THE CUSTOMER SATISFACTION IMPACT OF E-COMMERCE ON SMALL AND MEDIUM-SIZED RETAIL COMPANIES AND THEIR SUPPLY CHAIN: A RESEARCH ON NOURISHMENT SHOP'S CUSTOMERS

OZAN BARIŞ KIRDI

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PLAGIARISM

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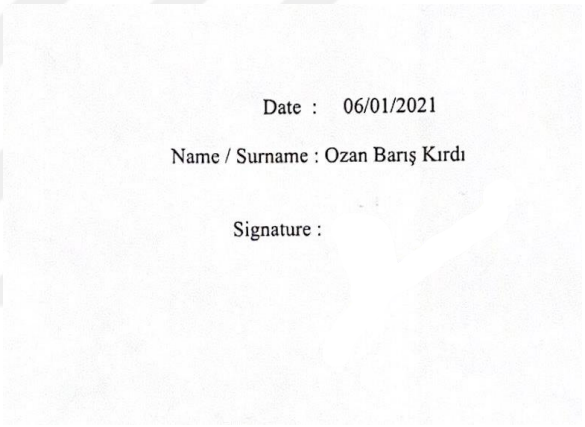

ABSTRACT

With the development of the new economy and the acceleration of information technology applications, the concept of e-commerce has become more common. E-commerce radically changes the perceptions of production, marketing and sales in the business world. This change creates a very different competitive environment for companies. E-commerce causes the perception of competition to be transferred to digital platforms, and this change is becoming increasingly difficult as a winner in the competition if companies are not fully prepared. In the last years of web's direct effect on business world, e-commerce has the biggest impact on SMEs. SMEs are accepted as the core power of the economy all over the world and they have an important share in the national economies of almost all countries, regardless of the development level of the countries. SMEs have been in an extremely busy process in terms of supply chain management in recent years. The SME world, where competition is extremely intense, has made it compulsory for companies to take important steps in supply chain management and technology use.

The purpose of this study is to investigate the effect of e-commerce web sites' general applications and their supply chain mechanism on customer satisfaction in e-commerce activities. In the research section of the study, a questionnaire was conducted among the customers of the e-commerce website of a nourishment company, which is specifically qualified in the food sector. In the study with this survey, the e-commerce activities of this nourishment company try to understand the quality of the supply chain element commercially. The research sample is composed of customers who shop in the e-commerce businesses in Istanbul. In this context, 355 questionnaires were collected for the analysis of the research depending on the sampling method.

Keywords: Business, Company, E-Commerce, SME, Supply Chain

ÖZET

Yeni ekonomi sistemlerinin gelişimi ve bilgi teknolojisi uygulamalarının hızlanmasıyla birlikte e-ticaret kavramı daha yaygın hale gelmiştir. E-ticaret, iş dünyasındaki üretim, pazarlama ve satış algılarını kökten değiştirmektedir. Bu değişiklik, şirketler için çok farklı bir rekabet ortamı yaratmaktadır. E-ticaret, rekabet algısının dijital platformlara aktarılmasına da neden olmaktadır ve şirketler tam olarak bu sürece hazır olmadıkları takdirde, bu değişiklik, yoğun rekabet ortamında kazanan olmalarını giderek zorlaşmaktadır. Web ve internet uygulamalarının iş dünyası üzerindeki doğrudan etkisinin son yıllarında e-ticaret, KOBİ'ler üzerinde büyük etkiye sahip olmuştur. KOBİ'ler tüm dünyada ekonominin çekirdek gücü olarak kabul edilmektedir ve kalkınma düzeylerine bakılmaksızın, hemen hemen tüm ülkelerin ulusal ekonomilerinde önemli bir paya sahiptir. KOBİ'ler son yıllarda tedarik zinciri yönetimi açısından da son derece yoğun bir süreç içerisindedir. Rekabetin oldukça yoğun olduğu KOBİ dünyası, şirketlerin tedarik zinciri yönetimi ve teknoloji kullanımında önemli adımlar atmalarını zorunlu kılmıştır.

Bu çalışmanın amacı, e-ticaret web sitelerinin genel olarak uygulamalarının ve tedarik zinciri mekanizmasının, e-ticaret faaliyetlerinde, müşteri memnuniyeti üzerindeki etkisini araştırmaktır. Çalışmanın araştırma bölümünde, bir gıda şirketinin e-ticaret web sitesini kullanan müşterileri arasında bir anket gerçekleştirilmiştir. Bu anketle yapılan araştırmada, bu gıda şirketinin ticari olarak e-ticaret faaliyetlerinin ve tedarik zinciri unsurunun kalitesini anlamaya çalışmaktadır. Araştırma örneklemini, İstanbul'da ikamet eden ve e-ticaret ticaret faaliyetlerinden yararlanan müşteriler oluşmaktadır. Bu bağlamda, örnekleme yöntemine bağlı olarak araştırmanın analizi için 355 anket toplanmıştır.

Anahtar Kelimler: E-Ticaret, İş, KOBİ, Şirket, Tedarik Zinciri

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ABBREVIATIONS

SMEs : Small and Medium Sized Enterprises

CHAPTER 1

INTRODUCTION

1.1. Introduction

E-commerce now seems to be an extremely logical and profitable business for all companies. Companies create a new sales channel by putting almost all of their products and services on e-commerce websites. This new area is growing day by day with the effect of the internet. Companies from many different industries sell to millions of customers through e-commerce websites. For this reason, e-commerce can now be seen as a new shop for businesses. These shops make customers' purchases easier.

Although e-commerce, as a new business area, is extremely important and critical for companies, one of the factors determining success in e-commerce is the supply chain. It is one of the most important goals of the supply chain, in particular, that customers receive the products they purchase on time and as a supply. For this reason, companies want to work with qualified and reliable supply chain actors in their e-commerce activities. Quality partners are extremely critical for companies. No matter how good an e-commerce website is, it is one of the most critical processes in the process to provide the products on the website in a timely manner and to deliver them securely.

The sensitivity of e-commerce websites in the procurement process has many different meanings for customers. Accordingly, although the customers are very satisfied with the products they buy and the manufacturers of the products they buy, the activities in the procurement processes are important evaluation criteria for the customers. Customer satisfaction is very important at this point. Accordingly, customers closely follow the general situation and supply processes of companies' supply chain structure. This follow-up process is a very sensitive time frame for the satisfaction of the customers. Any problems that arise during the procurement process will trigger the dissatisfaction of the customers. As a result of the qualified and successful operation of the procurement process, the satisfaction level of the customers will increase rapidly and visibly. For this reason, companies do not only

care about their products and services; Companies also care about the quality of the activities of the elements in the supply chain.

1.2. Purpose of Research

The purpose of this study is to investigate the effect of the supply chain on customer satisfaction in e-commerce activities. In the research section of the study, a questionnaire was conducted among the customers of the e-commerce website of a nourishment company, which is specifically qualified in the food sector. In the study with this survey, the e-commerce activities of this nourishment company try to understand the quality of the supply chain element commercially. In this way, it is aimed to evaluate the positive or negative effects of the customers, who provide the service, on the service provided to them on the website of the nourishment company. The aim of getting the opinions of the participants is to focus on the opinions of the people who are most affected by this process and who will evaluate the supply size of the process in the most appropriate way in e-commerce processes.

This study of thesis also examines the impact and applications of e-commerce sector on customer satisfaction in recent years. At this point, the supply chain systems of SMEs are at the center of the research. The study will be carried out in the food sector. In this process, an assessment will be made on the SMEs and their supply chain management skills in the context of the e-commerce sector.

1.3. Research Question and the Significance of Research Question

The research question of this study is related to the effect of supply chain operations within e-commerce activities on the commercial success of companies and creating customer satisfaction. The purpose of this research problem is to reveal the effects of supply chain operations on e-commerce activities. In the next stage, this research question aims to understand what effect the supply structure has on the customers' e-commerce preferences. The research tries to highlight the importance of e-commerce for companies and in this way, it targets SMEs as an example. The study focused on the e-commerce activities of SMEs, which are important for the promotion of entrepreneurs and are the determining elements of the process. At this point, the

main purpose is to determine how both SMEs and customers' approaches in the process are shaped and how they have an impact on the level of customer satisfaction.

1.4. Methodology

Research on customers who prefer e-commerce in shopping examines the effects of the relational benefit variable and its dimensions on the customer satisfaction variable. In this context, the purpose of the research is to reveal to what extent the positive relationships with customers as a result of supply chain applications affect customer satisfaction statistically in e-commerce. Therefore, these research findings are expected to make significant contributions to both academia and the business world. Questionnaire method was used as data collection method. In the research, the interview method was used as a data collection method. In the first part of the survey, the demographic information of the participants (gender, age, education, working status, monthly income, frequency of using the internet, online shopping experience and the device most used in online shopping) are included. In the second part, the scale consisting of the features and customer satisfaction of the online shopping sites organized by Irantaj (2018) as 36 items were used. In the third section, the trust in the supply chain scale developed by Şahin (2017) and consisting of eight items is included. A 5-point Likert scale was used to measure the scale items. Scale; It is coded as Never (1), Very Rarely (2), Sometimes-Occasional (3), Generally (4) and Always (5).

CHAPTER 2

E-COMMERCE

2.1. Definition of E-Commerce and Its Features

The increase in the supply of goods and services in customer expectations makes competition in the business world difficult on a global scale. Businessmen change their organizations and working styles in order to adapt to this and remove the barriers between the company-customer-supplier via internet and e-commerce. The rapid spread of the Internet has made electronic commerce a new and very effective tool in conducting business transactions. E-commerce has emerged as a product of technological developments in recent years and facilitating information communication. E-commerce allows production, promotion, sales, insurance, distribution and payment transactions of goods and services to be carried out over computer networks. Companies that have a more flexible structure with e-commerce, work closer with their suppliers, and respond to customers' expectations and needs faster, do not experience changes on a global scale. E-commerce offers companies the opportunity to choose the best supplier and sell to the whole world. (MEGEP, 2007, p. 4).

It is possible to examine the concept of e-commerce by dividing it directly and indirectly. E-commerce for physical goods requires the development of traditional trading methods and trade logistics. In the electronic commerce of the content digitized services, it is possible to carry out all of the promotion, order, purchase, payment, distribution and after-sales service operations on the networks. In this form, electronic commerce symbolizes a revolution in commerce. For e-commerce, although they are not expressed in the same way due to differences in their perspectives, more than one definition reaching the same place is used. The differences arise from the expressions of international or national institutions that make these definitions and work on electronic commerce, and the rapid change and development of the elements in electronic commerce (Bucaklı, 2007, p. 37-40).

It is the sales process in which the order of the product or service is placed through the online channel, the delivery of the product or service can be made online or offline, and the payment channel can be online or offline. According to the OECD definition, e-commerce is the trade of goods and services made over computer networks, using methods specially designed to receive or place orders. According to the definition of World Trade Organization, e-commerce is the production, advertisement, sales and distribution of goods and services over telecommunication networks. (Çelik, 2017, p. 6).

With the development of the new economy and the acceleration of information technology applications, the concept of e-commerce has become more common. The concept of e-commerce, especially its relatively low costs, the elimination of the boundaries such as time and space, and its advantages that enable the transmission of texts with various features by more than one person in a mutual interaction, have brought the concept of e-commerce to the agenda. In the simplest form, e-commerce is the development of business performance with the help of computer networks. As a result, businesses provide benefits such as increasing their profitability, increasing their market share, improving customer service, and improving distribution channels. (Marangoz, Yeşildağ & Saltık, 2012, p. 54).

In addition to performing electronic commerce, information, product or service purchasing and selling activities through computer networks; to create demand for the information, product or service offered (marketing), to provide customer support (at all stages of sales) and to provide commercial and logistics communication between commercial institutions and customers through global computer networks. Electronic commerce is any business activity that the parties communicate electronically without the need for direct physical connection or physical exchange. According to the UN-CEFACT definition, electronic tools (electronic mail and messages, electronic bulletin boards, www technology, smart cards) between manufacturers, consumers and public institutions and other organizations for structured and unstructured business information to carry out e-commerce, business, management and consumption activities. , electronic funds transfer, electronic data exchange, etc.) (Elibol & Kesici, 2004, p. 306).

There are many definitions about e-commerce made by national and international organizations. Some of these definitions broaden the scope of electronic commerce while others narrow it. In general terms, electronic commerce can be defined as the exchange of goods / services carried out over computer networks in electronic environments designed to take orders. (Yılmaz & Karakadılar, 2019, p. 54). The e-commerce application has transformed the Internet into a sales channel, adding a new one to the many benefits created by the internet. With e-commerce, online books, music, toys, electronic goods, insurance, stock purchases, flight ticket purchases began and continued with furniture, large vehicles, home banking, and home delivery. Today, trading on almost every other subject can be carried out on the Internet. (Kotler, 2016, p. 60).

Generally, the features of e-commerce activities are listed as follows (Çoban, Devecioğlu & Karakaya, 2011, p. 1103):

- The most important point of the internet trade is that it is carried out interactively between the parties.
- E-commerce is the biggest gateway to the world for a business.
- E-commerce may require making radical decisions in all working methods on it.
- E-commerce not only creates a new working culture but also appeals to consumers with a different culture of its own. However, this culture broadens its scope with the rapid spread of the internet.
- It is almost impossible to determine the market share and the consumer mass that can be reached with the e-commerce system in advance.
- The services planned to be provided by e-commerce will determine the future position of the businesses.
- E-commerce requires getting out of regionality

- E-commerce provides instant and convenient access to information, products and services offered on the internet from almost anywhere in the world.

- The infrastructure of e-commerce activities that can operate 24 hours a day, 7 days, eliminates the problem of time restricting communication and shopping.

- The reliability of e-commerce has been proved by statistics. Emerging technologies are expected to further strengthen reliability.

- The infrastructure of e-commerce and the preferences, habits and demographic features of consumers can be tracked, and personal information can be established between the buyer and the seller of the product or service using this information.

The features listed above show that e-commerce activities now have a highly qualified place in people's lives. For this reason, the investments of companies on e-commerce are gradually increasing. This increase is directly proportional to the interest of customers in e-commerce activities.

2.2. Reasons of E-Commerce's Increasing Popularity

There are many factors that contribute to the growth and development of e-commerce activities. The main ones are population size, internet usage rate, developing and increasing alternative payment systems, advanced logistics support systems. In addition to all these, the size of the young population in the world enables the society to adapt to new technologies more easily and quickly. Thus, e-commerce and other information technologies are developing rapidly. Another reason is that logistics support systems and the banking sector are more developed worldwide. In the current process, many cargo companies can deliver the shipments to customers in a very short time. (Demirdöğmez, Gültekin & Taş, 2018, p. 2218).

In general, the following factors are among the key drivers for the growth and development of the potential of e-commerce activities in a country. (TÜSİAD, 2014, p. 43):

- The gross domestic product of a country and its per capita income.
- The prevalence of internet use in a country and the percentage of internet use habits.
- Credit card usage habit, prevalence and rates in a country.
- General logistics infrastructure in a country.
- The prevalence of social media usage in a country that has come to the fore in recent years.

E-commerce has great advantages especially for customers, and these great advantages make e-commerce tools more attractive worldwide. The most important issue for customers is the convenience offered by e-commerce. On the other hand, as the options in the field of e-commerce increase, the popularity of e-commerce has also increased. In general, it is possible to list the factors that increase the popularity of e-commerce as follows (İSO, 2015, p. 89):

- Customers have the opportunity to access products and services 24 hours a day, every day of the week.
- There is an extremely wide range of products in e-commerce fields and they are directed to the special tastes of the customers.
- With e-commerce, it is possible to access products and services at lower prices.
- It is possible to talk about a fast delivery process after e-commerce transactions.
- Customers have the opportunity to receive live and more effective information and services from the customer service unit.

- E-commerce offers customers personal service and makes them different from others.
- There is no space separation in shopping processes; There is an opportunity to shop from home or work.
- It is very easy to research and compare in e-commerce environment.
- Transitions between product and service preferences are made easily and preferences are low cost.

The issues listed above show that the advantages of e-commerce make it more attractive. Accordingly, corporate and individual consumers have the opportunity to purchase the most suitable product or service in e-commerce environment by reading the content in detail. This situation leads to a positive change in consumer perceptions.

2.3. Reasons of Enterprises' E-Commerce Choice

From a company perspective, the advantages of e-commerce activities make a much bigger difference. Due to these advantages, companies focus more on e-commerce. This allows the level of e-commerce investments to increase. In general, the reasons why companies prefer e-commerce activities can be listed as follows. (İSO, 2015, p. 89):

- It is seen more frequently in companies' search engines, websites and advertisements on the internet.
- Products and services are delivered to different parts of the world without geographical limitations.
- The management of customer complaints processes becomes easier and faster.
- The costs of e-commerce websites are extremely low.

- In the competition in the e-commerce environment, there is no obvious and effective difference between small and large companies.
- It is observed that many communities, especially those with high income levels, do their shopping online.
- The potential of e-commerce is increasing all over the world, especially in times of financial crisis; In the financial crisis period, e-commerce is increasing even as retail sales are falling.
- Customers' way of buying behavior on e-commerce websites enables companies to increase their knowledge about them.

Looking at the above, it is understood that companies see e-commerce activities as an important spreading area for them. Affordable online shops, close communication with customers and low-cost promotional activities make e-commerce activities more attractive for companies.

On the other hand, considering e-commerce activities in general in terms of market conditions, it is possible to explain the value of e-commerce activities for companies with the following factors (Marangoz, 2011, p. 186-187):

- E-commerce transforms markets, moving markets from an objective plane to a virtual plane. Changing the markets may not be considered important, but shopping methods take a completely new form.
- Different methods of buyer-seller relationship take an entirely new form in e-commerce activities. With the move of the buyer-seller relationship to a different level, traditional mediation is first removed.
- E-commerce has an accelerating and spreading effect on trading and related transactions. Especially with the development of electronic data exchange systems among companies, economic transactions are also developing.

- E-commerce increases the functioning density of the economy. Economic relations between companies, both large and small, and companies and consumers are reinforced by e-commerce.

- Openness is the main feature of e-commerce, both technologically and intellectually. It is the basis of e-commerce that the companies and data that are not subject to property privacy are open to two segments, the companies where the company does business as buyers and sellers and consumers.

- E-commerce changes the relative importance of time. At the same time, e-commerce minimizes business and processing times and eliminates it in some cases.

With the above features, e-commerce radically changes the perceptions of production, marketing and sales in the business world. This change creates a very different competitive environment for companies. E-commerce causes the perception of competition to be transferred to digital platforms, and this change is becoming increasingly difficult as a winner in the competition if companies are not fully prepared.

2.4. Types of E-Commerce and Advantages-Disadvantages of Process

Although e-commerce is generally handled under a single name, there are actually applications in it. These different practices are important business activities for companies and each business activity offers the chance to serve in different customer segments for companies. It is possible to list e-commerce types and contents as follows (Toprak, 2014, p. 67-69):

- Business to Business E-commerce (B2B): It refers to the e-commerce between businesses. Internet, extranet and EDI applications can all be used in business-to-business e-commerce.

- Business-to-Consumer E-commerce (B2C): Business-to-consumer e-commerce, which is the area where e-commerce is the most talked about, is the area where traditional commerce has changed the most.

The concept of virtual merchandising points to this type of e-commerce.

- Consumer-to-Consumer E-commerce (C2C): It is the type of e-commerce that places even the most active and normally consumer individuals as a seller after e-commerce from business to consumer. In this area where the internet environment is used, the subject of trust reaches the highest level.

- E-commerce between Government and Business (G2B): The use of the internet environment in commercial relations between businesses and public institutions can be called e-commerce between government and business. These commercial relations include participation in tenders, tax, insurance tracking and payments, public information and support services.

- E-commerce (G2C) from State to Consumer / Citizen: The main factor that will determine the degree of development of e-commerce from the state to consumer (citizen), which is open to development, is the level of transition of the public sector to the online system.

Looking at the types of e-commerce listed above, it is seen that many actors have an e-commerce relationship between themselves in every field of life. In particular, it is seen that states are also in the process. In this way, e-commerce is no longer just a process that operates between companies and customers; In this process, everyone can be a manufacturer and everyone can be a customer.

When evaluated in general, it is possible to evaluate the advantages of e-commerce as follows (Çam, 2014, p. 52-53):

- Since there is no need for a physical store, the costs of starting e-commerce are much lower.

- Despite the constantly open e-store, costs can be kept very low by using a small number of staff.

- E-commerce store is suitable for the whole country and international sales as soon as it is established. The service can be started as if it had opened stores all over the world.

- Besides the convenience of the internet environment, it can create a variable e-shop design according to the customer characteristics. Product placements and notifications can be made according to the interest of the person visiting the website.

- It is possible to communicate effectively with customers and target audience at almost zero cost.

- Small businesses working with small stocks can compete effectively with large businesses.

- If expected profits are not obtained, closing an e-commerce site can result in much less loss.

On the other hand, it is possible to evaluate the disadvantages of e-commerce as follows (Çam, 2014, p. 53-54):

- The hosting and service providers of the e-shop are dependent on the technical infrastructure and service quality.

- In addition to the internet technologies that are developing positively, website security must be at the highest level and up-to-date in order to prevent malicious people from harming customers and businesses by using security weaknesses on the internet.

- It is much more important for the e-shop to gain confidence to find new customers at the beginning. Promotion, product selections, support services, and rapid resolution of problems are more sensitive than traditional trade.

- It is imperative that the competitors be followed and the competition is set very well, as competing sellers are also easy and low-cost to start e-commerce, and customers can easily reach them.
- Innovations, changes and opportunities in the internet environment must be followed up-to-date.

Looking at both the advantages and disadvantages, it is seen that the potential of e-commerce is huge. But companies have to focus strictly on the technological dimension of e-commerce. This focus causes high cost and high precision. Possible mistakes in the process will directly affect the commercial success of companies.

2.5. Financial Potential of E-Commerce Globally

The main impact of e-commerce activities on the global economy and society in the world will undoubtedly be its contribution to economic efficiency, competitiveness, profitability and the emergence of the information society. E-commerce facilitates existing commercial relationships between companies, sales from companies to customers, and swap between consumers. In addition, it affects the commercial atmosphere at the national, regional and global level and provides important opportunities in terms of market size and job opportunities. (Kalaycı, 2008, p. 142).

E-commerce in the global arena generates income as a result of many different activities. It is possible to list these activities as follows (Marangoz, 2011, p. 189-190):

- Electronic commerce in terms of contemporary business
- Purchase and sale of physical and numerical goods,
- Marketing all kinds of products directly to the consumer,
- Promotion, advertisement and information,

- Transactions and contracts between commercial institutions,
- Support after sale,
- Tenders held electronically,
- Electronic bank transactions,
- Common design and production,
- Keeping and tracking commercial records,
- Shipping of numerical goods.

When factors affecting the global e-commerce market are examined, factors related to macroeconomics, demography, information and communication infrastructure, financial product penetration, social media and logistics infrastructure are the most frequently examined factors. Having a GNP value of $ 13.41 trillion in 2018, China was the leader in the world with its B2C e-commerce market size of $ 634 billion, while the GNP of the United States reached $ 20.49 trillion and the size of the B2C e-commerce market. 0,766 trillion dollars in 2018. Turkey's GDP is the value of B2C e-commerce market size is realized as US $ 6.1 billion. The sum of the market sizes of the three largest countries in the B2C e-commerce market is the majority of the global e-commerce market. The top five players of the market, which are expected to reach approximately 3.5 trillion USD globally as of 2019, according to the predicted results of 2018, respectively China (634 billion USD), America (504 billion USD), Japan (123 billion USD), United It is the Kingdom (103 billion USD) and Germany (70 billion USD) (Deloitte & TÜSİAD, 2019, p. 34).

China, which exports more products to the world every day, is a leader in cross-border transactions. When the cross-border transactions of China are examined, it is seen that every day it is marketing more products to the world. Brokers and sellers worldwide offer their Chinese retail products to the market through direct sales to customers through online markets such as Alibaba and Amazon. The Chinese government's export-promoting incentives also accelerate the opening of Chinese products to the world. In addition to local markets, the consumer profile that makes

cross-border shopping or just cross-border shopping is seen mostly in the Middle East and Africa. The main factor in the prevalence of cross-border trade in these regions may be the flexibility in customs regulations, the ease in tax legislation, and the fact that the customers demand more or less than the cross-border sales prices in their regions (Ari, 2019, p. 15).

E-commerce channels in Turkey, although growing rapidly, is watching far behind the developed economies as the penetration rate. While this creates a negative perception, it also reveals the magnitude of the existing potential. While the rate of ownership of internet access from home, which is a very important indicator of the potential, was 83.8 percent in 2018, it increased to 88.3 percent in 2019. However, as of 2019, the rate of online shopping rose from 29.2 percent over the previous year to 34 percent, exceeding the 30 percent limit for the first time. As of 2019, the rate of shopping on the internet for women was 29.9 percent, while for men, this rate reached 38.3 percent. (KPMG, 2020, p. 21).

2.6. Risk Potential in the E-Commerce Process

When the risks regarding e-commerce are evaluated, the first place is the risks that customers face. There are also risks faced by companies in the process. But customers are the most active actors in the process, and the risks faced by customers also shape the future of e-commerce processes.

The perceived risk level for a consumer who wants to shop on the internet is a major obstacle to the purchase decision. Perceived risk is the consumer belief about the level of uncertainty of negative consequences that may result from online shopping. According to another definition, the perceived risk is expressed as the expectation of personal damage to a consumer who purchases online (Forsythe & Shi, 2003, p. 869).

There are many advantages of e-commerce to consumers and businesses. However, there are many factors that affect consumers' preferences for shopping or not. Despite the rapid increase in internet usage, consumers perceive different risks in online shopping and this risk perception negatively affects the size of shopping (Cesur & Tayfur, 2015, p. 49). The consumer decision making process in e-commerce is

affected not only by the real risk faced, but also by the perception of risk. Perceived risk can be expressed as part of decisions regarding purchasing, such as which consumer will choose, where and when to buy (Dalgakıran & Öztürkoğlu, 2017, p. 148).

In general, it is possible to evaluate the risks arising in e-commerce as follows (Al-Bayati, 2018, p. 64-65):

- Product risk: It is the risk that the product is not ready or suitable for use due to problems that may arise from the physical structure of the product, such as the product being defective.
- Performance Risk: The evaluation of the quality of the product poses a performance risk for customers, since the product is physically free from consumers' control before the purchase decision in online shopping.
- It includes the risk of losing some amount of money except for the customer's product price. It is not about the product itself, but about the marketing channel.
- Financial Risk: It includes the risk of losing some amount of money except for the product price of the customer. It is not about the product itself, but about the marketing channel.
- IT Risk: It is about the security and privacy of the transaction. Many customers have a belief that credit card information used in online shopping can be easily stolen.
- Psychological Risk: When consumers' online shopping information is exposed, situations such as embarrassment, frustration or discomfort in the consumer pose psychological risk.
- Time and Comfort Loss Risk: Product research, finding the appropriate website, performing order transactions, delays in receiving products

and some problems are considered as a risk of time and comfort loss for some consumers.

In both traditional shopping and e-commerce, customers' purchases always have more or less risks. However, it is known that no consumer wants to take risks or perceives. The flexible and agile structures of companies can eliminate some of these perceived risks (Sabegh et al. 2019, p. 37). Masoud (2013, p. 79) stated that the main factor in the decision-making process in online shopping is perceived risk and therefore this will be the main factor in the decrease in the interest in online shopping.

Sinha and Kim (2012, p. 50) examined the reservations of consumers about internet shopping, even though the rate of internet usage increased especially in India and determined that time was needed to overcome the issue of trust. Khan et al. (2015, p. 295) listed the most important factors affecting the re-shopping of consumers in e-commerce as trust, return policy, product risk and price. Raffaele and Orlando (2014) stated that e-consumers' positive relationship between website technology level and e-service quality and that site's trust. Khan and Chavan (2015) found that the primary and most important factor affecting consumers' online shopping behavior is lack of confidence (Öztürkoğlu & Demir, 2019, p. 1908).

The consumer should not feel any risk at the end of online shopping or while shopping. The risk does not only include the security of payment or private information, but also includes the risks of ensuring security in product delivery and both service and warranty and return after delivery. For the customer who does not meet the expectations or receives a product different from the visual, online shopping will cause a bad image to be developed and a negative attitude towards this issue. At the same time, this will cause a low level of interest (Karabaş, 2018, p. 102).

CHAPTER 3

SMEs and SUPPLY CHAIN ACTIVITIES

3.1. Definition of SMEs

Although it will be thought that large-scale enterprises generally manage and direct the process in the cycle of economies in the national sense, it is seen that small and medium-sized enterprises are more prominent at the basis of the system and even they take entrepreneurial activities by taking great responsibilities in terms of the continuity of the system. These types of enterprises, which are called SME (Small and Medium Enterprises) in the literature, are seen as the most basic and productive units in terms of the functioning of the business world (Kargül, 1997, p. 1).

The period when evaluated in terms of qualifications in terms of commercial SMEs, in Turkey's standards, not to be discussed within the legal limitations, the number of elements that run in-house, less than 250 people and annual net sales revenue or a financial balance sheet, 25 million TL to exceed and maintain this structure are commercial enterprises (Ulusoy & Akarsu, 2012, p. 106). However, when SMEs are handled one by one, it is difficult to say that they affect directly the entire world economy in general. However, when we look at the financial value, entrepreneurial value and employment capability of SMEs in total, it is seen that they are extremely effective in contributing to the economy and creating a socially positive effect. Because SMEs can take on many of the responsibilities that large-scale businesses avoid taking, and thus, they are the ones that support the strong financial ground that remains at the bottom of the system and feed the system from the bottom (Özdemir, Ersöz & Sarıoğlu, 2006, p. 178).

Globally, approaches to the definition of SME are evaluated according to the criteria set out in the countries' own financial law, and SME definitions differ geographically. The SME definition in the USA is based on the number of employment workers and the revenues earned by businesses within the sales figures. The identification system, which operates in the same way since the 1920s, is periodically renewed according to the financial conditions of the business world. Accordingly, the Small Business Administration organization in the USA makes SME

definitions as follows: Enterprises with a maximum employment capacity of 250 and not exceeding $ 9.5 million in annual income (Kendirli & Kendirli, 2014, p. 34-35).

In Japan, which is one of the largest economies in the world and supports all small-scale enterprises in terms of competition, employment and development, the number of workers employed and the amount of capital invested comes to the fore. Accordingly, employing up to 300 workers in the industrial sector and with a capital of less than 100 million Yen; employing up to 100 workers in the trade sector and having a capital amount below Yen 30 million; In the service sector, enterprises employing up to 50 people and whose capital amount is below 10 million Yen are considered within the scope of SME (Kendirli & Bilginer, 2001, p. 43).

Although the EU has a perception that has changed over the years in terms of SME definition, there is a conceptualization used after the European Commission decision in 1996 and also in the current process. In the early stages, while small and common scale discrimination is made, businesses are evaluated, and currently, two types of businesses are considered in a concept. Accordingly, according to the evaluation of the European Commission and the European Investment Bank within the EU, SMEs in all member countries are businesses with a net fixed asset of not more than € 27 million, with a maximum of one-third of their capital owned and employing less than 500 workers. It is evaluated (Bayülken & Kütükoğlu, 2012, p. 8).

3.2. Features of SMEs

Although SMEs are seen as a building block in terms of the functioning of the economy worldwide, they are also financial actors that large-scale enterprises and governments strive to protect under their own economic structures. In terms of state administrations, SMEs take a significant financial burden from the back of state administrations by providing employment. In terms of the private sector, SMEs are important supporters, especially in terms of supply chain, and SMEs are helping the continuation of large enterprises. This situation of SMEs makes it valuable to put them under protection. At the same time, this shows the importance of SMEs in terms of economic continuity (Ay & Talaşlı, 2007, p. 175).

SMEs are going through more challenging processes in order to be able to invest according to large-scale businesses and to find support in improving themselves. Although it helps the nutrition of the upstream part of the system as the enterprises that are the basis of the economy, it is extremely difficult to find qualified support for SMEs. For this reason, it is seen that SMEs are supported in national economies by state administrations or financial institutions. The main reason for this support is to prevent the system from being damaged from the bottom, and perhaps to ensure the continuity of such businesses that do the most important work with employment support in national economies. Therefore, it is possible to say that SMEs are the basic building block for the sustainability of national economies. Therefore, although the support provided to SMEs is of great importance, the incentives designed by the government administrations in the process have a great importance in order to develop the potential of SMEs' operations. At the same time, the support provided by the private sector in various ways creates a serious standing and adherence to the sector for SMEs (Küçük, 2015, p. 95).

The effects of SMEs, without making a regional distinction, are on average similar to each other and create a financial and social basis for all sectors worldwide. The characteristics of creating financial grounds are that they are the first step towards the existence of certain sectors. Sectors and larger enterprises can be built on the ground they have established. In addition, being a social ground, SMEs are effective in increasing the opportunities of finding a job and ensuring the sustainability of the life of the society, with the employment effect they provide, as well as training qualified personnel for larger enterprises (Bayülken & Kütükoğlu, 2015, p. 4).

At the same time, it is seen that SMEs are able to move more comfortably in terms of economic development due to their extremely flexible structures and accordingly they try to improve their capacities by acting more comfortably. SMEs, which have different production logic rather than the built-in schemes of large-scale enterprises, can make more comfortable production, investment and marketing decisions in this way (Koyuncugil & Özgülbaş, 2008, p. 1).

Beyond that, SMEs are evaluated with their characteristics listed below (Özdemir, Ersöz & Sarıoğlu, 2006, p. 43.):

- They meet the needs of the commercial system by making use of the lawful gaps in the markets,
- They operate in order to use the potential of the free market and to maintain its functionality,
- As their numbers grow steadily, they pose an obstacle, especially in the face of monopolization that the private sector is trying to create,
- With their libertarian and flexible approaches, they are effective in emerging market innovations and keeping markets alive,
- They are problem-solving for businesses that have problems with the production and supply chain,
- They add innovation and competition to the process by introducing innovative products and services with technology support,
- They allow the employment of individuals that large-scale enterprises cannot offer employment opportunities.

In another evaluation, the following characteristics of SMEs, which can be described as different, are included (Sarıaslan, 1996, p. 57):

- They were created and started to operate within the scope of individual initiative or family factors,
- Although they are the result of a planning, they have also emerged by chance,
- They have a strong and strong sense of initiative as of their early stages,

- There is a dedication to the business or the sector in which they are located, as they are enterprise-oriented.
- They prefer to work without loyalty or dependence on any other business,
- Rather than long-term planning, strategy or investments, they want to do things where they can achieve quick and tangible results,
- They have the capacity to react quickly to market movements,
- They have lower costs of investment and in this way, they can create employment more easily,
- They can respond to sudden demand changes in the market faster, more diverse and easier.

Given the general characteristics of SMEs, it is possible to say that such enterprises have very effective contributions both for themselves and for national economies. Since SMEs do not have very large capacities, their risk potential is extremely small. This helps SMEs to act bolder.

3.3. Functions of SMEs

Perhaps the most prominent issue in the evaluation process of SMEs is their intense and functional production and employment supports. In this way, although they meet a very important expectation of the society, they also open a place that cannot be easily closed in the economy. For this reason, supporting the existence of SMEs in order to protect financial balances becomes a national and international imperative. Generally, it is a matter of leaving the process to the benefits of competition in market conditions, whereas SMEs do not have to be left alone under the intense and destructive conditions of competition as much as they are concerned, and financial support policies are formed accordingly (Türkoğlu, 2002, p. 283-284).

On the other hand, SMEs add dynamism to national markets with their dynamism. Their enthusiastic attitude towards productivity also shows how effective

they are in working and their capacity to promote the rest of the economy. SMEs, who have a chance to invest more and more comfortably with the support they receive from the government or various financial institutions in their financial development processes, thus enable financial institutions to actively continue their financial activities throughout the process (Uslu & Demirel, 2002, p. 74 -75).

Apart from these, it is possible to list the functions of SMEs both financially and socially as follows (Ulusoy & Akarsu, 2012, p. 106-110):

- To support the points where development of state administrations or private sector is missing in terms of development,
- To raise a new, developing, learning and qualified employment potential with the job opportunities created,
- To be a training, trial, development and experience medium as well as a business.
- To provide as much and reasonable production as possible with lower scale but qualified production activities,
- To undertake an economic and social task in terms of financial development in countries with high unemployment and capital constraints,
- To lead the activity of capital in a way by investing boldly in areas that seem difficult to invest and where many large-scale businesses are afraid to be involved,
- To be a part of the supply chain in order to support these businesses in areas where large-scale enterprises are afraid to invest due to cost burden.

Although it is thought that there is a large support of large-scale enterprises in the development of national sectors and economy in general, it is actually small and common-sized enterprises that make the difference. Accordingly, SMEs have an

extremely important position in the country for the basic nutrition of the economy and the business world. In the past years, it has not been possible for SMEs to feed and support the economy and different sectors from the bottom, as they have to act on their own and survive in the competition. But over time, as the emerging table shows, SMEs can now act much more strongly with the various supports they receive. At the same time, SMEs can sustain themselves as well as create a serious employment force. Accordingly, the importance of the support received by SMEs has a great impact on their own importance (Erol, 2010, p. 172).

SMEs have the effect of easing the burden of the country's economies at the point of employment, especially in terms of fast-growing countries. Although it is not possible to employ the entire growing population in a sufficient and qualified manner, there is a need for the parties that will support the employment of this population. While the private sector plays an extremely active role in meeting this need, it is observed that SMEs now take responsibility within their capacities and within their capacities. While taking this responsibility for large-scale businesses does not constitute a major financial burden, this situation may represent a greater burden for SMEs. For this reason, the most important function of SMEs is to take a strong and effective employment responsibility by considering their financial interests (Bozkurt & Baştürk, 2009, p. 53-54).

3.4. Advantages and Disadvantages of SMEs in the Business World

3.4.1. Advantages

Although the limited features of SMEs are considered as a disadvantage for them in the competition process, they actually have enormous advantages in terms of gaining faster and clearer earnings. It is possible to evaluate these advantages with the following factors (Türkoğlu, 2003, p. 276-279):

- While changes in the implementation of large-scale enterprises require large-scale decision changes, SMEs are more flexible in this regard,
- The process of permission or approval does not take long to test innovations, and instant decisions can be taken,

- Investments in the technical sense are more costly, but at a level that can be used more efficiently,
- Since there is no institutional tight structure, deficiencies and gaps in production can be easily and quickly resolved,
- The executive team does not consist of a large number of people and therefore there is no intense bureaucracy,
- The relationship with the employees is closer and the communication is more intensive,
- Employment, production, marketing, sales etc. the costs of basic activities are extremely low,
- Costs related to logistics are not a problem for other activities of the business.

SMEs' lack of huge capacities is perhaps the most important advantage for such businesses. SMEs act more comfortably, especially in the decision-making process, and therefore their financial impact is much higher. At the same time, SMEs participate in the competition more easily because the establishment process is extremely easy.

3.4.2. Disadvantages

Being small-scale and acting comfortably can provide an enormous advantage for SMEs. However, the inability to overcome difficult processes such as large-scale enterprises, especially financially, is the basis of the disadvantage of SMEs. Based on this, it is possible to list the disadvantages of SMEs as follows (Karabulut, 2012, p. 195-196):

- Employing or owning many people who have not fully experienced many processes and management in the management levels of SMEs,
- Professional individuals should not be given management, responsibilities and position of having a say,

- The owners of the capital are involved in the sector in question, although their sectoral knowledge is not sufficient,
- Lack of sufficient predictions about the future of the financially likely crises,
- Having to train rather than finding a skilled workforce, and its cost is higher over time,
- Although they allocate budget for new technologies, they do not have a high enough level of awareness in this regard,
- Failure to establish a high level of product / service quality ratio.

Failure and financial threats are the most important problems for SMEs. This creates a question mark about SMEs' weakness. This sensitivity situation can be perceived as a disadvantage for SMEs and will threaten the future of SMEs.

3.5. The Effect of SMEs on Competition and Development

During the period when the financial environment was taken into consideration in the 1980s, financial survival is a sufficient situation for SMEs; However, as the world financial system has become more and more global over time, it has become imperative for SMEs to carry out global strategies. Even though they will not open to global markets, the expectation from SMEs is that they follow global trends and integrate the method or system that suits them in this process to a certain extent. In this way, it is believed that SMEs can compete within themselves as well as they can also influence the direction of competition in the general market (Turan, 2009, p. 106-107).

The subject of competition is extremely important for SMEs and it is an issue that they need to observe. It is observed that SMEs have a much more attractive business identity for entrepreneurs worldwide due to the conditions they have. For this reason, many investors are put into commercial life as SMEs. This situation creates an inevitable competition among SMEs. At the same time, the competition in question among SMEs directly affects national and indirectly international and

commercial competition. For this reason, SMEs are obliged to make themselves ready for national and international competitive conditions due to their determinant position in competition (Yalçın, 2009, p. 1).

It is possible to say that it is very important for SMEs to adapt to the competition, although competition with businesses larger than them is considered as a distant target for SMEs and it is considered as a more important issue for SMEs. Still, it is possible to say that there are problems for SMEs in adapting to competition. These problems arise from SMEs not thinking about production at large scale, high level of profitability and long term in terms of growth. It is surely that there are many businesses that aim to grow among SMEs. But the main problem is that SMEs need a long period of time to achieve large-scale targets in terms of capacity. As a matter of fact, SMEs are afraid to grow in the process with the fear that this situation may cause a large-scale competition and this limits their competitiveness capacity (Memory, 2016, p. 23).

Although SMEs are organizations that struggle in national markets, it is seen that it is imperative that they follow international markets. This necessity arises from the fact that the local competition that SMEs are in is fed by international competition standards and that they are setting new standards accordingly. This has a direct impact on SMEs being the determinant of the base of economic systems. As SMEs work and produce competition-oriented, the competition here also has an indirect effect on the understanding of competition of large-scale enterprises (Aykaç 2008, p. 69).

The subject that can be considered as a basic positive for SMEs is that its flexible attitudes towards production and development can also manifest itself in employment and working tempo. Accordingly, SMEs can achieve faster results than other large-scale enterprises thanks to the steps they take in entrepreneurship and they can find quick solutions for the functioning of the economy thanks to their capacity to achieve success easily. This situation shows that in the world economies, where development has become increasingly challenging, the capacity of SMEs to find solutions to problems has improved and they have played a key role in overcoming development barriers. In other words, the participation of SMEs in the process

facilitates alternative production in the troubled periods of the economy (Özbek, 2008, p. 49).

Although the public sector and the private sector have competent and effective policies in development worldwide, the business structures formed by individual enterprises also take on the invisible side of financial and social development with great responsibility. This responsibility is largely to invest by allocating a share with equity and income, to provide employment and to invest in the future structure by ensuring the balance of debts. In this way, SMEs can invest in the production of products or services in any sector, although they are not large-scale. These investments make an important contribution to make the necessary progresses especially in areas where it is difficult to catch up or which are not considered (Çatal, 2007, p. 333-334).

However, it is possible to list the effects of SMEs in the development process as follows (Maden, Dulupçu & Sungur, 2014, p. 97-99):

- Improving employment capacity,
- Contributing to the development of small-scale settlements that lag behind in development,
- Providing support to the public in order to identify the problems in the invested region and to resolve these problems, with the help of these problems,
- Selecting the points that state administrations have difficulties in focusing on and targeting new income and employment areas from these points,
- Providing facilities especially for the employment of the young population and thus raising qualified and qualified employees for the future,
- To be able to try new technologies and applications more boldly and more,

- More activities can be carried out in less time with less cost in learning and application processes.

3.6. Supply Chain Management and Technology Use in SMEs

3.6.1. Supply Chain Management

Supply chain management is an activity in which the company functions and resources owned by its partners, in which the company cooperates both internally and in the supply channel. Supply chain management is a mechanism aiming to ensure that products and information reach the market place in order to produce creative solutions and create customer loyalty in a supply system that increases customer satisfaction in an intense competitive environment. There is a management philosophy focused on continuous development in supply chain management. In line with this philosophy, the purpose of the supply chain is to obtain the right products, services and information for the company in the right amount, at the right time and at low cost. In a general supply chain, the process proceeds as supplying, producing, stocking and delivering the materials to customers (Güzel & Yazıcılar, 2016, p. 874).

If stated with a broad definition, the supply chain aims to convert raw materials and parts to the final product, then to add value to the products and distribute them to retailers and customers. In the process, it is called integrated system supply chain management, which ensures the harmonious movement of many business processes in order to facilitate the exchange of information between various business elements. The supply chain includes many fields in terms of business processes such as material supply, supply, production, sales forecast, sales process, customer service, inventory management and distribution (Öztürk, 2016, p. 18).

The supply chain is a system of companies that supply the next company. The supply chain can also be defined as a physical network that provides the supply of materials to be used in production, the transfer and production of these materials to semi and full product production, and the delivery of finished products to consumers. Supply chain management should not only be considered as another name of supplier management. Supply chain management is the systematic and strategic coordination of the functions and plans of the companies on the chain to cover all process actors in

order to increase the long-term performance of the supply chain and all companies within this chain. At the same time, supply chain management can be defined as combining key processes from the first supplier to the end user in order to provide products, services and information that create value for customers and other stakeholders (Barutçu, 2007, p. 134).

Although the structure and operation of the supply chain differs according to the sector in which the company operates, it basically shows some common features. The main characteristics of the supply chain are listed as follows (Altınmekik, 2002, p. 10-11):

- The supply chain encompasses all activities and processes, from the supply of the product to its delivery to the end consumer. These activities cover many activities such as transport of raw materials to production centers, production activities, distribution.
- Many companies can be in the supply chain. A chain of suppliers, suppliers' suppliers, manufacturers, distribution services and customers continue.
- One customer can be another supplier, so there are many supplier-customer relationships in the total chain.
- Depending on the products and markets, the distribution system may be direct from the supplier to the consumer, as well as a number of distributors consisting of wholesalers, warehouses and retailers.
- Products and services often flow from supplier to consumer. Demand information generally flows from consumer to supplier.

3.6.2. Supply Chain Management System and Objectives

The supply chain management system is defined as a basic operating system that handles and coordinates the internal resources of the company as a whole, in order to manage and work with suppliers outside the company (Candemir, 2000, p. 18). The aim is to further the company's work by increasing the manufacturing capacity of the company, improving sensitivity to the market and improving the relations between the manufacturers and suppliers.

Supply chain management system; While making the internal works of the companies in the most convenient and simple way, it also examines the work of the entire supply chain and also improves the work, thus enabling companies to optimize their work towards the consumer. This system ensures that the supply, production and distribution applications are compatible, integrated and high performance in order to ensure the development of elements such as price, quality, speed and customer satisfaction. It develops harmonious strategy, communication leadership and business process management, ensures customer-supplier concentration, and combines industry vision and research into best practices. Therefore, improvements and developments can be achieved in all areas from raw material sources in the supply chain to the end consumer (Yaman, 2001, p. 133).

Many of the manufacturing companies have supply chain management systems. However, many of them are undeveloped, complex or uncontrollable. Similarly, some companies have not been able to realize full integration and unified functional system. In case of developing a competitive position, it is necessary to examine where the company is in continuity.

The purpose of each player in the supply chain is to convey the latest information to other items in the chain, thereby ensuring a better balance of supply and demand. The short-term goal of the supply chain is to eliminate unnecessary stocks and increase the speed of production and response to the customer. The long-term strategic goal is to meet customer expectations with the right product delivered in the right place, thereby increasing market share and profits. It is essential for the supply chain to take the product from its source to the point of consumption in the shortest time and at the lowest cost. Good supply chain management gives the

initiative to take action against incoming orders, as it offers a chance for follow-up to all players in the process. For example, as soon as a retailer receives an order, this wholesaler, which supplies this retailer, takes action by seeing this order and controls its stocks. If the stocks are low, the producer, who produces goods for this wholesaler, produces more products and delivers it to the wholesaler through distributors connected to the system. The wholesaler sends the goods to the retailer to sell to the customer, and the customer is also able to monitor the procurement process of the product at any stage, and even before ordering, it can even check whether the product is in stock (Özceylan, Bülbül & Güleş, 2010: 92).

Purpose in supply chain management is to ensure that internal resources are integrated effectively and integrated with external resources. Thus, the values that affect the overall performance of the company such as improved production capacity, market sensitivity and customer-supplier relations are increased. This is achieved by the fact that supply chain management focuses on supply chain members, unlike the traditional approach. Thanks to the web technology, all players who take part in the chain control the inventory management and production program at the same time, ensuring that the order reaches the customer at the desired time and in the desired way (Tanyeri and Barutçu, 2003, p. 57).

Every activity that forms the supply chain is interconnected and interacting. Therefore, the entire supply chain system must be considered together to ensure improvement. The purpose of supply chain management is to realize various parts of this chain, that is, different sub-processes, in coordination with each other, with the best possible results. It is the goal of supply chain management to shorten the delivery time of the goods, not to compromise on quality and increase the cost while providing this service (Görçün, 2016, p. 142).

3.6.3. Supply Chain Management and Technology in SMEs

SMEs have been in an extremely busy process in terms of supply chain management in recent years. The SME world, where competition is extremely intense, has made it compulsory for companies to take important steps in supply chain

management and technology use. In a study conducted on SMEs, there are three basic factors that affect the investment of such companies in e-business technology: Perceived benefits, organizational readiness and external pressures (Harland et al., 2007, p. 1235).

Electronic ties to be established with suppliers and customers enable companies to send and receive orders, invoices, shipping notifications with much shorter delivery times compared to the past. The most common technology used to enable such messages to move between large companies is EDI technology, which refers to the transfer of structured data from one computer to another, with agreed message standards. However, adaptation of EDI technology in small companies seems difficult (Özdemir & Doğan, 2010, p. 35). Issues such as the cost of implementing this technology, installation cost and maintenance of networks that add value make the use of EDI of SMEs in a difficult position to reach. Such companies are often dependent on telephone and fax in their business communications. Many of the large companies that use EDI cannot fully realize the potential benefits of this technology, since most of their partners do not use EDI. Therefore, although EDI technology has been around for more than thirty years, it is difficult to talk about its use in SMEs (Stefansson, 2002, p. 136).

According to the results of a research, big companies use EDI technology in communication of business data, but they have problems in communicating with small companies. Small companies generally do not have the resources or basic knowledge to implement EDI modules. This brings risks such as the logistic operations of these enterprises to be outside the supply chain. The emergence of the Internet opens up new perspectives for SMEs. Internet prevents the electronic business concept from becoming a huge financial burden for even the smallest companies. Thanks to the Internet, companies of all sizes can communicate among themselves electronically (Özdemir & Doğan, 2010, p. 36).

The Internet provides a new technology for EDI. Companies move from traditional EDI converters to EDI networks that serve as a single management interface for the system. This system also benefits smaller companies and allows them to communicate with larger customers through these networks. The Internet, which

has become an alternative IT tool for SMEs that they can use electronically, offers significant benefits for companies that buy or sell products electronically, by reducing transaction costs and providing access to a large number of suppliers and buyers (Hvolby & Trienekens, 2002, p. 6).

ERP technologies such as EDI are found to be complicated and costly by SMEs and therefore less preferred. ERP systems can be used as a tool to transform functional oriented organizations into process-oriented organizations. ERP systems, by nature, force people to think with process logic rather than department logic. Implementing an ERP system in any company is normally a very difficult task. The initial phase of an ERP implementation anywhere from one year to three years, and the budgets allocated can range from ten million dollars to one hundred million dollars. Recently, ERP suppliers have started to confront SMEs with cheaper ERP systems due to the saturation in the ERP market for big business companies (Özdemir & Doğan, 2010, p. 36).

3.7. E-Commerce in SMEs

E-commerce has the biggest impact on SMEs. Virtual environment provides important opportunities to SMEs against large-scale enterprises. Small businesses, which have been one of the biggest problems of the past, lack the marketing channels that will enable them to reach the target audience so that the product they produce can be sold, will be helpless against global production and sales companies if they do not adapt to the new order. It is at this point that the Internet offers SMEs an effective and inexpensive marketing channel, enabling them to target millions of people and organizations around the world. In this way, SMEs will have the opportunity to enter many markets and offer products to these markets without having to invest and spend high (Dormitory, 2017, p. 125).

For e-commerce SMEs, it provides benefits such as reduction in costs, time savings, inventory costs, and electronic transactions such as writing invoices made manually beforehand, checking invoices. E-commerce helps businesses better keep track of customer behavior by keeping customer information in a database. At the same time, e-commerce allows customers to market individually and respond to their tendencies more quickly, based on their buying habits (Kazankaya, 2019, p. 49).

E-commerce is an effective information and time management tool for SMEs. The execution of national and international business transactions in an electronic environment ensures effective management of information and time. Therefore, the time between ordering and delivery of the product is minimized, and the time-related costs and inventory costs are reduced. E-commerce does not express the same expectations for all SMEs. The vast majority of SMEs miss strategic opportunities when implementing a wait-and-see policy. In this context, in order not to miss new opportunities, SMEs should not only consider the internet as a new distribution channel on e-commerce road, but also consider it as a tool that will provide an organizational structure that is integrated with the world and open to innovations and can provide a long-term strategic competitive advantage (Kalaycı, 2008, p. 147).

Research shows that many SMEs are not able to benefit sufficiently because they are unaware of the potential benefits of the internet. Again, according to the results of the research on the spread of technology, the reason for delaying the application of E-Commerce is the costly acquisition of new technology. Having new technology can bring relatively high fixed costs in terms of development. SMEs have difficulties due to the application costs they encounter and the lack of monthly cash flows that can sustain their sites. Another important obstacle is the fear that the customers and suppliers of SMEs may have low internet usage rates and the lack of technical expression and critical user mass. For SMEs, the security of payments and the confidentiality of personal information can also cause serious concern. As for the expected and perceived benefits of e-commerce; the findings are almost in the same direction; strengthening customer relations, accessing new markets, optimizing the business process, creating new products and services, and reducing costs (Arslandere, 2010, p. 84).

E-commerce has the biggest impact on SMEs. SMEs are accepted as the core power of the economy all over the world and they have an important share in the national economies of almost all countries, regardless of the development level of the countries. For this reason, it is important to identify what factors affect the tendency of small and medium-sized businesses to use an internet-based e-commerce system. When the literature on SMEs and electronic commerce is examined, various factors have been found to be effective on the tendency of SMEs to use electronic commerce.

Factors affecting the tendency of SMEs to use e-commerce; The perceived benefits of e-commerce are the expected external benefits of e-commerce and the company's resources (Yeniçeri, 2008, p. 146).

CHAPTER 4

CUSTOMER SATISFACTION

4.1. The Concept of Customer

In the past years, in terms of manufacturers, customers have expressed a community that is obliged to take whatever is produced, or which is considered to be certain. However, this perspective has changed in the current process and producers have to focus on the likes of their target audience in the market. Increasing competition and changing levels and shapes are of great importance in this. As the process progresses and the format of the competition changes, the point of view of the producer to the consumer has also changed, and in reality, a customer concept that is important for manufacturers has emerged. In this context, the customer refers to individuals who carry out their consumption activities at a certain frequency and change this to an attitude over time. In addition, the customer is the person who purchases and uses a product or service, but beyond that, reacts psychologically to the process after the purchase. In this state, customers are the target segment evaluated by manufacturers from different perspectives (Eroğlu, 2005, p. 9).

In another definition, the customer is seen as a person who purchases products or services from a particular business in a manner that is sustainable, and who does this consciously. In this process, customers identify individuals who highlight their

own expectations and do not allow environmental factors to shape the thinking of purchasing. In other words, the customer is the person who highlights only himself and the values that belong to him in the process. Apart from this, the customer defines the individual who expects the producers to keep their interests and expectations in the foreground by ignoring all the remaining elements (Erdoğan, 2000, p. 19).

In the literature, the conceptualizations that both distinguish the concept of the customer and define the customer are discussed below (Odabaşı, 2009, p. 79):

- Customers are individuals who care more about their expectations, wishes and wishes rather than their financial structure in their purchasing actions,
- Customers are buyers who, if they encounter a product or service that meets their expectations, can push financial constraints to the background to achieve it,
- Customers are also able to establish moral ties with producers that produce and market according to their expectations during the purchasing actions,
- Customers are individuals who can change the quality and frequency of purchasing actions according to their changes regarding their expectations, desires and images within the time course,
- Customers are the ultimate targets for producers, but they are among the actors of the market, which are attributed to mobilize all opportunities to be retained,
- Customers are the characters that guide the decision-making mechanisms of businesses with their purchasing attitudes and behaviors.

Customers are in the interest of businesses because they are influential actors in the market. However, the features that customers have and the ever-changing approaches make them a more challenging target. At the same time, customers are

making the competition in the market even more challenging as the customer identity is extremely variable.

4.2. Concept of Customer Satisfaction

The conceptual appearance of customers reveals in a way how strong and effective they are. Thus, a clear view emerges about why producers should care about them. Thus, the concept of customer satisfaction also reveals how important it is for customers to be satisfied with them. Customer satisfaction represents the entire impression that a customer has acquired over time, regarding the product or service he bought and utilized. In this state, customer satisfaction expresses an evaluation criterion that occurs at different degrees and levels (Banar and Ekergil, 2010, p. 42-43).

In another evaluation, customer satisfaction expresses the attitudes and feelings of the customers in terms of finding answers to the wishes, needs and expectations of the customers as well as creating a closer communication opportunity between the manufacturer and the customer. The reflections of the contrasts between their positive-negative emotions and attitudes onto the market express the concept of customer satisfaction (Özgüven, 2008, p. 657).

As a process, customer satisfaction is managed and shaped according to customers' perceptions and approaches. In the positive direction, the perceptions and approaches of the customers can create a purchase idea for the customers, as well as help the satisfaction of the customers. In the negative aspect of the subject, the reactions of the customers may cause the dissatisfaction to occur over time. In this way, customer satisfaction expresses the reactions of the customers to the products and services offered to them by the producers in a way that can be detected quickly, easily noticeable, to a certain extent and can be produced permanently (Yılmaz and Çatalbaş, 2007, p. 84).

Although the literature has created a suitable and qualified conceptualization, there are different approaches and evaluations of customer satisfaction among the society. The perception of customer satisfaction, which is shaped according to the experience of a customer, is transferred to other customers as a chain. When evaluated

in this state, although customer satisfaction as a concept is seen as a concept shaped according to individual experiences, it acts on a plane extending from individual to social and thus defines a feeling that has the capacity to create an impact in a chain (Tüzün & Devrani, 2008, p. 16). Although mostly customer satisfaction is described as the response of a single customer, this also expresses an emotional situation created by all customers by affecting each other.

4.3. The Importance of Customer Satisfaction

Considering the importance of customers in terms of businesses, business administrations make a serious effort to ensure their satisfaction and meet their expectations. At this point, businesses attach great importance to the high level of customer satisfaction. In this way, while customers can be kept connected to businesses, a serious development is observed in the prestige of businesses. However, it would be wrong to evaluate customer satisfaction only on an enterprise basis. Customer satisfaction is also of great importance to the customers themselves. Accordingly, it is possible to see that the following factors come to the forefront during the time when the importance of customer satisfaction in terms of customers is considered (Akın, 2003, p. 44-45):

- Being recognized, recognized and remembered in the future by businesses,
- The feeling of being intimacy and being cared about by the businesses,
- Shaping products and services accordingly in parallel with complaints and criticisms,
- To show that the relations with customers continue at every stage by giving more importance to the after-sales process than the pre-sales process.

When we look at the points that are important for customer satisfaction, it is seen that two issues come to the fore in terms of customer satisfaction and customers. Accordingly, primarily, customers attach importance to the construction of a system they remember and care about. The second important issue is that the customers offer

products and services that meet their expectations as much as possible from the manufacturers in order to have a sense of satisfaction. In other words, the customers expect the manufacturers to act in parallel with them in order to create feelings of satisfaction.

Based on this, it is possible to see that the following factors come to the fore during the importance of customer satisfaction in terms of businesses (Midilli, 2011, p. 37):

- Increasing the level of loyalty or dependency of customers to a brand, product or service, by providing a sense of satisfaction,
- To improve the desire of customers to be deployed in the business environment and to ensure its permanence,
- Strengthening the corporate image of the sense of satisfaction experienced with the contribution and support of customers,
- Expanding the customer base addressed by the business by spreading the positive perception that emerges with the satisfaction of the customers in a wide environment.

When looking at the positive effect of customer satisfaction on businesses, the resulting table shows that businesses are heavily dependent and dependent on their customers' reactions. Accordingly, while the enterprises can achieve large-scale successes and profitability rates during the period of customer satisfaction, when it comes to the lack of satisfaction, their situation and their competitive position may come to the agenda.

4.4. Elements that Create Customer Satisfaction

Creating customer satisfaction does not only depend on whether the production and marketing processes are good or high quality, but many other factors have a direct and indirect effect on creating customer satisfaction. During the period when the importance of customer satisfaction is considered critical, the sensitivity to

be shown about the emergence of this satisfaction and the factors that ensure this sensitivity should be taken into consideration in business management.

Basically, the factors that affect customer satisfaction are listed as follows (Akın, 2003, p. 45):

- Examining, defining and classifying the individuals who are in the environment addressed by the business and who are customers,
- Improving the communication potential with the customers that the company is actively communicating with and increasing the level of sincerity with the customers,
- To listen and evaluate the emotions, thoughts, wishes, wishes and criticisms of potential customers, especially existing customers,
- Addressing the positive-negative responses from customers from different perspectives after the purchase action has been carried out and determining a new road map based on the assessments made,
- To show that a production and marketing process has been created according to the wishes of the customers, and that they are acting in parallel with the expectations of the customers,
- Having the level of knowledge and ability to evaluate and conclude not only certain problems but also all problems in the post-sales process.

Considering these listed factors, at the end of each activity that business management will focus on, it has an important contribution for customers to think positively about the business in question. While manufacturers are obliged to do all the activities that will remind them positively, they also realize how this obligation supports customer satisfaction and shape their activities accordingly.

Considering the factors that are believed to have an impact on the emergence of customer satisfaction, it is seen that some points in the details have the capacity to

influence the result. Accordingly, these details can be listed as follows (Burucuoğlu, 2011, p. 15-16):

- The relationship processes with the customers are as close as they are,
- Keeping customers' reactions, feelings of happiness and unhappiness under control in an instant and wide time,
- To constantly state that there is gratitude to the customers as an institution and to make some rewards based on this,
- Regardless of the level of negative reactions of the customers, accepting the tolerance as the basic principle to regain the customer,
- Continuous reminder and steps to make this reminder positive in order to find a business, brand, product or service at the customers' focus.

Considering the listed details, it is of great importance to prioritize attitudes and behaviors that show continuity and absolute commitment to customers. Based on this, business management and employees should act as part of a culture focused on customer satisfaction. Otherwise, the idea of customer satisfaction can be perceived as a temporary identity for customers, and customer opinion may prevent the expected level of satisfaction and loyalty from forming.

4.5. Measuring Customer Satisfaction

In order to better understand how customers, react to the services provided to them, a measurement of customer satisfaction, especially observations, is needed. Measurements based on numerical data as well as observations that can be made in various fields clearly show the level of customer satisfaction or dissatisfaction.

When it comes to the basis of the subject, the factors that create necessity for measuring customer satisfaction are as follows (Burucuoğlu, 2011, p. 20):

- Addressing customers' expectations directly from their ideas,

- Addressing customers' expectations of satisfaction and the parallelism of the products and services offered by businesses or deficiencies in this regard,
- To try to shape the future process according to the data and information revealed as a result of the researches,
- Creating a specific knowledge about the customers' attitudes and behaviors within a predetermined time interval and generating general passions,
- Developing a business policy that is largely in line with the expectations of customers and reflecting this to the outside.

In this image, the main factor that obliges the customer measurement is that the enterprises program themselves according to their customers and thus have the chance to reveal a customer satisfaction. While it is easier to achieve customer satisfaction on behalf of businesses that have the opportunity to get closer to their customers, it is easier to manage this process and achieve the expected success and profitability in terms of businesses with clear information according to the expectations of customers.

Common methods for measuring customer satisfaction are:

- Focus groups: It is the method that tries to perform customer satisfaction measurement based on a group that has a desire to work and is carried out by a specialist person or a team (Odabaşı, 2000, p. 152).
- Consultation panel: In these panels, which are organized under the leadership of individuals who are experts in their fields, especially the approaches of the customers are brought to the fore as a result of the consultations between the customers and the producers and future plans are made accordingly (Odabaşı, 2000, p. 155).

- Questionnaire: It is a research method that is carried out based on options or direct answers on individuals with various customer characteristics within a certain period of time (Seyidoğlu, 2009, p. 39).

- Critical event method: It is the technique that is used based on monitoring and evaluating how customers or business employees react during difficult decision-making stages (Odabaşı, 2000, p. 158).

- Benchmarking: It is an application for comparing and evaluating the outputs related to the attitudes and practices of other businesses in providing customer satisfaction, mostly by emphasizing themselves themselves (Koçel, 2007, p. 313).

4.6. Process of Creating Customer Satisfaction

4.6.1. Creating a Customer Profile

Although almost all of the customers seem to be similar to each other, the profiles of the customers can be very different from each other. These differences require manufacturers to address consumers more broadly. For this reason, the first step of the companies is to obtain information about the qualities of the customers in their environment and to create a specific customer profile through this information. These profiles will provide information on the market and individuals about what the company should do in terms of plan and project on average (Gümüş, 2014, p. 12). Creating a customer profile is also very useful for getting deeper information about the customer. Extremely in-depth information such as their tastes, cultural affiliation and income levels can be obtained through these profiles.

4.6.2. Determining the Expectations of the Customers

Along with the acquisition of information about customers, a strategy focused on expectations should be determined in order to create a production and marketing process that will be in the interests of the enterprises by further elaborating the process. Companies, which mostly take steps about mass production, can push customer expectations to the background at this point, thereby ignoring the presence of customers. However, considering the changing market conditions, it is a real

imperative to determine the expectations of the customers and act accordingly (Özgüven, 2008, p. 662).

The importance given to the expectations of customers also becomes a prestige issue for companies. Customers take into consideration the side that is most interested in them and gives the most qualified answer to their expectations and wants to benefit from its products and services. Because an environment where expectations can be met can be extremely attractive for customers and thus, customers can easily integrate with companies. Customers may also need this situation psychologically.

4.6.3. Measuring Customers' Perceptions

Beyond evaluating customer expectations, obtaining detailed information about customers' perceptions has become more important, especially with the possibilities offered by technology. Therefore, questionnaire, face to face interview etc. Along with the methods, manufacturing companies try to understand and make sense of what their customers feel. In this way, the details are elaborated, what the customers are trying to say is trying to be understood and thus, an effort is made to create a production and marketing structure that suits their wishes (Özgüven, 2008, p. 662). Although it is very easy to observe the customers' feelings and thoughts from the outside, this process can create serious problems and does not allow obtaining qualified information at the desired level. For this reason, it is ensured to create a working environment where especially numerical data is brought to the fore and thus collecting qualified information.

4.6.4. Creating an Action Plan

Although the review process for the customers has taken a long time, actually creating an action plan can bring a much more difficult and longer process. In this process, companies have to try to create an action plan that will truly meet the expectations of customers. This plan has the chance to increase the trust and faith of customers. For this reason, action planning should be evaluated precisely on the axis of customers and should contribute to possible future purchasing attitudes. The action plan constitutes the most important timeframe that customers consider manufacturers (Gümüş, 2014, p. 13).

Although the customers seem to have too many requests, their expectations are focused only on the elements that will meet their needs. Although their requests are so affordable, the action plan they will create for companies will work in every sense and will help keep customers connected. At the same time, action plans are a test for companies, to what extent they listen to customers and how much they care about their customers, and are a reflection of their activities.

4.7. Concepts Related Customer Satisfaction

4.7.1. Customer loyalty

The fact that customers do not only make purchases, but also act in a way that is identified with a product, service, brand or a company is among the leading expectations of all companies. In these expectations, companies aim to appeal to a customer group that is compatible with them and to make them closer to them every time. In this way, customer loyalty, as a concept that has gained importance, is a phenomenon that will enable companies to relate their customers to each period. Customer loyalty means that customers are a loyal part of the company beyond this feeling, along with the feeling they have had in purchasing a product, service or brand of a company that they consider as the closest and most convenient in the market with many alternatives (Karpat , 1998, p. 22).

Customer loyalty is of utmost critical importance. This is because, in the relationship between customers and companies, it is important for a company to become dependent on itself, and related to itself, and to be able to show love easily. It is very likely that this is an opposite situation. Because customers easily move away from a company that he thinks will not be a part of himself, so he is looking for new alternatives.

4.7.2. Customer Relations Management

Customers and manufacturers are not only faced during the production and marketing periods, but there are also communication processes. However, the parties that must take this process seriously and seriously emphasize are companies. Companies make a difference by providing continuity and quality in their

communication with their customers. Apart from this, it is not possible for companies to keep their customers connected in any way.

For this reason, the concept of customer relations that emerged shows itself in order to make a difference in the relations of companies with their customers. Customer relationship management is a set of applications that enables a company to maintain and direct its relations with its customers through professional and qualified applications, and enables the process to continue through digital media, especially with the support provided by technology (Söztutar, 2010, p. 20). Along with customer relationship management, companies understand the approaches and opinions of their customers, not periodically, so that they are frequently informed of them. At the same time, together with customer relations management, companies can express themselves better towards their customers, thus preventing communication gaps between them.

4.7.3. Customer Complaint Management

The issue that emerges in parallel with customer relations and actually forms the basis of customer relations is to listen to customers' complaints and act accordingly. It is important to consider these complaints at two points. First, a company that acts by listening to customers' complaints gives their customers the message they care about them. Secondly, along with customer complaint management, a quick and effective step is taken to ensure that production, marketing and relationships are not damaged in the long term. For this reason, the customer complaint management programs developed primarily aim to retain the existing customer potential rather than the move to acquire new customers (Sarıdaıldı & Sevim, 2009, 111-112). Although the customers have a noticeable love and respect for the companies they work with, the reaction of the customers can be harsh and irreversible than expected for any problems that may arise. For this reason, each step of the customers' complaints should be taken very carefully. In recent years, it has been observed that many manufacturers have established special centers for their customers' products or services to listen to their customers' complaints, where they listen to their customers' problems, either instantly or long-term, and then try to find solutions.

CHAPTER 5

A RESEARCH ON NOURISHMENT SHOP'S CUSTOMERS' SATISFACTION IMPACT OF E-COMMERCE ON SMALL AND MEDIUM-SIZED RETAIL COMPANIES AND THEIR SUPPLY CHAIN:

5.1. Research

5.1.1. Purpose of Research and Research Sample

The purpose of this study is to investigate the effect of e-commerce web sites' general applications and their supply chain mechanism on customer satisfaction in e-commerce activities. In the research section of the study, a questionnaire was conducted among the customers of the e-commerce website of a nourishment company, which is specifically qualified in the food sector. In the study with this survey, the e-commerce activities of this nourishment company try to understand the quality of the supply chain element commercially.

This study of thesis also examines the impact and applications of e-commerce sector on customer satisfaction in recent years. At this point, the supply chain systems of SMEs are at the center of the research. The study will be carried out in the food sector. In this process, an assessment will be made on the SMEs and their supply chain management skills in the context of the e-commerce sector

The research sample is composed of customers who shop in the e-commerce businesses in Istanbul. In this context, 355 questionnaires were collected for the analysis of the research depending on the sampling method. Surveys were distributed and collected via the internet.

5.1.2. Scope and Limits of Research

There are a number of methodological limitations that significantly affect research findings. This research, which firstly measures the effects of supply chain applications in e-commerce on customer satisfaction, was conducted in Istanbul region with customers of a nourishment company who regularly shop online. It can be expected that a research that can be carried out on a more comprehensive sample spread over Istanbul or different cities will contribute more to the world of academia.

Another important limitation is that the research is carried out only on customers shopping on e-commerce sites. In the private sector, research can be done on different companies and websites and more comprehensive results can be obtained. Given all these limitations, the study is a specific study. In this context, the research is

aimed to set an example for the e-commerce shopping sites in different areas, operating in Istanbul and other provinces, and to contribute to the academy.

5.1.3. Method of Research

In the research, the interview method was used as a data collection method. In the first part of the survey, the demographic information of the participants (gender, age, education, working status, monthly income, frequency of using the internet, online shopping experience and the device most used in online shopping) are included. In the second part, the scale consisting of the features and customer satisfaction of the online shopping sites organized by Irantaj (2018) as 36 items were used. In the third section, the trust in the supply chain scale developed by Şahin (2017) and consisting of eight items is included. A 5-point Likert scale was used to measure the scale items. Scale; It is coded as Never (1), Very Rarely (2), Sometimes-Occasional (3), Generally (4) and Always (5).

On the other hand, the analysis of the research was done in Statistical Package for the Social Science (SPSS 25.0) and AMOS software programs. In this context, the demographic characteristics of the participants are primarily included. Afterward, the study includes reliability tests of the scale, confirmatory factor analysis, Pearson correlation coefficient, multiple regression analysis, and hypothesis tests.

5.1.4. Model and Hypothesis of Research

The model and hypotheses of the research are as follows:

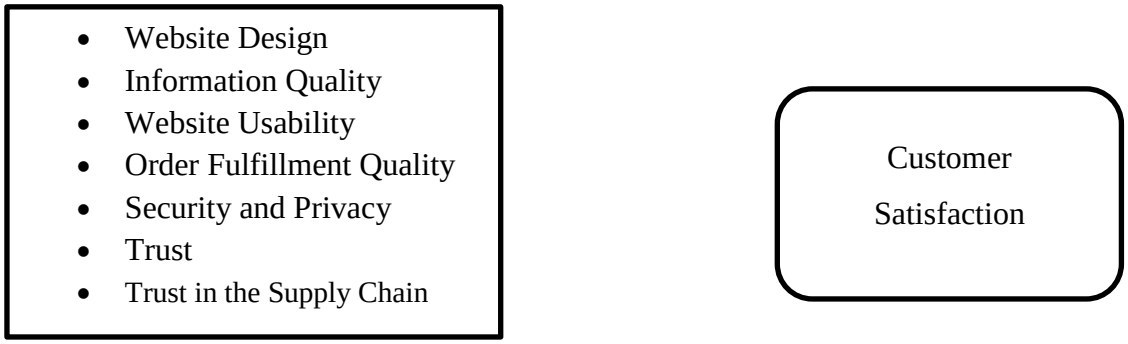

Figure 1. Theoretical Model of Research

The hypotheses to be put forward based on this model are as follows:

H₁: Website design of the e-store has a positive effect on customer satisfaction.

H₂: Information quality of the e-store has a positive effect on customer satisfaction.

H₃: Website usability of the e-store has a positive effect on customer satisfaction.

H₄: Order fulfillment quality of the e-store has a positive effect on customer satisfaction.

H₅: Security and Privacy of the e-store has a positive effect on customer satisfaction.

H₆: Trust of the e-store has a positive effect on customer satisfaction.

H₇: Trust in the supply chain of the e-store has a positive effect on customer satisfaction.

5.2. Findings and Evaluation

This section contains the findings and evaluations of the study. Firstly, descriptive statistics of demographic data, validity and reliability analyzes of variables and hypothesis tests are presented in detail.

5.2.1. Demographic Findings

In the research, some information about demographic information was needed. These are the devices that gender, age, education, working status, monthly income, frequency of using the internet, online shopping experience and the most used device in online shopping. In the table below, it is possible to reach the numbers and ratios of all demographic variables.

A large part of the survey participants is between 20-29 years old. Participants in the 30-39 age range follow it. Of the participants, the number of women is more than the number of men, albeit with a slight difference. Also, it is seen that the majority of the respondents are undergraduate graduates. The vast majority of the participants work and the monthly income of a large proportion is less than 5000 TL. On average, 95% of people who contributed to the research go online every day, and most of them have experienced online shopping recently. These people generally prefer to go to the internet using a smartphone.

Table 1. Demographic Information of Sample Group

Demographic Profile	**Frequency**	**Percentage (%)**
Age		
20-29	130	36,6
30-39	99	27,9
40-49	54	15,2
Over 50	45	12,7
Under 20	27	7,6
Gender		
Female	194	54,6
Male	161	45,4
Education		

Associate Degree	27	7,6
Bachelor	151	42,5
Diploma	67	18,9
High School or under	66	18,6
Post Graduate or above	44	12,4
Profession		
Employee	183	51,5
Other	20	5,6
Self Employed	73	20,6
Student	56	15,8
Unemployed	23	6,5
Monthly Income		
11.000-15.000 TL	49	13,8
16.000-20.000 TL	15	4,2
6000-10.000 TL	120	33,8
Less than 5000 TL	142	40,0
More than 20.000 TL	29	8,2
Internet Usage Frequency		
1-3 times a week	4	1,1
4-6 times a week	12	3,4
Every day	338	95,2
Once a month	1	,3
Online Shopping Experience		

1-3+ Years	110	31,0
4-6+ Years	79	22,3
7+ Years	54	15,2
Recently	112	31,5
Mostly Used Device for Online Shopping		
Laptop	120	33,8
Other	10	2,8
Smart phone	196	55,2
Tablet	29	8,2

5.2.2. Reliability Analysis

Reliability can be defined as the consistency between the answers given by the participants to the survey questions. Reliability is related to how accurately the test measures the property it wants to measure (Kılınçkaya 2013, p.70). The value used to determine whether the variables are consistent with each other in Likert type scales is the Cronbach alpha (α) method. It is possible to say that the scale is reliable when Cronbach's Alpha (α) value is 0,700 and above (Bektaş and Akman 2013, p.128).

When the reliability analysis of the variables used in the research is analyzed, it is seen that the values are quite above 0.700. This means that the dimensions are reliable. Also, a high value of 0,991 was obtained in the reliability analysis of all scales.

Table 2. Reliability Measurement for Research Variables

Variable	**Number of Items (N)**	**Cronbach's Alpha (α)**
Website Design	5	0,927
Information Quality	5	0,929
Website Usability	5	0,936
Order Fulfillment Quality	5	0,931
Security and Privacy	5	0,939
Trust	5	0,941
Trust in the Supply Chain	8	0,965
Customer Satisfaction	6	0,947
Total	44	0,991

5.2.3. Confirmatory Factor Analysis (CFA)

In the first step, Confirmatory Factor Analysis (DFA) was applied using AMOS software to improve all eight scales, their congeneric measurement features and evaluate the measurement model of the study. According to the CFA results, CMIN / DF is 2.48. The GFI (goodness of fit index) of the model fit size is 0.763. PNFI (parsimony normalized fit index), TLI (Tucker-Lewis index) and CFI (comparative fit index) values are 0.83, 0.91, and 0.93 respectively (is marginal that it close with the cut-off value); statistical suitability set supporting the hypothesis model. Before the model became acceptable, the approximate root means square error of the approximation (RMSEA) was obtained for the proposed model to define appropriate error estimates for the model. The corresponding value is 0.064 and is below 0.08. The results are presented in Table 5 below (Irantaj, 2018, s.53-54):

Table 3. Model Fit Summary

Indices	**Value**	**Criteria**	**Result**
CMIN/DF	2.468	<5	Good
p-value of (x^2)	0.000	>0.05	Bad
Goodness-of-fit index (GFI)	0.763	>0.90	Mediocre
Tucker-Lewis Index (TLI)	0.931	>0.90	Good
Comparative Fit Index (CFI)	0.937	>0.90	Good
Root Mean Square Error of Approximation (RMSEA)	0.064	<0.08	Good
Parsimony Normed Fit Index (PNFI)	0.830	>0.50	Good

In summary, all of these results confirmed that the measurement model showed an acceptable fit based on the collected data of the study. Based on these, the validity and reliability of the measurement scales of this study have been proved. In the light of these results, independent variables; website design, information quality, website usability, order fulfillment quality, security and privacy, trust and also trust in the supply chain. The dependent variable is customer satisfaction.

5.2.4. Correlation Analysis

The correlation coefficient reveals the direction and magnitude of the relationship between the variables. This coefficient takes a value between (-1) and (+1); positive values indicate a direct linear relationship, and negative values indicate a reverse linear relationship. If the correlation coefficient is "0", it is possible to say that there is no linear relationship between the variables in question (Deniz Başar and Yılmaz 2011, p.25).

Looking at the correlation table below, it is possible to say that there are significant and strong relationships between variables in general. Especially when the relationships between independent and dependent variables are examined, it is seen

that there is a high level of relationship between customer satisfaction and all independent variables (p <0.01). Of these values, especially trust and trust in the supply chain variables have a high level of relationship with customer satisfaction. In this context, customers' payment, quality, safe and timely delivery, etc. it is possible to say that he attaches great importance to concepts. Also, customers attach high importance to security and privacy issues. Then comes order fulfillment quality, website usability, information quality, and website design, respectively. At this point, it is possible to say that customers give priority to trust, security, and privacy. Although the website design and information quality seem to be the last in terms of power relation, all variables have a high level of relationship with customer satisfaction.

Table 4. Pearson's Correlation Coefficient between the Research Variables

	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
Website Design	1							
Information Quality	,929**	1						
Website Usability	,923**	,914**	1					
Order Fulfillment Quality	,890**	,899**	,904**	1				
Security and Privacy	,873**	,879**	,907**	,898**	1			
Trust	,878**	,892**	,899**	,921**	,946**	1		
Trust in the Supply Chain	,878**	,880**	,904**	,925**	,940**	,941**	1	
Customer Satisfaction	,897**	,905**	,914**	,916**	,925**	,938**	,937**	1

** Correlation is significant at the 0,01 level (2-tailed)

5.2.5. Results of Multiple Regression Analysis

Regression analysis is the explanation of the effect of the independent variable or variables on the dependent variable or variables with a mathematical model (Ural and Kılıç 2011, p.253). In other words, it is an analysis technique that reveals how much of the change in the dependent variable is explained by independent variables (Dursun and Kocagöz 2010, p.2). Here are some important points to be addressed (Purtul 2018, p.81):

- The significance between variables should be less than 0.05.
- t value should be approximately -2000 or +2000.
- β coefficient must be approximately (-) or (+) 200 and above.

If these conditions are met, analysis is carried out by looking at the R2 value. R2 value is a value that is used to observe to what extent the independent variables in the model measure the dependent variables.

In the multiple regression analysis performed, results similar to the correlation analysis appeared. However, this time, all independent variables did not affect customer satisfaction. The variables of trust ($p < 0.01$; β: 0.270) and trust in the supply chain ($p < 0.01$; β: 0.272) have a high level of effect on customer satisfaction. This situation shows the sensitivity of Turkish people about trust. These two variables are important enough to pressure all variables. Also, the use of the website ($p < 0.05$; β: 0.109) appears to have a high impact on customer satisfaction. In other words, customers care about the ease of use of the website. Besides, the smooth running and speed of the website increases customer satisfaction.

Finally, it is seen that the quality of information ($p < 0,01$; β: 0,131) has a high impact on customer satisfaction. In other words, it is satisfying that the customer can access the information he is looking for, the information of the website is constantly updated, the right information about the products and their features, and the content and product comparisons of the website are easy. Although other independent variables are important, it is possible to say that the variables that capture the level of significance suppress them. The interesting point here is that the security and privacy

variable does not affect customer satisfaction. This relationship, which was high in the correlation analysis, lost its meaning here. Again, order fulfillment quality and website design variables do not appear to affect customer satisfaction.

Table 5. Multiple Regression Analysis

Variable	**p (Sig.)**	**t**	**β**
Website Design	0,127	1,530	0,072
Information Quality	0,005	2,814	0,131
Website Usability	0,026	2,241	0,109
Order Fulfillment Quality	0,208	1,261	0,059
Security and Privacy	0,119	1,565	0,084
Trust	0,000	4,852	0,270
Trust in the Supply Chain	0,000	5,029	0,272

As a result of the analyzes, four hypotheses were accepted, but three hypotheses were not accepted. The results are as seen in Table 8.

Table 6. Summary of Hypotheses Results

Hypotheses	**Result**
H_1: Website design of the e-store has a positive effect on customer satisfaction.	Not accepted
H_2: Information quality of the e-store has a positive effect on customer satisfaction.	Accepted
H_3: Website usability of the e-store has a positive effect on customer satisfaction.	Accepted
H_4: Order fulfillment quality of the e-store has a positive effect on customer satisfaction.	Not accepted
H_5: Security and Privacy of the e-store has a positive effect on customer satisfaction.	Not accepted
H_6: Trust of the e-store has a positive effect on customer satisfaction.	Accepted
H_7: Trust in the supply chain of the e-store has a positive effect on customer satisfaction.	Accepted

Depending on the results of the hypothesis, it is seen that the trust status of the customers especially in the business activities and supply chain comes to the fore. Especially, the websites where customers shop should be honest and secure. Experiences about this situation in the past are very important. The interest, consistency and ethical behavior of such enterprises to the customer have a high and positive effect on customer satisfaction. Also, keeping the promises of the company in terms of supply, being reliable, honest and believable stands out as features that affect customer satisfaction at the highest level.

Apart from these two important features, the quality of the information provided by the website to its customers is also very important. In other words, it is satisfying the customer that the customers can easily access the information they want on the website, have detailed and accurate information about the products and their features, and the information provided is easy and understandable. Also, regular updating of the website and making applications that facilitate product comparisons are important for customer satisfaction.

On the other hand, the usability of the website is another important feature for customers. If the website is easy to navigate and use, this leads to customer satisfaction. It is also very important that the links of the website work smoothly and the pages load quickly. The fact that online shopping methods are clear and simple at the time of purchase also satisfies the customer.

Finally, in this study, the effect of supply chain processes related to customers' e-commerce websites on customer satisfaction was investigated. In general, the participants took the supply chain element as a criterion in terms of customer satisfaction. However, in order to create a customer satisfaction effect in e-commerce activities for the participants, they do not consider the quality of the supply chain and the transmission format of the orders as important. In other words, customers do not see the activities of the e-commerce website as the primary element in order and supply processes for the sake of satisfaction. This shows that customers prioritize information, trust and usefulness for their feelings of satisfaction and in this way, customer satisfaction is evaluated from different perspectives.

CONCLUSION

With the development of the new economy and the acceleration of information technology applications, the concept of e-commerce has become more common. The concept of e-commerce, especially its relatively low costs, the elimination of the boundaries such as time and space, and its advantages that enable the transmission of texts with various features by more than one person in a mutual interaction, have brought the concept of e-commerce to the agenda. There are many factors that contribute to the growth and development of e-commerce activities. The main ones are population size, internet usage rate, developing and increasing alternative payment systems, advanced logistics support systems. In addition to all these, the size of the young population in the world enables the society to adapt to new technologies more easily and quickly. Thus, e-commerce and other information technologies are developing rapidly.

E-commerce radically changes the perceptions of production, marketing and sales in the business world. This change creates a very different competitive environment for companies. E-commerce causes the perception of competition to be transferred to digital platforms, and this change is becoming increasingly difficult as a winner in the competition if companies are not fully prepared. E-commerce has also the biggest impact on SMEs. Virtual environment provides important opportunities to SMEs against large-scale enterprises. Small businesses, which have been one of the biggest problems of the past, lack the marketing channels that will enable them to reach the target audience so that the product they produce can be sold, will be helpless against global production and sales companies if they do not adapt to the new order. It is at this point that the Internet offers SMEs an effective and inexpensive marketing channel, enabling them to target millions of people and organizations around the world.

In the last years of web's direct effect on business world, e-commerce has the biggest impact on SMEs. SMEs are accepted as the core power of the economy all over the world and they have an important share in the national economies of almost all countries, regardless of the development level of the countries. For this reason, it is important to identify what factors affect the tendency of small and medium-sized

businesses to use an internet-based e-commerce system. When the literature on SMEs and electronic commerce is examined, various factors have been found to be effective on the tendency of SMEs to use electronic commerce.

Supply chain management is a mechanism aiming to ensure that products and information reach the market place in order to produce creative solutions and create customer loyalty in a supply system that increases customer satisfaction in an intense competitive environment. There is a management philosophy focused on continuous development in supply chain management. In line with this philosophy, the purpose of the supply chain is to obtain the right products, services and information for the company in the right amount, at the right time and at low cost. In a general supply chain, the process proceeds as supplying, producing, stocking and delivering the materials to customers

SMEs have been in an extremely busy process in terms of supply chain management in recent years. The SME world, where competition is extremely intense, has made it compulsory for companies to take important steps in supply chain management and technology use. In a study conducted on SMEs, there are three basic factors that affect the investment of such companies in e-business technology: Perceived benefits, organizational readiness and external pressures

The supply chain can be considered as an important factor during this period. Although supply chain management is seen only in relation to the activities of companies, the supply chain also has a certain impact on customers. After purchasing, customers evaluate vendors and intermediaries in the shipping and delivery processes. The quality of supply chain management is precisely at this point. Customers evaluate both companies and their supply chain partner according to the quality of the service they receive.

In the last part of the study, there are general elements regarding the results of the ground research, your satisfaction, your satisfaction. Accordingly, the most important issues shown by the results are trust. Customers think that trust is a factor of satisfaction for supply chain activities in e-commerce processes. This also applies to websites where customers shop. Customers think that websites have reliable discourses and activities. On the other hand, it is seen that the past experiences of

customers are also determinative in this process. In the past, the quality of their relationship with websites has affected customers' willingness to shop again, their trust and their sense of satisfaction.

Another important element is the quality of the information shared by the e-commerce website. Customers want to obtain information easily within the e-commerce website. At the same time, customers emphasize the importance of detailed information about the products and specific features of the products. In this way, the timeliness of the website is considered as a factor of reliability for the customers. The opportunities offered by e-commerce websites are very decisive for customers to compare products. This is the aspect that customers observe both during and after purchasing in terms of supply chain. Providing more products or reaching customers quickly helps customers to have a sense of customer satisfaction with their e-commerce website and supply chain activities.

Finally, the usability potential of the website is important for the satisfaction of the customers. If it is easy to switch between products, the use of a company's e-commerce website becomes easier for customers. This will help customers spend more time on an e-commerce website. The visuality and smooth operation of the pages helps customers to think more positively about the website and the company that owns the site. The quality of websites is of great importance, especially in terms of sharing information about supply.

The most important issue related the results of survey in end research is about, the effect of supply chain processes related to customers' e-commerce websites on customer satisfaction. In general, the participants took the supply chain element as a criterion in terms of customer satisfaction. However, in order to create a customer satisfaction effect in e-commerce activities for the participants, they do not consider the quality of the supply chain and the transmission format of the orders as important. In other words, customers do not see the activities of the e-commerce website as the primary element in order and supply processes for the sake of satisfaction. This shows that customers prioritize information, trust and usefulness for their feelings of satisfaction and in this way, customer satisfaction is evaluated from different perspectives.

When the general limitations of this researched is evaluated, there are a number of methodological limitations that significantly affect research findings. This research, which firstly measures the effects of supply chain applications in e-commerce on customer satisfaction, was conducted in Istanbul region with customers of a nourishment company who regularly shop online. It can be expected that a research that can be carried out on a more comprehensive sample spread over Istanbul or different cities will contribute more to the world of academia.

Another important limitation is that the research is carried out only on customers shopping on e-commerce sites. In the private sector, research can be done on different companies and websites and more comprehensive results can be obtained. Given all these limitations, the study is a specific study. In this context, the research is aimed to set an example for the e-commerce shopping sites in different areas, operating in Istanbul and other provinces, and to contribute to the academy.

According to the results of this study, some important elements may be recommended for future studies. The first recommendation concerns the selection of future participants of the study. Although in this study, customer satisfaction is at the forefront, in future studies, e-commerce companies can be added to the process. Because e-commerce companies are also customers of supply chain companies. Therefore, the views of e-commerce company representatives on supply chain management will point to another dimension of customer satisfaction.

The second recommendation for future studies is that it would be reasonable to add an in-depth interview in the study. Although an attempt was made to reach a result by conducting a survey in this study, it would be possible to collect more detailed opinions of the customers with in-depth interviews. Also, the presence of representatives of e-commerce companies in these interviews will help the results of the research to be more detailed and more qualified.

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