platforms.

НАЦІОНАЛЬНИЙ ТЕХНІЧНИЙ УНІВЕРСИТЕТ УКРАЇНИ
«КИЇВСЬКИЙ ПОЛІТЕХНІЧНИЙ ІНСТИТУТ
імені ІГОРЯ СІКОРСЬКОГО»

ФАКУЛЬТЕТ МЕНЕДЖМЕНТУ ТА МАРКЕТИНГУ

КАФЕДРА МІЖНАРОДНОЇ ЕКОНОМІКИ

Рівень вищої освіти – другий (магістерський)
Спеціальність 051 Економіка
Освітньо-професійна програма: «Міжнародна економіка»

ЗАТВЕРДЖУЮ
Завідувач кафедри
_____ Сергій ВОЙТКО
07 листопада 2019 року

ЗАВДАННЯ
на магістерську дисертацію студенту
ЯЗИДЖИ Хасан Барсі

1. Тема дисертації: «Розвиток експортного потенціалу Туреччини з використанням онлайн торгівельних платформ »

науковий керівник дисертації: Кухарук Анна Дмитрівна, к.е.н., доц.

затверджені наказом по університету від __ ___ 2020 року № _____

2. Строк подання студентом дисертації: 01 грудня 2020 року.

3. Об'єкт дослідження: процеси розвитку експортного потенціалу Туреччини

4. Предмет дослідження: теоретичні, методичні та практичні аспекти розвитку експортного потенціалу Туреччини на основі використання онлайн торгівельних платформ

5. List of tasks to be done:

a) theoretical and methodological part:

- to reveal the essence and features essence of the concept export potential of a country;
- to determine factors of the country's export potential;
- to consider the methodology for the development of the country's export potential in the digital economy;

b) research and analytical part:

- to diagnose Turkey's integrated position in the world rankings; ;
- to analyze the activities of leading Turkish export oriented companies;
- to identify Turkey's export specialization;

c) design part:

- to perform the characteristics of global trading platforms;
- to develop the recommendations for improving the export performance of the Turkish enterprises by working in global trading platforms.

6. Tentative list of illustrative material

1. Content components of the country's export potential;
2. Logical scheme of factors of export potential of the country;
3. Comparison of methods for assessing the level of export potential of the country;
4. Turkey in international rankings;
5. Analysis of the activities of the leading export-oriented enterprises of Turkey;
6. Analyze the activities of leading export-oriented enterprises in Turkey;
7. Present the characteristics of global online trading platforms
8. Formulate recommendations for improving the export activities of Turkish enterprises through work on global online trading platforms.

7. Date of assignment: November 7, 2019.

5. Перелік завдань, які потрібно розробити:

а) теоретико-методологічна частина:

- розкрити зміст експортного потенціалу країни;
- визначити специфічні чинники експортного потенціалу країни;
- узагальнити методологію оцінювання рівня експортного потенціалу країни;

б) дослідницько-аналітична частина:

- здійснити діагностику позиції Туреччини у міжнародних рейтингах;
- проаналізувати діяльність провідних експортоорієнтованих підприємств Туреччини;
- виявити пріотитетну екпортну спеціалізацію Туреччини;

в) проектно-рекомендаційна частина:

- представити характеристику глобальних торгівельних онлайн платформ;
- сформулювати рекомендації з удосконалення екпортної діяльності підприємств Туреччини через роботу на глобальних торгівельних онлайн платформах.

6. Орієнтовний перелік ілюстративного матеріалу

1. Змістовні складові експортного потенціалу країни;
2. Логічна схема факторів експортного потенціалу країни;
3. Порівняння методів оцінювання рівня експортного потенціалу країни ;
4. Туреччина у міжнародних рейтингах;
5. Аналіз діяльності провідних експортоорієнтованих підприємств Туреччини;
6. Проаналізувати діяльність провідних експортоорієнтованих підприємств Туреччини;
7. Представити характеристику глобальних торгівельних онлайн платформ
8. Сформулювати рекомендації з удосконалення екпортної діяльності підприємств Туреччини через роботу на глобальних торгівельних онлайн платформах.

7. Дата видачі завдання: 07 листопада 2019 року.

8. Schedule

№	Name of stages	The term of implementation	Note
1.	Formation of information base of research, study and analysis of literature sources on the chosen topic of work	07.11.2019 – 31.11.2019	
2.	Research of theoretical and methodical bases of development of export potential of a country	01.12.2019 – 31.01.2020	
3.	Analysis of Turkey's integrated position in the world rankings	01.02.2020 – 10.03.2020	
4.	Analysis of activities of leading Turkish export oriented companies	11.03.2020 – 26.05.2020	
5.	IdentifyingTurkey's export specialization	27.05.2020 – 30.08.2020	
6.	Performing the characteristics of global trading platforms	31.08.2020 – 30.09.2020	
7.	Developing the recommendations for improving the export performance of the Turkish enterprises by working in global trading platforms	01.10.2020 – 31.10.2020	
8.	Paperwork with master’s thesis	01.11.2020 – 29.11.2020	

Student _____ YAZICI Hasan Basri

Scientific Supervisor of the thesis _____Anna KUKHARUK

8. Календарний план

№ з/п	Назва етапів виконання магістерської дисертації	Строк виконання етапів магістерської дисертації	Примітка
1.	Формування інформаційної бази дослідження, вивчення та аналіз літературних джерел за обраною темою роботи	07.11.2019 – 31.11.2019	
2.	Дослідження теоретичних та методичних основ розвитку експортного потенціалу країни	01.12.2019 – 31.01.2020	
3.	Проведення діагностики позиції Туреччини у міжнародних рейтингах	01.02.2020 – 10.03.2020	
4.	Аналіз діяльності провідних експортоорієнтованих підприємств Туреччини	11.03.2020 – 26.05.2020	
5.	Виявлення пріотитетної екпортної спеціалізації Туреччини	27.05.2020 – 30.08.2020	
6.	Характеристика глобальних торгівельних онлайн платформ	31.08.2020 – 30.09.2020	
7.	Формулювання рекомендацій з удосконалення екпортної діяльності підприємств Туреччини через роботу на глобальних торгівельних онлайн платформах	01.10.2020 – 31.10.2020	
8.	Оформлення магістерської дисертації	01.11.2020 – 29.11.2020	

Студент _____ Язиджи Хасан Барсі

Науковий керівник дисертації _____ Анна КУХАРУК

ABSTRACT

The master’s thesis on the topic: «Improving the export potential of Turkey using online trading platforms» contains 69 pages, 7 tables, 3 figures. The list of links has 21 names. The relevance of the research topic is related to the current conditions to increase the export potential of using online trading platforms Turkey in this direction, information and incentives are explained about encouraging people to invest by informing them.All types of investments are quite risky. But from the other hand, this situation can become an impact for developing new opportunitiesAlthough online platforms were accepted as virtual in the past, we see that the volume of online trade is increasing and will increase even more.

The aim of the thesis is to increase the export potential of online commerce platform in Turkey. Thus, it is subject to certain orientations and training of those who recommend trade and export in Turkey. We aimed to increase the export potential of Turkish companies and more on the general platform. Main subject to certain orientations and training in the online platform aimed to increase the export potential. The object of the research of the master’s thesis is the processes of the development of international activity of the enterprise. Master's thesis research topic, present conditions in Turkey the rights of the company in the development of online platforms and activities in Turkey's export potential, theoretical, methodological and practical aspects are.

Research objective: to develop theoretical, methodological, and practical aspects of improving an export potential of Turkey in conditions of digitalization.

Object of research: processes of improving an export potential of Turkey.

Subject of research: theoretical, methodological, and practical aspects of improving an export potential of Turkey with the use of online trading platforms.

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INTRODUCTION

Determining the factors affecting the export potential of the country has become inevitable for every country today. In the digital economy, we see how actively the methodologies for developing the export potential of the country are being used today and the number of users is increasing day by day. We know that those who discover and apply these methodologies earlier provide more development.

Now, we have entered a period in which the digital age is very fast. Innovations, ideas, products and advertisements can be shaped very quickly according to the customer. Even if it is difficult to determine the future of the digital world, companies that do research on this subject are always one step ahead.

Turkey has also sighted in the company of greatly. These companies digital trade ties and digital infrastructure has already planned for many years and Turkey's exports have found the top position in the present şirketlerdir.türki a good place for itself in the digital world in terms of production capacity and by day digital commerce using human count and informed people about digital commerce the number is increasing.

With the increase in digital commerce, people started shopping on digital platforms. With the increase in customers on these platforms, the number of vendors increased and global shopping accelerated worldwide. As a result of all this digitalization, people have adapted to digital commerce and life.

Research objective: to develop theoretical, methodological, and practical aspects of improving an export potential of Turkey in conditions of digitalization.

Object of research: processes of improving an export potential of Turkey.

Subject of research: theoretical, methodological, and practical aspects of improving an export potential of Turkey with the use of online trading platforms.

List of tasks to be done:

-to reveal the essence and features essence of the concept export potential of a country;

-to determine factors of the country's export potential;

-to consider the methodology for the development of the country's export potential in the digital economy;

-to diagnose Turkey's integrated position in the world rankings; ;

- to analyze the activities of leading Turkish export oriented companies;

-to identify Turkey's export specialization;

-to perform the characteristics of global trading platforms;

-to develop the recommendations for improving the export performance of the Turkish enterprises by working in global trading platforms.

It the master dissertanio several methods were used, namely: generalization. scientific comparison, systematization, economic analysis.

The paper contains 69 pages, 7 tables, 3 figures. The list of links has 21 names.

CHAPTER 1. THEORETICAL FOUNDATIONS OF ENSURING THE COUNTRY'S EXPORT POTENTIAL

1.1. Defining the essence of the concept Export potential of a country

Every country has an export potential. As the definition of the country's export potential we can say empirical studies on international trade show that trade between countries is directly proportional to the size of the countries and inversely proportional to the distance between them.

We can say that the greater the gross domestic product (GDP) of a country, in other words, the larger the economy, the more foreign trade, the farther the distance, the less foreign trade.

Apart from these two factors, it is seen that factors such as having a common border, being in the same customs union or free trade zone, being at a similar level of development can also affect trade.

Studies have shown that common cultural elements such as speaking the same language and having a similar belief system can have an impact on international trade. All of these factors are used to explain the amount of trade between countries. We can accept this statement as the export potential of the country.

In order to bring transparency into the selection of products, sectors and markets for export promotion activities, the International Trade Centre (ITC) has developed an export potential assessment methodology. Based on detailed trade and market access information, it allowsidentifying

– depending on the needs of the country – existing products with high export potential and/or diversification opportunities in a given target market:

The Export Potential Indicator (EPI) serves countries that aim to support established export sectors in increasing their exports to new or existing target markets.

It identifies products in which the exporting country has already proven to be internationally competitive and which have good prospects of export success in specific target market(s) (intensive product margin).

The Product Diversification Indicator (PDI) serves countries that aim to diversify and develop new export sectors that face promising demand conditions in new or existing target markets.

It identifies products which the exporting country does not yet export competitively but which seem feasible based on the country's current export basket and the export baskets of similar countries (extensive product margin).

Conceptually, export potential assessments are based on the assumption that in a world without frictions trade flows can be described as a combination of supply performance, easiness to export and total demand.

While a country's capacity to supply existing products (EPI) is captured through projected market shares, its capacity to diversify into new products (PDI) relies on Hausmann and Hidalgo's concept of the product space (Hausmann and Klinger, 2007, Hausmann et al., 2007 and Hidalgo et al., 2007) that establishes links between products through an assessment of how frequently they are found together in the export baskets of countries.

The first approach – the EPI – is based on a structural model that (i) identifies potential export values from supply capacities in the exporting country, demand conditions in the target market and bilateral linkages between the two. This corresponds to an empirical specification with exporter × product, importer × product and exporter × importer fixed effects but avoids computational constraints when working at a detailed product level.

Any gap between what countries could export and what they actually do export is then argued to result from factors that trade advisors may address together with local companies, such as for example lacking information about the rules and regulations of the target market or difficulties in complying with them or in meeting the (quality) preferences of its consumers.

The second approach – the PDI – is based on the concept of the product space. The export potential assessment methodology improves the purely outcome-based measure of linkages to new products by accounting for natural endowments that are pivotal for the capacity of a country to produce certain products.

It also responds to recent criticisms of the product space of being entirely supply-side driven (see e.g. Harrison and Rodriguez-Clare, 2011 or Lederman and Maloney, 2012) by combining it with demand and market access information.

Since the descriptive nature of the product space does not allow for any meaningful estimate of potential trade values, we present rankings of diversification opportunities in a given country or regional market.

Very few attempts to give data-based guidance to developing countries on export opportunities have been made. Guidance on developing countries is a more complex and unpredictable aspect than in developed countries, so fewer attempts have been made to provide guidance on this issue.

One of them is the Decision Support Model (DSM) that starts by analysing the macroeconomic conditions of a large number of potential target markets and then, using a filtering approach, systematically screens possible product-market combinations (according to criteria such as import growth, size, market concentration and accessibility) until a shortlist of the most promising, 'realistic' opportunities remains (Cuyvers et al., 2012). The DSM differs from export potential assessments in that it relies on filters.

Starting with all possible product-country combinations, it differentiates only at the end between products that fall within a country's demonstrated export (supply) capacity and those that fall outside of it. In this way, new potential product-target market combinations are the residual of the filtering process and not derived from a dedicated approach to capture the extensive margin of trade.

With the recent advances of the product space, a number of institutions (including UNCTAD and the World Bank) have started advising on diversification opportunities based on supply-side linkages between products. As mentioned above,

these approaches disregard demand and market access factors that impact a country's export decisions.

For each product that can be considered feasible, indicators that evaluate its desirability from a developmental and social perspective are introduced. As an exemplary output for a country in this regard, Iraq is discussed together with a robustness check based on the results of all countries.

In the evaluation of export potential, it is a quantitative approach to determine the promising export sets and markets of these sectors on a global basis, generally based on trade and market access information. While EPI is derived from the structural decoupling of trade into demand, demand and binary linkages, and additionally provides an estimate of potential export data to this extent, PDI is based on the descriptive and result-based concept of the product area. Therefore, the export potential assessments to be made avoid knowing the potential dollar value associated with particular diversification opportunities and only provide the ranks of in-market products.

1.2 Factors of the country's export potential

Countries have export potentials as well as factors that affect their export potential. Among the factors affecting the export potential of countries, we can show the language factor as the first factor. The fact that countries speak the same language plays a major role in a more accurate and smoother communication and a smooth export between countries. Therefore, countries or companies that use the same language are likely to choose each other for export. Companies will do their best to minimize the risk, especially in contracts to be made for high-volume exports. The company that exports or imports may prefer to understand the contract to be made without any problems and spend less time on this part. This problem arises especially in the agreements that the two countries have submitted to each other.

In addition, companies pay great attention to the customs laws of the countries and prefer to understand the customs rules that are different in almost every country. Hence, language is an impressive factor for export potential.

Religion. Among the factors affecting the export potential is their religion.

Because the religions are the same, people come across common values with each other. Having common values is a powerful element that strengthens communication and enables us to empathize with each other. Trading methods found in scriptures may differ. To give an example of this belief in Islam, it is stated in the Qur'an, which is the source of the religion of Islam, that Muslims cannot buy money and do not trade with interest.

To give another example, there is a similar commandment according to the beliefs of the Jews. If it is necessary to explain this, Jews are commanded not to make interest-free shopping with a person of their own faith, but it is obligatory to exchange interest with people who believe in a different religion. Therefore, if we accept that people who are devoted to their religion will care about these substances, we can cite religions as a factor affecting exports.

To give a different example, there are certain rules in Islam and Judaism as the way animals are slaughtered, especially in the food sector. In the period when these rules were not followed, the meat of these animals was prohibited to Muslims and Jews. Since the way these two religions slaughter animals are similar, it increases the possibility of choosing each other.

Religions have their own holidays and religions have their own wedding style. Religious symbols and gifts for such events are often produced for sale. For example, as Christmas approaches, some of the Christians want to buy religious items and their shopping is in this direction.

Culture. Culture is a different factor affecting the export potential. Products or habits produced or consumed by people of the same culture, ethnicity or nationality are very similar to each other. In addition, the requests of neighboring countries and countries that are close to each other can be in the same direction and similar. Companies of countries belonging to the same culture are more likely to find

products to look for, and their empathy level is higher. Since they use these products themselves and are in their own culture, it is absolutely essential that they have more information about the product and know what positive and negative situations they may encounter. As a result, the fact that cultures are the same or similar is an important factor that increases the probability of companies from different countries to choose each other.

Economic Power. As another factor affecting the export potential of countries, we can give an example of the Economic powers of the countries. As we explained before, the export potential of the countries is directly proportional to their economic size. To explain this a little more, if the people in the country have economic power, they have economic freedom or if the GDP value in the country is high, the people of this country can export more. High economic power in a country and high per capita income is one of the important factors that directly increase the export potential. Countries without economic power often turn to basic needs and savings, so this is a factor that reduces exports. As an example for countries with economic power to be a factor that changes their export potential;

Three factors have been instrumental in expanding the share of U.S. goods exported to developing countries in East Asia and Latin America. First, rapid per capita income growth in these developing nations has made U.S. exports more affordable. Second, strong population growth in East Asia and Latin America has expanded market size by increasing the number of consumers. Third, trade liberalization has enlarged U.S. export markets in East Asia and Latin America by creating or increasing access to previously restricted market segments.

External Forces. The characteristics of the industry the business is in, technological density, complexity of the production system, industry instability. In their study, Çavuşgil and Zou (1994) concluded that technological intensity and production complexity positively affect export performance. Holzmuller and Kasper (1991) and Holzmuller and Stottinger (1996) reached similar conclusions in their studies. The characteristics of the export market are related to the development level of the export market, the demand potential in the market, competition in the market,

cultural similarity to the domestic market, market entry barriers, the familiarity of the customers in the export market with the brand and the product.

Çavuşgil and Zou (1994) found a positive relationship between export market competitiveness and export performance in their study. Environmental conditions, external and internal conditions on the contrary, it consists of elements that cannot be controlled by the business. It is not possible for the environmental conditions to be changed by the company, at least in the short term. Anyway, the success of an exporter company will be achieved not by trying to change the environmental conditions, but by adapting to these conditions with goods, quality, price and other features.

The environment is related to external factors and provides it with some opportunities and opportunities as well as the source of dangers and difficulties. Environmental conditions are a factor that complicates international marketing efforts than national marketing efforts. Since environmental conditions affect all kinds of activities of the enterprises in general, they also affect the export performance of the exporting enterprises.

Internal forces are internal conditions that can be controlled by businesses. While some of these conditions can be controlled by businesses in the short term, some may need a long term to be changed. These conditions can be controlled by businesses; It consists of features of the business, characteristics of the manager, and product features.

Objective Manager Features The age of the managers, their education level, the foreign language level, and the annual salary, etc. The research conducted by Dichtl et al. (1983) showed that the objective manager characteristics revealed significant results in export performance.

The variables in this study were age, education, foreign language status and annual salary. In another study by Miesenböck (1988); It has been concluded that managers who are younger, have foreign language skills, are better educated and have professional experience tend to be more successful in exports.

It has been revealed in the researches that the objective manager features directly affect the subjective manager characteristics as well as the export performance (Miesenböck, 1988; Aaby and Slater, 1989).

Subjective Manager Features Managers' management style (authoritarian or participatory), their approach to delegation, their support for teamwork, their risk-taking levels, their tolerance to uncertainty, their emotional stability, their flexibility and conscientious approach, their support for change, their attitude towards being in a foreign country, traits such as feelings of harmony and nationalism constitute the subjective characteristics of rulers.

Product features Marketing strategy of product features in an export venture It has been demonstrated in many studies (Çavuşgil, Zou and Naidu, 1993; Cooper and Kleinschmit, 1985; McGuinness and Little, 1981). Product-related features that affect export marketing strategy; cultural characteristics of the product, patent strength, unit value, age, uniqueness and service / maintenance needs of the product.

Export Marketing Strategy Export marketing strategy, the export initiative to achieve its purpose It is the firm's response to the mutual interaction of internal and external forces. The export marketing strategy includes the decisions regarding the product, price, distribution and promotion marketing mix elements in order to achieve the purpose of the export initiative, and the enterprise has two alternatives in this regard, mainly standardization and adaptation.

Measuring Export Performance Many different variables have been used in the literature to measure export performance. This situation has also been a reason for the conceptual confusion observed in the export performance literature. Despite the diversity and confusion in the literature, we can categorize the scales used to measure export performance into three categories, depending on their export purpose.

- Financial scales, non-financial scales and mixed scales. These are the scales used to measure the extent to which the company has achieved its economic goals in attempting to export. Financial measurements. It consists of sales measures, profitability measurements and growth measurements.

- Sales measures. It includes measures of export sales or export intensity. The amount of export sales of the firm and its share in total sales are determined by sales measurements.
- Profitability measurements. It consists of measuring the share of export profitability and export profitability in the total profitability of the firm. In the export performance literature, profitability measurements were made by comparing the export profitability of the enterprise with the profitability of its sales in the national market and comparing the total net income obtained from the national market with the total net income obtained from export sales in the last two years.
- Growth measurements; It consists of measuring the changes in export sales and profitability in certain time periods. In the export performance literature, there is no consensus on how many years will be taken as a basis for growth measurements, and in the studies conducted, it has been considered in different time periods such as three, four and five years.
- Financial measurements are made based on the financial records of the firm and are of an objective nature. Financial measurements have been preferred more in the literature due to their objective nature and their relatively easy determination.

1.3. Methodology for the development of the country's export potential in the digital economy

The world as we know it is continually changing, and one of the fundamental drivers is digital transformation. At its core, digital transformation isn't about Internet "unicorns." It's about using the latest technology to do what you already do – but better. The global economy is undergoing a digital transformation as well, and it's happening at breakneck speed. So, what is the digital economy? It′s the economic activity that results from billions of everyday online connections among

people, businesses, devices, data, and processes. The backbone of the digital economy is hyperconnectivity which means growing interconnectedness of people, organisations, and machines that results from the Internet, mobile technology and the internet of things (IoT).

The digital economy is taking shape and undermining conventional notions about how businesses are structured; how firms interact; and how consumers obtain services, information, and goods. Professor Walter Brenner of the University of St. Gallen in Switzerland states: “The aggressive use of data is transforming business models, facilitating new products and services, creating new processes, generating greater utility, and ushering in a new culture of management”.

Recently, TechCrunch, a digital economy news site, noted, “Uber, the world’s largest taxi company, owns no vehicles. Facebook, the world’s most popular media owner, creates no content. Alibaba, the most valuable retailer, has no inventory. And Airbnb, the world’s largest accommodation provider, owns no real estate… Something interesting is happening.”

What is it about these companies that allows them to re-imagine the traditional boundaries and value proposition of their industry? What can these young companies teach you about leading a digital transformation in your industry? How will you adapt to the emerging fluidity found in traditional roles?

There are four fundamental areas of digital transformation central to business success in the digital economy.

Future of work People regularly work from different offices, their home, or a local coffee shop. While where we work has changed, we all expect the same level of connectivity experienced in the physical office. The emergence of this flexible, global enterprise requires organisations to manage a dynamic ecosystem of talent and enable next-generation digital business processes that prove to be effective, even when distributed across various places and time zones.

Customer Experience In the digital economy, all customers – business-to-business as well as business-to-consumer alike – want to interact with businesses

when and where they want and in a fashion that is most convenient for them. Additionally, customers desire engagement with brands through experiences that are seamless, omnichannel, direct, contextual, and personalised.

Digital Supply Networks While the global middle class is expected to expand threefold by 2030, there is increasing pressure on essential business resources, which are growing at a slower rate of 1.5 times. The answer to this mismatch lies in how enterprises securely share data in real time to enable next-generation commerce applications to thrive. The digitisation of everything is creating new intelligent digital networks of networks that fundamentally change the way commerce is managed, optimised, shared, and deployed.

The Internet of Things (IoT). As sensor prices continue to drop, we are on the cusp of an era where everything can be connected – people, businesses, devices, and processes – to each other. The melding of the physical and digital world brings every asset into a digital domain where software dominates. When an organisation can understand its physical and digital asset inventory at any given moment, it can operate with precision previously unimaginable, paving the way for the ultimate lean enterprise. This will not be a nice-to-have differentiator, but an imperative for any digital business within the next two years.

Why the Digital Economy Will Be More Important ?

In today's globalizing world, staying behind technologically brings great costs. So the world needs a comprehensive understanding of the effects of the digital revolution on personal and social well-being. Chen Long, one of the executives of Louhan Academy, a think tank affiliated to China-based e-commerce giant Alibaba, and Nobel-winning US economist Michael Spence, drew the roadmap of the digital economy in a joint article published on the website of the international thinking platform "Project Syndicate".

The two authors state that digital developments have led to revolutionary transformations in all areas of our lives, from the mobile internet to Artificial Intelligence, from blockchain mechanisms spreading with bitcoin to Big Data. The

article underlines that this situation necessitates a structural transformation that has never been seen before and unfortunately not prepared for it:

> “It took 62 years for cars to reach 50 million users. It took 46 years for electricity to have that influence. However, mobile phones have achieved this in only 12 years and the Internet in 7 years. Pokémon GO, the phone game using augmented reality technology, had 50 million users only 19 days later. "

Recalling that more than 60 percent of people living in low-income countries own mobile phones, the authors emphasize that unlike industrialization, digitalization affects the entire planet almost simultaneously:

> "Despite the speed and extent of digital technology's penetration - we need to establish the right measurement mechanisms so that governments and societies can manage the digitalization process in a way that maximizes benefits and minimizes risks."

The authors, who use the statement “The most active users of digital technology in the world are not necessarily people in higher socioeconomic status” underline the promise of digitalization for sustainable and inclusive growth. The authors, who exemplify how new technologies such as Bitcoin create risks as well as opportunities, as new financial instruments bring the global economic crisis, continue as follows:

> “As the global crisis has strikingly demonstrated, unrestricted financial innovations can pose serious risks; innovators can often exploit information asymmetry for their own benefit. Seeing that digital technologies can potentially incorporate finance and digitalization can increase prosperity regardless of its sustainability, it is critical for government to take action. As digital platforms form the foundations of an interconnected economic system,

it is key to providing them with fair access and defining the legal responsibilities of the various actors involved in this new organization”.

Considering the future of the workforce, Long and Spence point out that there is no evidence that automation displaces people and increases unemployment. However, they also state that job descriptions will change:

"Helping the" losers "of automation to adapt to the change in the job market is an important issue. This is not just about strengthening traditional education and skills development programs; It requires companies, universities, and governments to work together to develop more flexible and modern solutions, especially (technology-supported) on-the-job training. The authors also address the privacy and security challenge that the digital revolution has brought to a whole new stage:
“Recent experience has shown that market forces may not be sufficient to protect data security. The main example; Facebook with 2.4 billion users. Last year, it was revealed that an application collected private information of more than 50 million Facebook users and shared it with the political consultancy company Cambridge Analytica, and that information was used in US President Donald Trump's election campaign in 2016. It turned out that a few months later, Facebook provided more personal information than it disclosed to the world's leading tech companies".

Emphasizing that both the private sector and states should do their part in privacy and data sharing, the authors state that the European Union has taken an important step with the General Data Protection Regulation, which was put into effect last year. Long and Spence say that steps outside the EU - including the US - do not yet seem to be sufficient. It is stated that technology produces solutions for such issues and solves these problems with some software and applications.

What Will Be the Rules of the Digital Economy? So, how will the problems caused by the digital revolution be prevented by regulations? The authors call on governments to act flexibly in global cooperation:

"In this context, digital collaboration should be flexible, adaptable and as comprehensive as possible. In particular, it should ensure that technologies align with common values such as justice and respect for human rights. Special attention should be paid to low-income countries and disadvantaged groups within countries. This doesn't mean we have to look for a one-size-fits-all solution. Compliance of standards increases economic efficiency, but this should not be done by ignoring the cultural and economic needs of each country and region".

Long and Spence, who advised governments and companies to behave within a common ethical framework, said, "It is inevitable that new technologies will cause unwanted effects and there will always be 'bad' actors. If the majority use technology responsibly, it can be avoided, "he says.

The authors are also hopeful that the possibilities offered by the digital revolution can solve ingrained social problems:

> "Computers today can collect and move huge chunks of data, summarize statistics, and automatically view patterns. Technological advances have come to such a point that models can now be presented to us by which we can find answers to questions that were previously beyond our knowledge horizon. Within a sound ethical framework, we should prioritize creating policies that will establish an effective and sustainable social safety net and encourage macroeconomic and financial stability".

As a result, states have taken a step into the digital world, which has completely entered our lives and is in all areas of our lives. Countries that cannot plan the digital world will have to pay the digital economy cost.

As a methodology for the development of the export potential of the country in the digital economy, states should better inform people about the digital economy awareness. Today's young people support the island state support if we will teach you step into the digital world and Turkey are taking any kind of tax for 1 year. This situation plays a big role in young people and people understanding the importance of e-commerce. In other words, if people enter the digital world as a society, their potential in the digital economy improves.

Results of the first part , We have determined that the size, proximity and development levels of the countries are a reference for us to make inferences about export data.

A detailed explanation has been made about Religion, Culture, Economic power, External forces, Internal forces, Objective Manager Features, Subjective Manager Features, Product features, Export Marketing Strategy, Measuring Export Performance, Measuring Export Performance, which are factors affecting the export potential of countries about how important it is, what export companies should pay attention to in this regard.

By providing information about Future of work, Customer Experience, Digital Supply Networks, The Internet of Things (IoT), which are the foundations of digital transformation at the center of business success in the digital economy, we have seen the importance of these issues.

CHAPTER 2. ANALYSIS OF TURKEY'S EXPORT POTENTIAL IN THE DIGITAL ECONOMY

2.1. Analysis of Turkey's Export Specialization

The need for change and transformation was instigated by varying factors at different stages in history. However, it has always been something essential for the welfare of humankind. In our day, for example, we are especially challenged by the evolution of information technologies.

Digitalization and automation alter the way of doing business and transform the way countries trade with each other. As always, the success and welfare for countries lie mostly in the ability to foresee such trends and dynamics of the future and to adapt policy measures accordingly.

In this context, Turkey, as a dynamic developing country, must race against time and successfully carry its economy into what may be referred to as the digital age. With a population of more than 80 million, 68 percent of whom are at working age; a high growth performance as well as a trade volume nearing 400 billion dollars; Turkey is a significant actor of the world economy and needs to capitalize on such developments brought by technology and globalization.

One of the most obvious fields that our digital age manifests itself in is e-commerce, which continues to grow steadily at the global level. Since 2012, the business-to-consumer (B2C) e-commerce volume has increased by an average of more than 20 percent annually.[1] It is crucial for Turkish companies to effectively use e-commerce opportunities domestically as well as for foreign trade. Citizens and companies in Turkey have been rapidly adapting to shopping and trading online. Numerous Turkish e-commerce websites have emerged over the recent years and are operating quite successfully.

In addition, being a crossroads-country, Turkey has great potential for serving as a logistics hub with respect to e-commerce. Recent investments realized by

global e-commerce giants demonstrate Turkey's potential with respect to the logistics of this field.

Although it is estimated that the Turkish e-commerce volume is currently below the world average, the adaptation of Turkish citizens and companies to e-commerce is quite promising. The Ministry of Trade believes that the adaptation to e-commerce is very important and it will continue to be a policy agenda of priority for the Ministry.

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Digitalization offers both opportunities and risks to businesses, consumers, and governments. While it enables an increasing exchange of products and services, it may also translate into the closing down of businesses and hence job losses, especially in the case of Small and Medium Size Enterprises (SMEs). It may also bring about new risks in the field of consumer safety.

Monitoring and regulating e-commerce is an issue for all governments and a collective effort on the international level is essential. As with previous large-scale economic transformations of the past, one would expect the advantages of digitalization to be greater than its risks. However, this will greatly depend on the steps taken at the national and international level.

A study by McKinsey shows that the US and European countries are far below their potential in terms of sectors and firms adapting to digitalization. Today, Europe operates at only 12 percent of its digital potential while the United States operates at 18 percent. Within Europe, France operates at 12 percent of its digital potential, Germany at 10 percent, and the United Kingdom at 17 percent.

As the Turkish Ministry of Trade, we are taking a proactive approach in employing necessary strategies for reaping the benefits of digitalization. From domestic commerce infrastructure to customs procedures, incorporating an enhanced level of digitalization is one of our key priorities.

Many customs processes and documents such as the ATR movement certificates and certificates of origin are being transferred to electronic platforms. This is a true challenge since customs processes constitute a complex environment shaped by many actors at the domestic and international level.

As a country with a high volume of transit trade, security of customs is also an important priority. Thus, we are very active in introducing electronic processes and automation to our customs services.

Digitalization at Turkish customs necessitates cooperation especially with our neighboring countries since many documents need to be verified and recognized in a cross-border manner. This is especially true in our trade relationship with our Customs Union partner, the EU, to where Turkey exported about 84 billion dollars of products in 2018.

In the area of domestic commerce, the Ministry of Trade has achieved great progress and realized some outstanding projects in terms of digitalization.

By introducing “MERSIS” (The Central Registration Information Network), we are now able to monitor and manage all kinds of company procedures—from registration to successive legal performances—electronically.

The system is integrated with the official e-government portal (turkey.gov.tr). While this network eases the formal workload of companies, it also enhances coordination among different ministries and branches of the government with respect to domestic commerce. A similar project named “PERBIS” (Retail Information System) will be completed within 2019.

We have also introduced a unique and exemplary project by drafting a new law on electronic checks and bonds. By using the codes that will be imprinted on checks and bonds, any party will be able to electronically investigate the relevant record of the issuing company.

This one of a kind network, which will also be integrated with the Turkish banking system, will support financial prudence, enhance market efficiency, and avert fraudulent activities.

Among the Ministry’s other projects are a new registration and information system, as well as a mobile application with respect to foods and vegetable markets across the country. This will provide us with great insight into the supply chain in agriculture. This is very crucial for ensuring food security as well as fighting inflation based on food prices.

These are only some examples of projects the Ministry is pursuing; they demonstrate the larger role information technologies are occupying at the policymaking level. Such projects will surely be multiplied in different fields

In order to ensure real success with respect to digitalization of the economy, concerted effort among the private sector, universities, NGOs, and the government is essential. Only through cooperation can the share of medium and high technology products within total exports reach desired levels.

To provide some examples from the private sector, video game production in Turkey has been noticeably thriving in recent years. We hear success stories from sector incubations where young people demonstrate their skills, knowledge, and creativity.

The export amount has already passed a billion-dollar figure in this sector. Another example is the Turkish movie and screenplay sector, which is flourishing. The export of TV series alone is estimated to have reached half a billion dollars in revenue. Both sectors rely heavily on digital technologies, and digital infrastructure is crucial not only in terms of production but also in terms of marketing. In this context, one could argue that almost all sectors of the economy need to revise their production and marketing strategies in consideration of the new information and communication technologies available. This would certainly complement our overall aim of transforming Turkish production and export structure to a level with more innovation, technology, and value-added.

From the rising sectors of the economy such as the aviation and defense industry to more conventional sectors like textile or agriculture, almost all sectors of the economy must take into account technological novelties and opportunities brought about by the digitalization of global business in today's economic environment. This is essential for the sustainability of Turkey's successful economic performance.

It is also important to touch upon the *individual* or the *consumer* in the light of the digital economy. Behavioral economics and particularly the "nudge theory" have come to the forefront of economic discourse in recent years. These rely heavily on the gathering and disseminating of information with respect to consumer preferences.

It is a hard task given that consumer preferences themselves are transforming rapidly. As the Turkish Ministry of Trade, we could not be indifferent to these

conditions, therefore, we assigned a team of experts to examine the applicability of behavioral economics in policymaking. We started off with some simple exercises whereby we introduced some of our Ministry's services to our target groups using some unique and creative communication techniques. After these trials, we recently decided to establish an official department named "*Behavioral Public Policy and New Generation Technologies.*" Furthermore, we decided to incorporate *blockchain* to our work. We have identified some pilot projects that will actively use digital blockchain technologies; one with regards to product inspections and laboratory testing and the other involving the geographical indication of products.

Given the complexity of the transformation that global business is experiencing, success can only come with cooperation among the public and private sectors, as well as other actors of civil society. If Turkey wants to boost its innovative capacity, researchers, entrepreneurs, investors and policymakers should integrate into the same habitat. In order to support this goal, the Turkish Ministry of Trade is trying to employ new and inclusive governance strategies. The recently established "Working Group on Innovative Trade" is one such initiative. This is a platform that gathers successful entrepreneurs from Turkey and abroad, as well as bureaucrats from the Ministry to identify new ideas, methods, and techniques that can boost Turkey's innovative capacity, as well as enhance the conditions of doing business. Likewise, the "Consultancy Council" of the Ministry that periodically brings together the Minister with the chairpersons of the major private sector organizations serves a similar objective.

The current global business environment, characterized by technological transformation and digitalization, essentially entails a higher business and trade volume among people, companies, and nations. On the other side, we cannot disregard some of the imminent political discussions that put global business under stress, particularly the issue of protectionism and "trade wars."

A Note on Protectionism and Trade Wars. Particularly under the Trump Administration, we have seen the resurgence of trade wars in the international arena—both in discourse and in action. However, one must question whether hard-line protectionism can be sustained in the long-term in the current global economy. Supplementary to this, it is prudent to question whether it is *even rational* to resort to such protectionist and segregative measures in our day. I believe trade wars as a policy option is neither sustainable nor rational.

This is especially true if we take into account the main global challenges of our times such as migration and climate change, which are at the same time economic problems and need to be tackled collectively.

Turkish foreign economic relations have always rested on the premise of international cooperation, as well as free and fair trade.

With regards to migration, for example, masses of people choose to migrate to more prosperous parts of the world. While security is the primary concern for the majority of these people, as in the case for many Syrians, aspiration for economic well-being is another main motivation.

Therefore, the surge in migration highlights the importance of investment and trade as a tool of sustainable development in developing or less developed countries (LDCs). Cooperation on a global level in trade, investment matters, as well as development is critical for mitigating migration. This will contribute to fostering a secure and prosperous environment for the people of developing and less developed nations, whereby they can find employment and pursue their economic livelihood in their homelands.

We can extend this discussion from the growth perspective. Developed parts of the world such as the EU or Japan are prone to relatively low growth rates due to their already sophisticated market conditions and accumulated competitiveness.

Developing countries like China, India, and Turkey are much more dynamic and are characterized by higher growth rates. In fact, any developing country or LDC is expected to achieve some level of *convergence* with developed parts of the world. Overall, economic convergence is the ultimate path to preventing people from migrating to more prosperous parts of the world. This would serve the interest of all, including developed countries. Hence, more trade and development—enabling better integration of developing countries into the global value chain—is the rational and viable policy strategy of our time. Protectionism and segregation-oriented strategies are not the way forward. In this context, trade wars that have creeped into the international agenda are very likely to wane sooner or later.

In fact, the world is very familiar with protectionist tendencies. Such policies, with roots dating back to mercantilism, have appeared at various times in history. However, each time we come across them, we realize once again that such policies do not yield a net benefit in the long term. Today, a chief concern of ours is that some countries are still operating under the same misconception.

Turkish foreign economic relations have always rested on the premise of international cooperation, as well as free and fair trade. While Turkey is closely monitoring developments regarding protective measures and also engaging in them to the extent that it is necessary, the core of the Turkish position is unchanged. Turkey has had to retaliate against US measures on steel and aluminum by introducing custom duties on a set of products. We have also intensified our work at the World Trade Organization (WTO).

The recent WTO panel decision that upheld Turkey's claim against US countervailing measures regarding steel pipe and tubes was an example of this effort. However, Turkey is seeking every opportunity to boost constructive cooperation with our trading partners, including the US and the EU. Overall, our position is that international trade order should be rid of destructive protectionist measures.

Instead, countries should focus on trade facilitation, preferably under the multilateral trading system of the WTO. To argue for reform of the WTO is one thing; to disregard or even denounce the WTO altogether is another.

In this respect, every nation must specify what kind of a reform they expect from the WTO and pursue these reform activities under the same roof. Turkey will continue to focus on carrying its dynamic economy to new horizons, especially by boosting its innovative capacity. In this regard, adaptation to technological developments, particularly in the realm of digital economy and e-commerce, is paramount. Turkey has been pursuing proactive policies so as not to miss out on the benefits of technological transformations. In fact, Turkey aims to leap forward in this direction to maximize its potential gains. As in many cases, coordinated work among public, private, NGO and academic actors is essential, and the Trade Ministry is doing its best to facilitate such coordination.

Turkey's geostrategic location, the dynamism of its economy, and the success of its companies, position the country to bring benefits to the entire region and beyond. Our primary trading partner, the EU, certainly needs such dynamism while in turn, our country's economy and Turkish companies need collaboration from our European partners. Turkey is expected to grow steadily, and by achieving a more innovative capacity, it will move closer towards the group of developed countries. In this sense, Turkey will continue to be a prevalent economic actor with its resources, productive capacity, as well as young and skilled human capital; open for cooperation in the international arena. Indeed, the spirit of our age requires a decent level of international collaboration.

2.2 Analysis of the activities of leading Turkish export oriented companies

Turkey Market Overview. At the crossroads of Europe and the Middle East, Turkey still presents immediate and long-term opportunities for American firms. The country continues to enjoy an advantageous geographical position, a strong middle class, a youthful population (median age of 31) and a strong sense of entrepreneurism. However, Turkey has experienced a series of economic challenges over the last year. Currently the 19th largest economy (in nominal terms), Turkey's ambitions to

become a top ten economy by 2023 (the 100th anniversary of the Republic), could be stymied by growing debt, a weakening currency, rising unemployment and an increase in protectionist and populist measures. Furthermore, U.S. commercial interests continue to face challenges in establishing, growing or even sustaining operations.

Nearly 1,900 American firms, including some of the United States' largest and most recognizable brands, are active in Turkey; many have been in the market for decades. Moreover, more than 60 U.S. companies have established offices in the country. However, a complex and burdensome regulatory environment, periodically turbulent politics, bouts of domestic instability, an often-opaque bureaucracy, onerous and at times protectionist government procurement processes, localized manufacturing requirements, an unpredictable judicial system, weakening rule of law, purges in the public and private sectors and other market access barriers all weigh, in varying degrees, on U.S. firms' ability to do business in Turkey.

Therefore, U.S. companies are encouraged to work closely with the U.S. Commercial Service in Turkey (CS Turkey) to conduct due diligence, find qualified partners and vet potential projects. For several decades, the United States and Turkey have enjoyed a strong political and military relationship. While they do not agree on every issue, both countries partner closely on a range of regional and international concerns. A NATO member since 1952, Turkey has supported missions around the world, including Afghanistan, Iraq, the Balkans and other areas.

Turkey is an ally in the fight against the DAESH (ISIS). Notably, Turkey provides significant assistance with the related humanitarian crisis and hosts over 4,000,000 refugees from Syria, Iraq and other countries. That said, in recent years, there has been a marked increase in geopolitical divergences, which have impacted the commercial sphere. There was a significant increase in tariffs in 2018 on a range of U.S. products as well as sporadic anti-American sentiment, which have at times led to calls to boycott American products. Nevertheless, U.S. brands overall continue to enjoy widespread favorability and recognition among Turkish consumers.

According to Turkish government statistics, the Turkish economy grew by 2.6% in 2018, a marked decrease from the over 7% growth seen in 2017. Prior years' rapid growth was boosted by public and private infrastructure projects, including airports, highways and new housing developments. However, Turkey is feeling the weight of the large amounts of public and corporate debt (much of which is denominated in dollars or euros) that it has taken on. This, along with financial market concerns about the near-term health of Turkey's macro economy, has led to an over 30% loss in value in the Turkish lira against the dollar since early 2018 and a near 14% unemployment rate, the highest in nearly a decade.

The economy contracted by 3% in the fourth quarter of 2018 and 2019 is not expected to fare much better, though recovery is expected in 2020. That said, Turkey's geographic position makes it an important energy and logistics corridor, linking Europe with the Middle East, the Caucasus and Central Asia. Turkey's growth has caused a subsequent increase in energy demand, leading to energy and other investment opportunities.

U.S.-Turkish goods trade was approximately $20.5 billion in 2018, a figure that has remained relatively consistent over the last few years. The balance, however, has shifted from annual surpluses to a roughly $150 million trade deficit in 2018. That said, U.S. goods exports to Turkey have been on the rise (however minor) since 2016. The U.S. trade surplus has fallen in part due to market access barriers, such as tariff increases and localization requirements. In 2018, U.S. goods represented nearly 6% of total Turkish imports and yet the United States was Turkey's 4th largest source of imports (behind Russia, China and Germany), according to Turkish government statistics.

There are still strong market opportunities for U.S. companies. In fact, American firms are pursuing energy, aerospace, defense, infrastructure, transportation and health care projects throughout the country. Additionally, CS Turkey has assisted hundreds of small and medium-sized firms in exporting to, and expanding in, the Turkish market. Furthermore, through the SelectUSA Program,

Turkish companies are increasingly looking at investing in the United States, not least as a potential buffer against a weakening Turkish economy.

In 2017, Turkish Foreign Direct Investment (FDI) into the United States was valued at $2.0 billion, less than half the $4.3 billion the U.S. has invested in Turkey, but over 18% from 2016. To map out the opportunities and better understand the challenges of doing business in Turkey, American firms, both large and small, are encouraged to engage with CS Turkey for market information, updates on regulatory issues, major projects and business developments. With offices in Ankara, Istanbul and Izmir, we encourage business visitors to meet with our multi-lingual, sectoral-focused business development teams for individualized market consultations.

Export leader in Turkey. Turkey's largest export item is the automotive industry for many years and continues in this direction. Turkey's Ford Otosan is the leading export companies. Ford Otosan: Won Turkey's exports . Ford Otosan as exports of US $ 5.9 billion in 2019. Turkey continued its exports and industry leadership. Ford Otosan in Turkey with this figure of 79 percent of the total commercial vehicle exports alone carries.

Ford Otosan in Turkey is the only automotive plant which harbors its own and represents a key competitive advantage for the company. Port Yeniköy their annual 400,000 loading / unloading capable, specialized port is integrated into a single automotive production in Turkey. Ford's commercıal vehıcle leader ın europe contınues As Ford Otosan, they carried Ford to the leadership of the commercial vehicle market in Europe with the vehicles manufactured in Gölcük and Yeniköy Plants. My Transit models, which are of high quality and fully meet customer needs, play a major role in Ford's continuation of its European commercial vehicle market leadership for the last 5 years. As Ford Otosan, they produce 83 percent of the Transit models Ford sells in Europe.

1. Production and Capacity of Ford OTOSAN. Thanks to Ford Production Systems (FUS) applications, Ford Otosan has fully realized the lean line layout and production system setup, and has the productivity and competitive advantage brought

by technology and lean manufacturing. For this reason, the company is chosen the best factory every year in the audits conducted by the Ford Europe FUS office.

It became the first factory in Ford of Europe to commission Global Ford Production Systems, which Ford launched in 2011 to gather production systems under a single umbrella. By commissioning this system quickly and effectively, they were also registered by Ford of Europe as the factory that carried the system best.

Ford Otosan, Turkey with production capacity of 455,000 units installed is the largest commercial vehicle manufacturing companies in the automotive industry. Kocaeli Plants, which have the highest production capacity of commercial vehicles in Europe with a total production capacity of 440,000 units, are in Gölcük Factory, where 330,000 units of Transit and Custom models are produced, and 110,000 units are in the Yeniköy Factory, where the Courier model is produced. Eskişehir Factory, where Ford Trucks trucks and trailers are manufactured, has a capacity of 15,000 units. 81% capacıty usage, despite the ongoing contraction in the domestic market in 2019, they maintained high production volumes with strong export demand, producing a total of 369,027 vehicles throughout the year. Thus, the capacity utilization rate over three shifts was 93% in Gölcük Plant, and 81% in total. The result of this; 77% of commercial vehicles manufactured in Ford Otosan produced in Turkey and has continued to be the largest production base of commercial vehicles at Ford of Europe.

Table 2.1. Ford Otosan Export and Revenues

		2016	2017	2018	2019
Indicators (Million Turkish Lira)					

Sales Revenues		18.289	25.341	33.292	39.209
Export Revenues		12.287	17.830	27.303	33.375
Domestic Revenues		6.002	7.511	5.989	5.834
Gross profit		2.086	2.637	3.459	4.015
Operating Profit		1.111	1.708	2.285	2.422
Pre-tax profit		1.567	2.182	2.854	3.198
Net profit		955	1.490	1.683	1.959
Net Profit Per Share (TL)		2.72	4.25	4.80	5.58

2.Toyota Automotive Turkey. Toyota Motor Manufacturing Turkey, realized 4.23 billion dollars of exports in 2019, it has maintained its second place position among exporting companies. According to the statement made by Toyota, the company continues its success consistently with its production and export figures.

Each year, more than 150 of those exporting countries, Toyota Turkey Exporters Assembly (TIM) performed by 'in Turkey's First 1000 Export Survey in Turkey and was the owner of the award as the second largest exporter in its sector.

According to information contained in the statement, issued 227 thousand of the 252 thousand cars produced by Toyota Motor Manufacturing Turkey production in 2019, which earned 4.23 billion dollars worth of export revenue. 90 per cent of production exported to over 150 countries of the world, Toyota Motor Manufacturing Turkey, still 5 thousand 500 persons were employed and 2.27 billion dollars worth of Sakarya and continues to provide added value to Turkey with total investment.

Toyota Motor Manufacturing Turkey - INFORMATIONS

Location Arifiye / Sakarya - TURKEY
Foundation July 1990
Products Toyota C-HR, Corolla

Production Start September 1994

Export Beginning February 2002

Capacity 280,000 vehicles / year

Investment 2.08 Billion Euros

Employees> 5,000

Shareholding Structure Toyota Motor Europe 90%, Mitsui & Co Ltd. 10%

Capital 150,165,000.00 TL

Tax Number Ali Fuat Cebesoy VD - 8590014563

Total / Closed Area 917,000m² / 227,000m²

Production Process Press, Welding, Paint, Assembly

Senior Management Toshihiko Kudo, Company General Manager and CEO

Toyota Turkey Milestones.

July 1990 Founded as Toyotasa

May 1992 Factory foundation laying

September 1994 7th Generation Corolla Sedan production start

October 1995 7th Generation Corolla Wagon production start

November 1996 ISO 9001 certification

August 1998 8th Generation Corolla Sedan production start

June 1999 ISO 14001 certification with zero non-conformance

June 2000 100 thousandth vehicle production

October 2000 restructuring and the establishment of Toyota Turkey

January 2002 9th Generation Corolla Sedan production start

February 2002 Exports begin

August 2002 9th Generation Corolla Wagon production start

March 2003 2 shift production start

February 2004 Increasing annual capacity from 100,000 to 150,000

February 2004 Production start of the new Corolla Verso

May 2004 New Corolla Verso awarded 5 stars by Euro-NCAP

December 2005 500 thousandth vehicle production

February 2007 Auris production start

February 2009 Verso production start

March 2009 1 millionth vehicle production

June 2013 11th Generation Corolla production start

October 2014 20th year from the start of production

February 2016 Production announcement of Toyota C-HR as 3rd model

September 2016 3 shift production start

October 2016 Toyota C-HR production start

September 2017 2 millionth vehicle production

January 2019 12th generation Corolla production start

May 2019 New Corolla awarded with 5 stars by Euro-NCAP

September 2019 25th year of production

June 2020 TMMT named " Gold Factory " by JD Power

Turkey's Automotive Industry Becomes Second Largest Exporter Toyota Turkey

Carried out in 2019 to 4.23 billion dollars in exports, exporting companies between protecting the 2nd place position, Toyota Motor Manufacturing Turkey, Turkey Exporters Assembly (TIM) was awarded by.

Toyota Motor Manufacturing Turkey, continues its success with the production and export figures carried out in a stable manner. Each year more than 150 countries exports, the Toyota Motor Manufacturing Turkey, Turkey's first survey in 1000 exporters in Turkey and was the owner of the prize as the 2nd largest exporter in its sector.

exported 227 thousand of the 252 thousand cars produced by Toyota Motor Manufacturing Turkey production in 2019, which earned 4.23 billion dollars worth of export revenue. exporting 90% of its production to 150 countries over the world,

Toyota Motor Manufacturing Turkey, which currently employs 5500 people and 2.3 billion dollars worth of Sakarya and continues to provide added value to Turkey with total investment.

American independent research company JD Power in recent months by selecting the best factories in Europe and Africa "Golden Plant" was awarded the prize of the Toyota Motor Manufacturing Turkey is celebrating its 30th year of success .

3. Tofaş Turkish Automobile Factories.

Celebrating its 50th anniversary this year, Tofaş exported its 3 millionth vehicle in October. Approximately half of Tofaş's exports of 3 million units were Fiat Doblo model with 1 million 475 thousand units. Fiat Fiorino was the model that followed Fiat Doblo, the leader of Tofaş exports, with an export of 830 thousand units. Launched for the first time at the end of 2015, Fiat Egea's export volume reached 334 thousand as of October. Tofaş CEO Cengiz Eroldu said, “75 Murat 124 units sent to Egypt in 1974 go down in our history as Tofaş's first export. Later, in 1996, with Tempra, we realized the first large-scale automobile export of the Turkish automotive industry.

As Tofaş, we have been investing in R&D since 1994. For the last 10 years, we regularly transfer 3 percent of our turnover to R&D. Thanks to these investments, we have been able to develop global products and export them to different parts of the world. This year, in which we celebrate our 50th anniversary, we are proud of reaching a total export figure of 3 million units with many different models we have exported. "

Since its establishment in 1968, our country guiding the automotive industry, the automotive industry 4th largest provider Tofas Turkey, has put its signature under important successes of the half-century-old making process in the world's export to many different countries. Tofaş exported a total of 1 million 475 thousand Fiat Doblo and 830 thousand Fiat Fiorino models and versions in a 50-year period.

The Fiat Egea model family, which was first put on sale at the end of 2015 and subsequently found its place in European markets under the name of Fiat Tipo and in Mexican markets under the name of Dodge Neon, reached 334 thousand as of October. With the export of many different model vehicles in addition to these models, Tofaş's total export volume reached 3 million in its 50th year.

Cengiz Eroldu, CEO of Tofaş said, “The export adventure of Tofaş, which broke new grounds in our country's automotive industry, dates back to the 1970s. 75 Murat 124 model cars sent to Egypt in 1975 go down in our history as the first export made by Tofaş. Later, in 1996, we achieved another important success by realizing the first large-scale automobile export of the Turkish automotive industry with Tempra, which left its mark on the period when Tofaş was produced. At the point we have reached today, in 2018, when we have left half a century behind, we are proud of reaching the export figure of 3 million units. " .

Table 2.2. TOFAŞ’S DOMESTIC MARKET RETAIL SALES EXPORTS

TOFAŞ’S DOMESTIC MARKET RETAIL SALES (UNITS)	2017	2018	CHANGE %
Automobiles	64,133	44,374	-30.8%
Light Commercial Vehicles	58,685	28,390	-51.6%
Total	122,818	72,764	40.8%

The 2018 situation in the combined European passenger car market (EU + EFTA) was similar to that of 2017. Detailing the market’s performance on an individual country basis we see that there were single-digit growth rates in all the main national markets other than those of the UK and Italy. After three quarters of growth in the first nine months of the year however, there was a net contraction in the last quarter owing most likely to the changeover to WLTP (Worldwide Harmonized Light Vehicles Test Procedure) rules.

The European LCV market by comparison registered an aggregate 3.1% rate of growth in 2018. Nearly all the continent’s main national markets performed well enough last year, the two principal exceptions again being the UK (down 1.3% owing to Brexit issues) and Italy (down 6.0% owing to general economic malaise).

In 2018 Tofaş saw its export performance falter somewhat: the 243,833 units that the company shipped abroad corresponded to a 9.9% twelve-month contraction. These results gave Tofaş an 18.5% share of Turkey's 2018 exports as measured by volume.

As for Tofaş's export earnings, these were up by 21.6% year-on and weighed in at around TL 14,455 million in value.

+21.6% ın 2018 tofas's export earnıngs were up by 21.6% year-on.

Table 2.3: EXPORT SALES TOFAS PRODUCTION

EXPORT SALES (UNITS)	**2017**	**2018**	**CHANGE** %
Passenger Cars	152,089	133,362	-12.3%
Light Commercial Vehicles	118,671	110,471	-6.9%
Total	270,760	243,833	-9.9%

In 2018 Tofaş produced 301,750 vehicles, a performance that singlehandedly corresponded to a 19% share of the Turkish automotive industry's total output last year.

Table 4: Production of TOFAS UNIT SALES AND TURNOVER PERFORMANCE

PRODUCTION (UNITS)	**2017**	**2018**
Linea	9,801	-
Egea Sedan	76,194	55,901
Egea Hatchback & Station Wagon	102,425	91,958
Doblò	116,891	104,198
MCV	78,863	49,693
Total	384,174	301,750

Tofaş increased its domestic-market passenger car sales as a result of the successful performance of its Egea family. In 2018 Tofaş exported a total of 243,833 vehicles or 9.9% fewer than it did in 2017. While the company's passenger car exports declined by nearly 12% year-on, its LCV exports were down by a more modest 6% or so. In 2018 TOFAŞ's ınvestment outlays totaled eur 95 mıllıon ın value.

Table 2.5 - Unit sales and turnover performance of TOFAS

SALES (TL THOUSAND)	2017	2018	CHANGE %
Export Sales	11,887,628	14,455,023	21.6%
Domestic Sales	5,408,765	3,934,701	-27.3%
Other Income from Operational Activities	171,413	213,607	24.3%
Total	17,467,806	18,603,311	6.5%

SALES (UNITS)	DOMESTIC SALES		CHANGE	EXPORT SALES		CHANGE	TOTAL		CHANGE
	2017	2018	%	2017	2018	%	2017	2018	%
Passenger Cars	63,569	42,062	-33.8	152,089	133,362	-12.3	215,658	175,424	-18.7
Light Commercial Vehicles	59,238	25,604	-56.8	118,671	110,471	-6.9	177,909	136,075	-23.5
Total	122,807	67,666	-44.9	270,760	243,833	-9.9	393,567	311,499	-20.9

The biggest share of Tofaş's total investments in 2018 went to the company's Egea Project.

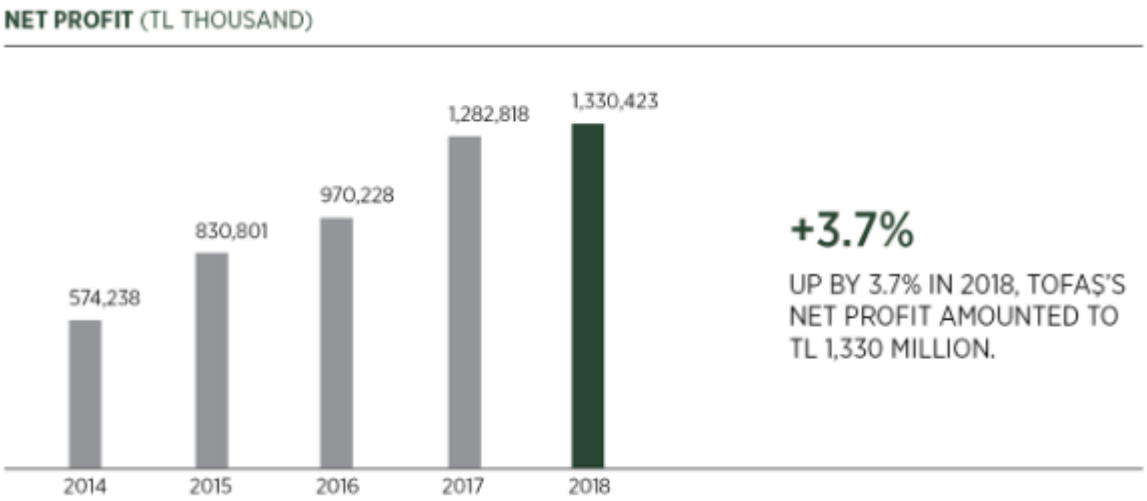
Table 2.6 - investments and r&d expenditures of TOFAS

2018 INVESTMENTS	EUR (MILLION)
New Doblò	22
Egea Family	37
Minicargo	7
Structural	29
Total	95

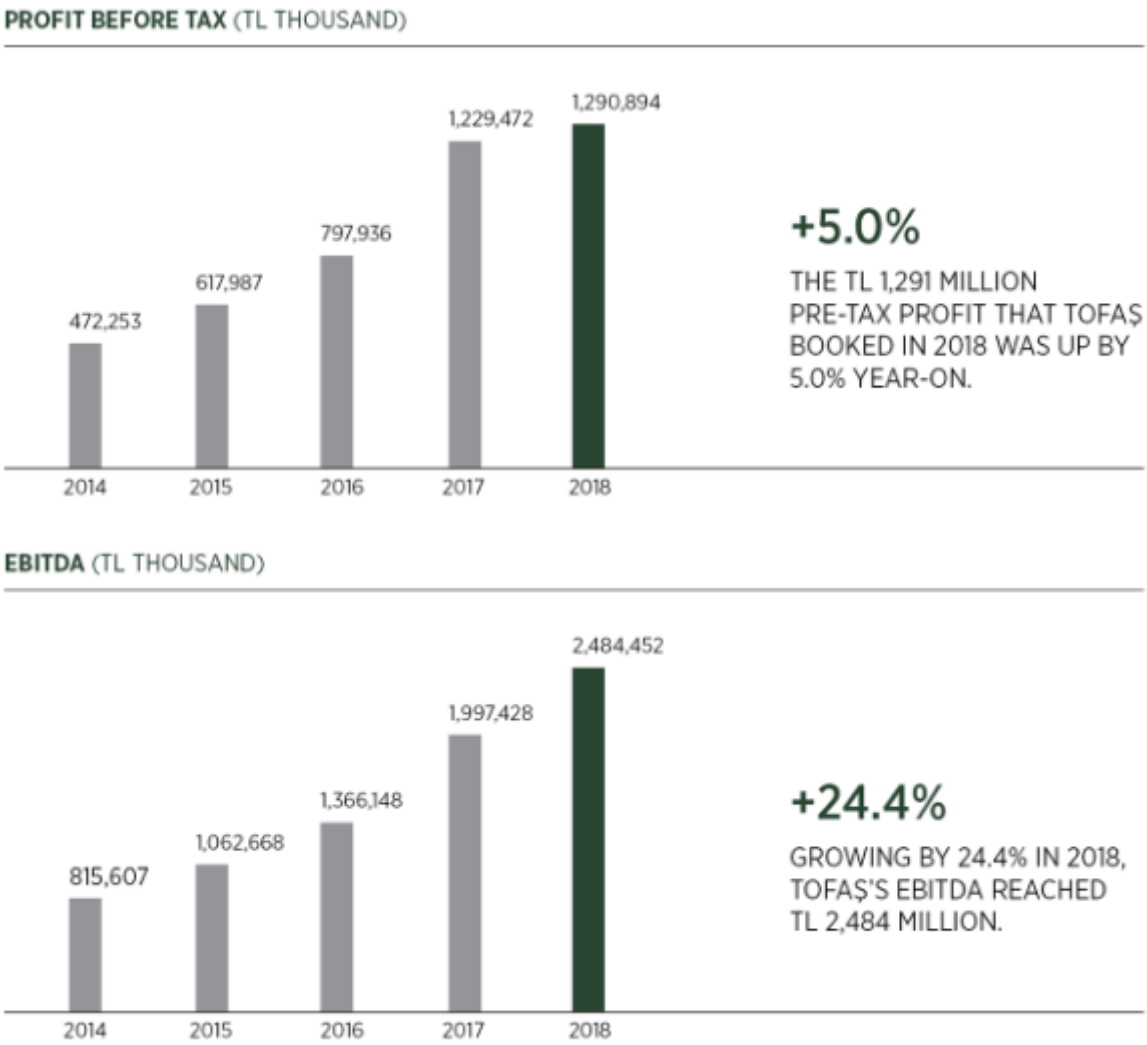
Tofaş completed 2018 wıth hıstorıcally-hıgh levels ın all ıncome ıtems. Profıtabılıty. Tofaş registered historically high levels in all income items in 2018. The company's net profit increased by 3.7% year-on and amounted to TL 1,330 million while its consolidated pre-tax profit was up by 5% and weighed in at TL 1,291 million. Tofaş's EBITDA grew by 24.4% year-on and reached TL 2,484 million.

Table 2.7: Profıtabılıty of TOFAS

YEARS	EBITDA		PROFIT BEFORE TAX		NET PROFIT	
	TL thousand	Change %	TL thousand	Change %	TL thousand	Change %
2014	815,607	-0.1%	472,253	-1.00%	574,238	32.20%
2015	1,062,668	30.3%	617,987	30.90%	830,801	44.70%
2016	1,366,148	28.6%	797,936	29.10%	970,228	16.80%
2017	1,997,428	46.2%	1,229,472	54.10%	1,282,818	32.20%
2018	2,484,452	24.4%	1,290,894	5%	1,330,423	3.7%



Graphic 1: Net Profit of Tofas



Graphic 2-3: Profit Before Tax and EBITDA of Tofas

2.3. Analysis of Turkey's Export Specialization

In the pre-1980 period in Turkey, "the growth of import substitution" model within the framework of payments and foreign trade import restriction import substitution industrialization policies in order to reduce pressure on the balance was applied. In this way, the domestic substitution of industrial products was encouraged and the process was tried to be supported by investment programs carried out through the 5-year development plans under the leadership of the public sector.

Despite the restrictive policies on imports, imports increased significantly contrary to the targeted due to the import-dependent industries in production, There was no improvement and in 1980 the ratio of exports to GDP remained only 5 percent. As the policies implemented in the pre-1980 period did not yield successful results, with the 24 January Decisions put into effect by the government of the period in 1980, free market conditions and an open economy model began to be implemented. In the process of opening up with the decisions of January 24, it was aimed to improve macroeconomic balances and to make growth based on exports. For this, it is aimed to increase exports and FDI, to make the price system more liberal and to release interest.

Applied policy has made in a short time and began to show the effect of an increase of 144 percent in nominal exports during the period 1980-1984 in Turkey. In this process, amendments were made regarding the liberalization of imports as well as the promotion of exports. While the loosening of restrictive and protectionist policies applied towards imports was slow at first, it started to accelerate after 1984.

While the quantity restrictions on imported products were greatly reduced until 1986, the average weighted tax rate on manufacturing industry products was 75.8 percent in 1983, to 20.7 percent in 1994 and 10 percent after the Customs Union agreement with the EU came into force at the end of 1995. has been reduced to levels.

Efforts to liberalize trade continued rapidly in the following period. In imports, the positive list was switched to the negative list, tariff implementation was brought to the fore instead of quantity restrictions, protection rates were gradually reduced, and for exports; Registration, license and license applications were abolished and the principle of freedom in the export regime was tried to be established.

Cash incentives to increase exports since 1980 Turkish Eximbank was established in 1987 in order to increase the competitiveness of Turkish exporters in foreign markets. The total of incentives provided for export corresponded to 17.2 percent of exports in 1980, while this rate rose to 33.8 percent in 1989. With the

establishment of Eximbank, export incentives have gained a new dimension and priority has been given to sectors with high potential.

Direct payments, export credits, tax and customs duty discounts covering export subsidies in 1996, EU-Turkey Customs Union Agreement to enter into force by the time it was completely removed. After the policies followed, export volume increased significantly in the ten-year period.While exports increased from 2.9 billion dollars in 1980 to 12.9 billion dollars in 1990, significant changes were observed in the composition of export goods, and the share of agricultural products gradually decreased, while the share of industrial products increased significantly. While the share of industrial and mining products in total exports was around 35 percent in 1980, this rate reached 75 percent in 1990.

Formerly the GATT in 1990, the period after WTO accession and the Customs Union Agreement with the EU have been two important developments shaping Turkey's foreign trade policy. The Customs Union membership, according to signed in 1995 with the EU conducted negotiations and tariff reductions on industrial products in line with WTO membership that took place in 1995, the implementation of certain regulations in the agricultural and textile sectors important changes in Turkey's foreign trade has created.

A & T Bank according to the study conducted by the Economic Research Department, Turkey's exports in 2018 rose to $ 167.9 billion increased by 7%, while imports decreased by 4.6%, it has dropped to 223 billion dollars. Turkey's foreign trade deficit was realized as 55.1 billion dollars in the same period. 7

Turkey's foreign trade deficit was realized as 76.8 billion dollars in 2017 contracted 28% in 2018. As a result, the ratio of exports to imports increased from 67.1% in 2017 to 75.3% in 2018. The factor supporting the contraction in the foreign trade deficit is the increase in exports and the contraction of imports. Turkey's foreign trade volume in 2018 was realized as 391 billion dollars on an annual basis has increased very slightly. Foreign trade volume between 2010 and 2018 was 371.3 billion dollars on average.

The reason for the shrinkage of foreign trade volume is the shrinkage of imports for consumption along with the decrease in domestic demand. In other words, the slowdown in Turkey's foreign trade volume, as seen from the global slowdown in foreign trade, we can say that a lot of the negativity that reflect Turkey's economy. Manufacturing industry products accounted for 94.1% of total exports in 2018. On the import side, the share of manufacturing industry products in total imports was 78.9%.

Turkey's foreign trade deficit in 2018 is another reason behind the contraction experienced in August, the dollar / TL is slowing after the rapid rise in domestic demand. The contribution of the rapid rise of the USD / TL in the first stage was seen in exports with the support of the orders received previously.

The 2018 level of $ 55.1 billion trade deficit with Turkey closed the first quarter of 2019 foreign trade deficit figures of the twelve-month cumulative fell to $ 41.1 billion. During the same period, although the export figure increased to 169 billion dollars on a cumulative basis for twelve months, imports decreased to 210 billion dollars in twelve months and the foreign trade volume decreased to 379.2 billion dollars on a twelve-month cumulative basis.

Considered Turkey's exports in the first quarter of 2019 on a sectoral basis are the most exports of motor vehicles and trailers to the sector with a 16.2% share. This sector is followed by the basic metal industry with a share of 10.2%, followed by machinery and equipment with a share of 9.1%. As of the first quarter of 2019, the highest increase was in the machinery and equipment sector, with 10%, among the first three sectors that exported according to economic activities. When the top ten sectors are considered, the highest increase has been achieved in the furniture sector. The share of the top ten sectors in total exports was 77%. The same rate was 79.2% as of the first quarter of 2018. Considered the broad economic classification according to export to Turkey in the first quarter of 2019 of 19.9 billion dollars was realized in exports of intermediate goods, consumer goods were exported in the amount of $ 17.1 billion.

In the same period, capital goods amounted to 5 billion dollars. As a result, the export of capital goods constitute 12% of Turkey's total exports are observed to be very low. The largest export partners of Turkey in 2018, Germany (9.6%), the UK (6.6%), Italy (5.7%), Iraq (5.0%) and USA (4.9%) . Turkey's exports to Germany increased to 16.1 billion dollars in 2018 increased by 6.7%. In the same period, exports decreased on an annual basis in the first five countries carried out Turkey's exports to Iraq experienced countries (7.8%) and the US (4%), respectively.

The contribution of diversity in export markets in the last decade have realized that Turkey is seen more clearly, especially in recent years. Last decade during stable exhibits non-European Union to substitute other market oriented towards Turkey has seen new markets have experienced in finding, and recently in a significant share of the contributions to be sold to the new markets of similar products in the experienced export growth.

Results of the second part , The activities of two leading export-oriented Turkish companies in exports are emphasized, in what number and amount they have exported to which countries, what their capacities are, where their organizations are, which products they sell, the number of workers they employ, general information of the company and information about the size of the factories. given.

One of the most prominent areas in which our digital age manifests itself is e-commerce, which continues to grow steadily globally. Since 2012, business-to-consumer (B2C) e-commerce volume has increased by an average of more than 20 percent per year, and it is concluded that it is of great importance for Turkish companies to use e-commerce opportunities effectively in domestic as well as in foreign trade.

CHAPTER 3. IMPLEMENTING ONLINE TRADING PLATFORMS INTO ECONOMY OF TURKEY

3.1. Characteristics of global trading platforms

An e-commerce platform is a piece of software that allows you to create an online store and run a business online. It provides you with tools to build and manage your site, including products and daily operations.

Why Should I Use Ready-Made Systems to Build an Online Shopping Site?
You don't need to be a web developer to build a good looking online store.
There are many different reasons for using e-commerce platforms, but the most important are:

Easy, Even For Beginners: In the past, if you wanted an online store, you had to create the functionality yourself. Later there were shopping carts but you needed to have developer skills to integrate them into your site. Now we have plugins. With the e-commerce platform add-ons, everything is at hand and you can start selling immediately.

Cheap: E-commerce platforms are not super expensive software, some even cost nothing. While you definitely have expenses when running an online store, you will spend much less money than developing your own solution from scratch.

Integrated Solution Packages: You can continue to use your site more, especially if you are in the commercial software business that includes an integrated solution. Web hosting, security, update etc. Instead of dealing with issues, you can just focus on growing your business.

Customer Support: You can take advantage of the support structure of the developer company. Open source solutions like WordPress are often geared towards the community, so there are units in that community to provide support. For example; If you're desperate at 3 o'clock on a Sunday and need help, it's nice to have someone there to help you solve it.

When researching and selecting any of the ecommerce platforms, it is important to know what you are looking for. Here are a few questions to ask yourself:

Are you interested in an external hosting?

Would you rather pay a small fee per month for hosting and all e-commerce features in a convenient package?

Do you want one of the open source (free) e-commerce platforms or a more user-friendly e-commerce platform that includes a monthly fee?

For example, you might choose to pay as little as $ 9 per month for an e-commerce platform like Shopify that has everything like hosting, website builder, plugins, marketing tools, and inventory options.

Reasons for Choosing an Open Source E-Commerce System to Build an Online Shopping Site;

Open source e-commerce software is useful and free to set up an online shopping website. Open source solutions are often packed with more unique features because they are constantly being developed. You can control things like how your store is hosted, plugins and themes. Open source systems are built by a community. These are incredibly developer friendly and have a coding system that developers can develop.

Reasons To Avoid An Open Source E-Commerce System To Establish An Online Shopping Site;

- Open source e-commerce platforms often require more development or coding knowledge,
- You have to research to find a server to host yourself,
- All operations related to the site such as maintenance, security and speed optimization must be done by you,

However, you can get rid of all these problems by getting support from Nano Media's expert staff and take the first steps to create a successful e-commerce platform.

It is entirely up to you to decide which type of platform is right for you, but for now let's talk about the best open source e-commerce platforms in the market.

Choosing the best e-commerce platform is not an easy task. The market is wide and there are many factors to consider.

The common feature of global e-commerce sites that make a lot of money. Content. It has become one of the most important marketing tools for e-commerce sites in terms of establishing and maintaining a successful relationship with potential customers. For this reason, successful content marketing greatly affects every stage of e-commerce today. Content is also very important in that it is the main source of interaction with a website and its visitors and increases conversion rates. In this sense, websites with good content ensure that their visitors trust the site; Poor quality content can reduce the traffic by reducing trust. In addition, content marketing is a very effective strategy that enables companies to gain a strong place in the internet world; makes it highly valuable for both e-commerce sites and beneficiary customers.

What is content marketing?

Content marketing; It can be defined as presenting interesting content to the target audience, creating and maintaining a bond between them and the brand. Besides, content marketing, beyond just delivering content; It is a process that includes determining and evaluating content that is constantly read, directing sales or increasing conversion in the most effective way.

Although content marketing may seem simple; It is not that easy to get your target audience to buy your products after reading your content. This process requires knowing some methods and applying them within a plan. However, blogging regularly, publishing newsletters or sharing content on various social media accounts in different ways can often seem like a burden to e-commerce site owners.

Why is content marketing important? Content marketing, in the decision-making process of your potential customers; It is extremely important for you to learn what they want, what they need, and to provide them with action. And there are many sources of content you can evaluate on this subject.

Sources of content:

-Product descriptions

-Images

-Videos

-Technicial Specifications

-Blog posts

-Customer comments

-Expert evaluations

-Frequently asked Questions

-Facebook posts and post comments

-Tweets and comments made afterwards

-Pinterest boards

-Articles

- Comparison charts

-Newsletters

-Infographics

How can you popularize your content? First of all, you need to plan where and how your potential customers will reach your content. Because your potential customers; He uses desktop, laptop, smartphone and tablet. In this respect, it is extremely important for you to use channels that can easily access your content through all these tools.

Channels where you can spread your content

-Your own digital store

-Twitter, Facebook etc. social networking platforms

-Blog posts

-Online and print publications where different product types are evaluated

-Online forums

-Online reviews and comments

-Competitors' digital stores

- Widely used shopping sites

How to prepare content marketing?

When your potential customers need your content, it is extremely important that they can reach them through many different channels. Also, it is of great benefit that your posts on all channels are consistent with each other.

You can start by creating product contents whose descriptions and images are original. We recommend that you create original and detailed product descriptions for your product pages that will facilitate your customers' work. In addition, by preparing a summary version for your product descriptions; You can also use it on channels such as landing and category pages.

In addition to these, in your social media accounts such as Twitter, Facebook and Pinterest; You can reshare some of your content, along with a link to product details, to announce that you are launching a new product. Also, you can create a product video and upload it to YouTube, then share this video from your social media accounts again.

You can create a blog about your product or maybe a post about why you choose to sell it. What was your reason for choosing, selling and stocking the product, if any, what are your differences from your competitors? You can also give links to professional reviews on the subject by answering questions such as.

Beyond creating your own content, it can also be helpful to encourage more of your customers to create content. In this sense, you can ask your customers to

participate in the evaluation and rating process in your online store by sending an e-mail. In addition, considering that negative comments actually make all other comments more convincing, you can indicate that you are open to negative feedback and criticism in your content posts and include them at certain rates.

Based on these tips, you can improve your content in e-commerce and gain a competitive advantage over your competitors.

3.2 Recommendations for improving the export performance of the Turkish enterprises by working in global trading platforms

Digital Consultants. One of our recommendations is Digital Consultants. When you go to a store and don't know what to choose, you expect a knowledgeable and friendly salesperson to contact you to assist you. The sales consultant asks you about your needs and guides you through the purchasing process accordingly. This is how people who shop online also need such support.

Online shoppers seek help and advice throughout the decision-making process. According to a consumer study by Accenture, a global management consulting and professional services company, 39% of respondents left any business website and made a purchase elsewhere because they were overwhelmed by too many options.

When shopping online, you're often left with an extremely wide range of products and poor filtering capabilities, and nothing helps you in the process. Digital consultants aim to compensate for online shoppers' lack of personal advice on their purchasing journey.

These solutions, after analyzing customers' needs, apply inference algorithms and machine learning to identify and recommend the most suitable products in real

time. However, they also provide help and tips to help consumers find the best product for their needs.

Companies who are interested in online trading with Turkey is a feature you should use and where to use very often. As a result of using this feature, it is inevitable that sales will increase and the sales potential will increase.

Artificial Intelligence, Chatbots and Interactive Commerce. Trade in even its most indirect and impersonal form is an ongoing series of conversations. Even though technology automates many interactions, conversations are still fundamental to shopping. For a long time e-commerce leaders; They are looking for ways to incorporate direct, natural and personal conversations into online shopping. This is an essential element missing from the online shopping experience.

While there was a serious search for this issue, chatbots and voice assistants emerged. Bots are getting ready to recapture the lost intimacy and revive the conversations we use in offline shopping interactions. Sure, we are still at the beginning of this change. Since we are far from human-like natural language processing at the moment, it is not possible to say for sure how this will turn out. Nevertheless, heavy investment in this area in a short time indicates that this is a remarkable technology.

Real-Time Customization. Imagine going to a store where the salespeople know your name and what you like and recommend products to you accordingly. This will make you feel special and valued in most cases. That's why online shopping needs to focus more on individuals and their needs to create an experience that feels more like an offline interaction.

“Real-time customization” is a way to provide a different and customized experience for every customer at every visit. Real-time customization uses different parameters such as purchasing habits, preferences, demographics, and geographic location to instantly personalize messages.

It requires data mining and machine learning to do it right, understand preferences and make accurate inferences based on the preferences of similar customers. There are some interesting examples of companies that have successfully

used this approach as an opportunity to customize retail preferences, create more positive shopping experiences, and maximize sales.

Predictive Analysis and Improvement. One advantage of shopping online is that it allows you to instantly understand the customer and their situation to recommend products that are currently relevant. By comparison, the online shopping experience is generally stuck in the past and seems outdated. Recommendations and advertisements are based on a narrow view of the customer in the rearview mirror.

Different data points from different sources that can be relevant and help optimize recommendations are not linked. For example, your clothing store may know the sweaters and patterns you like, but it has no idea which songs you downloaded. While an online travel booking site has information about your upcoming vacation plans, it doesn't know you are buying tickets for an out-of-town concert.

This isolated customer view results in advertisements and suggestions, such as lotteries, that reflect the customer's past needs, calls or purchases. In fact, there are quite a lot of guesswork in suggestion and advertising algorithms. Predictive analytics and machine learning can take product recommendations to the next level by creating fully optimized and highly personalized experiences.

Blending various data points to create a single view of what customers are doing allows retailers to capture genuine intent and genuine, current attention. This will provide retail companies with a deeper contextual view to help anticipate any customer's future actions and needs.

Sophisticated models that will help retailers make sense of data that does not yet exist will be a breakthrough innovation in this field; However, it is stated that we have to wait until 2026 for this to happen. Because this is still a "expert tool" that needs human intervention and control. Of course, this method will not appeal to consumers who think that this interferes with their privacy and do not want to transfer their shopping list to an algorithm. However, this will be valid as long as it does not give

consumers control over deciding what to collect, and does not provide clear benefit to those trying to reach a purchasing decision.

Social Trading. Social shoppers enjoy shopping as a social experience and see shopping as a chance to connect with friends and family. For them, shopping is not just about buying. Socialization has always been an important function of shopping.

People spend more time and money shopping with their friends. Studies on this have revealed that even thrifty people who shop with their friends spend more than when they shop alone. For this reason, it is understandable that companies are striving to replicate this experience on the online side. Hence, the concept known as "social shopping" emerged.

Amazon and eBay have integrated various social features on their platforms. In addition, social shopping sites such as Polyvore, Fab, Wanelo, OpenSky, Fancy and ModCloth allow users to get advice and share their product collections with users who have similar likes.

Social commerce combines social media and e-commerce. Pinterest, Instagram, Twitter, Snapchat, and Facebook have added various e-commerce features to their platforms that aim to find new ways to monetize their services. However, most of these social media platforms ended their efforts because they did not reach their potential.

There are two main reasons for this situation experienced by social media platforms. First of all, users use social networks to be social, not to buy things. Second, users are reluctant to buy things on social media due to security concerns.

According to a study by Deloitte, an international audit, tax, consultancy, corporate risk and corporate finance services company, 47% stated that they bought a product after seeing it on social media streams. However, according to the research, only 20% of these people made this purchase through a social media platform.

Despite all this, social networks have not given up on social commerce. Social media has great potential and has proven over time to be an ideal channel to raise awareness and drive traffic. According to a study by HubSpot, an inbound marketing and sales platform, 81% of the participants stated that their friends' posts directly affect their purchasing decisions.

Augmented Reality, Virtual Reality and 3D Experiences. As online shopping becomes faster and more practical, incomplete perceptual experience stands out as one of the top five issues that keep consumers from buying things online.

Measuring the quality, size, ergonomics and suitability of a product is made easier in person. Two-dimensional product images are not enough as online customers want to know more about a product before making a purchase. That's why three-dimensional technology comes into play at this point. Because this technology allows retailers to copy the physical interaction of products that are examined from every angle.

Augmented reality and virtual reality are not yet mainstream, as no one buys products using augmented reality or virtual reality glasses. However, these two technologies are slowly but surely being integrated into shopping experiences around the world.

As it becomes easier for retail companies and brands to transform images of two-dimensional products into three-dimensional images, these technologies will also become mainstream in online shopping. Thus, the dilemma regarding product visualization will be resolved and online shoppers will be able to see virtual products in their real environment.

Delivery within a short time. If the majority of sales made in Turkey believed that our cargo to Europe and America must reach customers as soon as possible. In the early days of e-commerce, people were willing to wait weeks for their orders to arrive. However, with the development of e-commerce, this understanding has changed and fast delivery has gained great importance in e-commerce. And finally, at the point reached, "delivery in one day" services started to be discussed. It is

necessary to find cargo companies that do business correctly and safely, deliver the cargo to customers in different countries in a short time and make agreements with them.

Collaborating with Experienced People and Work . Work with people who are experienced in foreign trade. Make sure everyone in the company knows what you are doing. Either work with experienced people or train your staff on this issue. There are foreign trade courses in almost every city. You can send your employees to these courses and increase their knowledge on the subject. Also, appoint a person in the company as the export manager. Take care to have a person who is fully involved in this business.

Export is a mixed and competitive field. Your staff should therefore understand the difference between domestic sales and exports. Your employees should know well the rules of international trade and trade ethics.

Selecting the market and making market evaluation. You can analyze the data. There are many markets around the world with high export potential. However, the important thing is to be able to determine the most suitable market for you. When choosing an export market, you must act with correct information. Institutions such as TOBB, chambers of commerce, customs brokerage can help you with this. However, very little of the information these institutions will give will be specific, but you can determine the target market yourself, thanks to the information you get from them.

Statistical information is very important when conducting market research. Companies dealing with data collection in the field of international trade, chambers of commerce and the ministry of commerce can provide you with critical information. In addition, some companies may share with you import-export data about the product you intend to sell for a certain price.

The Internet is also a useful tool in this regard. You may not find the exact answers to your questions on the Internet, but rest assured that you will find useful information for your research.

You can understand that the export potential is good from the inquiries made from a certain country. So, for example, if you are producing PVC pipes and Georgia is far ahead of the countries where people who visit your website, you may consider exporting to Georgia. In the most basic sense, data analysis requires the ability to read such information.

Things to do

You must know the requirements of the market.

You should evaluate your target customers.

You have to analyze your competitors.

You should be prepared to compete with local companies working at low cost / low price.

You can go abroad to go to the targeted market and conduct on-site inspections, observe the local market situation, get to know the conditions and competitors. Before you go,make a to-do list.

Contact the Turkey Embassy in your country of destination and request an officer to guide you.

Visit wholesalers. Examine the products, prices.

Learn about the current situation and culture of the country.

Learn the equivalent of basic words such as "Hello", "Good morning", "Please" in that language. Little things can make a big difference sometimes.

Realize that every market is different and can change suddenly. One of the most common mistakes made in international trade is to make the mistake of thinking that things will always be the same. In other words, while the product you sell is in

high demand in country X, it may not see any demand in country Y. While Indonesians like your product quality, Hungarians may not be satisfied with your products at all.

It is very, very difficult to hold in a market without understanding the market trends and demands, the unique characteristics of each product and country, business traditions, cultures and people's thinking.

You should also be aware that the market can change in a short time, such as a few years. Technology, globalization, the abolition of customs and trade tariffs, innovations in import-export regulations directly affect international trade. Therefore, you should follow the current developments closely and prepare the B and C plans according to the new regulations.

Analyze the situation, get location and make changes to your products. You should pay attention to two issues when sending cargo. Keeping shipping costs to a minimum Ensuring maximum package security. For example, you will sell fruit juice to Moscow. You predicted that you sent 10,000 bottles of juice at a time and could tolerate a 5% loss in each batch. However, if you do not pack properly, all of the 10,000 bottles may be broken until you get to Moscow.

If you agree with the manufacturer to design a new package to solve this problem, you will no longer waste more than 5%.

So you have to pay maximum attention to the safety of the products you export. Pay attention to customer needs and demands. Being successful in the local market is not a guarantee that you will be successful in the international market. For example, the fruit juice you sell in a 2-liter glass bottle in your own country may not be purchased by people in Somalia, it may not be suitable for their budget.

Therefore, when exporting fruit juice to Somalia, you can send it in 1 liter plastic boxes. You need to take care of customers' needs, demands and situations.

Don't start work without a plan. Develop a marketing strategy tailored to you. Michael Porter of Harvard University says that a company does not need to have any marketing strategy to perform as well as its competitors. However, he adds that if you want to be superior to your competitors, you should focus on the points that will make you different from your competitors.

Communicate and Network with Turks doing Business Abroad and citizens of the country. Export is teamwork. You cannot do the export business alone. You can find many people on the internet or in your area to help you with this.

List the services you need for export operations. This list should be included in the supply chain plan.

Decide whether you need to open a dollar account or a Paypal account, for example. Then go to a local bank and explain yourself, your company and your export plan.

Tip: You do not have to deal with international banking transactions with the bank in your country. For example, you can choose a known bank in the country you want to export to. The best scenario is that the bank you use in your country has a branch in the country you will export to.

Do your products have to be certified? Investigate this too. Discuss this with local industrial organizations, executives of certifying companies, and the undersecretariat of customs.

You will probably want to take out insurance. Contact an insurance agent that insures offshore trade.

Try to develop close relationships with all these institutions and organizations. The more reliable business partners you have, the less problems you will encounter.

Take care of your interlocutors. For example, sending a small gift to the staff of the company that prepares your waybill can provide you with unexpected conveniences. Knowing how to please people's hearts is one of the unwritten rules of this business.

Reply to messages sent to you in a short time. This problem usually takes place between vendors and customers with a difference of hours between them.

Reply to your mail within 48 hours at the latest. You will be a little surprised how demanding your potential customers are about their email. Asian and Middle Eastern customers, in particular, usually send an e-mail first and call them within a few hours.

As an example, the differences between the United States and Turkey as states can be observed for 11 hours.

You must realize the realistic and unrealistic demands. As a rule, in a realistic product request, the author and the name of the company are clear.

If it is an unrealistic request, no specific information is included. For example, let's say you produce and sell oranges. In an e-mail from Kuwait only, "We want to get fruit from Turkey." If there is a general statement such as, you may not care about this e-mail.

The seriousness of this business has also been slightly damaged due to the increasing number of companies doing international trade. So somebody said, "You need 2000 tons of black grapes." If he sends an e-mail, you can skip it too. No serious buyer will come to you with such a request.

Check with the company you will do business with. Check the buyer's background and credibility before taking mutual trading seriously. Go online and

research the company. chambers of commerce in Turkey, you can contact them if you have historical information about this company.

Negotiations. One of the biggest plus in our hands as we have gifted Turkey and substance of the negotiations and negotiating skills.

If we count the discounts and gifts in the negotiations, it is a big plus for us that the habit of discounting is more common in our culture than in Europe and America and we should use this feature.

Make a discount. The buyer company is satisfied with the discount. A 10% discount works for both parties, because by making a discount, you will have a more positive seller image. But be careful about the price. If you keep the price too high at the beginning, the buyer company may not even sit at the bargaining table.

Be aware of cultural differences. You should be aware of things like religion, culture, etiquette, etc. In some countries, being late for the meeting is considered a shame. In some countries, the cow is sacred. Every country and society has its own rules. You must know about them.

Make sure to turn verbal agreements into official documents. This is one of the "golden rules" of export. All verbal agreements and everything must necessarily be translated into written and signed official documents. "I'll fax it tomorrow, I'll send it next week" should not be accepted, everything should be fixed as written text.

Consider granting exclusivity rights only after getting to know the buyer well. Many buyers will want to obtain exclusive operating rights for your product or company in a particular market. Do not immediately turn down this possibility, but let us know that you are open to discussing this issue in detail. Because you need to get to know each other and establish a close relationship to transfer your rights.

Before transferring your exclusivity rights to a foreign company, make certain what types of clauses will be included in the contract.

Do not sign any contracts before a year. Only then can you consider signing a contract if you are satisfied with your business partner and the sales.

For example, if X amount of products are not sold between 4-6 months, you can formally indicate in this contract to cancel the exclusivity rights. So you need to secure yourself too.

In addition, it would be a fair and reasonable agreement method to receive the 20% of the amount specified in the contract in advance.

Work with a good translator. Sometimes you may need to prepare a bilingual contract. In this case, the authenticity of the translation is extremely important. In some cases, a small mistake in terminology can lead to different meanings and eventually lead to costly conflict. Therefore, be careful to work with a good translator.

Be wary of fraud. There is also fraud in the international trade world. The most common scams are not paying, soliciting hands-on testing, and making false complaints.

If you use internationally reliable methods of payment method, you will not have trouble paying, but it is a bit more difficult to be cautious about false complaints.

For example, if a company is asking you for large quantities of samples, you may be skeptical. Sample as the name implies… If you are asked for 2 tons of apples instead of two boxes of apples, there is a catch there.

Erroneous complaint is also the event that the other party refuses to pay as a result of finding a defect in the product you send. In this case, it is recommended to

detail the "defective goods and return conditions" clauses in the contract as much as possible.

Be market and customer oriented. Develop strong working relationships. Little things can bring huge benefits in developing business relationships. In other words, sending postcards on special days and holidays, sending congratulatory messages, celebrating birthdays add value and strength to relationships.

Do not fault the service. Each service can be considered successful if it meets the following conditions.

- Speed
- Sincerity
- Information
- Problem solution

You can exceed expectations and connect buyers to yourself. Philip Kotler, one of the marketing gurus, says: “Meeting the customer expectations, the customer is satisfied. However, exceeding these expectations will enchant them. " So if you exceed expectations, you will connect your customers to yourself.

However, exceeding expectations can become very difficult and costly one day. So you have to balance between making a profit and satisfying your customers.

Be prepared for increasing market demands. If you consider the issues mentioned above, your products will be successful internationally and the demand for your products will increase significantly.

However, if you cannot meet the increasing demand, you may end up losing customers and reputation. So increase production, establish partnerships or source the same product from elsewhere. However, when you supply from another place, make sure that the product quality, services and prices are the same.

Be prepared to spend money and time. Generally, you need to invest more in international markets than in the local market. It takes a long time and is costly to explore new and foreign markets. However, its reward is equally high.

Think commercial when making your decision. Thinking business doesn't just mean thinking about profit margins. You should understand what it will bring to you and your company by lowering the profit margin, or what it will bring to invest your profits overseas.

Do not deviate from your goals. Focus on one market at a time. Go into the other market only after securing your market share in the first market. Be patient, make sure you have enough money in your vault to grow your company.

Results of the third part , implementing online trading platforms into economy of Turkey and its main titles Characteristics of global trading platforms and Recommendations for improving the export performance of the Turkish enterprises by working in global trading platforms.

E-commerce has been defined, what benefits it provides, and why companies should turn in this direction. While making this definition, the companies that tend to e-commerce should be asked Why Should I Use Ready-Made Systems to Build an Online Shopping Site? The question was asked and an answer was sought. The answer was You don't need to be a web developer to build a good looking online store. It is given the information that it is easier and does not need to spend long times, especially for beginners.

The importance of content marketing is emphasized. The equivalent of the word content in e-commerce has been explained. It has been determined that companies or individuals with poor quality and sloppy content make much less sales. It has been

concluded that continuous content production will increase sales and information has been given on which social platforms the prepared content can be shared.

Recommendations for improving the export performance of the Turkish enterprises by working in global trading platforms

Information about Digital Consultants has been shared. The definition of digital consultants was made and the importance of digital consultancy was emphasized. It was determined that online support is required for those who shop on online platforms. General recommendations on the subject are included. Contact the Turkey Embassy in your country of destination and request an officer to guide you.

Visit wholesalers. Examine the products, prices.

Learn about the current situation and culture of the country.

Learn the equivalent of basic words such as "Hello", "Good morning", "Please" in that language. Little things can make a big difference sometimes.

CONCLUSION

By providing information about Future of work, Customer Experience, Digital Supply Networks, The Internet of Things (IoT), which are the foundations of digital transformation at the center of business success in the digital economy, we have seen the importance of these issues. Turkey's export potential by sharing information and data, what should be done to increase the export potential has been focused on the question of Turkey's leading export leaders have been examined. Turkey made an overview of the market by taking advantage of its holdings in the hands of Turkey in Europe and the Middle East the intersection of Turkey, still offers immediate and long-term opportunities for American firms. The country continues to have an advantageous geographic location and a strong position. Online trading platform for the implementation of Turkey's economy and the main topics of features and suggestions for the improvement of the Turkish business of

global trading platform working in export performance global trading platform are given.

The importance of content marketing is emphasized. The equivalent of the content in e-commerce has been announced. It has been determined that companies or individuals with poor quality and sloppy content sell much less. It was concluded that continuous content production would increase sales and information was given on which social platforms the prepared content can be shared.

Suggestions for improving the export performance of Turkish businesses by working on global trade platforms

Information on Digital Consultants was shared. The definition of digital consultant was made and the importance of digital consultancy was emphasized. It was determined that online support is needed for those who shop on online platforms. There are general recommendations on the subject. contact Turkey embassy in the country you go and ask an officer for such solutions and recommendations were presented to guide you.

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